



# Commissioner's report

February 2024

# Contents

---

<b>Introduction</b>	<b>3</b>
<b>Safety and security</b>	<b>5</b>
<b>Our customers</b>	<b>10</b>
<b>Our colleagues</b>	<b>17</b>
<b>Our green future</b>	<b>19</b>
<b>Our finances</b>	<b>21</b>

---

# Introduction

This report is presented jointly by myself and Rachel McLean, our Chief Financial Officer

The Christmas and New Year period is always an exceptionally busy time for Transport for London (TfL) and this year has been no different; we have continued to deliver our investment programme for London and respond to challenges across the network. The first few weeks of 2024 saw a number of severe weather and operational challenges covered later in this report. We are redoubling efforts to ensure our customers receive the safe, reliable service they deserve every day.

I would like to thank Rachel who kindly deputised as Commissioner from the end of December while I had a period of medical leave for a hip replacement. I am looking forward to being back full time shortly. I am grateful for her support, and I am proud to be part of an organisation in which colleagues support each other every day. As set out later in this report, and in a separate agenda item at this meeting, the results from our annual employee survey – Viewpoint – have been positive, but we recognise there is still more work to do and I look forward to the next year in which we will continue to make TfL a more supportive and inclusive workplace.

I was pleased to see this in action in December when I met colleagues working at Green Park, Knightsbridge and Hyde Park stations during Winter Wonderland.

Each year, they take care of each other and our customers as London celebrates the festive season and enjoys the holidays. Our engineering and maintenance teams were also hard at work, delivering 310 metres of track drainage, replacing 450 metres of track and ballast, and undertaking 4,000 metres of rail grinding. I extend my thanks to all colleagues who ensured the success of New Year's events across the capital.

Following work to rebuild ridership, increase income and reduce costs since the pandemic, I am proud we remain on track to be financially sustainable in terms of our day-to-day operations. Thanks to our hard work, and tight financial control, we will be able to meet 75 per cent of our capital investment needs in the next financial year. On 18 December we agreed a much-needed capital settlement with the Government for next year. All major transport operators in the UK and around the world require capital funding and London is no different. Because the £250m the Government committed is only half of the figure that we needed we have had to take difficult decisions that will have longer-term financial impacts, but we have been able to confirm we will deliver our investment programme for 2024/25. I want to thank all those involved in the negotiations at TfL and in Government who worked tirelessly to help reach this agreement.

I am also delighted that in December we confirmed high-speed mobile coverage is now available on the busiest Elizabeth line platforms, escalators and tickets halls at Bond Street, Tottenham Court Road, Farringdon and Liverpool Street - with more stations connected in the coming months. This is a vital project for London, allowing customers to be more connected underground and get the latest travel information and news, as well as stay in contact with work, friends and families while travelling on our network.



A handwritten signature in black ink, appearing to read 'Andy Lord', with a horizontal line underneath.

**Andy Lord**  
Commissioner

I would like to echo Andy's thanks to colleagues who were working over the Christmas and the New Year holiday period. On New Year's Eve, I visited colleagues across the network and it was a pleasure to see first-hand the hard work and dedication which goes into ensuring our services run throughout the night and into New Year's Day on London Underground, sections of the Elizabeth line and London Overground, the DLR and bus network.

In January, the Mayor of London confirmed TfL fares for 2024 would be frozen and provided us with £123m in additional funding in support of continuing to recover ridership. The fares freeze will help people with the cost of living crisis, encourage people to choose public transport over their vehicles and aid London's economic recovery, especially the culture, leisure and hospitality sectors. The Mayor has also asked TfL to run a ground-breaking three-month trial whereby all London Tube and Rail fares are made off-peak on Fridays. Making transport even more attractive and affordable on Fridays could give ridership the boost it needs and support our recovery from the pandemic. The additional funding has been made available to TfL through the GLA Budget process, which concludes later in February. This includes an additional £50m for the ULEZ scrappage scheme, and funding that has enabled talks to continue with trade unions on our pay offer. As part of this, the

Mayor has also indicated that he intends to make funding available to enable us to invest an additional £3m per year in new customer toilet facilities across our estate. Feasibility work on improving and enhancing toilet provision is already under way, and we welcome this commitment of additional funding.

On 11 January I visited Elephant & Castle station, where we are upgrading the Tube station to increase capacity and provide step-free access. The improvements being delivered are vital to the ongoing regeneration of the area, accommodating the additional customers that will live and work there.

In mid-January, the country experienced a cold snap and the rapid arrival of Storm Isha leading to TfL and our London Local Authority partners implementing our well-rehearsed plans to keep London's transport network operating safely. This included coordinating gritting across London's road network and running a large fleet of de-icing trains across the Tube network and treating platforms and road surfaces to ensure they were safe for pedestrians and cyclists.

I also had the pleasure of visiting Waterloo bus garage – our first fully electric bus garage – on 25 January, where I had the opportunity to get behind the wheel of a SL6 bus. As set out later in this report, I am really pleased to see that delivery of the Superloop continues at pace.

I would like to take this opportunity to congratulate Patricia Obinna, who following a competitive recruitment process, has been permanently appointed to the role of Director of Diversity and Inclusion. Patricia has held this director role on an interim basis since last March. During that time, she has taken our Diversity and Inclusion agenda from strength to strength, including supporting the team to launch Action on Inclusion, our first inclusion strategy implemented across the organisation.

It has been an honour to deputise for Andy as Commissioner. The breadth and depth of the work that we deliver is world class and I have been privileged to meet teams across the business who help make London the brilliant city that we know.



A handwritten signature in black ink that reads "Rachel McLean". The signature is fluid and cursive.

**Rachel McLean**  
Chief Financial Officer

# Safety and security

We want to reduce crime and antisocial behaviour, and ensure that London's roads and our transport network are kept as safe as possible

This section begins with a summary of the most notable incidents that have occurred since the last report, followed by an update on the action we have taken to make the transport network a safer place for colleagues and customers. The holiday period sees millions of people travel across, in and out of London, and their safety as well as the safety of our colleagues is our absolute priority. It is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London. We remain committed to delivering both our Vision Zero Action Plan to eliminate all deaths and serious injuries on London's transport network by 2041, and our Bus action plan, which set out our priorities to ensure no one is killed on, or by, a bus by 2030.

## Safety incidents on the network

On the evening of 15 December, a route 212 bus collided with a pedestrian in Walthamstow bus station. Sadly, the pedestrian sustained a fatal injury. The Health and Safety Executive was advised and is undertaking necessary investigations which we are fully supporting. On 18 December, a customer fell down the stairs at Piccadilly Circus station after losing their balance when letting other customers past. The person sustained serious head injuries and was taken to hospital by ambulance. On 25 January we were informed that on 23 December they had sadly passed away from the injuries that they had sustained.

On 26 December, a member of the public tragically died after falling on the tracks at Stratford Tube station and being struck by trains. We have commissioned an investigation to establish the immediate and underlying causes of this incident. We are assisting the Rail Accident Investigation Branch which is now conducting an independent investigation into the incident.

On 4 January, a route 388 bus that was on diversion collided with a pedestrian as they were crossing the road. The pedestrian sustained a head injury and subsequently died in hospital. On 5 January, a route C10 bus collided with a pedestrian who was crossing the road. The pedestrian subsequently died in hospital. On 29 January, a person was killed following a collision with a bus in Victoria bus station. All three incidents are being investigated.

We extend our sympathies to everyone affected by these tragic incidents and confirm our complete commitment to understanding and learning from them.

## Bus fires

We go to great lengths to manage, reduce and mitigate the risk of fire on our buses, regularly engaging with bus operators, manufacturers, suppliers and the London Fire Brigade on this specific issue.

Naturally, since the buses involved in these incidents are electric, we are keen to quickly establish what the cause was: it is important for not only our information, but also for that bus operators nationwide, as the industry moves increasingly towards vehicles using this power source.

On 11 January, a route 200 bus that was in service caught fire in Wimbledon. All passengers were safely evacuated and no one was injured, but the bus – which was a fully electric model – was badly damaged, especially its engine compartment. An investigation has already begun, and we have appointed an independent expert forensic fire investigator to act on our behalf. We are also liaising with the Driver and Vehicle Standards Agency, which has asked to be kept updated on progress. Appropriate safety checks have been undertaken on all other buses of the same type within our fleet.

In the early hours of 12 January, an out-of-service hybrid (diesel-electric) bus caught fire as it returned to its garage in North Woolwich after a night service. Once again, no one was injured, but in this case the vehicle concerned was extensively damaged. A full investigation of this incident is also under way.

On 24 January, a single-deck electric bus caught fire while charging at Putney bus garage. The garage was evacuated and no staff or customers were injured. An investigation is under way.

## Investigations

On 10 August 2021, a member of the public tragically died as a result of a collision between two buses at Victoria bus station. The bus driver admitted to causing death by careless driving and was sentenced on 5 January 2024. As mentioned in the last report, improvement works began

at Victoria bus station in November 2023 in line with the action plan we provided to the Health and Safety Executive. This addresses the issues raised in their Notice of Contravention and we are working with the Health and Safety Executive to create a better, safer bus station with a more functional layout.

These works were completed on 22 December 2023 and included improved pedestrian crossing routes with added safety measures, extended bus stop platforms with tactile paving for enhanced accessibility, installation of a new footway extension, improvements to drainage and 11 new lighting columns. We also replaced 700 tonnes of asphalt and applied a contrasting slip-resistant surfacing at the crossing points to the newly-laid surface.

## Tackling work-related violence and aggression

Every colleague employed by TfL, and our contractors, has the right to work without fear of being assaulted, abused or threatened – it should never be accepted as 'part of the job'. We are committed to preventing the causes of violence and aggression against our colleagues and providing the best support to those who experience it, seeking the strongest possible sanctions.

On 13 December, an offender who viciously attacked one of our colleagues at Harrow-on-the-Hill station in May – alongside another separate violent crime – was sentenced to three and a half years' imprisonment. The offender was also given an indefinite restraining order to prevent any approach to our colleague or entry to certain Tube stations. The judge described the assault as brutal and commended our colleague's extraordinary bravery. We wish him well in his continued recovery.

We continue to implement our Workplace Violence and Aggression strategy, which provides a clear vision to eradicate work-related violence and aggression.

On 31 January, body-worn cameras formally became part of the essential kit for our frontline colleagues. We have increased the number of cameras at more than 300 locations across the network, provided an additional method for checking out cameras ensuring they readily available, put in place round-the-clock technical support, and incorporated body-worn cameras into our performance standards. This is a significant milestone in preventing work-related violence and aggression, as simply wearing a camera has been proven to reduce incidents by almost 50 per cent and increases the likelihood of positive police and successful prosecutions against offenders.

