

Agenda

Meeting: Board

Date: Wednesday 18 September 2019

Time: 10.00am

Place: Chamber - City Hall, 110 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

Mark Phillips

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: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 10 September 2019

**Agenda
Board
Wednesday 18 September 2019**

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 24 July 2019 (Pages 1 - 16)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 24 July 2019 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 17 - 22)**

General Counsel

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

5 Commissioner's Report (Pages 23 - 74)

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 24 July 2019 and updates Members on significant projects and initiatives.

6 Crossrail Update (Pages 75 - 78)

Commissioner

The Board is asked to note the paper.

7 Finance Report (Pages 79 - 92)

Chief Finance Officer

The Board is asked to note the Finance Report.

8 Tram Overturning at Sandilands, Croydon on 9 November 2016 - Update (Pages 93 - 110)

Managing Director, Surface Transport

The Board is asked to note the progress on addressing the recommendations from the investigations into the tram overturning and other action taken to improve tram safety. The paper was also considered by the Safety, Sustainability and Human Resources Panel.

9 Board Effectiveness Review (Pages 111 - 132)

General Counsel

The Board is asked to note the report from the independent review of Board effectiveness and to agree the next steps.

10 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 4 September 2019 (Pages 133 - 138)

Panel Chair, Kay Carberry CBE

The Board is asked to note the summary report.

11 Report of the meeting of the Customer Service and Operational Performance Panel held on 12 September 2019 (Pages 139 - 140)

Panel Chair, Mee Ling Ng OBE

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 20 November 2019 at 10am.

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
10.00am-1.48pm, Wednesday 24 July 2019**

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
Mark Phillips
Dr Nina Skorupska CBE
Dr Lynn Sloman
Ben Story

Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Stuart Harvey	Director of Major Projects
Simon Kilonback	Chief Finance Officer
Gareth Powell	Managing Director, Surface Transport
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

Also in attendance

Tony Meggs	Chair, Crossrail Limited
Mark Wild	Chief Executive Officer, Crossrail Limited

Staff

Sarah Bradley	Group Financial Controller (Statutory Chief Finance Officer)
Andy Brown	Head of Corporate Affairs
Jackie Gavigan	Secretariat Manager
David Hughes	Director, Investment Delivery Planning
Marian Kelly	Head of HSE, London Underground
Shamus Kenny	Head of Secretariat
Antony King	Finance Director - MPD
Clive Walker	Director of Risk and Assurance

53/07/19 Apologies for Absence and Chair's Announcements

No apologies for absence were received from Members. Michele Dix was unable to attend the meeting.

The Chair welcomed everyone to the meeting, including the press and the public. He congratulated Ron Kalifa OBE on his two recent appointments as a non-executive director to the Bank of England's Court of Directors, and as an independent member to the England and Wales Cricket Board's newly formed T20 Board.

The Chair also congratulated Siwan Hayward, TfL's Director of Compliance, Policing and On-street Services, who was awarded an OBE in the Queen's Birthday Honours for her outstanding services to transport and policing.

There had been recent changes to some key posts. Andy Lord would join TfL as the new Managing Director London Underground and TfL Engineering in November 2019. On behalf of the Board, the Chair expressed his thanks to Nigel Holness for his work as interim Managing Director and wished him well in his new role as Chief Executive of Metro Trains Sydney. Following Nigel's departure and ahead of Andy's arrival, Vernon Everitt was covering the Managing Director position.

Sarah Bradley, Group Financial Controller and statutory Chief Finance Officer, was leaving TfL at the end of July 2019. On behalf of the Board, the Chair expressed his thanks to Sarah for all her hard work and service and wished her well for the future. Arrangements had been put in place to cover the statutory Chief Finance Officer role following her departure.

The Chair invited Members to raise any issue of safety or security at the Board meeting, either under a specific agenda item or with the appropriate member of the Executive Committee after the meeting.

54/07/19 Declarations of Interests

Howard Carter informed Members that, since the last meeting, Ron Kalifa's interests had been updated to reflect his recent appointments.

There were no interests to declare that related specifically to items on the agenda.

55/07/19 Minutes of the Meeting of the Board held on 22 May 2019

The minutes of the meeting of the Board held on 22 May 2019 were approved as a correct record and the Chair was authorised to sign them.

56/07/19 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. There had been three uses of Chair's Action exercising authority delegated by the Board since the last meeting. The Chair of the Finance Committee approved two matters in relation to the statutory Chief Finance Officer, and the Chair of the Programmes and Investment Committee approved the appointments of Baroness Jo Valentine and Steve Livingstone as independent non-executive directors to the Board of Crossrail Limited (in addition to Sarah Atkins who had recently been appointed as a TfL nominee).

Gareth Powell would provide Bronwen Handyside with an update on Arriva Rail London's consultation on London Overground ticket offices. The Customer Service and Operational Performance Panel would be briefed in September 2019.

In response to a previous action, Members had been sent information on the Equality Impact Assessments used to inform recent crime reduction initiatives. Information on how TfL and its policing partners engaged with race equality organisations on crime reduction initiatives would be provided to Dr Alice Maynard CBE.

[Action: Siwan Hayward OBE]

All of the actions in the action list were either completed or being addressed.

The Board noted the updated actions list and the use of authority delegated by the Board.

57/07/19 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 22 May 2019 and updated the Board on significant projects and initiatives.

The key issues arising from the overview and discussion were:

- 1 **TfL Scorecard 2019/20, Period 3:** The report covered the Period 3 Scorecard results, which showed performance between 26 May to 22 June 2019. TfL was ahead of target on 16 out of 19 measures, including all Customer, People and Financial measures.
- 2 So far this year, TfL had met its targets for reducing the number of deaths and serious injuries involving buses and on its public transport network, however it was behind on its overall targets across the road network.
- 3 The whole organisation was committed to improving its safety performance and was holding a Vision Zero week to highlight the real human impact of safety on its roads and how critically important this work was. Efforts to make Vision Zero a reality included the 'Know My Name' campaign in the news and on social media channels, to help learn about individual people who had their lives devastated by road trauma.
- 4 TfL had delivered all its key customer investment milestones so far this year, and was above target on delivering 50 per cent affordable homes as part of all its planning applications submitted. However, the decision to refuse full planning consent for planned developments at Kidbrooke and Woodside Park had been disappointing as they would have provided nearly 700 homes, more than half of them affordable. TfL was looking at next steps with the developments and how the decisions impacted on the overall programme.
- 5 There had been more than 900 million journeys on public transport since 1 April 2019 and on average half a million kilometres were being cycled in London every day, as continued investment encouraged more people to choose to cycle in and around the city.

- 6 Workforce diversity was slightly ahead of target for all staff with work continuing to become representative of London. Engagement and inclusion results would be available following the annual staff survey in September 2019.
- 7 TfL had shown very good performance in meeting both of its primary financial targets despite the uncertain economic climate, with a more detailed update provided as part of the Quarterly Performance Report later on in the agenda.
- 8 **Safety and security:** The report provided an update on the latest work in response to the tram overturning at Sandilands in 2016. Testing was underway of a new initiative called iTram, based on the system which was already in use on the bus network, to provide drivers with an in-cab speed alert. The aim was to fit all trams with this technology by the end of the year. A new emergency lighting system was also being installed on all trams, so lights could operate independently of the tram's battery if necessary. TfL continued to work closely with the rest of the tram industry to ensure that lessons from the Sandilands tragedy were shared.
- 9 On the 14th anniversary of the 7/7 London terrorist attack, memorial events were held at locations directly affected by the attacks to remember the victims, survivors and their families. Nigel Holness, as Managing Director of London Underground, represented TfL at a ceremony on 7 July 2019 at the dedicated memorial site in Hyde Park, alongside the Mayor and others.
- 10 The report included an update on the work to deliver Vision Zero. The recent Safety, Sustainability and Human Resources Panel Vision Zero presentation slides would be circulated to all Board Members. **[Action: Howard Carter]**
- 11 To improve safety on its bus network, TfL had introduced Intelligent Speed Assistance on 800 buses, and expected to see the first buses to meet all of the Bus Safety Standard requirements by September 2019. New innovations included the replacement of wing mirrors with camera monitors, which presented less of a hazard to pedestrians whilst also allowing drivers to see more clearly and over a wider range than mirrors alone.
- 12 TfL continued to work with policing partners to target drivers for reckless driving and at excess speeds.
- 13 The latest crime statistics showed an increase of 8.6 per cent in the level of crime on the network compared to the previous year, with public transport remaining a safe and low crime environment. The increase reflected the wider national trends. To address the increase in thefts on the Underground, TfL was working with the Police to target organised criminal networks through increased patrols by plain clothes officers, as well as providing advice on crime prevention to customers.
- 14 Work also continued with policing partners to tackle knife crime. In June, TfL supported a number of weapon sweeps and held youth sessions to help inform young people on the dangers of carrying a knife. It also helped the Police to launch a joint operation in Pimlico, carrying out weapon sweeps, and deploying drug dogs and knife arches.

- 15 In response to the homophobic attack on two women travelling on a N31 bus on 30 May 2019, the Police had arrested five suspects. TfL continued to urge victims of or witnesses to crime on public transport to come forward so an investigation could be carried out, and the strongest sentences pushed for in these cases.
- 16 TfL had given evidence, including around physical protective security measures, at the Inquest into the London Bridge and Borough Market attack on 3 June 2017 where eight people were tragically killed. The Coroner concluded that all victims were unlawfully killed and that there had been an arguable breach of right to life under Article 2 of the European Convention on Human Rights, pointing to a systemic failure in the provision of protective security on London Bridge. TfL was working with the Mayor's Office for Policing and Crime, Counter-Terrorism Police, London boroughs and the Security Services on final design and funding options for permanent physical security measures on London's bridges.
- 17 **Healthy streets:** Work continued to accelerate the delivery of cycling schemes across London. Since the last meeting, three more consultations had launched and construction had commenced on a number of schemes. Recent analysis showed that the total distance cycled in 2018/19 broke four million kilometres for the first time, which was a record-breaking annual increase of almost five per cent.
- 18 A range of other work was underway on various cycleways, future routes, mini-Hollands, Quietways and the central London grid. On Cycleway 4, construction along Jamaica Road and at Rotherhithe began on 5 July 2019. Further design work was now underway on Cycleway 9 for the Kew Bridge and London Borough of Hounslow sections, ready for construction to begin in October 2019. The initial modelling on the concept design for the new route between Camden and Tottenham Hale was completed. The 'Summer of Cycleways' campaign had also been launched to further promote cycling.
- 19 A huge programme of work was underway to improve London's air quality and reduce emissions across a range of different transport modes. 189 rapid charging points were in place across London, with TfL on track to deliver its target of 300 points by December 2020. Of these 189 chargers, 73 are dedicated to taxi use.
- 20 Work continued with boroughs to encourage and support the delivery of rapid charging points on their roads. The London electric vehicle infrastructure delivery plan was launched in June 2019 which set out ways of unlocking barriers in order to expand the charging infrastructure.
- 21 The report provided an update on the Ultra Low Emission Zone (ULEZ), which had now been in operation for three months. There had been a 64 per cent reduction in the total number of older, more polluting vehicles on an average day and there continued to be a trend of reduced traffic in the zone. Overall compliance standards were nearly 75 per cent, which was even better than expected at this early stage.
- 22 Further analysis would be carried out, and the successful operation of the first three months would be built upon, by delivering the expansion of the ULEZ to the North and South Circulate Roads in October 2021. Monitoring information on the effects and benefits of the ULEZ would be included in the annual Travel in London report, which would be considered by the Board at its meeting in November 2019.

[Action: Alex Williams]

- 23 Important steps were being taken to reduce emissions on the bus network, including the recent order of 20 hydrogen double deck buses, which would operate on a range of routes from 2020. The final two low emission bus zones, bringing the total to 12, would be ready by the end of 2019. Existing zones had already improved air quality along key corridors, and the two new zones would run between Chiswick High Road to Kensington High Street and Uxbridge Road to Shepherds Bush.
- 24 Work was complete at 29 of the priority junctions and consultation and engagement had started on a further six locations in June 2019. A review of the completed projects so far found a 25 per cent reduction on average in collisions at those junctions.
- 25 TfL continued to work closely with the London Borough of Hammersmith and Fulham to identify options for re-opening the Hammersmith Bridge, with results expected from the detailed engineering assessment next month. Further public meetings were planned for after the summer on the proposed way forward. In the meantime, feedback was welcomed on the current bus routes to ensure adequate links were maintained for everyone impacted by the closure.
- 26 Development work on proposals for the Rotherhithe to Canary Wharf crossing had been paused so that other options such as a ferry service could be re-assessed. TfL was investigating the possibility of an improved ferry service as a more affordable short-term option, alongside the wider investment in walking and cycling in the area.
- 27 Despite some challenges, good progress had been made on providing toilets for bus drivers on 37 priority routes, with five routes remaining.
- 28 Demand responsive buses were being trialled in Sutton, an area with high car usage, to complement the existing bus network. Trips could be booked using smart phones or journeys joined across the wider Sutton area from virtual stops, rather than along a fixed route. A second trial had been announced which proposed to run for a year in Ealing. Consultation had launched to ask Londoners for their views of the service, and the area and destinations it would cover.
- 29 A significant number of events had taken place across London including the Cricket World cup opening ceremony in The Mall on 29 May 2019, ahead of the matches themselves. TfL worked with various agencies across London to deliver the Vitality 10k on 27 May 2019, the annual London to Brighton bike ride on 16 June 2019, as well as managing the thousands of people travelling to and from the tennis at Wimbledon between 1 and 14 July 2019.
- 30 Members asked for more information on the work place parking levy and a paper would be submitted to the Safety, Sustainability and Human Resources Panel in September 2019. **[Action: Alex Williams]**
- 31 **A good public transport experience:** A detailed update on the Elizabeth line was included on the agenda later in the meeting.
- 32 On the Gospel Oak to Barking line, five of the new London Overground trains were now operating and the regular four trains per hour frequency had been restored. Customers on the line were being given a month's free travel in September, paid for

by Bombardier, to compensate for the disruption and delay caused in introducing the new trains over the last few months.

- 33 A contract had been awarded to CAF (Construcciones y Auxiliar de Ferrocarriles) for 43 new walk-through trains on the DLR that were expected to come into service from 2023. As well as making sure the DLR stayed safe and reliable, the new trains included features such as better travel information, air conditioning, mobile device charging and accessibility improvements.
- 34 As part of the ongoing programme in London Underground to improve services, the Northern line extension had recently achieved a significant milestone with the first engineering train travelling end to end through the 3.2km route to Battersea. At Bank station construction work was now 50 per cent complete and when completed in 2022 it would boost capacity by 40 per cent.
- 35 To mark 150 years of the District line, a vintage steam train ran between Ealing Broadway and High Street Kensington on 22 and 23 June 2019.
- 36 In response to questions from Dr Alice Maynard CBE on step-free access, Vernon Everitt would look into ways to promote step-free access options as part of the planning for Car Free day in the Re-imagine London campaign. He would also confirm whether the new York Road entrance to Waterloo station was step-free.
[Action: Vernon Everitt]
- 37 De-personalised WiFi data continued to be used to better understand how people travelled on the network, with passengers being kept informed through a range of channels and announcements at stations. The data provided a more accurate, real-time understanding of the flow of people through stations and how they interchanged between services; this enabled the provision of better, more targeted information for customers to help plan their routes and avoid busier stations. It also allowed better use of TfL's advertising estate, ultimately generating more commercial revenue from existing assets that could be reinvested in the network.
- 38 In response to a discussion on revenue loss on public transport due to fare evasion and ticket fraud, a report on how TfL protects its revenue and what more could be done in this area would be submitted to the next meetings of the Audit and Assurance Committee and the Finance Committee. **[Action: Simon Kilonback]**
- 39 **New homes and jobs:** The Crossrail 2 Strategic Outline Business Case was submitted to the Government in June 2019. The programme of stakeholder engagement and activity continued and Borough leaders as well as the London Assembly had been updated on work with the DfT to refresh the safeguarding directions.
- 40 An update on High Speed 2 would be provided for members at a future Programmes and Investment Committee meeting. **[Action: Alex Williams]**
- 41 Progress was being made on developing TfL's property portfolio and meeting its affordable homes commitment. At Blackhorse Road, construction had started on the 1.8 acre site with the delivery of 350 homes, half of which would be affordable. The development would also deliver retail and commercial space and create up to 300 jobs. Engagement with local communities in Finchley, Barnet and Enfield had

begun on a number of property development sites which would deliver more than 4,000 homes, including affordable and rental homes.

- 42 Members requested that information on which affordable homes had been started and which were in the pipeline, and the number of jobs and apprenticeships created, be included in future Commissioner's reports.

[Action: Graeme Craig / Mike Brown]

- 43 **Our people:** As previously announced, the report highlighted the recognition for Siwan Hayward, TfL's Director of Compliance, Policing and On-street Services, with an OBE in the Queen's Birthday Honours list for her services to transport and policing. On behalf of the Board, Mike Brown congratulated Siwan on her well-deserved recognition.
- 44 A rainbow pedestrian crossing was installed in Regent's Street to mark the Pride in London event on 6 July 2019. Mike Brown joined over 100 members of the LGBT+ staff network group who marched to represent TfL as part of the parade, which marked 50 years since the Stonewall uprising with more than 34,000 people marching and up to 1 million people attending the event.
- 45 **Value for money:** The report provided two updates relating to TfL's finances, securing value and generating income. The latest phase of transformation and formal consultation with trade unions launched on 22 May 2019, which included integrating all sponsorship activities into one single Investment Delivery Planning Directorate, and the creation of a new streamlined Business Services function that would provide HR and finance transactional services in one place.
- 46 A competition that challenged businesses to come up with an innovative and technological retail concept was launched in May 2019, with the winner having the chance to pilot their idea on TfL's network.

The Board noted the Commissioner's Report.

58/07/19 Crossrail Update

David Hughes and Tony Meggs introduced the item, which updated the Board on the status of the Crossrail project and the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from the project.

The paper provided an update on the period reports from the Project Representative, as well as on the actions being taken by Crossrail Sponsors and Crossrail Limited, in response to two of the reviews undertaken for the Sponsors by KPMG.

Updates on the Crossrail project were also provided at the Programmes and Investment Committee and Investment Committee meetings, and at other forums including the regular Sponsor Board meetings, to help ensure transparent oversight of the project.

The most recent Project Representative report highlighted the need for Crossrail Limited to undertake further work on the Delivery Control Schedule to ensure that the final cost forecast resulted in a robust and predictable output. It also included the need to enhance the risk management approach to ensure it was fit for purpose for the programme and its lifecycle delivery stage. Other observations included the need to increase the production

rate of safety, technical and handover documentation, and to incorporate the rolling stock and signalling requirements into an integrated testing schedule.

The recommendations from the KPMG governance, financial and commercial reviews had either been completed or had actions in place, some of which were reliant on the availability of Crossrail Limited's revised schedule and cost baseline.

The Board noted the joint letter sent from the Mayor and TfL in response to the recommendations from the London Assembly Transport Committee, which was appended to the report.

Tony Meggs told the Board that the most likely delivery date remained within the Stage 3 opening window of between September 2020 to March 2021, with costs expected to remain within the available funding package.

Mark Wild advised that site safety remained paramount, particularly with the move from construction activities to testing an operational railway. In June 2019, a week of safety activity had taken place across the programme to highlight the importance of safe procedures and operations in completing the Elizabeth line.

Three parallel workflow activities were on track to be completed by January/February 2020 so the next stages of trial running and finishing off the stations could begin. These activities were to complete the hooking up process and testing of assets in the tunnels, test the software for the signalling systems, and install and test the station systems. Once all the systems had been tested and the stations finished, safety critical tests would be undertaken in live operation.

Current risk challenges included completion of Bond Street station, Siemens and Bombardier software plateau, scarce resources in the Tier 1 and Tier 2 supply chain, issues with handover of shafts and portals, and implementing the end to end commissioning plan for staged completion.

Following approval of the revised delivery schedule, Crossrail Limited's immediate focus was to transition the high-level programme into a detailed Delivery Control Schedule and develop the resultant final cost forecast. An updated baseline of project costs and forecasts, as well as an update on the remaining key risks, would be available at the next meeting of the Board.

In response to questions from Board Members on contractor buy-in and productivity challenges, Mark Wild reported that good progress had been made in synchronising with Tier 1 testing dates and increasing productivity, with contractors taking better ownership of the project as a whole. With no commercial lever over Tier 2 and Tier 3 contractors, tackling the root cause was more complex and a senior project leader was being appointed to de-conflict the resource demands within contractual mechanisms. More work was required to increase productivity which was reflected in the elevated risk profile for this area.

The risk management process was evolving and reliability being added, as the previous system had been dismantled to make it fit for purpose. The necessary level of optimism and degree of tension within the system was being maintained, in order to get the project completed.

Mark Wild confirmed that it was vital that Stage 3 maintained focus and operated at maximum efficiency in order to transition through to Stages 4 and 5. At Stage 3 completion, testing and work needed would be re-assessed to deal with the challenge of aggregating the whole project in terms of volume and scale of handover. A successful handover depended on negotiation and behaviours, as much as pragmatism and technical documentation, with learning to be cascaded and problems flushed out as the handover progressed.

The Board thanked Mark Wild and Tony Meggs for their update, and welcomed the current level of scrutiny and transparent approach being undertaken with the project.

The Board noted the paper.

59/07/19 Quarterly Performance Report - Quarter 1 2019/20

Simon Kilonback introduced the report, which set out TfL's financial results for Quarter 1 2019/20, the period from 1 April to 22 June 2019. The quarterly report presented year-to-date performance against budget, as well as year-on-year and four year trend analysis. He took Members through the presentation slides at Appendix 2, which provided a summary of the financial information contained in the report.

TfL's strong financial performance from 2018/19 had continued in the first quarter of 2019/20 with income up on last year, like-for-like costs down and therefore net cost of operations, the operating deficit, had improved. Passenger income was stronger than expected at £29m above budget and this was likely to continue, with recent trends showing indications of recovery. Income from the launch of ULEZ had significantly added to income and although the higher than expected compliance rates put income pressure on this year's budget they showed that the ULEZ was having the desired effect.

Operating costs were £81m or 5 per cent below budget, due to a combination of lower than expected costs, as well as timing differences on projects and restructuring costs.

Key deliverables in the capital investment programme included completion of track installation for the Northern line extension, and the removal of the Old Street roundabout and Highbury Corner Gyratory. Work continued on the detailed delivery programme and associated final cost forecast for the Crossrail project.

Although the underlying business was strong, TfL still faced significant challenges, including the impact of societal, behavioural and macroeconomic factors affecting demand for services and the delayed opening of the Elizabeth line, as well as continued uncertainty over Brexit.

As agreed when approving both the Business Plan and Budget, given the level of externally driven uncertainty, TfL had planned for a two to three per cent variance in income, and the need to rebuild resilience to cope with further shocks. A thorough review of forecasts was being conducted and an update would be provided at the next meeting of the Board.

Regardless of this, the year-on-year trend in reducing operating costs continued, following the rallying of the business and clamping down on core operating costs after an extremely tough financial period.

In response to questions raised by Members, it was agreed that Board business planning discussions in July 2019 would include information on bus demand projections and Brexit contingency planning. **[Action: Gareth Powell / Simon Kilonback]**

The Board noted the report.

60/07/19 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2019

Vernon Everitt introduced the paper, which set out the draft TfL Annual Report and Statement of Accounts for the year ended 31 March 2019. The draft Annual Report and Statement of Accounts were considered by the Audit and Assurance Committee on 10 June 2019 and comments made by the Committee had been addressed.

Sarah Bradley provided the Board with the statutory context of the accounts and confirmed that the financial statements had been signed in accordance with regulations.

The Chair of the Audit and Assurance Committee, Anne McMeel, informed the Board that improvements made as a result of suggestions from the Committee included the addition of an explanatory footnote on the reduction in net cost of operations and like-for-like savings, and a footnote on value for money and re-occurring savings.

The Committee had recommended that the Board approve the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies previously provided with a guarantee, and to extend that guarantee to one other subsidiary, with a further subsidiary having also been added since the Committee's consideration of the report.

While the accounts of Transport Trading Limited were audited, those subsidiaries given a guarantee were exempt from the need to have their accounts audited, resulting in savings in audit fees.

The Board:

- 1 approved the 2018/19 Annual Report, subject to any comments it might have;**
- 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 agreed 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, are material, she will 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:

- (i) Woolwich Arsenal Rail Enterprises Limited;**
- (ii) City Airport Rail Enterprises Limited;**
- (iii) London Underground Limited;**
- (iv) LUL Nominee BCV Limited;**
- (iv) LUL Nominee SSL Limited;**
- (v) Docklands Light Railway Limited;**
- (vi) Tube Lines Limited;**
- (vii) Rail for London Limited;**
- (ix) Rail for London (Infrastructure) Limited**
- (x) Tramtrack Croydon Limited;**
- (xi) London Buses Limited;**
- (xii) London Bus Services Limited;**
- (xiii) London River Services Limited;**
- (xiv) Transport for London Finance Limited;**
- (xv) TTL Properties Limited;**
- (xvi) TTL Earls Court Properties Limited;**
- (xvii) Victoria Coach Station Limited;**
- (xviii) TTL Blackhorse Road Properties Limited;**
- (xix) TTL Landmark Court Properties Limited;**
- (xx) TTL Kidbrooke Properties Limited; and**
- (xxi) TTL Southwark Road Properties Limited.**

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 2019:

- (i) TTL Northwood Properties Limited;**
- (ii) TTL South Kensington Properties Limited; and**

6 noted that, as a result of the application of IFRS 9 Financial Instruments, our auditors, Ernst & Young LLP, requested that letters of financial support previously provided by Transport for London in respect of the liabilities of its subsidiaries be re-signed annually by TfL's Chief Finance Officer and these letters were signed in June 2019. TfL Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.

61/07/19 Health, Safety and Environment Annual Report 2018/19

Mike Brown and Marian Kelly introduced the report, which set out TfL's health, safety and environment performance across all of its businesses for the financial year from 1 April 2018 to 31 March 2019, with road safety data covering January to December 2018.

Significant progress had been made in implementing many of the recommendations arising from the investigation into the tram overturning near Sandilands in 2016, including the installation of a driver protection device that alerted to any incident of driver distraction or fatigue. Since the launch of the Vision Zero action plan, deaths and serious

injuries from London's roads and public transport, provisional figures for 2018 showed that the number of road fatalities had fallen since last year, though TfL was behind on its overall targets across the road network.

Changes to transport infrastructure were being made to reduce risk at source, including altering the layout of high-risk road junctions and realigning Underground platforms to reduce the gap between the train and the platform. The new Bus Safety Standard focussed on vehicle design and safety system performance and went beyond regulatory requirements. The Direct Vision Standard had been developed to eliminate blind spots on heavy goods vehicles.

Injuries to workforce and suppliers had reduced for the second consecutive year due to the implementation of safety critical tasks by staff, increased peer support and health and wellbeing champions, and training for frontline staff in assisting vulnerable customers.

To assist in achieving the Mayor's environmental goals, TfL had successfully launched the ULEZ scheme, with licenses only being issued to zero emission capable taxis and 106 zero emission buses on the network. To support the London Environment Strategy, work continued to reduce carbon dioxide emissions and energy use, reuse and recycle materials to reduce waste and improve green infrastructure.

In response to a question, Mike Brown confirmed that use of electronic scooters was illegal on roads and pavements and was an issue of growing concern following recently reported injuries and fatalities. TfL was working with the Police on compliance activities and more collaborative work was needed with Government on developing controls and legislation in the future.

The following changes to the report were agreed: where percentages were used, actual numbers would also be included in brackets; a typo on page 158 of the Board pack would be corrected to replace "if" with "of"; and references would be included on how TfL was engaging with staff around mental health and well-being issues and its major transformation programme. **[Action: Marian Kelly]**

Future reports would contain information on carbon reduction initiatives, including work with TfL's contractors. **[Action: Marian Kelly]**

Ron Kalifa OBE would be sent information on the estimated number of electric vehicle charging points needed across London. **[Action: Alex Williams]**

The Board approved the report prior to publication.

62/07/19 Slavery and Human Trafficking Statement

Simon Kilonback introduced the paper, which set out the activity undertaken in compliance with the Modern Slavery Act 2015, and sought approval of the draft TfL Slavery and Human Trafficking statement for the financial year 2018/19, as appended to the report. Authorisation was also sought for the General Counsel to agree the final form of the Statement before publishing online.

The Safety, Sustainability and Human Resources Panel considered the draft Statement at its meeting on 10 July 2019 and raised no issues to be brought to the Board's attention.

Priority areas of activity were uniforms, cleaning and electronic hardware. TfL was actively working to ensure that workers producing its uniforms in Bangladesh and China were treated fairly, by including clear requirements safeguarding human rights in relevant contracts. It was working closely with the Fairtrade Foundation to ensure the cotton used was sourced from certified producers.

The TfL cleaning contract remained on track to meet the KPI target of 95 per cent directly employed labour by September 2019. TfL was a founding member of Electronics Watch, an independent monitoring organisation that assisted public sector buyers to meet their responsibility to protect the human rights of electronics workers in the global supply chain.

An area of focus for 2019/20 was working to develop a robust approach dependent on the level of risk identified by the procurement and supply chain team. TfL was developing training for procurement and contract management staff to help them incorporate Responsible Procurement themes into relevant contracts.

Members requested that a footnote be added to the TfL Statement confirming that Crossrail Limited had its own statement. **[Action: Howard Carter]**

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.**

63/07/19 Employee Engagement Update

Tricia Wright introduced the paper, which provided an update on the activity taking place to improve employee engagement. The Safety, Sustainability and Human Resources Panel considered the update at its meeting on 10 July 2019 and raised no issues to be brought to the Board's attention.

The results of the staff Viewpoint survey in 2018 identified the three key drivers of engagement as recognition for doing a good job, open and honest communication from senior managers and feeling involved in decisions that affected their work. Targeted initiatives had been designed to deliver measurable change in these areas.

The recent Commissioner's leadership event involved TfL's top 300 leaders dedicating the morning to completing a number of challenges around frontline engagement. The response from the leadership team was overwhelmingly positive and work continued to build on the enthusiasm and incorporate regular face-to-face, high visibility engagement into their activities.

Intensive research was being carried out, with an initial focus on London Underground employees, to help understand the root causes of low staff engagement, validate actions already being taken and develop longer-term strategic plans for lasting improvement.

The Board noted the paper.

64/07/19 Report of the meeting of the Audit and Assurance Committee held on 10 June 2019

The Chair of the Committee, Anne McMeel, introduced the item. The Committee had focussed mainly on consideration of the Annual Report and Accounts and governance reports, and the Annual Governance Statement, which had been addressed elsewhere on the agenda. Board Member training, as opposed to briefings, would be considered as part of the Board Effectiveness Review.

The Committee was satisfied that the work of the Independent Investment Programme Advisory Group was developed and integrated into the overall assurance framework. It had also received an update on the Crossrail KPMG review and actions taken in response to recommendations.

The Board noted the report.

65/07/19 Report of the meeting of the Customer Service and Operational Performance Panel held on 13 June 2019

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item and highlighted the consideration of the final report of London Travelwatch's recommendations to address issues at London Underground stations. The Panel was satisfied that all the major actions had been implemented and noted that extra staff had been employed in stations to assist passengers with ticketing needs. Going forward, it had requested that any exceptional issues be brought back to the Panel for consideration.

The Board noted the report.

66/07/19 Report of the meetings of the Remuneration Committee held on 18 June and 11 July 2019

In the absence of the Committee Chair, Kay Carberry CBE, introduced the item. The Committee noted the TfL Scorecard Outturn and considered the review of the first year of operation of the new Performance Award Scheme for Senior Management. It approved the performance award for the Commissioner and endorsed his proposals for other staff. The Committee requested that the Performance Award Scheme and its application against the Scorecard be reviewed as part of the development of the Business Plan and Scorecard for 2020/21.

The Board noted the report.

67/07/19 Report of the meeting of the Finance Committee scheduled to be held on 1 July 2019

The Chair of the Committee, Ron Kalifa OBE, introduced the item. Due to unexpected absences, the meeting was not quorate so the decision items on the agenda were subsequently approved by Chair's Action. The issues approved were: Procurement Authority for the extension to an existing Docklands Light Railway franchise; authority to

form an entity for entering into a joint venture agreement for Build to Rent sites and approvals for the contract for services for CCTV, access control and security systems.

The Board noted the report.

68/07/19 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 10 July 2019

The Chair of the Panel, Kay Carberry CBE, introduced the item. A number of the items considered by the Panel had already been discussed at this meeting and there were no other specific issues to draw to the attention of the Board.

The Board noted the report.

69/07/19 Report of the meeting of the Programmes and Investment Committee held on 17 July 2019

The Chair of the Committee, Prof Greg Clark CBE, introduced the item. Aside from Crossrail and the major projects updates already considered by the Board, the other key issues considered by the Committee were Crossrail 2, Silvertown Tunnel and the Healthy Streets Programme.

The Board noted the report.

70/07/19 Any Other Business the Chair Considers Urgent

There was no urgent business.

71/07/19 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 18 September 2019 at 10.00am.

The meeting closed at 1.48pm.

Chair: _____

Date: _____

Board



Date: 18 September 2019

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 and the use of delegated authority since the last meeting.
- 1.2 Appendix 1 provides an update on the actions, all of which are completed or being addressed.
- 1.3 There have been no uses of Chair's Action exercising authority delegated by the Board since the last meeting.

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 18 September 2019)

Actions from the meeting held on 24 July 2019

Minute No.	Item/Description	Action By	Target Date	Status/Note
56/07/19	Matters Arising – Crime Reduction Initiatives Information on how TfL and its policing partners engaged with race equality organisations on crime reduction initiatives would be provided to Dr Alice Maynard CBE.	Siwan Hayward OBE	September 2019	Discussions are underway with BTP and an update will be reported shortly.
57/07/19 (1)	Commissioner's Report – Vision Zero Circulate the recent Safety, Sustainability and Human Resources (SSHR) Panel Vision Zero presentation slides to all Board Members.	Howard Carter	July 2019	Completed.
57/07/19 (2)	Commissioner's Report – ULEZ monitoring information Monitoring information on the effects and benefits of the ULEZ would be included in the annual Travel in London report.	Alex Williams	November 2019	On Board forward plan.
57/07/19 (3)	Commissioner's Report – Work Place Parking Levy A paper on the work place parking levy would be submitted to the SSHR Panel in September 2019.	Alex Williams	September 2019	Completed. Considered by SSHR Panel on 4 September 2019.
57/07/19 (4)	Commissioner's Report – Promoting Step Free Access To look into ways to promote step-free access options as part of the planning for Car Free day in the Re-imagine London campaign. He would also confirm whether the new York Road entrance to Waterloo station was step-free.	Vernon Everitt	September 2019	Step-free access will be promoted as part of the event. Clarified that the York Road entrance to Waterloo is not step-free.
57/07/19 (5)	Commissioner's Report – Fare Evasion and Ticket Fraud To submit a report on how TfL protects its revenue and what more could be done in this area, to the next meetings of the Audit and Assurance Committee and the Finance Committee.	Simon Kilonback	September / October 2019	On forward plans for the Committees.
57/07/19 (6)	Commissioner's Report – High Speed 2 An update on High Speed 2 would be provided for members at a future Programmes and Investment Committee meeting.	Alex Williams	October 2019	On forward plan for the Programmes and Investment Committee.

57/07/19 (7)	Commissioner's Report – Affordable Homes To include information on which affordable homes had been started and which were in the pipeline, and the number of jobs and apprenticeships created, in future Commissioner's reports.	Graeme Craig	September 2019	Completed. The information in the report has been expanded.
59/07/19	Quarterly Performance Report - Quarter 1 2019/20 – Board business planning discussions in July 2019 would include information on bus demand projections and Brexit contingency planning.	Gareth Powell and Simon Kilonback	July 2019	Completed.
61/07/19 (1)	HSE Annual Report – Amendments Where percentages were used, actual numbers would also be included in brackets. A typo on page 158 of the Board pack would be corrected to replace "if" with "of". References would be included on how TfL was engaging with staff around mental health and well-being issues and its major transformation programme.	Marian Kelly	July 2019	Completed. Additional information was included in the final report.
61/07/19 (2)	HSE Annual Report – Carbon Reduction Initiatives Future reports would contain information on carbon reduction initiatives, including work with TfL's contractors.	Marian Kelly	July 2020	To be addressed in the 2020 report.
61/07/19 (3)	HSE Annual Report – Electric Vehicle Charging Points Ron Kalifa OBE would be sent information on the estimated number of electric vehicle charging points needed across London.	Alex Williams	July 2019	Completed. Electric Vehicle Taskforce Report was sent to Ron Kalifa OBE.
62/07/19	Slavery and Human Trafficking Statement – Amendment TfL Statement to include a footnote confirming that Crossrail Limited had its own statement.	Howard Carter	July 2019	Completed. Footnote added.

Actions from previous meetings:

Minute No.	Item/Description	Action By	Target Date	Status/Note
75/09/18 (1)	Commissioner's Report – Green GB Week Members would be briefed on TfL's proposals to promote Green GB Week.	Vernon Everitt	November 2019	Information will be sent to the Safety, Sustainability and Human Resources (SSHR) Panel ahead of Green GB week 2019.
75/09/18 (2)	Commissioner's Report – Major Events Following suggestions from Mee Ling Ng to Shirley Rodrigues, Mike Brown asked Gareth Powell and Vernon Everitt to have a strategic discussion with organisers of major events such as the Notting Hill Carnival on how to make their events more environmentally friendly. An update would be provided to the next meeting.	Gareth Powell and Vernon Everitt	September 2019	Completed. A paper was considered by the SSHR Panel.
07/01/19 (1)	HSE Annual Report – Reducing Road Injuries Members suggested that the Safety, Sustainability and Human Resources (SSHR) Panel look at how local borough strategies were performing against the Mayor's Transport Strategy.	Gareth Powell	November 2019	Paper on SSHR Panel forward plan.
07/01/19 (2)	HSE Annual Report – Waste Strategy Members recommended that TfL consider developing a waste strategy so that it was a leader in reducing green house emissions in its operations and also in the work it was doing to support housing. TfL would look at how it captured that information and report back to the Safety, Sustainability and Human Resources (SSHR) Panel.	Lilli Matson	November 2019	The waste strategy is being developed as part of the corporate environment framework The corporate environment strategy will be presented to the SSHR Panel in November 2019.

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Board



Date: 18 September 2019

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 The Commissioner's Report provides an overview of major issues and developments since the meeting of the Board held on 24 July 2019 and updates the Board on significant projects and initiatives.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – September 2019

List of Background Papers:

None

**Mike Brown MVO
Commissioner
Transport for London
September 2019**

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Commissioner's Report

18 September 2019

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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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 24 July.