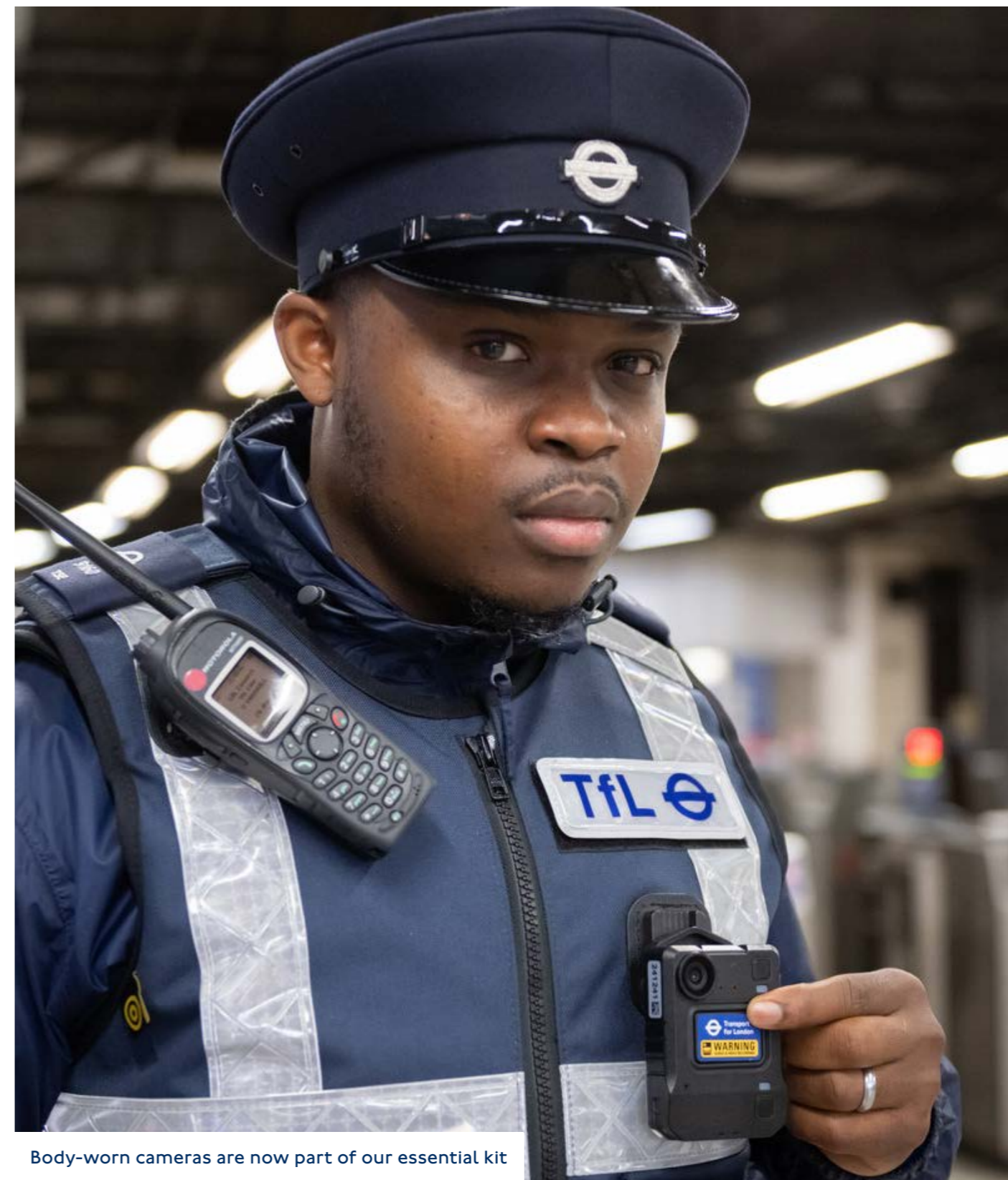
12 January saw our Transport Support and Enforcement teams provide a night service for the first time. A team of 15 officers worked through the night to help combat the poor behaviours that can lead to workplace violence and aggression. They will continue to work across our entire

network, including on Night Tube and Night Bus services, and patrolling all our stations. This will bolster the support our frontline colleagues already receive, and ensure those working and travelling late at night feel safe.

Unfortunately, instances of vandalism and work-related violence related to the expansion of the Ultra Low Emission Zone (ULEZ) – and specifically the installation and maintenance of the infrastructure used to enforce it – continue. While the damage to property is criminal and unacceptable, it is the aggression directed towards our colleagues that is of particular concern: our contractors are entitled to go about their work without fear of intimidation or injury.

Vandalism can often pose a risk to not only the perpetrator but also the wider public, for example when live electrical wiring is left exposed. This was the case in December, when an improvised explosive device was used to damage a ULEZ camera in Sidcup. The blast was powerful enough to project debris through the side of a van parked nearby, and through the window of a child's bedroom. Thankfully, no one was injured, but the incident was clearly of great concern. We report all instances of vandalism, violence or intimidation to the police, and we understand that two arrests have been made in relation to the incident.

In mid-January, a collision between two cars occurred at the location of a vandalised traffic light; our thoughts are with the two people who were injured.



Body-worn cameras are now part of our essential kit

Camera vandalism will not stop the ULEZ operating across London. All vandalised cameras are repaired or replaced as soon as possible. We have an extensive camera network which is sufficient to support the effective operation of the scheme. Anyone driving a non-compliant vehicle within the expanded zone will be detected and we advise everyone to check whether their vehicle is compliant and to consider the various support that is available to help transition to greener modes of transport.

#### **Crime and antisocial behaviour on public transport**

On 5 December 2023, we released our six-monthly crime statistics for all our modes (including Buses, London Underground, London Overground, DLR, Elizabeth line and Trams). Although the report shows an increase in incidences of reported crime across the network, the risk of anyone being a victim of, or witnessing, crime on services remains low, with 12.8 crimes reported for every million journeys made. This compares with the rate on the National Rail network of around 24 crimes reported for every million passenger journeys made. During 2023, more than three billion customer journeys were recorded on our network, nearly double the number of journeys made on National Rail.

We are not complacent and are focused on driving down crime and reducing the risk of being a victim when travelling on our networks through policing, customer communications and engagement, and designing our infrastructure to avoid the creation of crime hot spots. We actively encourage the reporting of all crime, making it as easy as possible to report incidents.

There is significant focus on the investigation of crimes and we continue to support the Metropolitan Police Service's (MPS) 'Look Up, Look Out' campaign, and along with the British Transport Police (BTP), we increased its coverage over the festive period. In January there was a joint operation at Finsbury Park station with the BTP, local borough police and the MPS Safer Transport team to tackle offences relating to violence against a person, drugs, robbery and violence against women and girls. This collaborative approach resulted in three arrests.

The BTP launched Operation Invert on 24 February 2023 targeting robbery offences by deploying both highly visible and undercover officers at various locations across the transport network identified by intelligence. As of 30 January, Operation Invert has resulted in 447 arrests and 137 weapon seizures.

The MPS Roads Transport Policing Command launched Operation Surge on 1 October 2023, deploying highly visible officers to targeted locations such as Elephant & Castle and Croydon, in response to incidences of robbery on the bus network. As of 30 January, there have been 401 arrests.

Our police partners continue to work with us to provide reassurance to all communities that transport in London is safe and welcoming for everyone. Both MPS and BTP have been providing high visibility patrols in various locations to give reassurance to those affected by the war in the Middle East.

We received positive feedback following a joint talk with the MPS Safer Transport team to Year 9 pupils at Bexleyheath Academy about Project Guardian, a hard-hitting campaign launched in 2017 highlighting the importance of reporting unwanted sexual behaviour on public transport.

Some of our customers use our network after drinking alcohol, and while this happens throughout the year, it is especially common during the Christmas and New Year period. Over this period, we promoted our public transport safety messaging to encourage customers to take extra care, particularly after drinking alcohol.

Alongside posters across the network, paid advertising further boosted these messages at central London Tube stations throughout December, including on escalator panels at hot spot stations. Further messaging ran during busy commuter daytime hours, such as 'slow down and walk', 'watch your step, not your phone'. This was supported by more customer information, including whiteboard posters and announcements in stations and messaging in customer travel emails. We also used social media posts to reinforce our zero-tolerance approach to hate crime and staff abuse to help customers and staff travel safely during the festive period.

#### **Tackling violence against women and girls**

We continue our work to eradicate violence against women and girls on the transport network. We are proud to have hosted more than 20 internal and external events to support the 16 days of White Ribbon action, which ended on 11 December.

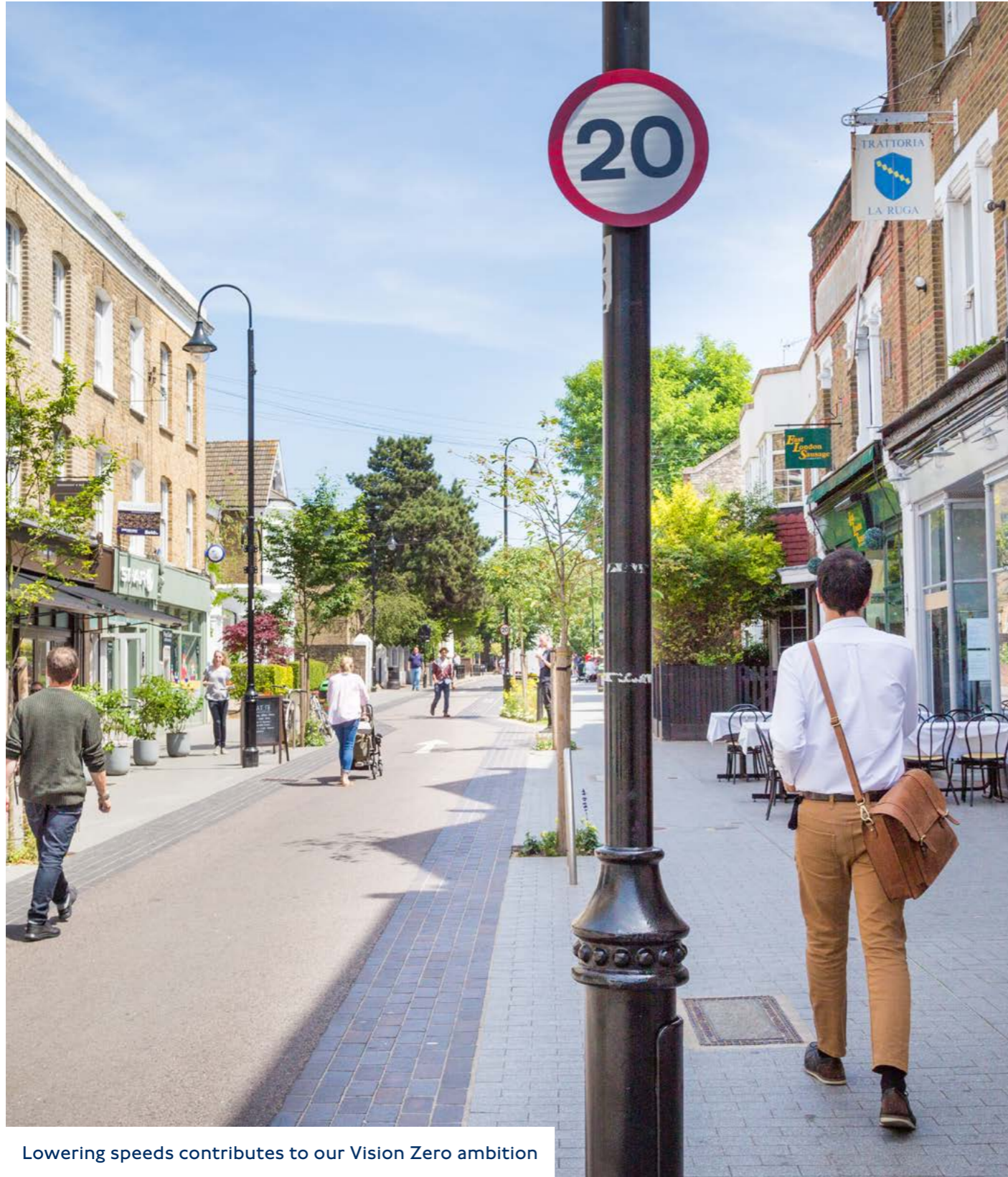
Our Safer Transport at Night campaign continues to educate customers on the benefits of travel by booked minicabs and licenced black taxis. We have shared new materials with operational officers and police partners, providing printed tools for education and engagement.

Over the festive period, we visited more than 70 private hire operators to raise awareness and ensure they comply with legal requirements. We also engaged with more than 4,500 drivers and vehicles out on the street to ensure passenger journeys are lawfully booked and to promote passenger safety.

On New Year's Eve, we worked alongside the MPS and the 'Safer Space Now' charitable organisation to redouble our efforts in tackling violence against women, girls and vulnerable people on our network. We operated at two key locations - the Strand and Aldwych - where we provided safe spaces for vulnerable individuals. We engaged with numerous people, offered support and encouraged them to report any crime or unwanted behaviours to the police.

#### **Police activity to support Vision Zero**

Policing and enforcement are essential elements in our approach to achieve our Vision Zero ambition. The MPS Roads Transport Policing Command participate in national policing campaigns focusing on inappropriate speed; using a mobile phone while driving; not wearing a seat belt; and drink and/or drug driving. In December, the police focused on drink and/or drug driving and ran a daily communications campaign through its social media channels.



Lowering speeds contributes to our Vision Zero ambition

Between 13 December 2023 and 30 January 2024, a total of 1,549 traffic offence reports were issued, including 784 for no insurance, 360 for speeding and 137 for drink and/or drug driving offences. A total of nine vehicles were caught speeding above 100mph.

Operation Kansas is a joint MPS and Driver and Vehicle Standards Agency operation that has run for several years, targeting the safety of limousines and party buses. On 15 December at Waterloo Place, 62 vehicles were stopped for issues ranging from the dangerous condition of vehicles to traffic offences.

#### Safe speeds

Lowering vehicle speeds in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. We are preparing to complete the final projects under the second phase of the Safe speeds programme. As detailed in the Vision Zero progress report published in 2021, this programme aims to provide a 20mph speed limit on 220km of our roads by May 2024.

Currently, 215km of our roads have a 20mph speed limit. To help raise awareness of the 20mph speed limit, we have installed temporary lamp column mounted banners on corridors where 20mph speed limits have been introduced since 2021.

In December 2023, we completed our largest speed limit reduction to date, which included 65km of our road network. On 7 December, the speed limit was reduced to 30mph on A4180 Ruislip Road in Ealing. On 18 December, a new 20mph speed limit was introduced on certain roads in Greenwich,

Lewisham, Wandsworth and Merton, as well as all remaining routes on our roads in Southwark and Lambeth.

We aim to reduce the speed limit on a further 12km of our roads during March to May 2024. This includes roads in Wandsworth, Sutton and Merton, as well as the A205 in Richmond, A4 and A312 corridors in Hounslow, Woolwich Ferry terminals, A117 corridor in Newham and a section of the A406 in Enfield and Waltham Forest. In the coming months, we will analyse the speed monitoring data collected at locations where this work has already taken place, to identify if and where physical interventions to slow approaching vehicles are required to complement the new speed limits.

In January, we ran marketing on digital radio which explained why we are lowering speed limits on some of our roads to help reduce the severity of collisions and the likelihood of them happening. We also ran localised lowering speeds communications in seven London boroughs, informing residents of speed limit changes in their area. From 30 January, targeted digital and online banner adverts were used to communicate local speed limit changes on certain roads.

#### Safe streets

In April 2017, our Safer Junctions programme highlighted 73 of the most dangerous junctions on our roads, defined as those with some of the highest rates of collisions involving vulnerable road users. We have made improvements at 44 of these junctions. Construction work continues on the Holloway Road/Drayton Park Safer Junction scheme, and it is on track to finish by the end of March 2024.



Further design and survey work is continuing at pace on the Battersea Bridge Safer Junction scheme, with construction due to start in autumn pending approvals and coordination with other works on the network. We continue with design and outcome planning work on the remaining dangerous junctions and we are committed to public engagement on potential changes to 10 further locations by the end of 2024. We intend to start engagement on designs for Seven Sisters Road/Woodberry Grove by the end of February 2024.

Construction of a new pedestrian crossing on Grosvenor Place in Westminster started in early January. Construction is also under way on a new pedestrian crossing on Cavendish Road in Clapham, which is due to be ready in March.

### **Inequalities in road danger dashboard launch**

In April last year, we published a ground-breaking report examining how deprivation and demographics impact the risk of being killed or seriously injured in a road traffic collision: the more deprived the area, the higher the risk. On 10 January, we launched the Inequalities in Road Danger dashboard as a new online tool that can interrogate the data we used to produce the report (plus additional data that has been obtained subsequently). The new dashboard complements our existing Road Danger Reduction and Vision Zero Enforcement dashboards, and will enable stakeholders and the general public to see where and how action needs to be taken to reduce road danger and inequality. We will use the data from this dashboard to inform our investment priorities going forward,

and borough officers will be able to do the same at a local level. The dashboard has been well received by local authority leaders and road safety campaigners as a powerful new tool.

### **Escalator safety**

We mentioned in previous reports that we have been looking closely at escalator safety following two separate entrapment incidents where young children were injured. Although such incidents are thankfully rare, we launched our 'Keep kids' feet clear of edge' poster campaign to raise awareness of children's loose footwear being caught in escalators. This ran in parallel with our 'Take extra care after drinking alcohol' campaign. During the festive period we continued to focus on the safe use of escalators, and in particular targeted stations where intoxication-related incidents have occurred more frequently. Specific intervention activities included the prominent display of warning posters, the broadcast of bespoke announcements on the public address system voiced by paramedics, the briefing of station colleagues to reinforce safety messages to customers travelling with families, and the use of travel ambassadors to support station colleagues. Initial analysis from our festive safety campaigns shows a reduction in alcohol-related incidents over each festive period (1 December to 2 January) from 2021 and a significant increase in customer awareness of the need to take more care while using public transport. These are positive results but there is always more we can and must do to meet our Vision Zero ambition.

In December, we started trialling a new device called the escalator annunciator, which is a small audio-visual display screen that can be mounted within the existing partition between parallel escalators and used to broadcast short, bespoke audio-visual messages to customers, for example to remind them to hold the handrail and watch their step. The annunciator plays the message just as the customer steps onto the escalator, thereby delivering a reminder that is as timely – and therefore effective – as possible. The trial is taking place at King's Cross, Baker Street and Holborn stations and will continue until May.

The issue of escalator safety is not one that is unique to TfL, and we are pleased to have been invited by Network Rail to sit on its escalator safety group. Network Rail has commissioned work from a UK university that we are actively supporting, and in December we met with the Network Rail team to discuss both engineering and maintenance aspects, and shared our insights into customer behaviour.

### **Judicial reviews**

A judicial review claim brought by an individual claimant in relation to the ULEZ expansion was dismissed by the High Court on 14 September 2023 for procedural reasons, with costs awarded in the Mayor and TfL's favour. The claimant was refused permission to appeal by the High Court and they have made an application for permission to appeal to the Court

of Appeal, which we have resisted. We are waiting for a decision from the Court of Appeal about whether the appeal has permission to proceed.

A group of claimants based in the Netherlands has issued a judicial review claim seeking to challenge the lawfulness of penalty charge notices issued to people living outside of the UK. The claim includes allegations that penalty charge notices issued under the Low Emission Zone and ULEZ schemes were unlawfully denominated in euros and exceeded the amounts prescribed by the relevant legislation. We are responding to the claim.

TfL has been named as an interested party in a judicial review claim made by a local resident against the London Borough of Tower Hamlets' decision to withdraw Low Traffic Neighbourhood measures in Bethnal Green. The decision has not yet been implemented and the borough has confirmed that it will not do so until the claim is resolved. We have responded to the claim and await the Court's decision as to whether the judicial review will proceed.

### **Revenue protection**

We are working with our gate-line supplier to strengthen the wide aisle gates on the Tube to reduce the ability of fare evaders forcing their way through. Testing took place at Canada Water and Vauxhall stations ahead of a wider roll out later this year. Last month, the Mayor approved an increase to the penalty fare on all TfL services from £80 to £100, reduced to £50 if paid within 21 days, bringing them into line with penalty fares across Network Rail.

# Our customers

## We are keeping the network moving during the winter weather, progressing with our major projects

### TfL fares in 2024

On 19 January, the Mayor of London confirmed that our fares would be frozen while proposing £123m of additional funding to TfL, identified as part of the GLA budget setting process. The freeze will support Londoners with the cost of living crisis and the city's recovery from the pandemic.

This means all pay as you go fares will be frozen on buses, Tube and Trams. Fares will also be frozen on the DLR, London Overground and Elizabeth line services where Tube fares apply.

The Mayor has also asked us to conduct a three-month trial, whereby all London Tube and Rail fares are made off-peak on Fridays. This trial will help us better understand how offering off-peak fares on a Friday could help drive ridership and boost London's wider economic recovery.

### Network report

December is always a busy period with our colleagues out and about supporting popular events such as Winter Wonderland and the fireworks and drone display on New Year's Eve.

Over the festive period, the majority of our services remained open every day except for Christmas Day, and we ran an all-night service across our network on New Year's Eve. During this time, there were a number of limited closures on the DLR, Elizabeth line and London Overground, the majority of which were to support HS2 and Network Rail works. One of the London Overground closures facilitated the Surrey

Quays redevelopment which will deliver significant increase to the capacity of the station, as well as step-free access for the first time, along with other improvements. We also successfully completed testing on the DLR in preparation for the new trains.

In December and January, we closed parts of the District and Piccadilly lines across two weekends. This enabled us to undertake critical maintenance, as well as track and drainage renewals works, supporting the delivery of reliable, smooth and quiet journeys for our customers. Including work carried out during the holiday period, in total we have improved drainage along 374 metres of track, replaced 790 metres of track and ballast, as well as renewing 318 metres of deep Tube track, updating more than 1,000 metres of rail and converting 1,000 metres of conductor rail ready for future upgrades to the Piccadilly line. We thank customers for their patience while those works took place.

We saw a number of protests across the capital by Just Stop Oil and the Palestine Solidarity Campaign and affiliated groups, in relation to the ongoing conflict in the Middle East. There was a pause in the large-scale marches over the period, which restarted on 13 January. We continue to work closely with our policing partners to mitigate the impact from these planned and unplanned demonstrations on the transport network.

### Keeping our network moving whatever the weather

Although we initially had a fairly mild winter, our teams have had to respond to periods of extreme cold, heavy rainfall, high winds and storms, such as Storms Henk,

Isha and Jocelyn in January. We are working hard to ensure that our services are more resilient in the face of stormy weather and have well-rehearsed procedures in place in partnership with all London boroughs and the emergency services.



Our fares are currently frozen

### Industrial action

We continue to coordinate our planning around industrial action and the impacts of action short of strike on London Underground, DLR, RATP Dev Transit London, National Rail and other operational areas. Unite announced bus strikes that will impact seven bus routes for five days

in February, with the affected routes predominantly in west London. Some bus drivers at RATP Dev Transit London will take strike action from 1 to 5 February. The majority of London's bus network operated normally on these days and we ensured as many buses ran as possible.

We were pleased that the strike action in the first two weeks of January by the RMT affecting the London Underground was suspended, though the late suspension of the action meant that some services were still affected.

### Elizabeth line

The Elizabeth line continues to see increases in customer demand with more than 770,000 journeys recorded on 14 December and 4.7 million journeys over that week. We also operated a special all-night service during the New Year's Eve celebrations, with trains running from Reading to Abbey Wood and Hayes & Harlington to Shenfield. More than 300 million passenger journeys have now been made since it opened.