2 TfL Scorecard

Period 5

Breakdown of scorecard measures categories:











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

■ Achieved ■ Partially achieved ■ Not achieved

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

Safety and operations (25%)

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

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

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

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

6. Milestone subject to approval by Finance Committee

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

Customers (continued)

People (25%)

Financial (25%)

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

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

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

Safety & Operations

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

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

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

Customer

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

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

People

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

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

Financial

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

3 Safety and security

Croydon tram overturning

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

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

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

Tackling knife crime in the Capital

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

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

Publication of 2018 Casualty Statistics

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

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



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

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

Vision Zero Week

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

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

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

Vision Zero reference group

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

20 mph consultation report

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

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

Police activities to target antisocial behaviour and deliver Vision Zero

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

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

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

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

Improving motorcyclist safety on London's Roads

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

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

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

E-scooter enforcement

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

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

Customer safety on London Underground

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

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

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

Workforce safety

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

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

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

Tackling crime and antisocial behaviour

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

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

Suicide prevention work

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

Licensee health and wellbeing

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

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

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

Bus Safety Standard

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

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

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

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

Bus driver fatigue management

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

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

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

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

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

Bus Safety Innovation Challenge

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

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

Keeping London's roads moving

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

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

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

Joint incident response with Thames Water

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

4 Healthy streets and healthy people

Walking and cycling Cycleways

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

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

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

Cycleway 3 – Tower Hill to Lancaster Gate

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

Cycleway 4 – Tower Bridge to Greenwich

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

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



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

Cycleway 9 – Olympia to Brentford

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

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

Walking and cycling improvements between Acton and Wood Lane

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

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

Walking and Cycling improvements between Wood Lane and Notting Hill Gate

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

Cycleway between Hackney and the Isle of Dogs

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

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

Mini-Hollands, Quietways and Central London Grid

The Mini-Holland programme involves 98 infrastructure projects and five behaviour-change schemes across three outer London boroughs – Waltham Forest, Enfield and Kingston. Thirty two of the 103 Mini-Holland schemes are now complete, including the A105 Green Lanes scheme, a five-kilometre protected cycle route linking Enfield Town and Palmers Green and the Kingston station plaza, which sees improved accessibility for both pedestrians and cyclists.

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

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

Cycling Infrastructure Database

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

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

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

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

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

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

Cycle parking for Londoners

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

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

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

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

Santander docking station at Victoria Park

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

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



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

Cycle Hire celebrates its ninth birthday

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

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

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

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

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

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

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

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

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

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

Funding for community groups

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

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

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

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



Prudential RideLondon festival of cycling

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

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

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

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

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

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

Air quality and the environment

Rapid electric vehicle charging

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

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

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

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

ULEZ expansion – October 2021

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

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

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

Making our bus fleet greener

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

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

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

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

Taxi vehicle age limits

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

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

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

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

Taxi grants for cleaner vehicles

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

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

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

First pure electric taxi licensed

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

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

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

Dial-a-ride vehicles

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

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

On-demand bus trial in Ealing

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

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

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

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

Bus priority

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

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

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

Introducing extra capacity with new bus route 301

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

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

Bus driver facilities

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

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

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

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

Winners of our first Best Cargo Bike competition

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

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

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

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

Consolidation pilot projects

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

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

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

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

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

Safer Junctions

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

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

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

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

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

Public engagement is also currently underway at three locations:

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

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

Hammersmith Bridge closure

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

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

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

Rotherhithe to Canary Wharf crossing

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

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

Old Street

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

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

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

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

Highbury

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

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

Vauxhall

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

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

Waterloo City Hub

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

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

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

Healthy High Streets project launched

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

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

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

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



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

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

Protests and events on our network

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

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

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

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

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

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

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

Heathrow Airport expansion

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

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

Congestion Charging private hire vehicle exemption removal – judicial review

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

5 A good public transport experience

Elizabeth line

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

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

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

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

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

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

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

New London Overground trains

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



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

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

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

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

White Hart Lane station opening

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

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

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

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

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

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

London Underground **Northern Line Extension**

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

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

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

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

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

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

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

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

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

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

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

Central line

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

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

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

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

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Bank station

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

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

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

Notting Hill Gate station

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

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

Acton maintenance facility

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

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

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

Jubilee line 4G reception

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

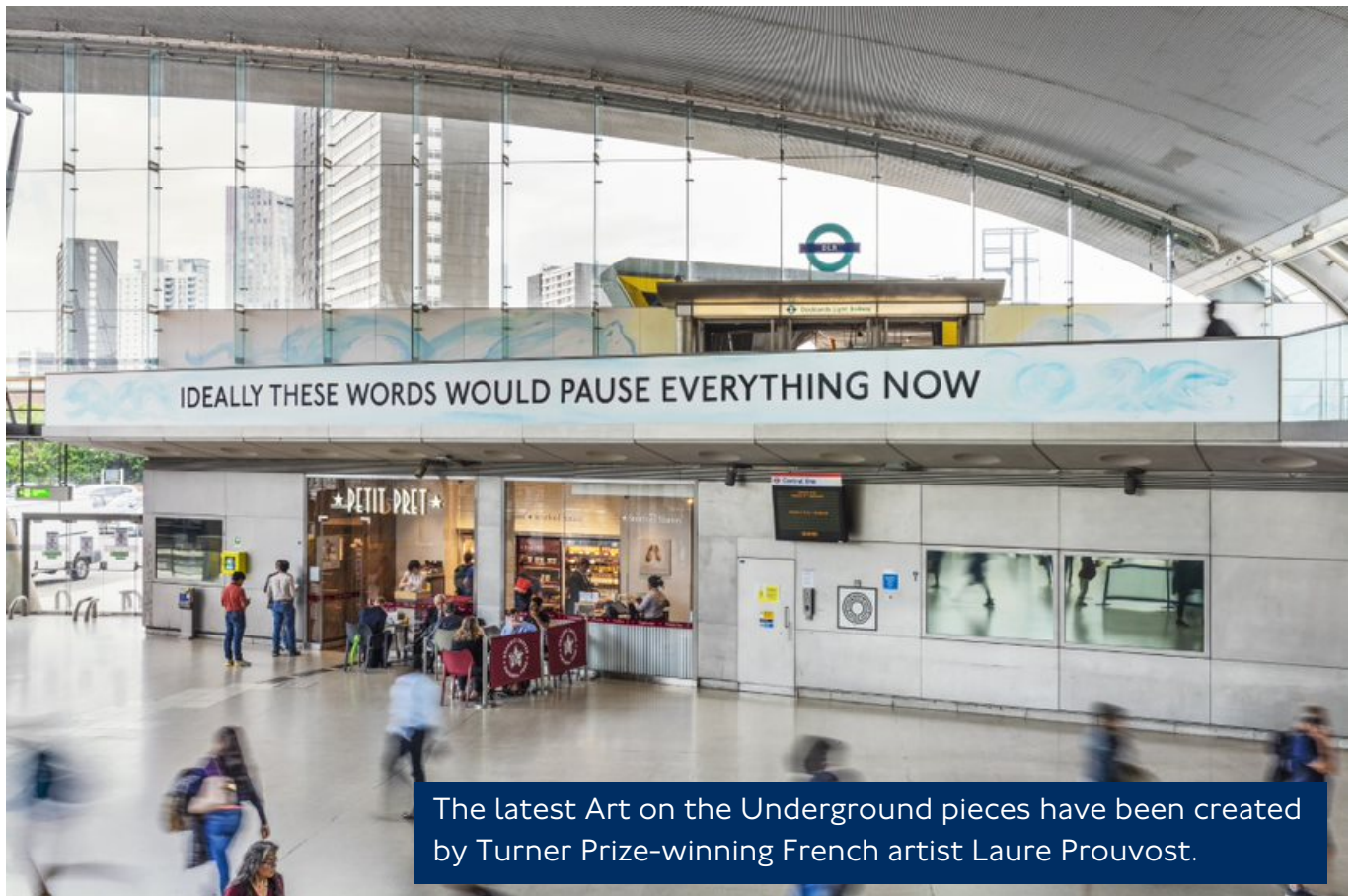
The trial section, which will cover the platforms and tunnels between Westminster and Canning Town, will allow customers to check for the latest travel information, catch up on social media and read their emails or the latest

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

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

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

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



The latest Art on the Underground pieces have been created by Turner Prize-winning French artist Laure Prouvost.

Art on the Underground

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

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

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

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

Pay as you go extensions on National Rail

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

60+ concessionary scheme

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

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

6 New homes and jobs

Crossrail 2

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

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

Barking Riverside extension

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

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

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

Affordable homes

New homes in London Road, Barking

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

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

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

Bollo Lane development

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

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

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

Colindale station planning permission

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

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

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

Blackhorse Road

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

7 Our people

Rising Star award

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

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

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

People Plan 2019/20

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

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

Graduates and Apprentices

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

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



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

Stuart Ross BAME Communications Internship

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

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

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

Viewpoint survey and employee engagement

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

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

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

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

Our Time

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

Diversity and Inclusion impact report

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

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

Data Science Accelerator programme

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

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

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

Safety dress

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

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

Royal Society for the Prevention of Accidents

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

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

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

8 Securing value and generating income

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

Transformation

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

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

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

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

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

Tackling fare evasion crime on our transport network

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

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

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

Wood Green station

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

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

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

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

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Board



Date: 18 September 2019

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 and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from the Crossrail project.

2 Recommendation

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

3 Crossrail update

- 3.1 At the meeting of the Board of Crossrail Limited (CRL) on 15 August 2019, the Board approved the baseline plan to deliver the central section within the opening window of October 2020 and March 2021. The Delivery Control Schedule version 1.0 is logically linked and contains a list of 120 key programme milestones that enable the programme to progress to operational service. This builds on the Earliest Opening Programme that sets out the delivery strategy and was approved in April 2019. With the schedule baseline established, the focus is now on incorporating and managing critical risks and focusing on the key areas of improvement.
- 3.2 The Board of CRL also confirmed on 15 August 2019 its view that, having considered the remaining work to be completed, the risk landscape and the mitigations already in place or being developed, the project continues to be deliverable within the existing funding envelope.
- 3.3 Health and safety performance across the Crossrail project remains under scrutiny as there were two accidents that sadly injured staff. There was a serious accident at Farringdon station where two scaffolders were injured when the scaffolding they were working on collapsed. The investigation into this incident continues and a stand down has taken place across all worksites to look at the key themes of Target Zero, the importance of the Golden Rules and on safe behaviours. At Bond Street station, three workers were hurt when a temporary wooden bench collapsed. A programme-wide campaign was initiated to review all temporary work equipment, a programme-wide safety alert was issued and follow up safety inspections were carried out. There are still a number of high potential near misses occurring at sites and in response CRL has focused particularly on mitigating risks related to the operational railway.

- 3.4 Victoria Dock and Pudding Mill Lane portals were handed over to the IM on 28 August 2019 and 4 September 2019, respectively. These were the first elements of the Crossrail programme to be handed over and represent a major step forward. Handover execution plans are being developed for the remaining 28 elements that incorporate the lessons learned. The next elements to be handed over include Mile End shaft and the first planned stations for handover include Custom House and Tottenham Court Road.
- 3.5 Close headway multi-train testing in the tunnels has continued with the trains operating in 'standalone' mode with the ETCS signalling system isolated. As testing continues, speeds will progressively increase, with more train functionality included in the testing. Testing of further versions of train and signalling software provided by Bombardier and Siemens continues at the Crossrail Integration Facility in Chippenham. This helps build reliability of the software before it is used in the tunnels.
- 3.6 A co-located joint team of international senior technical experts from Bombardier, Siemens and CRL now meets in London daily to help ensure CRL achieves an integrated, safe and reliable railway. Working in the same place means that they can more easily find solutions to complex integration issues. Previously, these could have taken days or weeks to progress.

4 Operational Readiness

- 4.1 In July 2019, the first nine car (full-length) train in TfL Rail passenger service was successfully introduced in the west between Hayes & Harlington and Paddington mainline station. This is an important step in operating the full-length trains which will be used for future opening stages of TfL Rail and the Elizabeth line.
- 4.2 MTR Crossrail are on course to start operating the stopping services from Paddington mainline station to Reading in December this year under the TfL Rail brand (referred to by the project as Stage 5A). The plan is to use the full-length (nine-car) trains but, if software updates are not approved in time for service in December, then the contingency plan is to use the shorter seven-car trains, identical to those currently used between Liverpool Street and Shenfield. MTR Crossrail already staff 11 of the 15 stations between Paddington and Reading, after taking over the running of these from Great Western Railway in December 2017.
- 4.3 At the end of August 2019, Network Rail awarded the contract for the enhancement works at Ilford and Romford stations and is due to confirm the construction timetable shortly.
- 4.4 Maintenance teams have now moved into their new Maintenance Management Centre at Plumstead. The teams continue to support the project with track inspections and are still working towards a programme of increased support and familiarisation with the railway assets ahead of handover.
- 4.5 For Service and Traffic Managers, fully simulated operational desktop exercises resumed in the Romford Control Centre with the majority of functionality concerns now resolved since the team's visit to Siemens in Germany. Traffic Managers have also supported the Crossrail contractor, ATC, in signalling trains during dynamic testing.

4.6 The process for tracking the readiness for asset handover from the Crossrail project to operational maintenance teams continues to be reviewed and strengthened. As the first shafts and portals are handed over, lessons will be learnt to assist the project and operators in streamlining the process for assurance.

5 Project Representative reports and KPMG update

5.1 The P-Rep is in place for the purpose of providing Sponsors with oversight of project delivery, advising and raising points of the challenge to the Sponsors and scrutinising progress.

5.2 In line with the KPMG recommendations and the commitments made by the Mayor for greater transparency of the Crossrail project, the most recent P-Rep reports are now included as part of the regular update to the Programmes and Investment Committee. We have already published the reports from 2018/19 and from the first two Periods of 2019/20¹. The next meeting of the Programmes and Investment Committee is currently scheduled for 23 October 2019, and the latest P-Rep reports will then be published on our website.

5.3 Sponsors and CRL have now largely completed the implementation of recommendations made by KPMG following their governance and financial and commercial reviews of the project. All recommendations have either been completed or have actions in place which, for example, are reliant on the availability of CRL's revised schedule and cost baseline. Updates on progress with completing the remaining actions will be provided to the Programmes and Investment Committee and the Board.

List of Appendices:

None

List of Background Papers:

None

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¹ <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-project-updates>

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Board

Date: 18 September 2019

Item: Finance Report – Period 5, 2019/20

This paper will be considered in public

1 Summary

- 1.1 The Finance Report sets out TfL's financial results for Period 5, 2019/20 - the year-to-date period ending 17 August 2019.

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Period 5, 2019/20

- 3.1 The Finance Report provides a summary of year-to-date financial performance in 2019/20, as well as against last year. The report is consistent with how we have presented the 2018 Business Plan and the 2019/20 Budget. 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, and against last year. This report also incorporates trends on passenger journeys.

Quarterly Performance Report

- 3.3 The Quarterly Performance Report for Quarter 2 (covering periods 1 to 6, 2019/20) will be presented at the next meeting of the Board on 20 November 2019.

List of appendices to this report:

Appendix 1: Finance Report - Period 5, 2019/20

List of Background Papers:

None

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TfL Board

Finance report Period 5, 2019/20

18 September 2019



Period 5 Financial performance

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Continued strong performance on day-to-day operations

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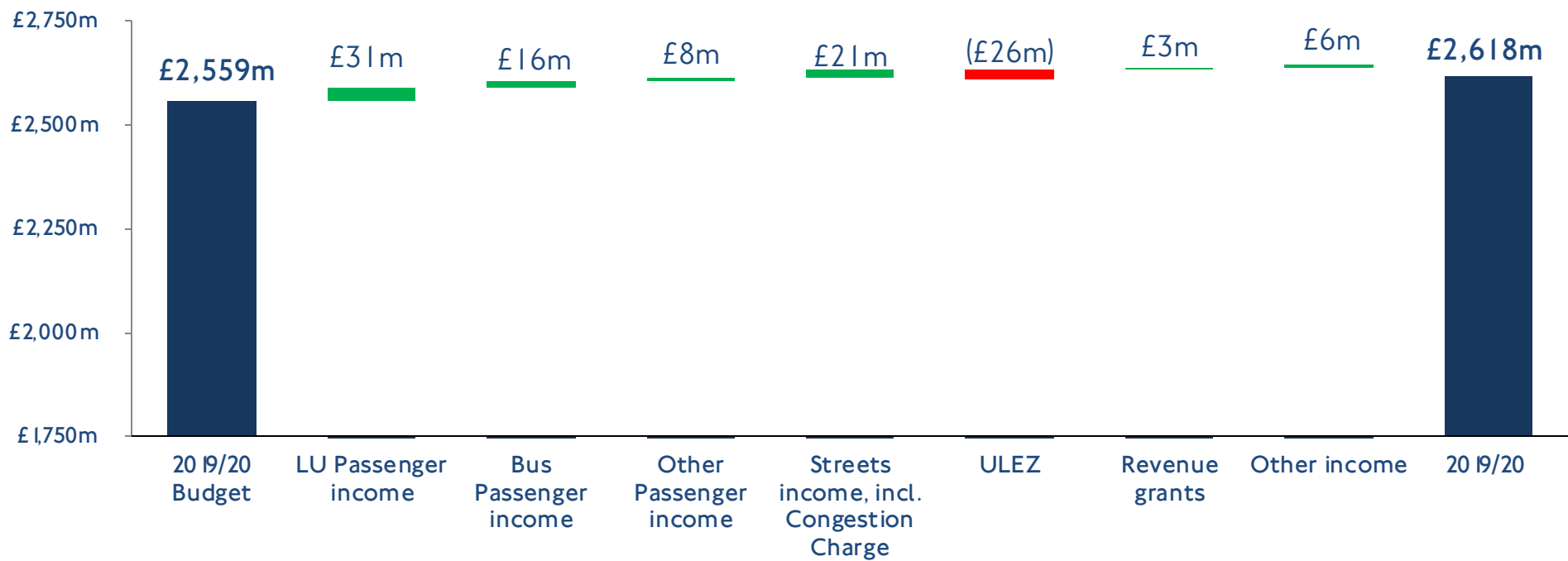
Budget outperformance driven by operating costs and passenger income better than expected

£m	2019/20 YTD				2018/19		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Operating account							
Passenger income	1,865	1,810	55	3%	1,827	38	2%
Other operating income	375	374	1	0%	309	66	21%
Total operating income	2,240	2,184	56	3%	2,136	104	5%
Business Rates Retention	344	344	0	0%	341	3	1%
Revenue grant	34	31	3	10%	27	7	26%
Total income	2,618	2,559	59	2%	2,504	114	5%
Operating costs	(2,386)	(2,506)	120	5%	(2,328)	(58)	-2%
Net operating surplus	232	53	179	340%	176	56	32%
Capital renewals	(135)	(182)	47	26%	(146)	11	8%
Net cost of operations before financing	97	(129)	226	176%	30	67	-225%
Net financing costs	(171)	(177)	6	3%	(171)	0	0%
Net cost of operations	(74)	(306)	232	76%	(141)	67	48%

Income growth driven by better than expected demand

Overall passenger income is 2% up on last year, and we are now forecasting to outturn better than last year

Total income



- Passenger income is outperforming Budget in both LU and Buses – demand assumptions remain cautious given macroeconomic conditions
- ULEZ compliance levels are higher than Budget, which was based on modelling from previous schemes

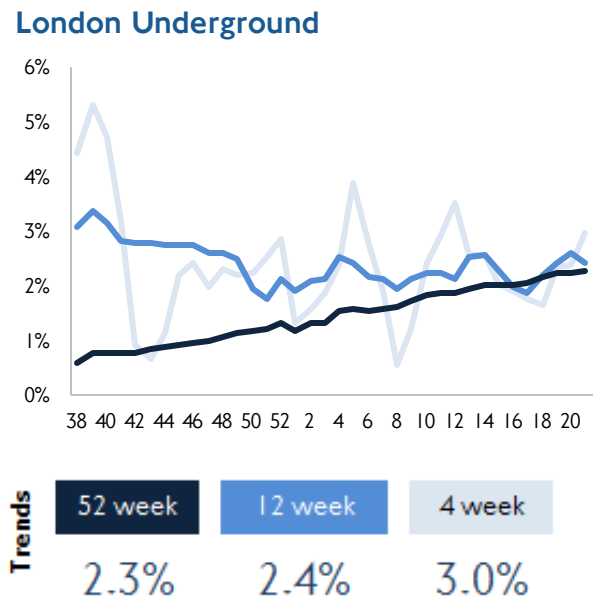
ULEZ performance	2019/20	2019/20 Budget	Variance	% variance
Income (£m)	51	77.3	(26.3)	-34%
Vehicles in zone (millions)	15.1	14.3	0.7	4.9%
Non-compliant vehicles (millions)	3.8	5.4	(1.7)	-31.5%
Compliance rates	74.8%	69.4%	5.4%	

Passenger income growth driven by Underground journeys

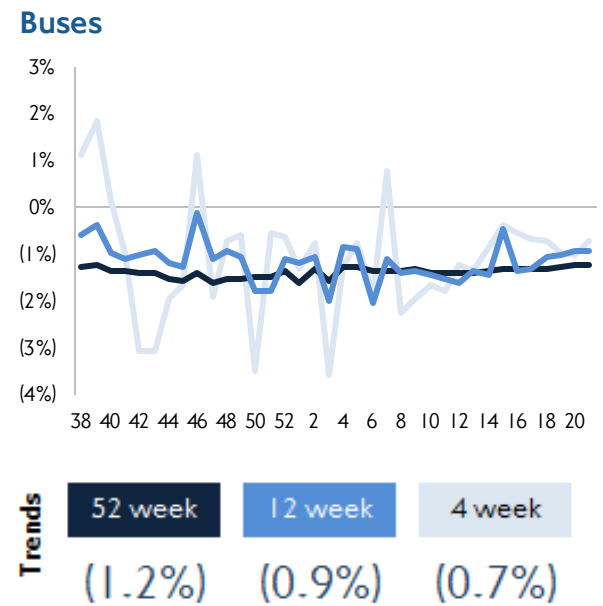
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Strong growth on the Underground, but bus and rail journeys remain subdued

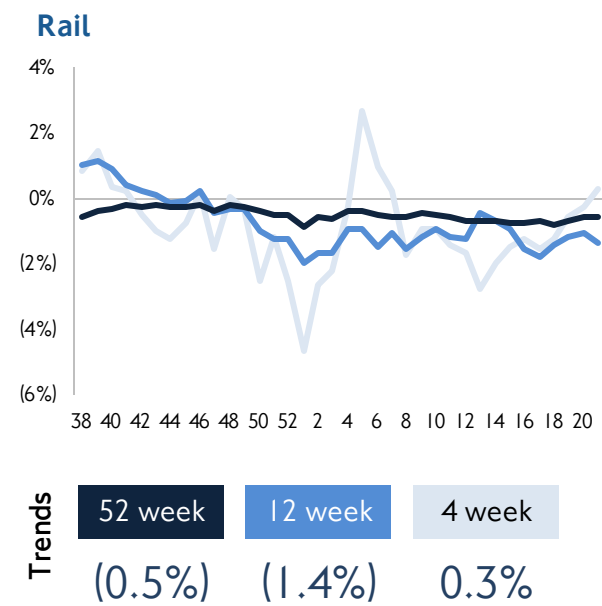
Passenger income



- Journey demand growing at 2.3% over past 52 weeks
- Single biggest contributor to growth in LU demand has come from journeys involving terminus stations
- Journey growth out of Zone 1 is flat



- Journeys declined by 1.2% over past 52 weeks, less than anticipated
- Bus trip rates have fallen significantly among younger and low income groups



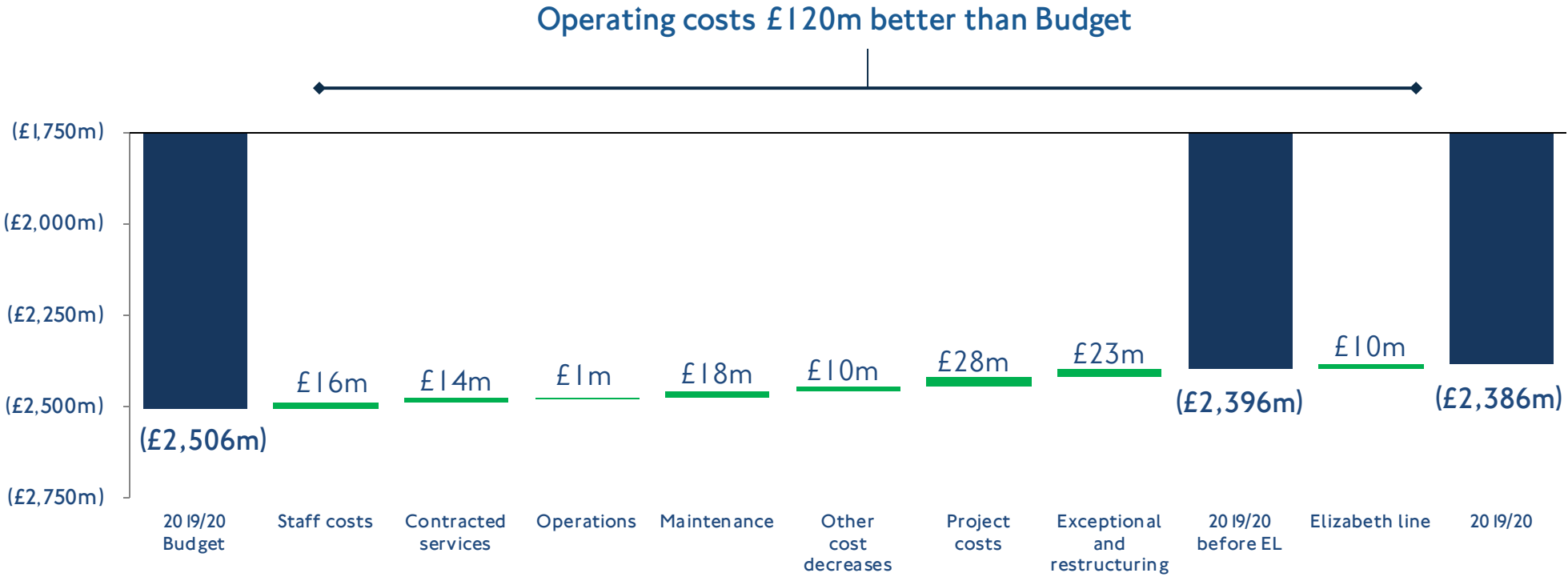
- The 2018 Business Plan incorporated modest growth supported by the introduction of new trains on London Overground
- Rail demand is showing signs of strengthening; National Rail recently reported strong rebound on journeys, mainly from commuting
- Demand broadly in line with expectations

Note: includes London Overground, Trams and DLR

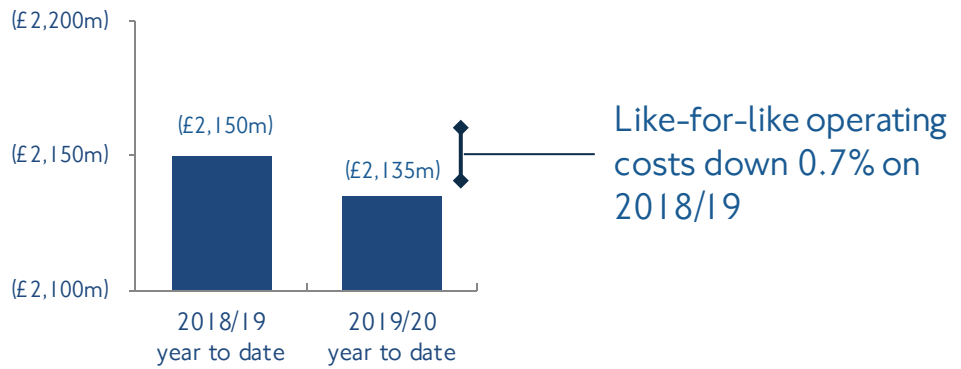
We continue to deliver ahead of Budget

Operating costs are below Budget driven by underlying cost reductions and timing of project and transformation costs

Operating costs



Like-for-like operating costs



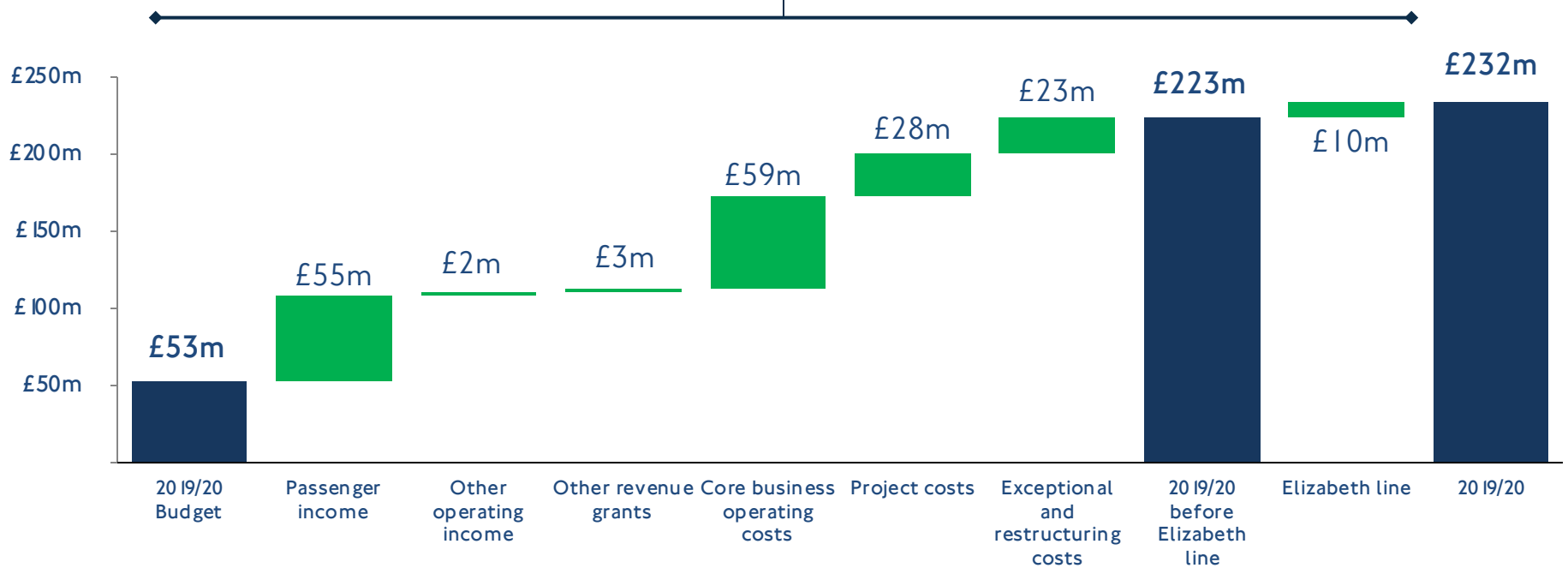
40%
of upside to budget from underlying cost reductions

Like for like costs: operating costs adjusted for one offs, growth (including Elizabeth line, ULEZ and new London Overground services), and restructuring costs

Summary: net operating surplus significantly ahead of Budget

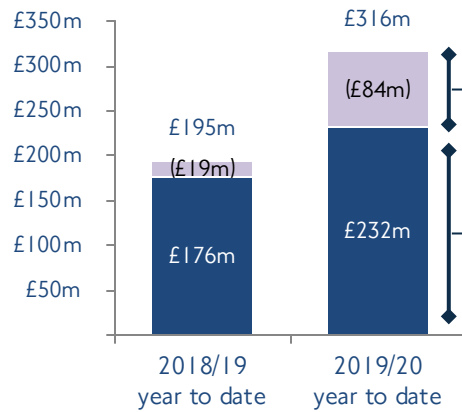
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Net operating surplus £179m ahead of budget



We are reviewing our budgetary assumptions and will report back to the Board

Core business excluding the Elizabeth line



Core business improving year on year, after removing Elizabeth line costs

Operating surplus incl. Elizabeth line

Elizabeth line operating deficit

Total TfL operating surplus

55%

of upside from timing of costs related to projects and transformation

we are reviewing our budgetary assumptions post Q1 and will incorporate our revised view in the 2019 Business Plan



Capital spend continues to track below Budget

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We do not expect the final delivery dates to be impacted at this stage

£m	2019/20 YTD				2018/19		
	Actuals	Budget	Variance to Budget	% variance to Budget	Last year actuals	Variance to last year	% variance to last year
Capital account							
New capital investment	(384)	(547)	163	30%	(573)	189	33%
Crossrail	(416)	(532)	117	22%	(523)	108	21%
Total capital expenditure	(800)	(1,080)	280	26%	(1,096)	296	27%
<i>Financed by:</i>							
Investment grant	321	321	0	0%	351	(30)	-9%
Property and asset receipts	17	23	(6)	-26%	0	17	6289%
Borrowing	(20)	274	(294)	-107%	329	(348)	-106%
Crossrail funding sources	369	678	(309)	-46%	55	315	577%
Other capital grants	71	101	(30)	-30%	65	6	9%
Total	758	1,397	(639)	-46%	800	(41)	-5%
Net capital account	(41)	317	(359)	-113%	(296)	255	-86%

Costs pressures and opportunities broadly offset in the long term

Key programme spend below Budget is from a combination of timing, rephasing, as well as some savings

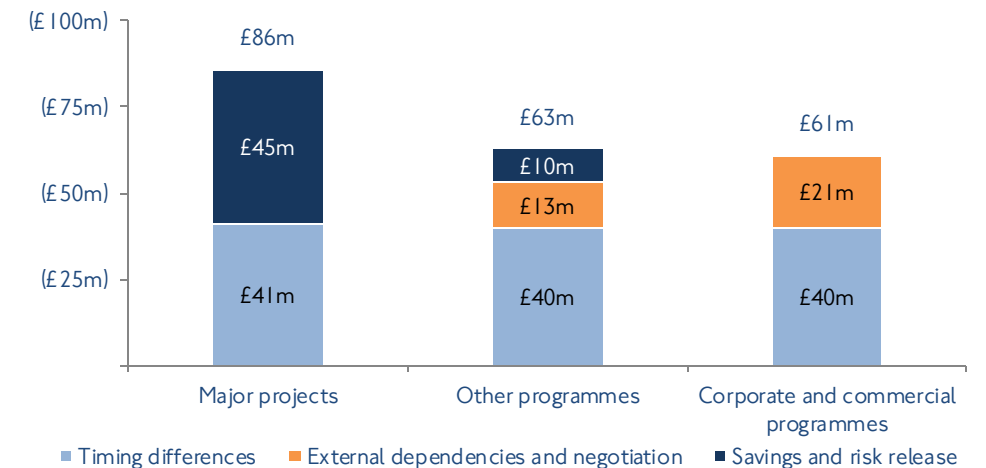
£m	2019/20 YTD	
	Actuals this year	Variance to Budget
Capital account variance by key programme		
Major projects		
Four lines modernisation	(100)	22
Northern line extension	(64)	26
Major stations *	(33)	11
Piccadilly line rolling stock	(17)	8
Elizabeth line – stations	(7)	9
Barking Riverside	(15)	0
DLR rolling stock	(7)	0
LU Railway Systems Enhancements	(5)	8
Silvertown tunnel **	(4)	3
Other programmes		
Healthy Streets	(34)	10
LU capital	(115)	33
Surface - assets	(10)	13
Public Transport and other	(52)	8
Corporate programmes		
Tech & Data projects	(29)	20
Growth engines – property	(24)	37
Other corporate	(4)	3

* Bank station estimated final cost

** Costs for 2019/20 include reimbursement of costs incurred in prior years EFC removed for commercial reasons

Full programme costs						
Total spend to date	Costs to go	Estimated final cost (EFC)	EFC variance to 2018 Business Plan			
(4,817)	(546)	(5,363)	(33)	-1%		
(745)	(345)	(1,090)	83	7%		
(451)	(213)	(664)	(8)	-1%		
(120)	(2,991)	(3,111)	(2)	0%		
(76)	(26)	(102)	-	0%		
(27)	(77)	(104)	10	9%		
(21)	(579)	(600)	29	5%		
(126)	(79)	(205)	2	1%		

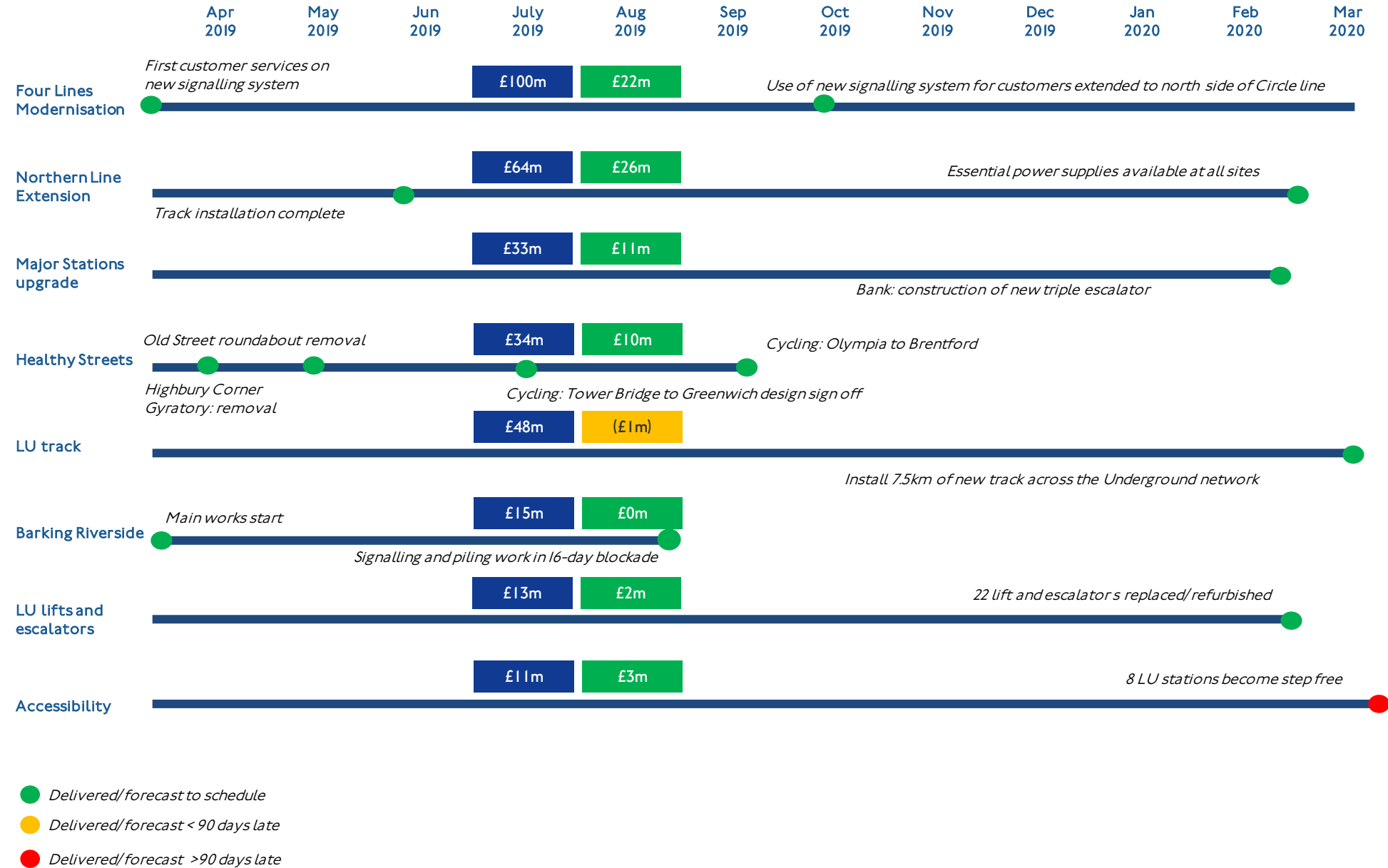
Variance to Budget by programme and cause