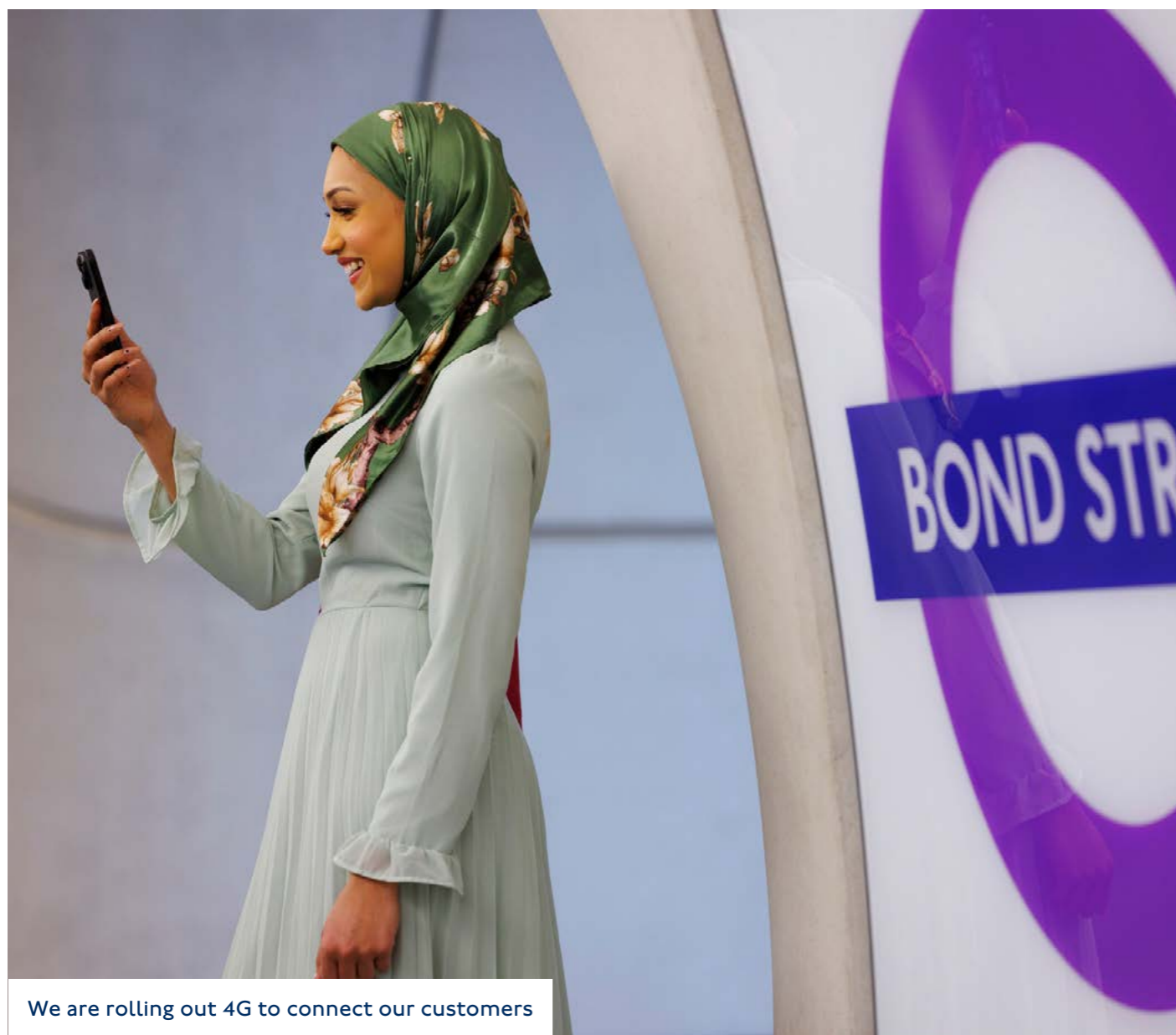
While the Elizabeth line has generally been performing well, Network Rail infrastructure to the west of Paddington remains the key reliability challenge. As discussed at our board meeting in December, on 7 December damage to the overhead line wires on the western surface route resulted in a power outage. This led to a significant number of passengers stranded on trains for a considerable and unacceptable amount of time, although all were safely evacuated. All the parties involved, Network Rail and the train operators on the route, have been collaborating to learn from this incident, in terms of improving the speed of evacuation, providing information and support for customers, and creating a full report to determine the root causes of the incident and evaluate the customer response. Network Rail also have a number of initiatives under way to improve the poor performance of the underlying

infrastructure, including the introduction of the Thames Valley Recovery Project team, which is being led by an experienced metro railway engineer, and assisted by dedicated and supporting roles to produce a delivery plan focused on immediate stabilising actions, short-term fixes and longer-term sustainable actions.

We also saw disruption on 22 January near Farringdon due to a significant train fault, with the customers on trains affected gradually brought into station platforms as we removed the faulty train.

In addition to the Network Rail improvement plans listed above, it is important to highlight that there have also been performance improvements to the onboard train software with the next update on the fleet on course to be rolled out from the end of January, which we expect to increase train reliability. The next upgrade of the signalling system software is being refined and tested and is scheduled to be completed in June of this year.

On 20 December, we introduced high-quality 4G mobile coverage at four of our busiest stations - Bond Street, Tottenham Court Road, Farringdon and Liverpool Street - enabling customers to be more connected and receive the latest travel information, as well as stay in contact with work, friends, and families. By summer 2024, it is expected that the whole of the Elizabeth line will benefit with high-speed mobile coverage. Over Christmas and Boxing Day, we completed critical maintenance works and continued with the 4G roll out.



We are rolling out 4G to connect our customers

As a culmination of almost two decades of joint working with the DfT, final completion of the Crossrail project has been endorsed. Having considered the evidence provided by Crossrail and Network Rail as well as the outcomes of the assurance reviews, we are confident that the known obligations are closed or transferred appropriately into the relevant organisations. It has been noted by many who have worked on previous project closures that the Crossrail completion has been the cleanest, most organised, and efficient close out of a major programme in the industry.

We are currently working with the Government to procure additional new class 345 trains to provide the necessary Elizabeth line service to Old Oak Common and meeting the increasing demand as a result of it being the London terminus for HS2 for the foreseeable future.

#### **Central line train availability**

We would like to apologise for the disruption to customer service being experienced on our Central line services. We are experiencing an abnormally high number of motor failures that has required us to take a high number of trains out of service. Our engineers are urgently working to repair and overhaul the damaged motors, but this is a complex process undertaken by highly skilled, specialist technicians and the removal and refitting of every motor requires the 30-year-old train to be split into separate sections and the affected cars lifted.

Alongside the repair work, we have put in place additional arrangements to increase our supply of spare motors; this will enable us to start to rebuild some resilience and improve services over the coming weeks, reducing the number of trains out-of-service and meaning we can return trains to service more quickly.

While this should help improve services for customers, the motor failures are still occurring at a higher rate than we have seen before so some disruption to normal service levels is likely to continue. We are continuing to work urgently to identify further solutions.

#### **Delivering our Bus action plan Superloop**

The most recent Superloop service to launch was the SLI on 9 December, a brand-new express bus route connecting North Finchley and Walthamstow Central. The SLI gives people more transport options to move between key locations in Barnet, Enfield and Waltham Forest, as well as providing extra capacity on the busiest parts of the existing routes 221 (between North Finchley and New Southgate) and 34 (between Arnos Grove and Walthamstow). Customers can easily spot the new service with the Superloop branding on buses and bus shelters.

Local marketing campaigns to promote new Superloop routes SLI0 (Harrow to North Finchley) and SLI (North Finchley to Walthamstow Central) launched on 25 November and 9 December 2023 respectively. These campaigns were used to drive ridership and revenue by targeting customers who live and work along each of the routes.

The three final routes that complete the outer orbital loop – the SL5 between Bromley and Croydon, the SL3 between Thamesmead and Bromley and the SL2 between Walthamstow Central and North Woolwich – will start by late March, accounting for the feedback received through our public consultations.

#### **Other London bus service enhancements**

On 27 January, we introduced additional early morning journeys on route 278 from Ruislip to Heathrow Central. We have worked closely with Heathrow Airport to introduce the new journeys, which they will help fund. It will assist staff and passengers who can now take the bus rather than having to drive for early departures.

Consultations on bus service changes in the King's Cross and Uxbridge areas have now closed and the feedback received is under review. The King's Cross proposal would be to extend route 394 from its terminus at Tolpuddle Street in Islington to terminate within the King's Cross Central development on Canal Reach. The Uxbridge proposals included merging and restructuring routes in the Ruislip, Uxbridge and West Drayton areas in Hillingdon, to provide new and improved local bus connections and help encourage more people to use public transport. We have published the outcome of our consultation on changes to services in Harold Wood and Upminster. The route 346 will be restructured to operate between Upminster Park Estate, Waycross Road and Dagnam Park Square via Upminster and Harold Hill. The 497 will be replaced in its entirety by this extended route. The 347 will continue to operate.

#### **Major projects**

##### **Piccadilly line upgrade**

As part of our 2024 Business Plan, published on 22 December 2023, a rephasing of the schedule of payments and delivery has been agreed under the contract with Siemens Mobility, who are currently building the new, higher capacity walk-through trains for the Piccadilly line. This enables us to better align the introduction of the new trains with the refurbishment of our depots.

This rephasing does not affect the delivery of the first train in 2024 for testing in London ahead of entering service in 2025, and will also protect the planned Piccadilly line timetable uplift in 2027 – meaning that Londoners will still benefit from the new, higher capacity walk-through trains and more trains per hour.

It also means that more new trains will be built in the Siemens Mobility factory in Goole, Yorkshire, compared to the 50 per cent originally planned. Siemens is investing up to £200m, as well as creating up to 700 jobs directly at the factory, and up to 1,700 jobs within the supply chain. Two contractors, Taylor Woodrow and VolkerFitzpatrick, have been notified of our intention to award them call-off contracts for early contractor involvement in the design and build of end-state maintenance facilities as part of the Piccadilly line upgrade.

### London Overground line enhancements

We are continuing works at Surrey Quays to upgrade the station and improve our signalling and power infrastructure to enable us to increase train frequencies on the core section of this line. Works were successfully completed during a five-day closure in December to demolish existing infrastructure and introduce a new temporary secondary means of escape at the station on Platform 2. These works were critical to ensure a worksite was fully established within the station area, enabling the main civil structural works for the new entrance to proceed safely behind hoardings while the station continues to operate.

Final preparatory works were completed in January to allow piling works for the new main civil superstructure to begin. We will also be erecting a tower crane in the main works compound to support critical lifting activity associated with construction works over the coming months.

### Central line improvement programme

We are overhauling all Central line trains to deliver a safer, more reliable and accessible service. The first train entered passenger service on 24 November 2023, and we were delighted to welcome the Mayor to see it on 15 December. Overhauled trains are more accessible, with wheelchair bays and improved customer information, safer, with better lighting and CCTV, and more reliable, with more efficient motors. The introduction of CCTV on Central line trains is a significant step in the continuing effort to ensure that Londoners feel, and are, as safe as possible when using the transport network. The new motors will reduce energy consumption by seven per cent, leading to a cumulative saving of 6000t

of carbon dioxide emissions across the programme. This highlights the importance of long-term capital funding certainty for managing transport infrastructure. A genuine long-term capital funding settlement would enable us to make sure we can replace our life-expired assets in an efficient, effective and planned manner.

### DLR rolling stock replacement programme

Work continues on the new rolling stock which will see 54 new walk-through trains introduced, 33 replacing the oldest trains in the fleet and the remainder used to boost capacity and meet growing demand across the DLR network. The new trains will improve the customer experience with live travel information, more capacity and air conditioning. Main line testing and signalling integration is under way, with the first new trains expected to begin entering passenger service this year.

Works to install new power cables across the level sections of track and new track bonding cables were safely and successfully completed during a possession of the network between Bank and Royal Mint Street, and Tower Gateway and Limehouse, between 26 December to 31 December.