94% of the investment programme milestones are forecast to be achieved on time

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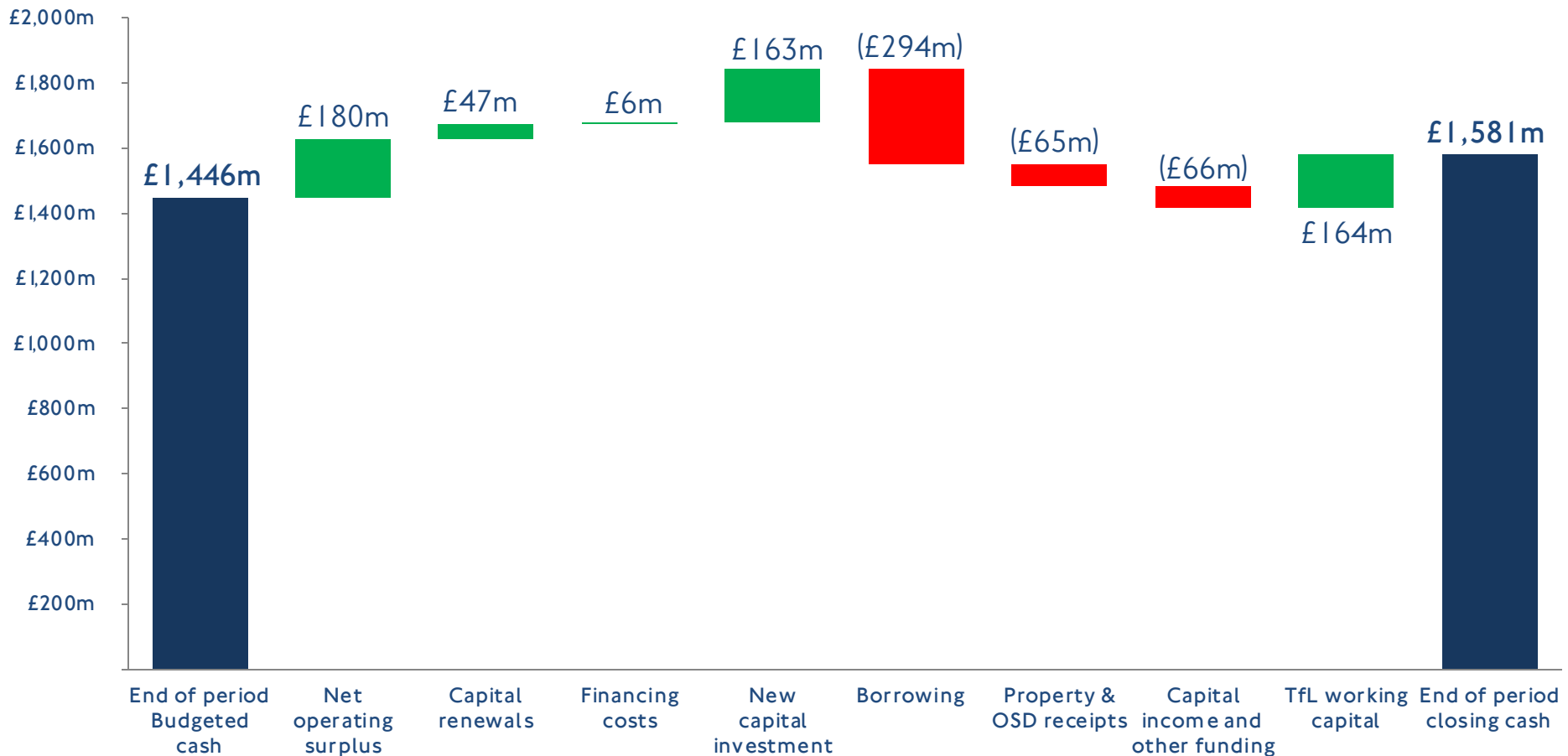
Budget milestones



Cash balances lower than Budget

Driven by timing of borrowings and timing of capital receipts, offset by favourable movements in the operating and capital account

TfL cash balances (excl. Crossrail)



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Board

Date: 18 September 2019

**Item: Tram Overturning at Sandilands, Croydon on
9 November 2016 – Update**

This paper will be considered in public

1 Summary

- 1.1 On Wednesday 9 November 2016, a tram travelling from New Addington towards East Croydon overturned on the approach to Sandilands tram stop on a curved track which has a permanent speed restriction of 20km/h. The tram was travelling at approximately 73km/h. Of the 69 passengers on board, seven lost their lives and 62 people were injured, 19 seriously.
- 1.2 Saturday 9 November 2019 will be the 3rd anniversary of this tragedy. Our thoughts remain with all those affected and we will continue to do all we can to provide support. Measures to assist all those affected by the tragedy remain in place and we continue to deal with requests for support quickly and many of the claims for compensation have been resolved. The TfL Sarah Hope Line remains available to all those affected.
- 1.3 Since the tragedy regular reports have been made to the Safety, Sustainability and Human Resources Panel (the Panel) and to the Board:
 - (a) the Panel received a presentation prior to resumption of the tram service on 17 November 2016;
 - (b) papers updating the Panel and the Board on the activities underway and planned were provided on: 15 December 2016 (Board), 23 January 2017, 8 February 2017 (Board), 21 March 2017, 26 June 2017, 28 September 2017 and 22 November 2017;
 - (c) on 22 January 2018, at a special meeting of the Panel focused on Sandilands and noted two papers. Those papers reported on the Rail Accident Investigation Branch (RAIB) and TfL investigations and also on TfL's non-Operational responses to the tragedy;
 - (d) since January 2018, every meeting of the Panel has been provided with an update in each quarterly Health Safety and Environment Performance report, which includes as a separate appendix a table setting out the Sandilands investigations recommendations applicable to TfL and the progress made against each. The text from the current Health, Safety and Environment (HSE) Performance report is attached as Appendix 1 to this paper;

- (e) a paper was also provided to the Board on 24 July 2018 dealing with the circumstances in which a TfL audit of TOL's fatigue management processes arising from a separate incident in May 2017 in Church Street, Croydon and issued in September 2017 was not provided to the external organisations investigating the Sandilands tram overturning until February and March 2018; and
 - (f) all of these papers and reports have been published on the our website.
- 1.4 The purpose of this paper is to provide a further update on the:
- (a) progress against the recommendations arising from the investigations into the Tram overturning and derailment;
 - (b) non-operational activities which are underway and planned following the incident;
 - (c) support provided and response to claims brought by bereaved family members and those who were injured and otherwise affected by the tragedy, including the wider New Addington community in Croydon; and
 - (d) continuing support being provided to the Office of Rail and Road (ORR) and British Transport Police (BTP) investigations.
- 1.5 On 4 September 2019, the Panel considered this update paper. Members noted that good progress had been made against the recommendations from the investigations, with lessons learned shared where relevant with other TfL operations. Members were also reassured that compensation arrangements were being handled as well as possible and that in each case where claimants had asked to settle their claims they had been settled. The Panel would continue to receive updates on progress against the recommendations and the claims process.

2 Recommendation

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

3 Progress against the recommendations arising from the investigations into the Tram overturning and derailment

- 3.1 As set out in the papers to the special meeting of the Panel on 22 January 2018, there are four separate investigations:
- (a) RAIB, as the UK's independent railway accident investigation organisation, undertook the investigation to understand the causes of the accident and provide recommendations for industry learning;
 - (b) TfL commissioned an independent investigation from SNC Lavalin seeking to identify root causes and produce recommendations specifically related to the operation of the Croydon Tram system;

- (c) the ORR is seeking to identify if there were any breaches of health and safety legislation; and
 - (d) the BTP is undertaking an investigation, which is focused on whether there was any criminal action.
- 3.2 The RAIB published its report on 7 December 2017. This was reported to and discussed by the Panel on 22 January 2018. An updated report dated 24 October 2018 was published by the RAIB, replacing the original report, and can be found here:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/750889/R182017_181024_Sandilands_v2.pdf
- 3.3 In addition to typographic amendments and minor corrections the updated version of the report adds:
 - (a) a new appendix 1 containing RAIB's letter of preliminary advice on the areas of RAIB recommendations dated 21 July 2017 as sent by RAIB to all major UK Tram operators, to UKTram and copied to the ORR and
 - (b) an addendum discussing the TfL audit of TOL's fatigue management system (ref IA 17 780).
- 3.4 The SNC Lavalin report dated 10 January 2018 was published with the papers provided to the meeting of the Panel on 22 January 2018.
- 3.5 The ORR and BTP investigations are ongoing.
- 3.6 We have set out in each quarterly HSE Performance report since the meeting of the Panel on 22 January 2018 the progress which continues on each of the RAIB recommendations. The text from the current 2019 HSE Performance report is attached as Appendix 1 to this paper.

4 Summary of the progress against the recommendations

- 4.1 We have introduced a number of safety measures to the tram network as noted below. Some of these were started whilst we were awaiting the outcome of our own and RAIB's investigations. The findings of our own investigation, conducted by SNC Lavalin on our behalf, support those in the RAIB's report, with our recommendations focussed on London Tram, rather than the wider industry.
- 4.2 Set out below is a summary of the work which has been done and which continues to introduce a number of additional safety measures on the tram network and ensure that such a tragedy never happens again. We continue to work with the wider industry to implement the recommendations set out by the RAIB and to share our research findings.
- 4.3 In November 2017, we implemented a permanent speed reduction across the London Trams network, meaning the maximum speed trams can travel will be 70kph (previously 80kph).

- 4.4 Step down speed signage (to 20kph) was also installed in November 2017 at four locations, providing a graduated reduction in allowable line speed on approach to sharp curves.
- 4.5 Chevron signs have been installed at Sandilands and at the three other significant bends to provide an additional visual cue for drivers. The number of speed signs has been increased and additional lineside digital signage provides added speed warnings to drivers.
- 4.6 Tram activated speed signs have also been installed at key locations as agreed with TOL. Following feedback from drivers we will be upgrading the sign at Sandilands and this will be installed in autumn 2019.
- 4.7 Together with our operator TOL we reviewed the tunnel lighting levels following feedback from staff and installed additional temporary lighting on the approach to the Sandilands tunnel. This was in addition to providing the enhanced visual cues for drivers.
- 4.8 Working with our highway experts within TfL a specification for enhanced tunnel lighting was developed, adopting best tunnel lighting practice from Highways. The new lighting solution will provide comprehensive lighting both within the Sandilands tunnel and also to the tunnel approach at Sandilands Junction. Adoption of latest technologies will link the tunnel lighting to exterior ambient light conditions and will minimise retinal impact to the drivers' vision on tunnel ingress and egress, allowing them to retain the highest levels of visual acuity throughout the tunnel. The enhanced tunnel lighting will be completed by the end of 2019.
- 4.9 In addition, we have adopted highways type road studs ("cat's eyes") as a sleeper mounted orientation aid within the Sandilands tunnel. The studs have been deployed on the tunnel Up road only to provide differentiation between directions of travel. The studs are also configured to provide visual orientation between the individual tunnel sections. Installation was completed in May 2019.
- 4.10 Together with TOL, we have installed an in-cab driver protection device to all trams, which has been in service since October 2017.
- 4.11 The Driver Protection Device (Guardian, manufactured by Seeing Machines) detects and prevents fatigue and distraction. The system uses advanced, safety-verified sensors that track eyelid closures and head movements so that when fatigue or distraction is detected an in-cab alarm is sounded and the driver's seat vibrates to alert the driver. This is the first time such a device has been used in the rail industry in the UK and has been commended by the ORR. This system has been shared and demonstrated to the UK Tram industry for possible implementation on other tram networks.

- 4.12 This system is designed to detect driver inattentiveness and provide an alert, but does not apply the brakes, as suggested as an option in the recommendation. The ORR has stated it recognises the safety benefits this system has brought to London Trams.
- 4.13 Work will continue with TOL to explore what automatic response is appropriate if a low level of driver attentiveness is detected. That will include the application of vehicle brakes. Together with TOL, we are reviewing and evaluating the outcome of the UK Trams research in the context of pending implementation of the physical prevention of over-speeding system, to determine if any further measures should be taken.
- 4.14 We have improved the protection that tram windows and doors provide passengers. We commissioned the manufacture and testing of several prototype windows that may provide an appropriate level of additional containment. These prototypes were assessed against the conditions likely to have been encountered during the Sandilands incident, and took into account any effect they may have on ease of access for the emergency services. After extensive research and destructive testing to investigate the most appropriate retrospective solution for the London tram fleet, an enhanced strength window film was selected and has now been installed. This is a new higher specification film that is 75 per cent thicker (from 100 microns to 175 microns). TOL supported our research and selection of the preferred solution which we have shared with the wider tram industry.
- 4.15 Work on developing an in-cab driver alert system for monitoring and managing tram speed, including the automatic application of emergency brakes is continuing; after a global search into appropriate proven technologies, we awarded a contract on 14 December 2018. TOL were an active stakeholder in this and have supported us in this research. This system will be set to activate at a safe margin above the posted speed limits at high risk locations. On activation the physical prevention of over-speeding system, PPOS, will bring a tram to a stop on the basis that a clear over speed violation has occurred.
- 4.16 London Trams network will be the first in the UK to have an automatic braking system.
- 4.17 Installation of the system will begin in August/September and will be in operation by the end of 2019, including a period of training and familiarisation with tram drivers ahead of it becoming fully operational.
- 4.18 The new system will initially be configured to priority locations as suggested by the RAIB but will have the flexibility to be introduced elsewhere on the tram network.
- 4.19 We are working to improve locally powered emergency lighting and are developing a specification for the tram fleet which will prevent unintentional interruption during an emergency

- 4.20 We have awarded a contract for the design and provision of emergency lighting to the tram fleet. This system will provide additional lighting units within the tram equipped with autonomous batteries. In the event of the tram's own batteries or lighting circuits becoming unavailable, the new system will provide suitable illumination throughout the tram. TOL supported us in the development of the design and scope of requirements with operational and driver input.
- 4.21 Design of the new system is underway, with fleet roll out planned for later this year.
- 4.22 We have two types of tram on our network. The CCTV recording system on our Stadler trams has been replaced and upgraded. Replacement of the Bombardier on-tram recording equipment and updating this to digital equipment should be completed by October 2019.
- 4.23 We have enhanced our procedures for reviewing and revising our tram maintenance procedures and testing documentation to take account of experience gained and modifications made since the trams were brought into service.
- 4.24 We have revised our processes for the reporting of safety complaints and made these more effective. We have also reviewed our processes for responding to these to ensure they remain effective.
- 4.25 In addition to the measures proposed by the RAIB, we are also adopting iBus technology on our Stadler trams to notify the driver of over speeding – to be known as iTram and is expected to be completed by the end of 2019.

5 Wider Industry and TfL engagement

- 5.1 We also continue to work with the wider tram industry on these improvements and have held two trams summits, where collectively we considered progress to date and possible further improvements. At our second summit we also shared the lessons learnt from our investigation, in addition to considering the recommendations arising from RAIB's investigation.
- 5.2 Within TfL, we continue to review all the recommendations from both RAIB's and our own investigation reports to identify and implement any wider learning across our organisation and via our contractors and partners. Specifically we have identified the following actions to take forward within our main operational business areas:
- (a) strengthen the arrangements for monitoring and managing fatigue risk;
 - (b) review our risk assessment processes and the effectiveness of controls to reflect the understanding of risk from the Sandilands incident and that they are capable of identifying and correctly assessing all significant risks;

- (c) embedding a 'fair culture' which balances the need for a non-punitive reporting and continuous learning environment with the need to hold persons accountable for their actions, thereby creating an atmosphere of trust;
 - (d) review whether the preferred glazing solution for trams is appropriate for our other transport types to improve passenger containment; and
 - (e) review our mechanisms for promoting and embedding organisational learning.
- 5.3 We were a key part of the ORR's/UK Tram industry's steering group (and its working groups) set up to establish an industry body responsible for ensuring better cooperation on safety and standards. This steering group fulfilled its remit with the establishment of the Light Rail Safety Standards Board (LRSSB) at the beginning of February 2019.
- 5.4 We have formally agreed to the setting up of the LRSSB and to our allocation of the funding needed for the first three years of operation. We have agreed to its governance arrangements and potential future work plan and have responded to UKTram to confirm this.
- 5.5 Our Director of Rail and Sponsored Services is also one of the four Non-Executive Directors on the LRSSB. The first meeting of the LRSSB took place on 12 February 2019. We continue to see the collaborative approach fostered through this group as the best means to deliver the improvements required across the industry.

6 Better understanding of all safety risks associated with tramway operations

- 6.1 One of the RAIB recommendations was for UK tram operators, owners and infrastructure managers to conduct jointly a systematic review of operational risks and control measures associated with the design, maintenance and operation of tramways. We fully participated in this pan-industry review sharing how we assess and manage our risks with the team carrying out this work. From this review, as part of the tram sector we have agreed the basis of an industry wide risk model.
- 6.2 We are now working with the LRSSB to implement this model. Until the risk model is rolled out across the industry we continue to use our safety risk model developed jointly with TOL to inform our risk management.
- 6.3 As part of the development of the industry model we have agreed to provide incident and accident data to support the model. Data used in our revised risk model has been provided and TOL have also submitted five years of data in support of this.

7 Continuing support to and engagement with all those affected by the tragedy

- 7.1 We have worked hard to ensure that those affected by the overturning are being provided with all appropriate support and assistance. This has been through interim payments, counselling and therapeutic support as necessary. We have also provided support and counselling to staff as required.
- 7.2 We are working with the BTP, London Borough of Croydon, claimants' solicitors and a survivors' group to remain in contact with and offer continuing communications with those affected about the overturning and derailment, the investigations into the causes, the infrastructure and other improvements which have been made, the Coroner's Inquest and the criminal and regulatory steps which have yet to commence.
- 7.3 We have worked and will continue to work to support the BTP, the RAIB, the ORR and others to establish the cause or causes.
- 7.4 TfL's Sarah Hope Line, run by specially trained and dedicated TfL staff, remains available to all those affected to provide practical, financial and emotional help and also to make referrals for counselling and specialised support.
- 7.5 In addition to direct contact with those affected, a page was created on the TfL website shortly after the overturning for the purpose of providing access to information and documents and providing up to date information relevant to the incident and the various investigations into the causes of the overturning and derailment: <https://tfl.gov.uk/modes/trams/croydon-tram-derailment>. The page will continue to be displayed and updated for the foreseeable future.
- 7.6 TfL and TOL are jointly insured in relation to the overturning and derailment. We have worked together to support the insurers and claims handlers to respond to personal injury and Fatal Accident claims. We have agreed to share equally any costs arising which may not be covered by the insurance. We have sought to support bereaved families and passengers directly affected through the provision of counselling, rehabilitation, financial compensation, free transport and other support. We are also working proactively with all those affected and their legal representatives to progress civil claims quickly. We made contact with everyone injured who notified us of a claim and also with the dependents of the people who lost their lives to admit liability in respect of civil claims, to offer interim payments and other support. We are proactively staying in contact with all those affected to be available to provide continued support as and when needed.
- 7.7 We have proactively maintained contact with claimants and their solicitors to keep in touch over their progress with the preparation of their claims, to repeat our offers of interim payments to limit or alleviate financial hardship as far as we can and to look for ways in which we can assist those who have been affected. To date 53 claims from a total of 90 notified claims

have been resolved. We have recently written to all of those claimants whose claims have not been able to be resolved to date with a proposal to ensure that they can continue to bring their claims after the statutory three year limitation period which will apply from November 2019.

- 7.8 In addition, we are working with the representatives of the families of those who lost their lives in the incident to agree costs for them to be represented at the Coroner's Inquest which will be held at a date yet to be fixed. We will continue to support and assist them as necessary in relation to the Inquest.
- 7.9 TfL has met with representatives of the London Borough of Croydon several times in the past year to discuss the impact of the overturning on the broader New Addington community and the support that may be required over coming years. In March 2018, the Mayor of London announced that TfL would provide £750,000 in support of Croydon Council's community recovery activities following the tragedy. The funds are to be provided to support health and social services in New Addington and the surrounding community, where many of those directly or indirectly affected by the tragedy live. Croydon and local commissioning groups have proposed a range of action to help local people, including more community and social care and increases to adult and child mental health resources.