### New trams procurement

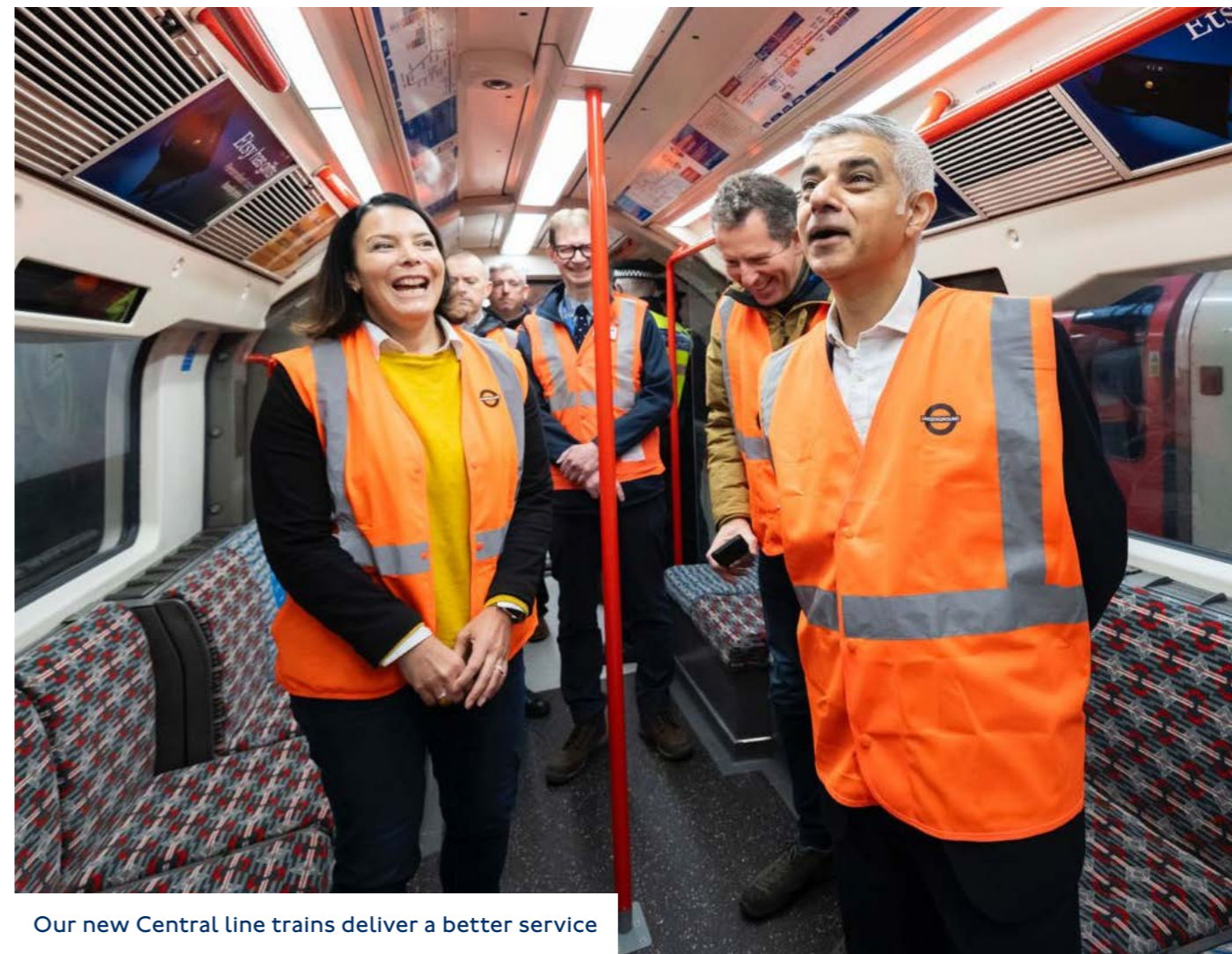
Our current tram fleet is up to 24 years old and is reaching the end of its operational life. We have issued a notice which invites potential suppliers to demonstrate how their experience and expertise would be appropriate to deliver the new trams. It will also seek provision of the associated technical support and spares supply agreement, ahead of the competitive tendering process. The new trams would deliver a more reliable service for customers, along with the latest features

including air conditioning and mobile charging points for improved comfort and convenience. The trams would also feature the latest safety features, building further on improvements already made within the network. However, a future contract award for new trams will be subject to available funding at the time.

### Silvertown Tunnel

In January, works continued to progress well, and following completion of the

tunnel domes over the cut and cover section on the Silvertown side, dome construction moved to Greenwich. As part of ongoing works for the new Silvertown Tunnel, a series of weekend closures of the southbound Blackwall Tunnel are taking place from 13 January through to 26 February. The closure of the southbound tunnel will enable us to carry out drainage and gantry installation works on the northbound Blackwall Tunnel approach to support the new Silvertown Tunnel.



Our new Central line trains deliver a better service

### **Levelling Up Funding: Colindale and Leyton stations**

On 19 December, the Government confirmed £43.1m from the Levelling Up Fund for step-free access and capacity improvements at Leyton and Colindale stations. With funding contributions also made by the Greater London Authority (GLA), Barnet Council, Waltham Forest Council and local developers, we have now awarded the construction contract for Colindale station. We plan to replace the 1960s-built entrance with a new, landmark station building, which includes a spacious ticket hall and a lift, delivering step-free access at the station for the first time. We are on track to award the contract at Leyton in summer 2024, to build a new ticket hall adjacent to the existing one, two new staircases and two lifts, making the station fully accessible for the first time and ensuring it has capacity to support future passenger demand.

### **Old Street**

The peninsula area and final pedestrian crossing were opened to the public on 21 December 2023, allowing customers to enjoy the new public space, rain gardens and seating area ahead of the Christmas break. We are now focused on finishing the remaining works to the station and on the handing over of the project from the contractor to TfL.

### **Taxi and private hire vehicles Department for Transport's best practice guidance**

On 17 November 2023, the Department for Transport (DfT) published its best practice guidance for taxi and private hire vehicle licensing authorities in England.

The guidance is intended to complement the DfT Statutory Standards that were published in 2020 and covers a range of topics such as accessibility, licensing and enforcement of taxi and private hire vehicle drivers, vehicles and operators.

Individual licensing authorities are still responsible for deciding their own policies and making decisions on individual licensing matters applying the relevant law and any other considerations. This guidance is primarily intended to assist licensing authorities, but it is only guidance and does not intend to give a definitive statement of the law.

Our initial review of the guidance shows that we are aligned with many of the DfT recommendations, but there are some which differ to our approach as a licensing authority and further consideration is being given to these. If new or amended regulations are required, this may require further consultation.

### **Pedicabs (London) Bill**

The Government is currently taking a Bill through Parliament, which if successful, would give us powers to license and regulate pedicabs in Greater London. We have called for these powers for many years and continue to work closely with the DfT to support the Bill.

Should the Bill pass successfully through Parliament and become an Act, we would look to begin the process of careful engagement with the pedicab trade to assist us in refining what a regulatory framework for pedicabs could look like and make proposals for consultation.

### **Bus priority programme**

Progress towards the delivery of 25km of new bus lane by 31 March 2025 has continued, with the current total standing at 5.4km. A new bus lane on the A21 Bromley Road in the London Borough of Lewisham came into operation in early January.

We remain on course to deliver 10km of new bus lanes on TfL's and the borough road network by April 2024. In the next quarter we plan to deliver around three kilometres of new bus lanes on our roads as well as two kilometres of new bus lanes on the borough road network, subject to approvals and programming.

We have also started engagement with London boroughs on the development of a robust set of complementary measures targeted at improving bus journey times on Superloop routes. This programme will begin in April 2024 to enable the identification, design and delivery of schemes that contribute to a reliable and efficient service.

The bus priority signals programme continues to deliver strong bus journey time benefits. More than 800 bus-focused timing reviews are now in place as part of the two-year programme, delivering more than 14,000 bus passenger hours of time saving each day.

### **Cycleways**

We have completed 50.5km of new or upgraded cycle infrastructure since April 2022 and a further 10.9km is currently under construction. Notable progress since our last report includes completion of the Finsbury Park to Caledonian Road section of Cycleway 50 (Camden to Finsbury Park)

on 8 January 2024, allowing this phase of the route to be opened to all users. We also completed resurfacing works for the Lea Bridge roundabout section of Cycleway 23 (Lea Bridge to Dalston) on 26 January. The cycle track has been open for use since completion of civil works and commissioning of the new traffic signals, one of the largest sites commissioned last year, on 21 December. Construction work continues on Cycleway 9 between the Jet garage and Brentford town centre.

### **Santander Cycles**

A total of 8.5m hires took place in 2023, lower than 2022. However, there were more member hires - 6.75m - in 2023 than any previous year. Waterloo station was the most popular docking station in 2023, with 115,000 hires in total. Overall, 663,000 customers used the scheme in 2023.

In their first full calendar year of operation, 619,000 hires took place on the scheme's 500 e-bikes. A total of 1,400 additional e-bikes will be added to the fleet this summer taking it to 2,000 bikes, giving many more Londoners the opportunity to benefit from an affordable, convenient and sustainable way of travelling.

### **Walking and Cycling Grants London**

On 14 December, in collaboration with the London Marathon Foundation, we awarded more than £575,000 of funding to 78 new projects and 69 continuing projects run by community groups, as part of the Walking and Cycling Grants London programme. The programme encourages more people to walk and cycle and each investment will make a real difference to communities across the capital, with projects and programmes to enable more people to enjoy the benefits of active travel.

Successful projects target a wide range of traditionally underrepresented groups, including disabled people, those from minority ethnic backgrounds, those who are disadvantaged, homeless people, refugees, asylum seekers and those part of the LGBTQ+ community. The projects aim to enable participants to feel confident while walking and cycling. Funding has been awarded to schemes covering all 32 boroughs and the City of London.

#### **E-scooter rental trial**

Our London e-scooter rental trial has been running for two and a half years. There are now nearly 900 designated parking bays with around 5,000 e-scooters available for hire across 10 participating boroughs. For the period ending 14 January 2024, 80,000 trips were made, making a total of 3.8 million trips since the trial began.

#### **Connected London: 4G and 5G on the London Underground**

Uninterrupted mobile coverage provides additional reassurance to those travelling on the network, making it easier for customers to stay in touch with friends and family while travelling. It also hosts the new Emergency Services Network, which when fully operational, will give first responders immediate access to life-saving data, images and information in live situations and emergencies.

As mentioned earlier in the report, Bond Street, Tottenham Court Road, Farringdon and Liverpool Street all now have mobile coverage in the ticket halls, connecting corridors and platforms for the Elizabeth line. Further stations and tunnelled sections on the Central, Northern and Elizabeth line will be getting coverage for the first time throughout the spring.

#### **TfL Go app**

The app has now been downloaded more than 5.3 million times, with a peak of more than 830,000 customers in 2023. Further application updates have been released in response to customer feedback, which include making it easier to set your location when planning a journey, rather than always defaulting to your current location.

#### **Customer Contact Centre operations**

Our contact centres have consistently delivered travel information, assistance, and support to customers, serving as the frontline for addressing concerns and collecting feedback. Despite an increase in travel information calls during the festive period due to the many events taking place in the city, our service levels remained high. Our contactless payment card customers have benefited from an expanded contact centre team, enabling us to make fare corrections quickly and efficiently for customers choosing this as their preferred method of payment.

Simultaneously, our Visitor Centres saw a 20 per cent increase in customers compared to the same period last year, showing their continued importance as vital hubs for information and assistance. Our team worked closely with Eurostar staff, extending support to customers affected by unforeseen events, such as the flooding that caused cancellations on 30 December.

Our Lost Property Office also celebrated the formal opening of its new site at West Ham. This strategic relocation has proven beneficial, enabling the team to operate with increased efficiency and actively contribute to the overall enhancement of operational processes. The move

reflects our commitment to continual improvement and optimisation, ensuring that our services are not only effective but also aligned with the evolving needs and expectations of our customers.

#### **Promoting public transport during the festive period and beyond**

In collaboration with Metro and Time Out, we inspired Londoners to use public transport to make the most of the festive season with a range of fun, low-cost activities. These included Christmas at the London Transport Museum, visiting Santa's Grotto at Tower Gateway DLR station and seeing the festive lights by bus for just £1.75 with the Hopper fare.

Additionally, in partnership with the Society of London Theatres, we extended a special offer to our customers in December, providing them with a 10 per cent discount on Theatre Tokens that could be redeemed at famous West End shows. We actively promoted this exclusive offer through social media, posters in stations and emails to customers.