8 TfL Internal Audit Report: Management of Fatigue in Tram Operations Limited (TOL)

- 8.1 In response to concerns about tram driver fatigue following an incident in May 2017 recorded by a member of the public on their mobile phone on a tram in Church Street in Croydon, TfL commissioned an internal audit into the management of fatigue by TOL. We also drew it to the attention of the RAIB and ORR immediately we were made aware of it and contacted the BTP so that they could pass the information on to the Sandilands victims and the bereaved families. The report was issued on 15 September 2017.
- 8.2 The RAIB and ORR do not require us to automatically share all our audit reports with them but to review whether our reports might be material to their investigations and provide them as appropriate. We provided the RAIB and ORR with all material which they requested as part of their investigations but clearly, in hindsight and in the context, we should have sent them a copy of the final report at this point.
- 8.3 At the special meeting of the Panel on 22 January 2018, the Chair asked if the audit report had been sent to the external bodies investigating the Sandilands incident, he having previously proposed that this should be done. TfL's Director of Health and Safety said that she believed it had been sent but would confirm. Following the meeting it was discovered that the audit report had not in fact been sent to the external bodies.
- 8.4 Our Health and Safety department was responsible for sharing this audit report with the external bodies, but in error it was not sent as originally thought. This was clearly an oversight, which was rectified as soon as we realised that this had occurred. The Director of Health and Safety also

contacted the Chair of the Panel to inform him of the error, to apologise and to confirm that the audit report had been sent.

- 8.5 The audit report was issued to the RAIB, ORR, BTP (on 12 February 2018) and SNC-Lavalin (on 15 March 2018). It is also published on the TfL website.
- 8.6 An updated RAIB report, dated 24 October 2018, was published by the RAIB, replacing the original report. The updated version of the report adds an addendum discussing the TfL audit of TOL's fatigue management system (ref IA 17 780)
- 8.7 We have strengthened our procedures to ensure a more robust check is made as to whether any of our audit reports could have a material impact on a live investigation, and if so, we will now automatically forward a copy of the final report to the investigators/regulator to support their investigations.
- 8.8 A paper containing a report into the error was provided to the Board on 24 July 2018. The paper was published on the TfL website.
- 8.9 The Chair of the Panel at the time, Mr Michael Liebreich, wrote on 15 February 2019 to the Transport Commissioner expressing concerns about what happened. That correspondence, together with the Commissioner's response, has been sent by TfL and Mr Liebreich to the ORR, RAIB and BTP to maintain transparency.
- 8.10 On 4 July 2018 at a plenary meeting of the London Assembly a motion was agreed which called upon the Mayor to appoint an independent investigation to review why TfL failed to supply the audit report to the RAIB, the ORR and the BTP. The Mayor has since responded that a further investigation would not have any benefit, particularly bearing in mind the existence of the RAIB investigation (which included fatigue management and summarised the TfL audit in its final report), TfL's independent investigation into the Sandilands overturning, and the separate TfL fatigue report.

9 Next Steps

- 9.1 We will continue to work hard to ensure that those affected by the overturning are being provided with all appropriate support and assistance. This has been provided through interim payments, counselling and therapeutic support as necessary. We have also provided support and counselling to staff as required.
- 9.2 We will continue to work with the BTP, London Borough of Croydon, claimants' solicitors and a survivors' group to remain in contact with and offer continuing communications with those affected about the overturning and derailment, the investigations into the causes, the infrastructure and other improvements which have been made, the Coroner's Inquest and the criminal and regulatory steps which have yet to commence.

- 9.3 We continue to engage with and report progress on the actions we are taking to address the RAIB recommendations.
- 9.4 We will continue to report progress against the RAIB's and our own recommendations to the Panel via the quarterly Health Safety and Environment report.
- 9.5 We will implement the relevant lessons learnt from both investigations more widely across our operational businesses.
- 9.6 We will continue to provide support to the ORR and BTP, as required, while they complete their investigations.
- 9.7 We will continue to work with the wider Tram industry to ensure all the RAIB's recommendations are actioned and tramway safety continues to improve across the industry.

List of appendices:

Appendix 1: Sandilands investigation recommendations applicable to TfL

List of Background Papers:

None

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Appendix: Sandilands investigation recommendations applicable to TfL

Recommendation	Progress to date
<p>UK tram operators, owners and infrastructure managers should conduct a systematic review of operational risks and control measures associated with the design, maintenance and operation of tramways.</p> <p>[RAIB recommendation 2. Links with RAIB Recommendation 1, 10, and TfL Recommendation 5]</p>	<p>Complete: Together with Tram Operations Ltd (TOL) we are represented on the UK Tram Industry Sandilands Sub Committee, established to consider the RAIB findings and take action on behalf of the UK tram industry.</p> <p>Our (together with TOL) review of route risk assessments and our network risk model has been shared with the wider UK tram industry. The industry has reviewed all risk assessments within the industry to agree a standard approach, a standard model has been developed and verified. it is now being rolled out. In support of the model we have also agreed the arrangements to collect industry incident and injury data. National roll out for the risk model and data model In Q1 there were 19 vulnerable road users were killed or seriously injured in collisions involving buses, a 21 per cent improvement from last year.</p> <p>We presented an overview and findings of Risk Model work to Rail Safety and Standards Board Risk Management Forum in June 2018. The model was revised again in March 2019.</p>
<p>UK tram operators, owners and infrastructure managers should work together to review, develop, and install suitable measures to automatically reduce tram speeds if they approach higher risk locations at speeds which could result in derailment or overturning.</p> <p>[RAIB recommendation 3. Links with TfL recommendation 2]</p>	<p>In Progress: A contract was awarded to Engineering Support Group in December 2018. The new system will automatically bring a moving tram to a controlled stop if it were to exceed the speed limit (by a safe margin) at a designated location. It will also alert the operations control centre.</p> <p>The system will initially be configured to priority locations as suggested by the RAIB recommendation. It also has the flexibility to be introduced elsewhere on the tram network.</p> <p>We remain on target for the system to be installed and in operation by the end of 2019. (This includes a period of training and familiarisation with tram drivers ahead of it becoming fully operational.)</p> <p>TOL are an active stakeholder in this.</p> <p>The Feasibility and scoping work for this system has been shared with other tram owners and operators to assist in the development of a programme for installing similar suitable systems to their networks.</p>

Recommendation	Progress to date
<p>UK tram operators, owners and infrastructure managers should work together to research and evaluate systems capable of reliably detecting driver attention state and initiating appropriate automatic responses if a low level of alertness is identified.</p> <p>[RAIB recommendation 4]</p>	<p>In progress: Working closely with TOL, LT has procured and commissioned the 'Seeing Machine Guardian' driver protection system fleet wide. This system uses proven facial movement technology to monitor driver fatigue and distraction. The system was fully installed across the LT fleet in October 2017.</p> <p>An additional feature of the Guardian system is that it is programmed to alert drivers if the maximum speed goes above 70kph.</p> <p>TOL were closely involved in the selection and implementation of this system and played the major role in securing driver support.</p> <p>LT and TOL have already hosted several delegations, including UKTram and others, to demonstrate the technology in operation. While the systems does not apply the brakes automatically, the Office of Rail and Road (ORR) recognises the safety benefits the system has brought to London Trams.</p> <p>This system is designed to detect driver inattentiveness and provide an alert, but does not, itself, apply the brakes, as suggested as an option in the recommendation. As detailed in recommendation three, an automatic braking system has been procured and will be installed by the end of 2019 as a separate measure. Research work being undertaken by UK Trams is exploring what an appropriate automatic response would be if a low level of driver attentiveness is detected, such as the application of brakes. TfL will review this research to ensure the system in use is compatible with the outcomes</p>
<p>UK tram operators, owners and infrastructure managers, in consultation with the DfT, should work together to review signage, lighting and other visual information cues available on segregated and off-track areas required by drivers on the approach to high risk locations.</p>	<p>Complete: We undertook a comprehensive review of tram speeds and speed signage across its network.</p> <p>As a result the following measures were put in place by September 2017. TOL are an active and engaged stakeholder on this initiative:</p> <ol style="list-style-type: none"> 1. The maximum tram speed on the network was reduced by 10kph, from 80kph to 70kph. The effect is that the potential for coasting in high speed areas has been removed, and that continual speed management is required in these low workload areas so increasing driver alertness. 2. Additional step down speed signage was implemented in all locations where speeds reduced by more than 20kph, enhancing driver visual cueing and orientation. 3. Where speed signs are located immediately in advance of higher risk locations, e.g. a tram stop or a curve with low approach visibility, the sign has been enhanced with the addition high visibility outer border as an additional visual cue to drivers of an approaching hazard. <p>iTram</p> <p>We will also implement iTram to provide audible in-cab over speed alerts. iTram is a performance monitoring tool that as well as driving safety improvements by trend analysis of tram speeds, also utilises GPS technology to provide over speed warnings to drivers at all points across the network. It is therefore an enhancement on the Guardian system which can only alert drivers if they exceed the maximum speed limit.</p> <p>Fitment across the fleet will be completed by December 2019</p>

Recommendation	Progress to date
<p>[RAIB recommendation 5. Links to TfL Recommendation I]</p>	<p>Review of Visual Cueing Together with TOL we have completed a comprehensive Route Hazard Analysis. The conclusion is that the already completed installation of additional speed signage work improves driver visual cueing on the network. Conceptual designs for enhanced visual cueing in Sandilands tunnel are under TOL driver consultation.</p> <p>Tunnel Lighting Post the Sandilands incident we installed additional temporary lighting on the approach to the Sandilands tunnel, while our road tunnel lighting experts developed a permanent solution.</p> <p>The new design will adopt best practice from the automotive industry to reduce the impact of glare on driver's eyes both when entering and exiting the tunnel. Work is expected to be complete on the improved tunnel lighting by December 2019.</p> <p>Installation of highways type road studs ("cats eyes") as a sleeper mounted orientation aid within the Sandilands tunnel was completed in May 2019. The studs are deployed on the 'Up' road only to provide differentiation between directions of travel. They are also configured to provide visual orientation between the individual tunnel sections</p> <p>We are also trialling illuminated warning signs, similar to those used on roads to warn drivers their speed is above the limit. The effectiveness of these signs will be evaluated in summer 2019 and the feedback will be shared with the UK tram industry.</p>
<p>UK tram operators and owners should, in consultation with appropriate tram manufacturers and other European tramways, review existing research and, if necessary, undertake further research to identify means of improving the customer containment provided by tram windows and doors.</p> <p>[RAIB recommendation 6. Links to TfL Recommendation 8]</p>	<p>Complete: We commissioned the manufacture and testing of several prototype windows that could provide an appropriate level of additional containment. These prototypes were assessed against the conditions likely to have been encountered during the Sandilands incident, and taking into account any affect they may have on ease of access for the emergency services.</p> <p>We concluded that mainline rail crash worthiness standard GM/RT2100 is more likely to offer protection against the conditions experienced during the Sandilands event. Strengthening film on top of the existing tempered glass was selected as the immediate solution to strengthen glazing on trams.</p> <p>Following the extensive testing with safety experts and a new higher specification film that is 75% thicker (from 100microns to 175microns) has been fitted to all doors and windows to improve containment.</p> <p>We are investigating the practicalities of modifying tram doors and we will consider the recommendations made by the RAIB when designing new vehicles in the future.</p>
<p>UK tram operators and owners should install (or modify existing) emergency lighting so that the lighting cannot be unintentionally switched off or disconnected during an emergency.</p> <p>[RAIB recommendation 7]</p>	<p>In progress: In conjunction with industry experts, we have formulated a Technical Specification for the retrofitting emergency lighting to its fleet. The system will be fully autonomous, and will operate independently of the trams battery system in the event of an emergency.</p> <p>Role out of the system is planned for autumn 2019.</p> <p>TOL are an active and engaged stakeholder on this initiative.</p>

Recommendation	Progress to date
<p>UK tram operators and owners should review options for enabling the rapid evacuation of a tram which is lying on its side after an accident.</p> <p>[RAIB recommendation 8]</p>	<p>In progress: We continue to work with tram operators and tram manufacturers to identify and evaluate options to achieve this objective.</p>
<p>TOL and LT should commission an independent review of its process for assessing risk associated with the operation of trams.</p> <p>[RAIB recommendation 10. Links with RAIB recommendation 2]</p>	<p>Complete: The network risk model and route risk assessments have been reviewed and updated. They have been shared with the wider UK tram industry and we also presented an overview and findings of Risk Model work to Rail Safety and Standards Board Risk Management Forum in June 2018. Work has also been completed on our tram crossing risk assessments for Croydon town centre.</p> <p>A joint management process for the embedment of the models has been developed. They remain under regular review. The most recent review of the LT Risk Model was completed in March 2019.</p> <p>The industry is reviewing all risk assessments within the industry to agree a standard approach. The LT/TOL risk assessments will be further reviewed and revised in line with this approach.</p>
<p>TOL should review and, where necessary, improve the management of fatigue risk affecting its tram drivers with reference to the ORR's good practice guidance.</p> <p>[RAIB recommendation 11]</p>	<p>In progress: TOL are implementing a safety improvement plan designed to address the intent of this recommendation through their own internal safety governance arrangements.</p>
<p>TOL should commission an external organisation to review the way that it learns from operational experience.</p> <p>[RAIB recommendation 12]</p>	<p>Complete: TOL have implemented a 'Just Culture' Programme designed to address the intent of this recommendation through their own internal safety governance arrangements.</p>
<p>TOL and LT should review and improve the process for managing public and employee comments that indicate a possible safety risk.</p> <p>[RAIB recommendation 13]</p>	<p>Complete: We have reviewed our customer complaints procedure and how employees report issues to us and implemented improvements to ensure that any safety issue raised is dealt with efficiently and thoroughly across the TfL network.</p>
<p>TOL and LT should review and improve their processes for inspecting and maintaining on-tram CCTV equipment to greatly reduce the likelihood of recorded images being unavailable for accident and incident investigation. This recommendation may apply to other UK tram operators.</p> <p>[RAIB recommendation 14]</p>	<p>Complete: All LT Bombardier fleet has been fitted with new CCTV image recorders. CCTV health checkers which actively monitor the status of recording units and identify faults.</p> <p>The CCTV recording equipment on all Bombardier trams (type involved in Sandilands) was replaced and upgraded to digital shortly after the overturning. The equipment on Stadler trams, which make up the remainder of the fleet, had adequate functionality. Further work to upgrade CCTV on the wider fleet will be completed by May 2019.</p>

Recommendation	Progress to date
<p>TOL and LT should review and revise where required existing tram maintenance and testing documentation to take account of experienced gained, and modifications made, since the trams were brought into operational service.</p> <p>[RAIB recommendation 15]</p>	<p>In progress: LT has undertaken a comprehensive review of its written standards, maintenance processes and identified quality deficiencies. LT has appointed an independent entity to author new written standards, maintenance processes and forms addressing all quality gaps. This process will be in two phases. Sixteen critically prioritised standards and associated documents have been delivered in the first phase. The remaining standards and processes will be addressed through our routine arrangements for the maintenance of the management system.</p>
<p>Review available driver cues in relation to braking points on approaching a curved section of the tramway.</p> <p>[TfL recommendation 1. Links to RAIB recommendation 5]</p>	<p>Complete: Overall network top speed has been reduced from 80kph to 70kph. Additional 70kph signs have been provided to aid driver awareness of the permitted maximum speed.</p> <p>A design and signal sighting exercise has been concluded and the provision of additional step down speed signage to aid driver speed awareness and visual cueing is complete.</p> <p>Additional visibility signs have also been provided, which will heighten driver speed awareness in high risk areas.</p>
<p>Review available driver cues in relation to braking points on approaching a curved section of the tramway.</p> <p>[TfL recommendation 1. Links to RAIB recommendation 5]</p>	<p>Complete: Overall network top speed has been reduced from 80kph to 70kph. Additional 70kph signs have been provided to aid driver awareness of the permitted maximum speed.</p> <p>A design and signal sighting exercise has been concluded and the provision of additional step down speed signage to aid driver speed awareness and visual cueing is complete.</p> <p>Additional visibility signs have also been provided, which will heighten driver speed awareness in high risk areas.</p>
<p>Review of arrangements for the monitoring and management of speeding.</p> <p>[TfL recommendation 2. Links to RAIB recommendation 3]</p>	<p>LT has commissioned the installation and commissioning of the 'iTram' system, which will provide driver over-speed alerts network wide. iTram will also provide oncoming hazard awareness to drivers of high risk areas. The system has been installed on all 22 Bombardier trams and the roll-out on Stadler trams began in April 2019.</p>
<p>Review of traction brake controller (TBC) driver's safety device design.</p> <p>[TfL recommendation 3]</p>	<p>Complete: LT has procured and commissioned the 'Seeing Machine Guardian' driver protection system fleet wide. This system provides proven driver fatigue and distraction management via facial recognition technology. It was fully installed across the London Trams fleet in October 2017. ORR recognises the safety benefits that the system has brought to London Trams.</p>

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Board



Date: 18 September 2019

Item: Board Effectiveness Review 2019

This paper will be considered in public

1 Summary

- 1.1 In 2019, Deloitte's Board Advisory Board team undertook an external review of the effectiveness of the Board. This paper presents the full copy of the Review Report. The Report recognises the many improvements since the last review in 2015 and sets out a number of issues for the Board to consider. A full copy of the Report is attached as an Appendix.
- 1.2 The Board is invited to consider the issues raised and to suggest how they be addressed. A further paper will then be submitted to the next meeting of the Board on how actions will be taken forward.

2 Recommendations

2.1 The Board is asked to:

- (a) note the Board Effectiveness Review report produced by Deloitte and discuss the key findings and areas for the Board to consider; and**
- (b) note that a further paper will be submitted to the meeting in November 2019 addressing any of the actions arising from the discussion.**

3 Background

- 3.1 In line with good corporate governance practice, TfL reviews the effectiveness of its Board and its decision making structure periodically, including regularly commissioning an external review. The review reports are submitted to the Board for discussion.
- 3.2 Following a competitive tendering process, TfL appointed Deloitte's Board Advisory team to undertake the Board Effectiveness Review. Deloitte had also led the last external review (in 2015) and its helpful recommendations had been addressed, including its recommendations to the new Mayor when making appointments to the Board in 2016.

4 Outcome of the 2019 Board Effectiveness Review

- 4.1 The 2019 review was led by Deloitte's Board Advisory team. The scope of the review covered the following themes:
- (a) the role of the Board;
 - (b) Board composition;
 - (c) Board culture and relationships; and
 - (d) Board committees, panels and reporting.
- 4.2 The review considered each item of the scope and Deloitte recognise a number of positive changes in relation to the Board's effectiveness under each theme. While the notable improvements should be acknowledged, the purpose of conducting reviews is to seek to achieve ever better practice. The Report highlights further areas for consideration by the Board under each of the themes.
- 4.3 The Board is invited to consider these issues at this meeting. A paper will then be submitted to the next meeting of the Board in November summarising the actions from the discussion and how these will be addressed.
- 4.4 A copy of the full Report is attached as an appendix to this paper.

Appendices to this paper

Appendix 1: Board Effectiveness Review Report 2019

Background Papers

None.

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Board Effectiveness Review for Transport for London

This Final Report has been prepared for the Board of Transport for London as a body alone. Our responsibility is to the full Board, not individual Directors. No parties except for the addressee is entitled to rely on this report for any purpose whatsoever and we accept no responsibility or liability to any other party in respect of the contents of this report. For your convenience, this document may have been made available to you in electronic as well a hard copy format. Multiple copies and versions of this document may, therefore, exist in different media. Only the final signed copy should be regarded as definitive.

Commissioners and Members
Transport for London
6th Floor
City Hall
The Queen's Walk
London
SE1 2AA

09 September 2019

Dear Commissioners and Members,

Board effectiveness review of Transport for London (TfL)

In accordance with our Contract dated 29 April 2019 for the independent review of the effectiveness of the Transport for London Board (hereafter the "Board"), we enclose our Final Report dated 09 September 2019 (the "Report").

This Report is prepared for the Board of Transport for London only (hereafter 'the Respondents'). It is confidential to the Board and is subject to the restrictions on use specified in the Contract. No party, except the addressee, is entitled to rely on this Report for any purpose whatsoever and we accept no responsibility or liability to any other party in respect of the contents of this Report. Deloitte LLP will have no responsibility for any claim made against TfL in connection with this publication of the report. Further, Deloitte LLP does not accept or assume any responsibility to any readers other than TfL in respect of its work for TfL, this Report, or any judgments, conclusions, opinions, findings or recommendations that Deloitte LLP may have formed or made and, to the fullest extent permitted by law, Deloitte LLP will accept no liability in respect of any such matters to readers other than TfL. Should any readers other than TfL choose to rely on this report, they will do so at their own risk.

The Board is responsible for determining whether the scope of our work is sufficient for its purposes and we make no representation regarding the sufficiency of these procedures for TfL's purposes. If we were to perform additional procedures, other matters might come to our attention that would be reported to TfL. We have assumed that the information provided to us and management's representations are complete, accurate and reliable; we have not independently audited, verified or confirmed their accuracy, completeness or reliability. In particular, no detailed testing regarding the accuracy of the financial information has been performed.

The matters raised in this Report are only those that came to our attention during the course of our work and are not necessarily a comprehensive statement of all the strengths or weaknesses that may exist or all improvements that might be made. Any recommendations for improvements should be assessed by the Respondents for their full impact before they are implemented.

Yours sincerely,



Deloitte LLP

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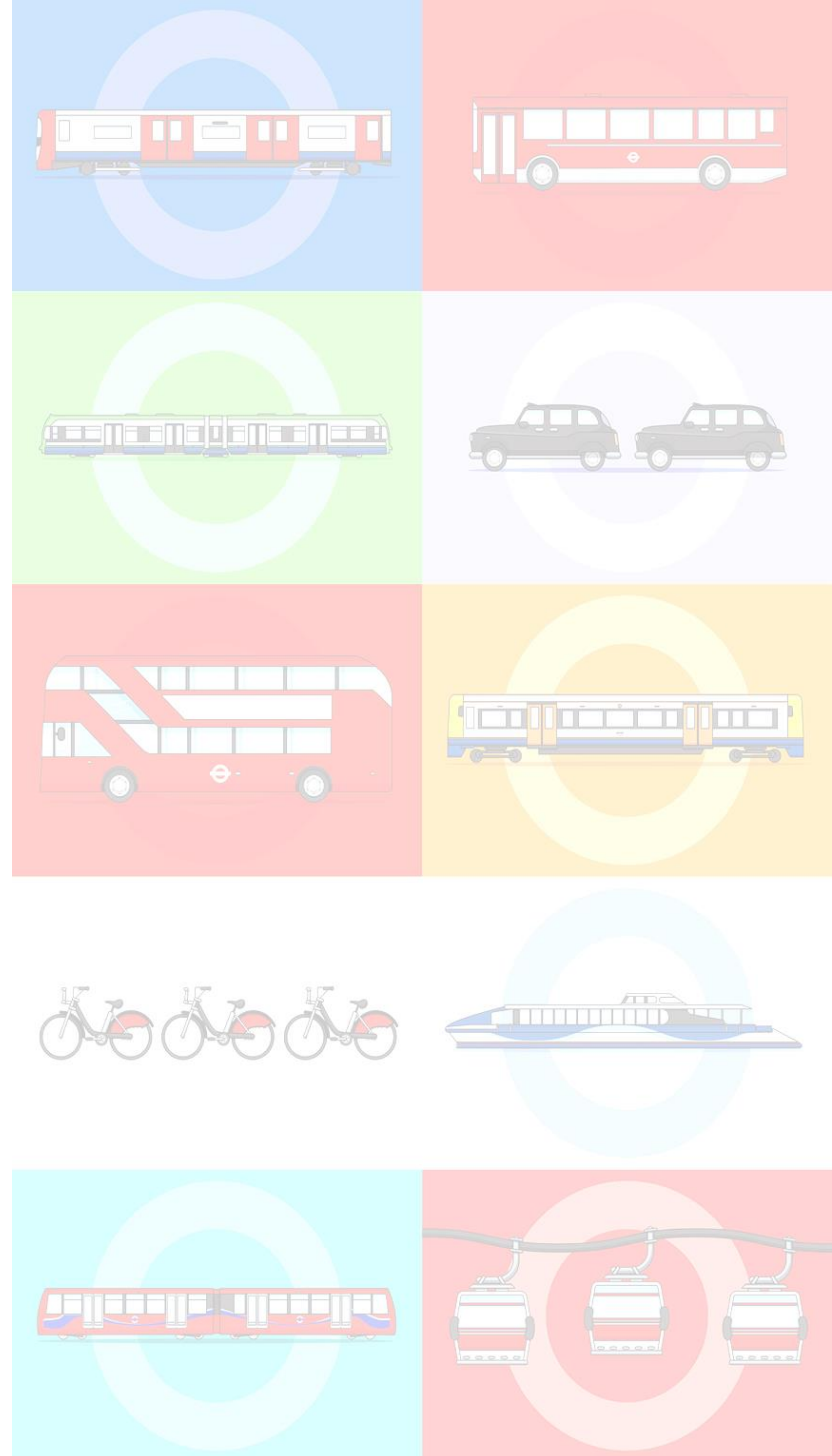
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Executive summary

Executive summary

Overview

Transport for London (hereafter "TfL") undertakes a review of the Board's effectiveness every year, with an independent review every three years. Deloitte's Board Advisory practice was appointed to undertake the current independent review of the Board's effectiveness in 2019 (hereafter the "Board effectiveness review" or "Review"), having also undertaken the previous external Review during 2015. This Final Report summarises the key findings from our Review, together with any associated points for the Board to consider.

Background and context

Created under the Greater London Authority Act 1999 (hereafter the "GLA Act"), TfL is a statutory body that gives the Mayor of London a general duty to develop and apply policies to promote and encourage safe, integrated, efficient and economic transport facilities and services to, from and within London. TfL's role is to implement the Mayor's Transport Strategy (MTS) and to manage those services across the Capital for which it is responsible.

The Board's role is to ensure the effective implementation of this strategy through scrutinising management and approving certain financial decisions.

The Mayor appoints Members to the Board and also acts as the Chair of the Board. At present there are 14 Members in place, all of whom have been appointed during the last three years. The responsibilities of the Board and details of its delegation to the various committees, panels and Chief Officers is set out in the Standing Orders.

As an organisation, TfL's governance model is different to other organisations of a comparable size and scale. The Board is distinct to many other Boards as it comprises Members, rather than Directors and has no executives or management appointed to the Board. In addition, there is considerable public interest in TfL with key stakeholder groups to whom they are accountable including the GLA, the media and the people of London.

Board meetings, which are held in public and are also live-streamed, are conducted with these various stakeholder groups in mind. In practice the Committees and Panels also play a significant role in enabling the Board to discharge its role.

Scope

As part of the Review, we assessed the effectiveness of the Board against our Board effectiveness framework, taking into consideration progress made against the recommendations set out within our previous report dated 24 November 2015.

Specifically, the scope of the Review considered the following areas:

- The role of the Board;
- The effectiveness of the Board in practice, including consideration of:
 - The Board's role in overseeing delivery of the strategy;
 - Board Committees and Panel papers;
 - Clarity of role profiles; and
 - Board culture and relationships.

Approach

Our approach to delivering the project scope has consisted of:


1. Conducting a **desktop review** of a sample of **key Board governance documentation** including: minutes of meetings; Board, Committee and Panel papers; Terms of Reference (ToR); and Member and **Executive** biographies;
2. Distributing an **online survey** to all Members which comprised both qualitative and quantitative questions. Responses from 13 Members and 7 Chief Officers were received;
3. Conducting 60-90 minute **non-attributable interviews** with all **Members** during June and July 2019;
4. Conducting 60 minute **non-attributable interviews** with **key stakeholders**, including the Commissioner and a selection of Chief Officers during June and July 2019. In addition, representatives from the London Councils also requested to participate within the Review;
5. Observation of the **Board meeting** on 22nd May 2019 and 24th July 2019, and an observation of the **Programmes and Investment Committee** on 17th July 2019.

Executive summary

Thematic reporting

We have reported our findings by exception. That is, we have not commented on each area of the scope in detail, and have instead highlighted the areas that we believe require further consideration by the Board. These areas have been grouped into the following themes:

- The role of the Board;
- Board composition;
- Board culture and relationships;
- Board committees, panels and reporting.

An overview of the key findings for each of these areas alongside a series of discussion points for the Board to consider is presented within the Key Findings section of this report. These are denoted within the report by the inclusion of a .

Overview

Overall we have found that the Board is broadly effective in discharging its statutory duties. We have noted a number of improvements in both the performance of the Board and its supporting governance arrangements in response to the recommendations outlined within our previous report dated November 2015.

Specifically we note the ongoing commitment of the Board to ensuring that its business is conducted in an open and transparent way with Board, Committee and Panel meetings open to the public to attend. A positive culture is evident amongst Board colleagues and those in attendance at meetings, with debate conducted with healthy levels of support and respect. Members also bring a diverse set of skills which are increasingly being utilised to provide strategic guidance in addition to scrutinising the performance of the organisation.

Recognising the improvements which have been made, there remains scope for the Board to provide greater impact through increased opportunities for all Members to be engaged earlier in the development of plans to support the implementation of the MTS. This includes a need to ensure that there are sufficient opportunities for Members and Chief Officers to undertake horizon scanning and to explore and debate potential emerging strategic risks.

Strengths of the Board

Throughout our review, we noted a number of areas of good practice, and would highlight in particular:

- Clarity in both the role of the Board and in the expectations of its Members;
- Healthy levels of respect and support amongst Board Members, Chief Officers and Directors;
- The diversity of experience provided by Board Members with good levels of insight and scrutiny at Committee and Panel level in particular; and
- An ongoing commitment to transparency by the Board.

We have also noted a number of examples of the positive impact of the Board, including for example: ensuring a focus on safety; providing insights to support the delivery of the MTS; and the provision of guidance to management on commercial matters.

Areas for improvement

Recognising these positive attributes, we also noted scope to further increase the impact of Board debate and would encourage the Board to consider the following areas:

- Whilst acknowledging the importance of utilising public Board meetings to provide an update on progress against the MTS, there is a need to balance the time spent on this with greater opportunities for Members to scrutinise TfL's performance;
- Board Members would welcome more informal time together, with an emphasis on providing: greater opportunities for earlier input into the development of plans and for ongoing horizon scanning to be undertaken, and further time to reflect on the impact and effectiveness of the Board and associated governance processes;
- Consideration should be given to staggering the length of Member tenures in order to enable greater continuity of Board Membership to span over Mayoral terms; and
- Processes to undertake an annual assessment of individual Member performance and contribution need to be enhanced.

Key findings and areas for the Board to consider

Key findings and areas for the Board to consider

A. Role of the Board

A.1. Key responsibilities

Board Members are clear on the purpose of the Board and its roles and responsibilities as set out in the GLA Act and Standing Orders. In particular there is clarity on aspects of the TfL Board which are unique when compared to other organisations, such as in relation to its role in overseeing the delivery of the Transport Strategy which is set by the Mayor, as well as managing the dynamic between ensuring that the Board provides effective oversight of a highly complex organisation whilst also being held publically accountable.

The Board, alongside its Committees and Panels is broadly effective in discharging its duties, with a number of examples of the impact of the Board highlighted. This is particularly the case within Committee and Panel meetings as these forums enable more in-depth scrutiny of specific topic areas. The use of Member briefings to further enhance understanding of subject matter prior to meetings also represents good practice.

There remains, however, scope for the Board to add greater value through spending greater time on its stewardship role in order to more fully assist in guiding the implementation of the strategy, which is discussed further throughout this section.

A.2. Providing strategic guidance and having a wider stewardship role

The Transport Strategy is determined by the Mayor, with the Board's role being to provide strategic guidance and to approve key decisions. Overall the Board is seen to be increasingly focussed on undertaking its stewardship role, with a good emphasis on utilising the skills and experience of Board Members through both opportunities to review the draft strategy, as well as the provision of insight and challenge to plans put forwards by Chief Officers.

The use of the annual business planning away day to enable Board Member engagement in the development of plans for the delivery of the strategy over the coming year is in line with good practice. There is scope, however, to ensure that the allocation of time at this forum is used to best effect.

In particular Members highlighted a need for greater opportunities to:

- Receive greater insight on developments across the broader transport sector;
- Enable further consideration of longer term scenarios such as: changing demography and demand patterns, increasing use of technology within transport provision, and emerging new sustainable transport methods; and
- Support the Board in playing a greater role in shaping and contributing to key strategic aspects for TfL such as strategic workforce matters, organisational transformation, financial sustainability, and increased use of technology.

In addition, the annual business planning process could be further supplemented through additional opportunities throughout the year to engage Members in similar discussions and to support the development of strategic plans at an earlier stage.

The MTS incorporates three core themes, namely: a good public transport experience; healthy streets and healthy people; and new homes and new jobs. In practice, although there is coverage of all of these aspects by the Board, the emphasis is typically around the first two areas. Consideration should therefore be given to ensuring a greater balance of all three themes across the Board, Committee and Panel meetings structure.



Discussion points for the Board to explore:

Explore options to enable the Board to spend more time collectively exploring potential areas of strategic risk and to increase opportunities to provide strategic guidance throughout the year. This could include for example, time together prior to formal meetings, or an additional mid-year strategic review meeting.

Consider reviewing how the current processes which are utilised to update and brief Board Members can be further supplemented to enable coverage of the broader transport sector.

Consider undertaking a review of Board, Committee and Panel forward plans to ensure that all aspects of the MTS are afforded sufficient emphasis.

Key findings and areas for the Board to consider

A. Role of the Board (continued)

A.3. Board impact and engagement

During interviews, a number of examples where contributions and insight from Board Members have positively impacted the work of TfL were noted. These include:

- Ensuring a focus on customers and in particular safety issues;
- Providing commercial insight and guidance around business planning; and
- Providing insight on specific topic areas such as climate change, and decarbonising TfL's energy consumption.

As outlined further in section B, interviewees commented positively on the skills and experience of Board Members, with many being drawn upon by management to provide support and guidance on particular matters. There is scope, however, for this approach to be more fully adopted across the whole Board, with several Members and management noting that they would welcome further opportunities for greater levels of engagement in order to utilise Member skills and expertise more broadly.

Board Members also noted that there is scope to further expand Board engagement. For example, whilst there are mechanisms for Members to engage with management, there could be greater opportunities for engagement and feedback to the Board from the vast range of stakeholder activities which are already undertaken by TfL. This would bring the Board in line with good practice in this area.

Additionally, the Board should also reflect on further opportunities to ensure that the views of key stakeholder groups are reflected throughout Board activities. This should include ensuring that the voice of both customers, local businesses and key delivery partners, including any concerns or examples of positive impact, are further taken into account throughout debate and decision making. During our Review, representatives from London Councils requested to meet with us as it was felt that consideration should be given to the inclusion of borough representation on the Board of TfL. In particular, it was highlighted that as a cross party organisation whose members are democratically elected a nominated representative at the Board would both enhance the level of collaboration in the delivery of

the MTS as well as providing a mechanism by which Borough issues and concerns in the delivery of the MTS can be explored.



Discussion points for the Board to explore:

Consider whether additional budding arrangements between Members and Management could be put in place (particularly across differing portfolio areas) to further enhance the use of Member skills within the Board environment.

Reflect on how the Board can further exemplify best practice through expanding opportunities to seek and respond to stakeholder views through the work of the Board. Specifically the Board might wish to reflect on questions set out within the Financial Reporting Council Guidance for Board Effectiveness (July 2018), specifically:

- *Can we describe how stakeholders are prioritised and why?*
- *What are the key concerns of our workforce, our suppliers and our customers, and how are we addressing them?*
- *Does the workforce consider that customers and suppliers are treated fairly and that the organisation cares about its impact on the environment and community?*
- *Have we sought input from enough stakeholders to be comfortable that we have a rounded view?*
- *Have we listened properly to the stakeholder voice and what impact has this had on our decisions?*

Consider whether to include a representative of London Councils on the Board of TfL. Should this be agreed, the selection of the nominated representative should take into account the composition of the Board and the length of the terms of appointment.

Key findings and areas for the Board to consider

B. Board composition

B.1. Skills, diversity and succession planning

The Board has a diverse range of skills and expertise which both encompass the range of desired backgrounds specified within the standing orders, as well as additional broader skills which are relevant to the future direction of TfL. This includes representation from across the public and private sectors; financial and commercial experience; as well as a range of specialist areas including government, infrastructure, climate change and trade unions.

Although no significant skills gaps were noted, it was recognised that there is less direct experience of the transport sector amongst Members at present, and that the Board may also wish to consider greater technology experience.

Since the previous review in 2015, there has been a focus on improving gender diversity of the Board, and the progress which has been made since our previous report is recognised. As with all Boards this is an area which is being kept under constant review, and Members noted that greater variation in the age profile of the Board may be beneficial in future appointments in order to further increase diversity.

As set out within the GLA Act, all Members are appointed to the Board by the Mayor. This however, can typically mean that Member tenures are linked to the Mayoral cycle resulting in a refresh of the composition of the Board at the same time. Consideration should be given to staggering the terms of some Members at the end of their existing tenure in order to provide the option for greater continuity over the period of the Mayors appointment process.



Discussion points for the Board to explore:

Consider staggering the terms of Members to enable a greater degree of consistency to be maintained over the course of the election of the Mayor.

B.2. Specific roles

The Railway Act 2005 requires that “at least two members of the board must be able to represent the interests of people living, working and studying in areas outside Greater London, which are served by railway services that are operated or likely to be operated by TfL”. Although two Members have been appointed to these roles, the understanding and impact of these roles in practice is unclear.

Steps have been taken to clarify other roles which are held by Members. These are generally clear although some aspects require further clarity and more consistent application in practice. Specifically, the role of the Vice Chair of a Committee or Panel is not very well defined and differs in practice amongst the various individuals who undertake this role.



Discussion points for the Board to explore:

Reflect as a Board on how the principles behind the existing legislation can be used to better effect to ensure the needs of specific customer groups are taken into consideration and consider how the views of other stakeholders can be fully taken into account at the Board.

In support of the work already undertaken to clarify Board Member roles and responsibilities, consider how the most effective aspects of the Vice Chair role can be replicated across all Committee meetings.

B.3. Board size

Membership of the Board has reduced since our previous review (17 Members in 2015, 14 Members in 2019) and is generally felt to be of the right size now given the scale and diversity of the organisation. This also enables Members to be well represented on the various Committees and Panels in place, without this becoming unduly burdensome.

Key findings and areas for the Board to consider

B. Board composition (continued)

B.4. Member assessment, training and development

It is good practice for Boards to ensure that there are suitable and bespoke mechanisms in place in order to evaluate the performance of both the Board as a whole and its committees / panels, as well as its individual Members. Where these work well, they typically encompass input from a range of stakeholders including representatives from management and where relevant other external organisations.

At present whilst any particular issues which may arise would be highlighted and responded to, a more formal structured process to provide Members with insights around their performance is not yet fully in place. Through discussions it was noted that such an exercise would be welcomed by Members in order to enable greater understanding of their impact and any areas for development.