On 5 January, we announced that we have joined forces with many of London's top attractions to offer savings on visits to Historic Royal Palaces. We are delighted that our exclusive offers which now include the iconic Kensington Palace will offer Londoners and visitors travelling across the TfL network even more opportunities to enjoy more of our city for less.

#### **London Transport Museum**

##### **New gallery and exhibition**

London Transport Museum has opened a new gallery sponsored by Global, the Global Poster Gallery, dedicated to the history of poster art and design for the public to enjoy. The Museum cares for one of the world's largest and most significant collections of 20th century graphic art and design and visitors will have the chance to see a selection of these historic transport posters in its new How to Make a Poster exhibition, on display until 2025.

##### **Talent transported**

Young people aged 16 to 25 and their supporters were invited to join a Skills Late event at the Museum in Covent Garden on 18 January, to meet recruiting employers and find out about different job opportunities in transport, engineering and technology. The free skills event was set up to support young Londoners find a career within these industries.

##### **Pay as you go with contactless and Oyster**

With around three quarters of customers now using pay as you go to travel, there are still many customers using single tickets and off peak Day Travelcards to travel. During January, we promoted pay as you go with contactless and Oyster across the Tube as the easiest way to travel and pay, raising awareness of many of the best fares, including daily and weekly fare caps, as well as benefiting from an easier way to pay for travel.

### Promoting mode shift email pilot

We launched a series of customer marketing emails to encourage drivers to change some of their journeys from the car to public transport. This was based on the insight that many Londoners want to increase their daily activity and using public transport can often result in people becoming more active. This six-week pilot recognised participation by playing back

personal progress data to those who have a registered contactless or Oyster card, and aimed to drive additional public transport usage with motivational content to encourage Londoners to fit more activity into their day. If the pilot is successful, we will continue to develop a customer engagement programme that aims to encourage incremental 'switched' public transport journeys from the car.

### Mind the Gap podcast

Over the Christmas period, we launched the new Mind the Gap podcast to support our Tube 160 campaign, celebrating love for our network, showing customers we care and promoting use of our services and London's economic recovery. The podcast immediately reached number one in the UK Places and Travel Apple Podcast charts, number three in the Society and Culture chart and number 34 in the overall UK Apple Podcasts charts. The podcast was downloaded more than 16,000 times in under two weeks. Hosted by presenter Tim Dunn, the four episodes featured wide-ranging interviews with TV personality and broadcaster Rylan, Night Czar Amy Lamé, Designer Wayne Hemingway, Tube Mapper photographer Luke Agbaimoni, staff from the Railway Engineering Works at Acton, among others. The podcast was picked up by numerous press outlets including The Sunday Times, ITV London, Time Out, Greatest Hits radio, Londonist and many more, and also received positive feedback on social media from customers.

### Art on the Underground

In December, Art on the Underground presented a new artwork for the 39th pocket Tube map cover by leading British artist Joy Gregory. Renowned for her influence on British feminist photography and social justice movements, Gregory uses photographic media to reilluminate forgotten cultural, historical and political narratives.

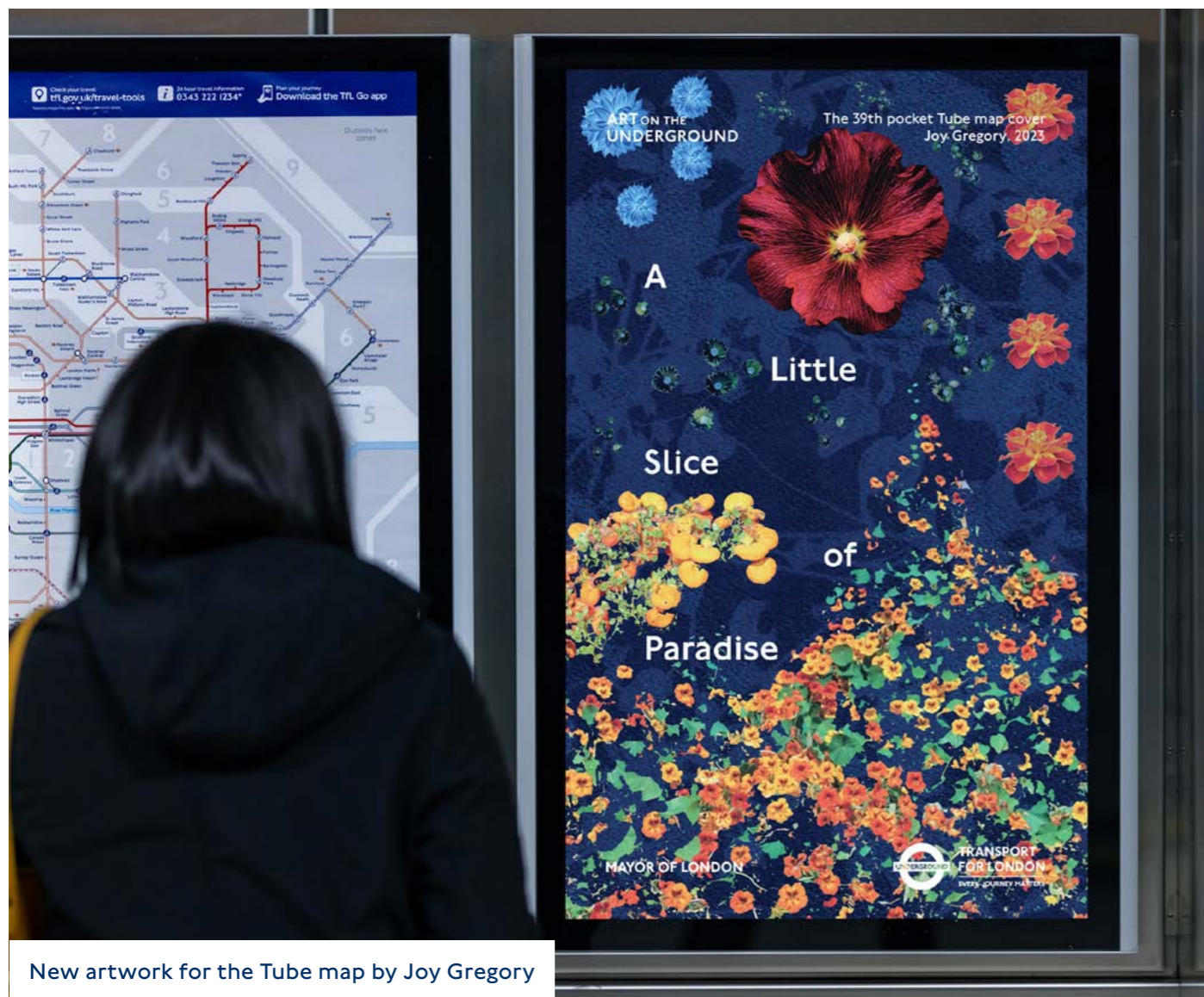
Titled A Little Slice of Paradise, Gregory's photo-collage Tube map cover is inspired by In Bloom and TfL's 100-year history of station gardens.

Having visited gardens across the network, Gregory wanted to create a Tube map cover that pays tribute to our colleagues and the green spaces they have created in unlikely station environments. The title was inspired by a conversation Gregory had with Customer Services Manager Tony Samuel, who described the garden he and his colleagues had created at Morden station as 'a little slice of paradise'.

The artwork features a cyanotype image of chickweed digitally collaged with photographs of flowers, including camellias, dahlias and nasturtiums grown in gardens on our network. Evocative of the rich palette of Dutch Old Master flower paintings and the histories of photography, A Little Slice of Paradise offers customers a reminder of station gardens to carry with them as they travel through the city.

### 160 years of the Tube: Architecture Treasure Hunt

On Saturday 20 January, London Underground celebrated the culmination of its Tube 160 celebrations with an Architecture Treasure Hunt. Participants visited a variety of architecturally significant stations to answer clues that could be found within them. Those that found all the clues at all the stations won a limited-edition tote bag. Not only did the participants get to have fun spotting elements of our Tube network that might be missed on the daily journey, they also learned about the significance of the various types of the architecture on our network, which are all linked to the growth of London.



New artwork for the Tube map by Joy Gregory



# Our colleagues

Through our annual survey, awards and training programmes, we aim to make our colleagues to feel secure and supported

## Viewpoint

Our annual employee survey, Viewpoint, ran from 26 September to 21 October. This gave all our colleagues the opportunity to give us their views on what it is like to work here and share what they feel strongly about. These responses give us the opportunity to take action and make this a better place to work.

Last year, engagement increased from 59 per cent to 60 per cent, narrowly missing our scorecard target of 61 per cent. Our wellbeing and inclusion indices also increased since the previous survey, indicating that we are on a path to helping our colleagues feel more engaged, supported and confident to be their authentic selves at work.

While this year's results have been positive, we recognise that there is still more to do and we will respond to the thematic issues raised by our colleagues in the survey.

## Safety, health and environment culture assessment

As mentioned in previous editions of this report, TfL has an ambition to build a workplace culture that is positive and proactive when it comes to matters of safety, health, wellbeing and environmental awareness. We have a strategic programme in place to enable us to reach that goal as quickly as possible.

A key part of the programme is a comprehensive assessment of our existing culture around safety, health and environment, to identify strengths and weaknesses. In an organisation of our size,

undertaking such an assessment is in itself a significant task – and for that reason, we have been rolling out the assessment in phases. Following a number of pilots, we have now rolled out a safety, health and environment culture assessment to various areas of the operational business, including Places for London, Network Management, three of our fleet maintenance depots, the Technology and Data programmes division and Capital delivery. At the publication of this report, more than 1,600 colleagues have now completed the assessment, offering valuable insight into how we can continue to improve our culture by means of targeted local improvement plans. For the remainder of the current financial year, we will be continuing to roll out the assessment in our Engineering division and on the Elizabeth line – reaching a further 2,000 colleagues.

We intend to roll out the culture assessment to London Underground customer operations in the 2024/2025 financial year. This will make it available to a further 11,000 colleagues and enable us to further drive cultural improvement in our operational business.

## London Underground pay

We have discussed our pay offer extensively with the three trade unions that had rejected it, making clear that TfL could not afford any more. This remains the case. We were made aware that the Mayor was able to provide additional funds to enable discussions with the unions to continue. We have all consistently made clear that strike action is bad for everyone and would have a negative impact on the

city as it recovers from the pandemic. This intervention from the Mayor was discussed with the unions, and the RMT union suspended its strike action, which had already commenced.

We are meeting with representatives of all the unions to agree on the best way for this funding to be used to resolve the current dispute. We will also seek to meet as soon as possible with the unions representing TfL staff.

## Launching our new group coaching programme

Building a strong culture of people leadership across our organisation is key in supporting everyone to achieve their work ambitions and creating an inclusive culture; two priorities of our colleague strategy.

Following the launch of the Our People Leaders framework in February 2023, we want to further support our people leaders in their development journey. In response to this, we have designed our Leading the Future programme which aims to support colleagues further develop fundamental leadership skills enabling them to progress their careers.

Applications opened in December for the first cohort of people leaders to take part in the programme, with more than 700 set to undertake this development programme in 2024.

## Hosting our Apprentice Careers Fair

On 17 January we hosted our second Apprentice Careers Fair of the financial year, looking to attract our next cohort of

apprentices to join us in September. More than 800 prospective candidates joined us at our Palestra office, with 19 different apprenticeship schemes represented on the day ranging from Engineering to Human Resources, all offering support to our next generation of colleagues.

## Celebrating our success New Years Honours

We congratulate Rizwan Javed who is employed by MTR Elizabeth line and based at Ealing Broadway station, for being awarded an MBE for his role in saving 29 people from taking their own lives since 2015. This is an exemplary achievement.

## Lifesaving awards

In December, Robert Gough Head of Security at the Mass Transit Railway Corporation (MTR), alongside Mandy McGregor, Head of Policing and Community Safety, presented Transport Support and Enforcement officers Atta Kessie, Sophie Taylorson, Will Simpson, Muhibur Rahman, Monica Gabriela Calancea and Harry Betts with lifesaving awards. The officers were working on the Elizabeth line at Goodmayes station and intervened when an individual climbed on to the tracks in an attempt to take his own life. Our officers and MTR colleagues combined quick thinking and actions to help stop a train and save the person's life.