The induction process was viewed positively by Members and is supplemented by the provision of ongoing briefing sessions. During interviews, a number of Members highlighted that they would now welcome greater opportunities for ongoing training and development. Typical areas we would expect to see as part of this programme would entail:

- Greater ongoing opportunities for insight into the sector (particularly to explore the areas outlined in A2);
- Greater time for reflection as a Board on its impact, for example to consider any learning arising from the Board's handling of significant issues; and
- Additional opportunities for informal time in order to aid in the understanding of colleagues skills and experience.



Discussion points for the Board to explore:

In order to supplement the annual review of the effectiveness of the Board and in line with good practice, consider implementing a mechanism to provide feedback to individual Board Members on their contributions.

Explore options for the Board to spend greater informal time together, including time for development as a Board. This should be considered in line with the points outlined in A.2.

B.5. Role of the Chair and Deputy Chair

In accordance with the GLA act, the role of the Chair is undertaken by the Mayor, with the Deputy Chair role being undertaken by the Deputy Mayor for Transport. Formal role profiles are now in place for these roles, which is in line with good practice.

As outlined in our previous review, in addition to chairing Board meetings, there are a number of governance responsibilities we would expect a Chair to undertake which are critical to the effectiveness of the Board. Many of these additional responsibilities are now led by the Deputy Chair with the support of General Counsel, including for example leading the development of forward plans and agendas for meetings, developing role profiles and determining expected Board behaviours. There remains some other aspects of this role that we would typically see in other organisations, which we would suggest that the Deputy Chair also takes a lead on including for example: succession planning and taking the lead on formal appraisals of Board members.

Refer to B.4.

Key findings and areas for the Board to consider

C. Board culture and relationships

C.1. Board dynamics, behaviour, and interaction

Interviewees outlined positive dynamics within the Board, with both Members and Chief Officers referencing supportive and constructive interactions, alongside high levels of respect for one another. This was attributed to a range of factors including: clarity on expected Board behaviours; time taken to build relationships; as well as well managed and effectively supervised meetings.

Recognising this positive basis, several Members commented during interviews on the desire to have more informal time together, which is a common issue raised by the majority of the Boards we work with. Acknowledging that Members will have a finite amount of time available to spend with TfL, it is good practice to hold regular informal meetings throughout the year to enable both greater opportunities to explore Member skills and backgrounds, as well as to provide a forum for emerging concerns and views to be shared.

As outlined in A.3., whilst a strong and diverse range of skills are in place amongst the Board, there is scope to ensure that these are all drawn upon to the same degree’.

Refer to A.3. and B.4.

C.2. Focus of Board debate

Member challenge is generally viewed positively, with good levels of critique and input referenced in interviews and observed in practice. Those we spoke with from management who have been in position for a number of years, commented that the quality of debate now is the best they have experienced since the inception of TfL. This is particularly the case at both the public and private sessions of Panel and Committee meetings.

There is a need however for the Board to ensure that there is effective use of its time within meetings. This is particularly the case at the Board which can receive lengthy presentations from management. Whilst the need for the Board to be kept abreast of progress and achievements which have been made is recognised, several Members referenced that this approach can restrict time available for scrutiny and debate. Specifically it was noted that:

- There is a need to balance updates from management with greater opportunities to explore emerging issues, both in terms of strategic risks as well as potential project risks so that the Board can debate potential mitigations;
- Board reports could more succinctly highlight the key areas for the Board to consider (see also section D); and
- All Board Members should be provided with routine feedback in order to enable greater insight into the impact of Board debate (refer to Section B).



Discussion points for the Board to explore:

Explore opportunities to further strengthen the impact of Board debate, particularly within the public Board meeting, to enable a greater balance between providing an overview of progress and achievements related to priorities set out within the MTS, alongside time for debate and insights to be shared.

Key findings and areas for the Board to consider

D. Board committees, panels and reporting

D.1. Committees and panels

The Committee and Panel structure is seen to be operating effectively, with meetings at this tier enabling greater levels of in-depth debate and scrutiny of key issues. The addition of the Member briefing sessions, which have been introduced since our last review and are open for any Members to attend, are also viewed as being beneficial enabling effective use of Member time during the formal meetings.

Overall, the Committee and Panel meeting structure is felt to be appropriate. In particular the split between the Finance Committee and the Programmes and Investment Committee is thought to work well, providing greater opportunity for debate across these significant agendas. Members also reflected that there is a good emphasis on the customer throughout the meeting structure, both through the Customer Service & Operational Performance Panel, as well as the emphasis on safety at all TfL meetings.

During our discussions, a number of interviewees noted that there is a need to increase the focus on TfL staff and culture, particularly given the scale of the transformation agenda which TfL are embarking upon. At present, this is covered primarily through the Safety, Sustainability and Human Resources (HR) Panel. However, given the breadth of topics covered by this forum, this can limit the time available to discuss HR matters. Furthermore, some Members noted that debate needs to provide greater emphasis on the more strategic aspects of the workforce agenda, including greater levels of insight into the culture of the organisation, alongside clarity on actions in response to issues raised within the staff survey. In light of this, the Board should consider increasing the emphasis on this area, which would be in line with recent guidance around the role of the Board in shaping and overseeing culture.



Discussion points for the Board to explore:

Given the need for greater emphasis on culture and HR aspects of the organisation, debate as a Board whether greater focus on these aspects could be undertaken through a broader focus at the Remuneration Committee, or whether an additional panel meeting is required.

D.2. Quality and quantity of reporting and management information

Board, Committee and Panel papers are comprehensive in nature and generally of high quality. Members recognise the amount of work which is undertaken by management to develop the reports which are provided, and the TfL Secretariat in particular were complimented on their role in co-ordinating meeting information.

We also noted a number of areas of good practice from our own desktop review, including:

- Minutes are comprehensive and clearly capture the outcome of Board/committee debate and decision making, alongside identification of clear actions and person responsible for leading;
- Formal reporting mechanisms from the Committees and Panels to the Board are now in place which include written reports, in addition to verbal updates;
- From our desktop review, we noted a number of examples where reports provided a clear explanation of variance against target performance alongside details of mitigating actions being undertaken;
- We also noted some good examples of options analysis, such as those outlined in Finance Committee papers regarding options for an efficient funding model.

The use of briefings to supplement papers in order to provide Members with a more in-depth understanding of key issues to inform debate also represents good practice.

Recognising these positive attributes a number of areas for improvement were raised by Members which we concur with from our desktop review and observations. These include:

- Whilst the high quality of papers is recognised, the majority of Members referred to the significant amount of information being provided to Board, Committee and Panel meetings which is felt to be overly burdensome;
- Improvements to the performance scorecard have been made, although further refinements are still required to enable clearer oversight of progress;

Key findings and areas for the Board to consider

D. Board committees, panels and reporting (continued)

D.2. Quality and quantity of reporting and management information (continued)

- Agreed actions are generally undertaken on a timely basis by Management, however we noted a small number of agenda items which had passed their target date and others which had been extended.
- Papers provide a good overview of progress and whilst the need to celebrate achievements is recognised, this needs to be better balanced with greater levels of narrative on any emerging risks or areas of concern for example in the delivery of key projects; and
- In particular, there remains a need for better “signposting” of key issues and potential risks within the papers presented. Further improvement to the content of executive summaries to enable Members to gain a balanced overview of performance is required.



Discussion points for the Board to explore:

Taking into account the complexity of TfL and the commitment to transparency, how can Board papers better enable Members to have a sufficiently balanced overview of both progress and key issues facing the organisation in order to further guide Board debate?

Consider how the Board, including the Committees and Panels, can ensure that there is greater coverage of the key strategic risks facing TfL, aligned to the key strategic risk impact categories as set out within the TfL Enterprise Risk Management Framework.

Appendices

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Appendix 1: List of interviewees

Members

Heidi Alexander, Deputy Chair
Kay Carberry
Greg Clark
Bronwen Handyside
Ron Kalifa
Dr Mee Ling
Dr Alice Maynard
Anne McMeel
Mark Phillips
Dr Nelson Ogunshakin
Dr Nina Skorupska
Dr Lynn Sloman
Ben Story

Chief Officers and management

Mike Brown - Commissioner
Howard Carter - General Counsel
Simon Kilonback – Chief Finance Officer
Gareth Powell – Managing Director, Surface Transport
Vernon Everitt - Managing Director, Customers, Communication and Technology
Stuart Harvey – Director of Major Projects
Michèle Dix - Managing Director, Crossrail 2

Other stakeholders

Representatives from London Councils

Appendix 2: Schedule of documents reviewed

Board, Committee and Panel information

We reviewed samples of the following agendas, packs and minutes:

Audit and Assurance Committee

Board

Finance Committee

Programmes and Investment Committee

Committees and Panels Terms of Reference

General / Other information

Board Member biographies

Board Member role profile

Chair and Deputy Chair role profiles

Code of Corporate Governance

Forward Plans

Legislative Framework

Mayor's Transport Strategy

Organisational structure charts

Register of interests

Standing Orders

Terms of appointment

Appendix 3: Basis of this review

The enclosed Final Report has been prepared principally from information supplied by and obtained from discussions with the Members, Chief Officers and management and a review of documentation pursuant to the scope of the work agreed in the Contract dated 29 April 2019. You are responsible for determining whether the scope of our work specified is sufficient for your purposes and we make no representation regarding the sufficiency of these procedures for your purposes. If we were to perform additional procedures, other matters might come to our attention that would be reported to you. This Final Report should not be taken to supplant any other enquiries and procedures that may be necessary to satisfy the requirements of the recipients of this Final Report. You will appreciate that our work was not designed to identify all matters that may be relevant to you and this report is not necessarily a comprehensive statement of all weaknesses which may exist in the governance of the organisation or of all improvements which may be made

We have not undertaken a detailed review of; the skills, competencies and expertise of individual Members. Further, we have not undertaken: a detailed review of any other governing body; the effectiveness or appropriateness of the governance structure or framework; management information; the level of company secretarial resources; the IT systems; or the appropriateness of any strategy or risk document.

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This work does not constitute an internal audit in accordance with relevant UK Chartered Institute of Internal Auditors – UK and Ireland Standards and Guidance. As agreed with you in our Contract, unless otherwise stated in our Final Report, we have not sought to verify the information contained herein nor to perform the procedures necessary to enable us to express an audit opinion on any of the financial or non-financial information contained in this Final Report. Indeed, as you will appreciate, much of the additional, non-financial information contained in this Report cannot be subjected to audit or otherwise independently verified.

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This Report is dated 09 September 2019 and may only be relied upon in respect of the matters to which it refers. In relying upon this Report, you agree that we have no responsibility to and we will not perform any work subsequent to the date of the Report nor to consider, monitor, communicate or report the impact upon governance arrangements of any events, circumstances or inaccuracies which may in future occur or may come to light subsequent to the date of the Report ("Subsequent Events").

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Board

Date: 18 September 2019

Item: Report of the meetings of the Safety, Sustainability and Human Resources Panel held on 4 September 2019

This paper will be considered in public

1 Summary

- 1.1 To report to the Board on the meeting of the Safety, Sustainability and Human Resources Panel held 4 September 2019.

2 Recommendation

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

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 4 September 2019 were published on 27 August 2019 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>
- 3.2 The main matters considered by the Panel on 4 September July 2019 were:
- (a) Tram Overturning at Sandilands, Croydon on 9 November 2016 – Update;
 - (b) Quarterly Health, Safety and Environment Performance Report;
 - (c) Bus Safety Programme;
 - (d) Bus Driver Facility Improvements;
 - (e) Increasing the Maturity of our Health, Safety and Environment Management System;
 - (f) Major Events;
 - (g) Pan TfL People Plan 2019/20;
 - (h) Human Resources Quarterly Report;
 - (i) Disability Roadmap;
 - (j) Active People Plan Update;

- (k) Workplace Parking Levies;
- (l) Strategic Risk Update - TfL's Environmental Impact (SR14);
- (m) Strategic Risk Update - Resilience to Climate Change and Extreme Weather (SR15); and
- (n) Transformation Programme Update.

3.3 A summary of the items discussed at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 13 November 2019.

4 Issues Discussed on 4 September 2019

Tram Overturning at Sandilands, Croydon on 9 November 2016 - Update

- 4.1 The Panel noted the report, which provided an update on progress against the recommendations arising from investigations, non operational activities, support provided and response to claims and support provided to investigations.
- 4.2 Members and staff thoughts remain with all those affected and TfL would continue to do all it could to provide support to those affected.
- 4.3 The progress against the recommendations from the investigations was noted, which included upgraded CCTV fitted to all trams, emergency lighting and a colour coded system of cat's eyes had been fitted to tunnels. Drivers' rosters had also been revised. Members were reassured that where lessons had been learned, they were shared where relevant with other TfL operations. The Panel would continue to receive updates on progress against the recommendations.
- 4.4 The Light Rail Safety Standards Board had been convened, with meetings held on a quarterly basis. TfL was focussed on delivering improvements through the Board which received funding from the Department for Transport.
- 4.5 Work was underway to assess the suitability of linking the Guardian driver vigilance activity monitoring system and the auto-braking system. Combining the systems was complex and the affects and possible deterioration of the safety environment needed to be fully reviewed and understood. Members recommended that TfL commission empirical risk analysis to help drive this forward.
- 4.6 Members were reassured that where claims had asked to settle they had been settled. Of the 90 claims received, 53 had been settled, with the remaining claims staying open until the claimants were in a position to agree a settlement.

Quarterly Health, Safety and Environment Performance Reports

- 4.7 The Panel noted the report, which provided an overview of health, safety and environment performance for London Underground (LU), TfL Rail, Surface Transport and Crossrail services for Quarter 1 2019/20 (1 April 2019 to 22 June 2019) as well as an update on the tram derailment at Phipps Bridge. There had been 27 significant incidents on the TfL network, resulting in 21 fatalities. Customer injuries on buses had been reduced by 28 per cent and an increase of 20 per cent was seen on London Underground. Activities were taking place to mitigate risk of slips, trips and falls as well as Platform Train Interface incidents. There had also been a focus on workforce safety, in particular around the track access process. Data on people killed or seriously injured was drawn from the Metropolitan Police Service. It was noted that the classifications of serious injuries were made at the time of incident but were subject to review at a later stage so numbers could vary. When incidents took place, TfL would analyse data and, if it took place on the Transport for London Road Network, it would carry out a 'Go, Look, See' to identify any factors that may increase risk at that location and recommend actions to remedy them, noting this is separate to the investigation carried out by the police. The Panel welcomed the additional environmental reporting and noted the work underway to reduce noise on the LU network.
- 4.8 The Panel discussed a tram derailment at Phipps Bridge tram stop on Thursday 29 August 2019. Initial investigations indicated the cause as a deliberate act of vandalism and the Response teams attending the incident were also attacked by persons unknown; the matter was being investigated by the British Transport Police.

Bus Safety Programme

- 4.9 The Panel noted the report, which provided an update on progress of the Bus Safety Programme and key deliverables. This was the first significant piece of work on fatigue management in the bus industry. The findings would be implemented with some aspects, such as systems and process improvements, being implemented in the short term as a result of requests to contractors while others would need to be incorporated into a revised bus contract framework for inclusion at the start of new contracts.

Bus Driver Facility Improvements

- 4.10 The Panel noted the report, which provided an update on the programme. The remaining Priority 1 site was due for completion by the end of the year. Members noted that the remaining routes would have facilities provided by autumn 2020 rather than autumn 2019 which was stated in error in the papers. Members requested that the programme should extend its remit to consider other driver welfare facilities.

Increasing the Maturity of our Health, Safety and Environment Management System

- 4.11 The Panel noted the report, which provided an update on progress towards a level 4 maturity of the Health, Safety and Environment Management System. The organisation had been through a significant amount of change and the businesses within TfL were generally achieving a score of Level 3. LU was launching a peer review of its management system and Members would be kept up to date on the overall system status.

Major Events

- 4.12 The Panel noted the report, which provided an overview of how environmental impacts are assessed and managed in major events in London. The GLA and London Boroughs tended to be the licencing authorities for most major events. TfL exerted influence and championed best practice on events it did control, as well as requiring compliance within the Ultra-Low Emission Zone.

Pan-TfL People Plan 2019/20

- 4.13 The Panel noted the report, which set out the Pan-TfL People Plan. The priorities in the plan would enable delivery of the Mayor's Transport Strategy, as well as the TfL Business Plan. Members welcomed the progress to date and requested work take place to understand whether pay gaps existed between TfL staff and those in comparable roles in contracted services.

Human Resources Quarterly Report

- 4.14 The Panel noted the report, which provided an update on key Human Resources led activities. Workforce representativeness had improved and was ahead of target; this was also reflected in increased levels of representativeness in the graduate and apprentice recruitment programmes. Employability programmes had been set up to support those who faced barriers to employment. The annual Viewpoint Staff Survey was due to be launched in early September 2019. Members noted that a comprehensive action plan had been implemented following the previous survey and that the total engagement score would be closely monitored as it was recognised that the organisation had been through a period of significant change.

Disability Roadmap

- 4.15 The Panel noted the report, which provided an overview of the programme to help TfL become an organisation where disabled people were represented and included at all levels and delivered the vision of TfL being 'a great place to work for everyone'. By improving representativeness, customers would receive a better service from a workforce that related to and understood their needs.

Active People Plan Update

- 4.16 The Panel noted the report, which provided an overview of activities to improve progress towards the Mayor's Transport Strategy target of 70 per cent of Londoners achieving 20 minutes of physical activity per day by walking or cycling by 2041. The plan would target early adopters in the short term, followed by longer term support for all Londoners to achieve behaviour change.

Workplace Parking Levies

- 4.17 The Panel noted the report, which provided a brief on the work undertaken to develop proposals for levies. The Mayor had indicated the levy schemes should be borough led and the role of TfL was to prepare Mayoral Guidance, which was nearing completion and to create a consistent approach for boroughs to use. TfL had worked with the London Boroughs of Hounslow and Camden in the preparation of their proposals and their outcomes would be monitored.

Strategic Risk Update - TfL's Environmental Impact (SR14)

- 4.18 The Panel noted the paper, which set out the causes, controls and mitigations for the identified risk. Environmental objectives would be enhanced going forward. The next cycle of risk reviews would also see further detail on post risk controls and actions.

Strategic Risk Update - Resilience to Climate Change and Extreme Weather (SR15)

- 4.19 The Panel noted the paper, which set out the causes, controls and mitigations for the identified risk.

Transformation Update

- 4.20 The Panel noted the update on progress of the Transformation Programme.

Senior Management Changes

- 4.21 The Chair and Members thanked Jill Collis, Director of Health Safety and Environment for her service as she was leaving TfL on 6 September 2019 and congratulated Lilli Matson on her appointment as Chief Safety, Health and Environment Officer with effect from 9 September 2019.

List of appendices:

None.

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 4 September 2019.

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Board



Date: 18 September 2019

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 12 September 2019

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 12 September 2019. As that meeting is held after this paper was published, a verbal update on the issues raised by the Panel will be provided to the Board.

2 Recommendation

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

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 12 September 2019 were published on 4 September 2019 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>

- 3.2 The main matters to be considered by the Panel are:

- (a) Quarterly Customer Service and Operational Performance Report;
- (b) Gospel Oak to Barking line – update; and
- (c) Strategic Risk Update – Loss of External Stakeholder Trust (SR6).

- 3.3 A summary of the items to be discussed is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 27 November 2019.

4 Issues Discussed

Quarterly Customer Service and Operational Performance Report

- 4.1 The Panel is asked to note the report, which provides an update on customer service and operational performance in Q1 of 2019/20.

Gospel Oak to Barking line - update

- 4.2 The Panel is asked to note the paper, which provides an update on the delivery of the new Class 710 electric trains on the London Overground network, and specifically on the Gospel Oak to Barking line.

Strategic Risk Update – Loss of External Stakeholder Trust (SR6)

- 4.3 The Panel is asked to note the paper, which provides an update on how TfL manages Strategic Risk 6 – ‘Loss of External Stakeholder Trust’, since the meeting of the Panel in November 2018.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 12 September 2019.

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