In December, Public Transport Accredited Officers Kadija Kargbo and Stefan Moura were awarded safeguarding awards and I personally thanked them for their assistance with a young girl who had been self-harming.

### Bank station capacity upgrade

We were delighted to learn that the major construction work we have been undertaking in recent years at Bank station had been recognised in the 2023 British Construction Industry Awards. The work – which began in 2016 and was completed in February last year – was a complex undertaking that included the creation of an entirely new section of tunnel for the Northern line, a new station entrance on Cannon Street and step-free access routes to both the Northern line and the DLR. The judges awarded us a ‘Highly Commended’ accolade in the ‘Transport Project of the Year’ category, which recognises projects that are enhancing capacity, providing better connectivity or helping to improve reliability of local, regional or national transport services. In their citation, they noted that matters of delivery had been

given consideration from the earliest design stages of the project, and that the project had ‘a strong blend of exceptional technical skills combined with evidence of active collaboration (between all those involved)’.

The team also won Tunnelling Project of the Year (£50m to £200m) in the New Civil Engineer Tunnelling Awards for 2023.

### Silvertown Tunnel

The Silvertown Tunnel project being delivered by Riverlinx won four awards at the New Civil Engineer Tunnelling Awards for 2023. The Riverlinx team was recognised for its outstanding work in the categories of Young Tunneller of the Year, Innovation in Tunnel Boring Machinery & Systems, Tunnelling Contractor of the Year and Best Tunnelling Project of the Year (more

than £200m). One of their key suppliers, Banagher Precast Concrete, also won the Tunnelling Specialist Supplier of the Year for their work on Silvertown.

### Prince Michael International Road Safety Awards

On 12 December, we received four prestigious Prince Michael International Road Safety awards. Three of the awards were for our work in specific areas, namely the Direct Vision Standard, the Bus Safety Standard and our Fleet Intelligent Speed Assistance programmes. The fourth was the Prince’s Premier Award for the organisation which had made the most outstanding contribution to road safety. We are extremely proud of the work we have undertaken, and continue to undertake, to eliminate deaths and serious injuries from the road network. These awards reflect the comprehensive nature of our Vision Zero approach, with the Awards panel noting they were particularly impressed by the target-focused nature of our commitment.

### Carbon Literacy training programme

More than 2,500 colleagues have been trained in Carbon Literacy this financial year, bringing the overall total to date to more than 3,000. A further 550 were booked on for training in January by our 75 trainers, with a similar number of places being made available for February and March. We remain on track to meet the target we have set ourselves of training 3,000 colleagues in this financial year.

On 4 December, we celebrated Carbon Literacy Action Day with the Carbon Literacy Project, a day designed to catalyse action on climate change through

training and positive action. We shared our Chief Officers’ carbon pledges, held a live online question and answer session with colleagues, facilitated three training sessions and shared our progress on social media and at a live event hosted by the Carbon Literacy Project with other organisations from around the globe.

On 12 January, the Carbon Literacy Project announced that TfL had won one of its Catalyst Awards for 2023, in recognition of our work to plan and deliver a particularly impactful programme of work on Carbon Literacy Action Day.

### Health and wellbeing

As an organisation, we consider the health and wellbeing of our staff to be of paramount importance. As part of our continued commitment, on 11 December, our in-house Occupational Health team moved into new, purpose-built premises on Borough High Street. Special thanks to our Head of Health and Wellbeing, Dr Sam Phillips, and her team, for overseeing the delivery of this important milestone.

The team’s hard work and dedication has been recognised by the Society of Occupational Medicine which, at its annual awards ceremony on 13 December, named TfL for its Outstanding Occupational Health Team for 2023. The judges noted that our team ‘demonstrated an exemplary dedication to inclusivity, valuing the voices of the entire team in their progressive plans’ and that under ‘insightful leadership’ was instigating ‘a cultural shift towards greater health awareness [which] will not only impact the health of TfL employees but also set a precedent for a culture of care and innovation within TfL and beyond’.



Recognising our work to save lives on London’s roads

# Our green future

## We are committed to reducing our carbon emissions and investing in greener infrastructure for all Londoners

### Ultra Low Emission Zone

On 29 August 2023, the ULEZ was expanded to cover all London boroughs. Compliance in outer London is currently at 95 per cent, with 77,000 fewer non-compliant cars seen driving in London on an average day, a decrease of 45 per cent. We have installed an extensive camera network to support the effective operation of the scheme. Unfortunately, there have been a number of incidences of vandalism on the ULEZ cameras and signs. All incidents are reported to the police and some arrests have been made. We are working closely with our contractors and the police. Where necessary, cameras are being repaired or replaced.

Up to 19 November 2023, more than 40,000 applications to the scrappage scheme had been approved, which equates to nearly £140m of support being committed to eligible Londoners.

On 17 January, the Mayor of London published his draft budget for 2024/25, allocating £50m to further extend the ULEZ scrappage scheme.

Our ULEZ marketing campaign continues to raise awareness and educate London and home counties drivers through online videos, digital audio, digital display and search. Messaging continues to explain where the zone operates, the hours of operation, the daily charge, how to pay and to encourage vehicle checking. This extensive communication activity has contributed to high vehicle checking, with more than 23 million page views and 12.2 million unique visitors to the vehicle checker since November 2022.

### Zero-emission buses

We now have more than 1,300 zero-emission buses operating across London and are progressively adding more to the fleet. The latest routes that have converted to electric include 417 and 235. Now, more than 14 per cent of the fleet operates with newer, cleaner zero-emission technology. We are on track to reach our end of March 2024 target of 1,400 zero-emission buses in the fleet.

London continues to have the largest zero-emission bus fleet in western Europe, with the latest buses that combine innovative safety and customer features. We work with a number of manufacturers to provide a competitive zero-emission bus market, and a range of technologies including hydrogen fuel-cell, battery electric and electric 'opportunity charged' buses are part of the London fleet.

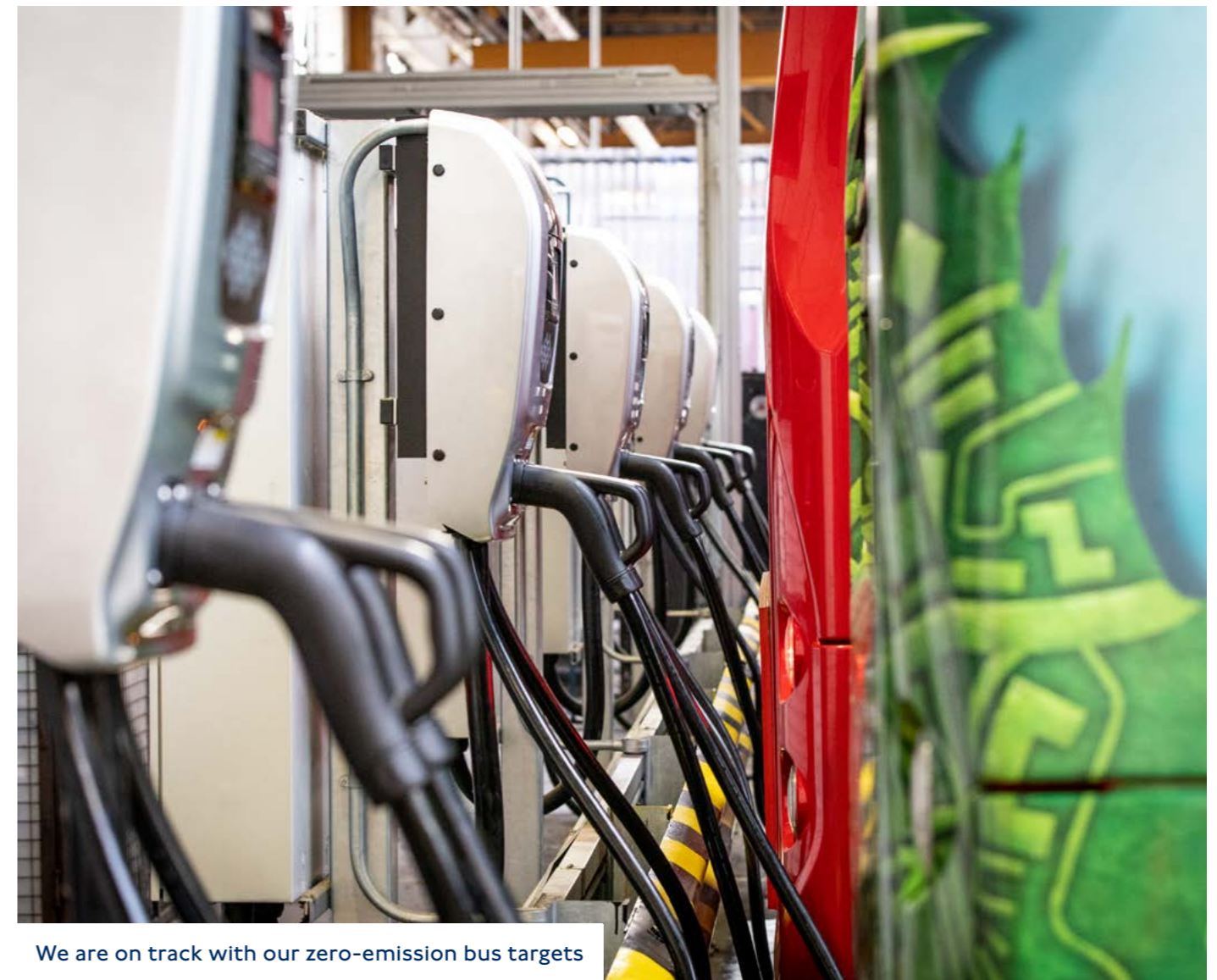
Our wider objective is to convert the entire bus fleet of around 9,000 buses to zero-emission no later than 2034, or even 2030 with additional Government funding. Zero-emission buses help Londoners breathe cleaner air and reduce the impact of road transport on our environment. Decarbonising the bus fleet plays a crucial role in the journey to net-zero and is helping to meet the Mayor's target for London to be a net-zero city by 2030.

### Electric vehicle infrastructure strategy and delivery

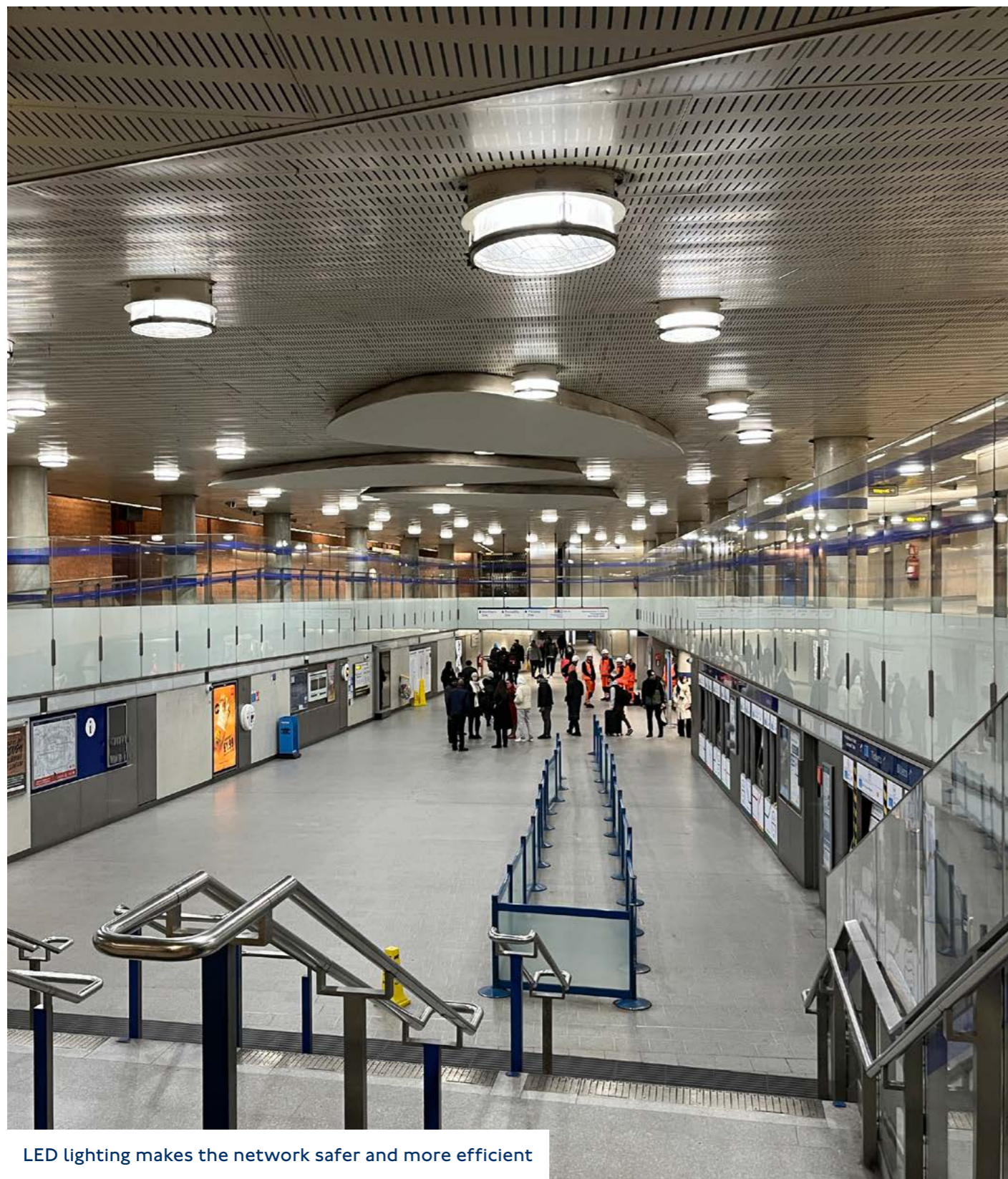
On 11 December, we published a commercial vehicle dashboard to show where there is a higher need for public charging points for

vans in London. The dashboard, now live on our website, includes a heatmap showing which areas will need more rapid charging as well as slow-to-fast charging for light commercial vehicles, helping to target delivery, reduce carbon emissions and adapt to climate change.

In November 2023, the second and third contracts were signed with charge point operator Zest. This means a total of three contracts have been signed with Zest, which will provide rapid and ultra-rapid charging points across 100 parking bays on our roads.



We are on track with our zero-emission bus targets



LED lighting makes the network safer and more efficient

Having reviewed our site assessment criteria, we are now bringing forward new sites across our land and wider GLA land through a second delivery phase.

In addition to the roll out of rapid electric vehicle charging points, the Office of Zero Emission Vehicles has recently announced that London will receive almost £39m of capital funding through the DfT's Local Electric Vehicle Infrastructure fund. This will primarily be used to accelerate the delivery of low-powered charging infrastructure on London borough highways, including for residents without access to off-street parking. It also builds on the 400 fast-charging points that will be delivered by London boroughs by March 2024 using £9.7m of the Local Electric Vehicle Infrastructure pilot funding and additional borough delivery funded by the Government's On-street Residential Charge Point scheme.

#### Transition to LED lighting

To make our network brighter, safer and more energy efficient we continue to upgrade our lighting with LED technology. This provides a 10 per cent brighter light in our public spaces, making them safer and more welcoming for our passengers, while demonstrating an average energy saving of approximately two-thirds.

On the road network, more than 90 per cent of lights in bus shelters have been converted to LED, with the aim of reaching 100 per cent by the end of the financial year. In addition to this, 67 per cent of street light columns are now using LED lighting and on London Underground, 118 stations have now had LED lighting rolled out, with many more under way. Larger transition projects

completed in 2023 include Oxford Circus station and Neasden Depot, improving lighting in our spaces in the long term, for both our customers and operational staff.

#### Pilot scheme to recycle PPE

As an organisation, we want to take every opportunity we can to recycle – and it is for that reason that we are currently running a six-month trial scheme to recycle Personal Protective Equipment (PPE). In collaboration with our PPE provider Hayley Rail and clothing and textile disposal specialists Avena Group, this is a new, low-cost scheme whereby all end-of-life PPE items can be placed in a dedicated recycling bin at our Stratford office. The items will be collected by Avena and either recycled into alternative materials such as soundboards, insulation or geotextiles, or converted into pellets for refuse-derived fuel.

We estimate that, by utilising this scheme, we will:

- Save 13.5kg of carbon dioxide for every 1kg of textiles recycled
- Save 1000 litres of water for every 1kg of textiles recycled
- Divert items from incineration routes
- Reduce greenhouse gases

Avena have estimated that we will save the equivalent of 40,404kg of carbon dioxide and 3,120 litres of water per annum with this scheme, when compared against the general waste disposal of PPE.

# Our finances

It is important for us to agree a sustainable long-term funding settlement from the Government to help us plan for the future

## Route to financial sustainability and capital funding

We are on track to achieve operational financial sustainability this financial year, generating a headline surplus of £144m and no longer relying on Government funding to support our operations.

The Government has consistently recognised that we are not expected to fund major renewals and enhancements through our own operating incomes. We welcome the £250m of Government capital funding announced on 18 December 2023, which will enable us to continue our major rolling stock and signalling programmes in 2024/25, and the reference in the Autumn Statement for funding towards a new bus network in Thamesmead.

Our draft 2024 Business Plan was originally published on 11 December 2023 and assumed £500m of Government capital funding in 2024/25. However, given uncertainty over Government capital investment at that time, the Board was not asked to approve it on 13 December 2023. With funding confirmed, we worked hard to assess the options and identify a number of measures to enable us to deliver the plan.

The Business Plan was therefore approved by the Finance Committee under delegation from the Board on 22 December 2023. These measures undertaken to balance the plan include rephasing the timing of payments and delivery under the contract with Siemens Mobility, who are delivering

the new Piccadilly line trains that are currently under construction. The shortfall in Government capital investment has only been mitigated in the near term and will reduce the amount of valuable investment we can make in future years, unless further funding is agreed.

That is why it is still vitally important that we agree a sustainable long-term funding settlement from the Government that enables us to plan and invest for the infrastructure London will need over the coming decades.

## Financial performance to end of Period 9, 2023/24 (9 December 2023)

Our Business Plan, published in December 2023, sets out our strategy for rebuilding our finances, improving efficiency and helping to secure our future. The 2023/24 Budget built on this, demonstrating how we will become operationally financially sustainable this year. We have successfully delivered that strategy so far this year:

### Actively grow passenger demand, while creating new sources of revenue to reduce our reliance on fares income

- Cumulative journey growth of almost seven per cent in the year to date. We are targeting six per cent year-on-year journey growth over the full year, on top of the 31 per cent increase in 2022/23
- Passenger journeys are relatively steady at 90 per cent of pre-pandemic levels, up from 85 per cent at the end of 2022/23

### Continue to deliver recurring cost savings to remain affordable for customers and taxpayers

- Like-for-like operating costs falling in real terms: six per cent higher than last year despite year-on-year inflation of eight per cent
- Operating costs one per cent lower than Budget, mainly from contingency – held to mitigate risks on operating income – we have now retired

### Create and grow an operating surplus based on our own sources of income

- Our headline surplus is £131m, £30m up on Budget in the year to date
- Some small risks remain – on operating income and savings delivery – but we expect to manage these. We have retired the majority of our central contingency
- We remain on track to deliver an operating surplus in 2023/24

### Fully fund our capital programme with a long-term government settlement and an affordable level of debt

- In December 2023, the DfT confirmed a capital settlement of £250m for 2024/25. This results in a shortfall of £250m to what we assumed in the Business Plan for 2024/25

- Along with no inflation support from the Government, capital enhancements expenditure has had to slip – we expect to end the year around £80m lower than Budget
- Capital renewals expected to be around £750m, with some acceleration of works in this year
- Maintain cash reserves to make payments and protect against shocks
- Cash balances are slightly lower than Budget and are below £1.2bn as set out in the funding agreement
- The GLA financing facility of £500m has been maintained for additional protection against shocks and risks

### Innovation Collaboration Framework

We partnered with Mercedes-Benz and Sopra Steria on our new Innovation Collaboration Framework. It is the first agreement of its kind, and is designed to co-create innovative solutions for London's toughest challenges. The new framework will nurture long-term partnerships and unlock research and development investment, as well as the extensive knowledge and creativity of the partners and their network of small- to medium-sized enterprises and start-ups. Co-developed solutions will have the potential to be scaled to generate mutually beneficial savings and revenue opportunities while supporting an innovative, sustainable city.

## New homes and Places for London Limited

### South Kensington

We are delighted that our property company, Places for London, and its joint venture partner, Native Land, have received planning consent to restore and enhance South Kensington Underground station and the surrounding streets. Designed by prize-winning architect, RSHP, the proposals were carefully considered to respect the unique and important heritage of the area. The partners worked with historic building specialists, Julian Harrap Architects, on the heritage elements of the scheme.

The proposals aim to create a better station experience for our customers at South Kensington, with step-free access to the Circle and District lines being delivered in the first phases. The partnership will also be improving the surrounding streets and provide much-needed affordable housing, all of which will improve the gateway to London's cultural quarter.

The historic arcade within the Grade II-listed building will be preserved and restored to its former glory, while the wider designs will give the station a new landmark gateway as well as a new accessible entrance. The ground floor will provide retail spaces while the upper levels will offer high-quality, flexible workspace. The scheme includes restaurant units to help support the daytime and evening economy and 50 new homes, with 35 per cent affordable housing.

### Education and the built environment

Places for London has an Educational Engagement programme to encourage young people from different backgrounds to consider a career within the built

environment. Since 2021, Places for London has worked with 11 schools, engaged with 2,823 young people, and provided 84 work experience placements within Places for London.

Places for London has recently appointed the Construction Youth Trust as its Educational Engagement programme delivery partner to help bring schools, employers, and students together. Over the next three years, Places for London and the Construction Youth Trust will engage more than 6,750 students and directly support 250 young people to progress into the property industry – building on the engagement already undertaken on projects such as Kidbrooke, alongside Notting Hill Genesis, and Wembley Park and Blackhorse View, with Barratt London.

### Housing delivery

At Little Chalfont in Buckinghamshire, we granted air space rights improving access to an adjacent landowner. This landowner subsequently received planning consent for a new development and has sold its land to another company which will implement the scheme. The scheme comprises 367 homes, of which 41 per cent are affordable, together with 100 retirement homes and a 60-room care home. As a result of the sale, we have received a premium of £16.6m.

Places for London is making good progress at Wembley Park with its joint venture partner, Barratt London, on a scheme with 454 new homes, of which 40 per cent are affordable. Meanwhile, some initial works including surveys have already started at Snaresbrook working alongside Pocket Living.

### Welcoming new businesses

Places for London currently supports more than 1,500 businesses in our stations, on London's high streets and in railway arches – with 95 per cent of these businesses being small- and medium-sized enterprises. Places for London welcomes new businesses onto its estate every month. At Wood Lane, Blacklisted Galleries, an online and pop-up

art gallery showcasing different genres of art, is one of the new businesses joining Graffiti Life and Afshin Naghouni in Places for London's increasingly diverse cultural offering. Blacklisted Galleries celebrates local communities and provides a media studio putting on events that will showcase talented artists to their audience wherever they are in the world.



Enhancing the South Kensington station area

---

## About us

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' and helping to create a safer, 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 by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic 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 using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we are creating brighter journeys and a better city.

