



Commissioner's report

October 2023

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Introduction

I am proud of the work we do and the benefits we bring to our people, customers and capital

In July, I attended the sentencing hearing of TfL and Tram Operations Limited in respect of the Croydon tram overturning in 2016 and heard statements from victims as well as the families of those who lost their lives. The details of their honest and emotional accounts will remain with me, and all those who were at the hearing, forever.

Safety continues to be our number one priority and we have made extensive safety improvements since the tragedy, continually reviewing the network and working with the tram industry to ensure that we have the safest possible network, as well as applying lessons learnt to our other modes of transport, where applicable. I would like to thank my colleagues across our organisation for their commitment to ensuring a tragedy like this never happens again.

On 29 August, we expanded the Ultra Low Emission Zone (ULEZ) to cover all of London, taking us further towards cleaning up the capital's air and making ours a greener, healthier city. The Mayor provided an extra £50m to help more Londoners scrap their non-compliant vehicles while increasing the amount those that are eligible for the scheme can receive. This will take the funding for London's biggest scrappage scheme to £160m. Implementing such a world-leading scheme takes partnership and collaboration and I would like to thank colleagues at TfL, in the GLA, London boroughs, and our partners and suppliers for their immense hard work and dedication.

We celebrated the culture and contribution of the Windrush generation to our organisation and our city, and marked the 75th anniversary of the arrival of the SS Empire Windrush with a specially wrapped bus, featuring a design by artist Baraka Carberry, as part of this year's Notting Hill Carnival parade. I was so proud to celebrate with colleagues as we marked this historic moment.

On 27 September, along with colleagues from across the TfL family, I was joined by the Deputy Mayor for Transport as we paid tribute at the TfL coronavirus memorial to the colleagues who died in the pandemic. It is important that we never forget the sacrifice that our people made during the pandemic and the impact of this time on our colleagues. I encourage anyone who hasn't yet visited the memorial to do so.

In October, we announced that TTL Properties Ltd changed its name to Places for London Ltd. We are progressing our commercial property work while helping deliver affordable housing and new workspaces in a sustainable way, and all operating profits from recurring revenues are being reinvested into the transport network. I am incredibly excited to see where this venture takes us and to see the benefits it will bring to the capital and the wider UK economy.

Finally, I'm pleased to announce the appointment of Fiona Brunskill as our new Chief People Officer, Tricia Wright as Chief Officer for Pensions Review and Andrea Clarke as our interim General Counsel. I know that Fiona, Tricia and Andrea bring a wealth of knowledge and experience with them, and I look forward to working together.



A handwritten signature in black ink, appearing to read 'Andy Lord'. The signature is stylized and fluid.

Andy Lord
Commissioner

Safety and environment

We are making improvements across the network while reducing carbon emissions in our operations and on London's roads

Safety incidents on the network

The safety of our customers and colleagues remains a priority as we continue to work towards our Vision Zero ambition to eliminate all deaths and serious injuries from London's transport network by 2041. We take all safety incidents that occur on our roads and services extremely seriously and our sympathies remain with victims' friends and family while we conduct any necessary investigations and continue to make safety improvements.

Road network

On 10 August, a cyclist travelling north on Battersea Bridge was tragically killed while manoeuvring down the nearside of an HGV. The full circumstances of the incident remain under investigation by the police.

London Buses

On 10 August, an empty route 266 bus was performing a right turn from Acton Lane into Salisbury Street when the driver lost control of the vehicle. The bus left the road and collided with a building. The driver was treated for minor injuries. We are working with the bus operating company to investigate the events leading up to the collision and take the necessary steps to prevent such incidents from happening again.

On 15 September, a young passenger fell from a slow-moving route 102 bus that had just left Brent Cross bus station. The passenger, who was 12 years old, was standing near the rear exit doors when the bus made a right turn. The momentum from the turn caused them to lean against the right-hand exit door, which came away from its bottom fixing, resulting in the passenger falling out of the moving vehicle. The driver stopped the bus immediately and the child was taken to hospital where they were treated for non-life changing injuries.

An investigation was immediately launched and we are working closely with the Driver and Vehicle Standards Agency, bus operator and door manufacturer to establish how the incident happened so that we can take appropriate measures to prevent any recurrence.

London Underground

We take unauthorised people accessing our network very seriously and continue to do all we can to reduce the likelihood of this happening. When trespassing does occur, we investigate the circumstances and lead-up to the event thoroughly to help prevent similar incidents from occurring again. Sadly, in August, two separate incidents of trespassing occurred and the individuals involved sustained fatal injuries.

On 19 August, the body of a member of the public was discovered at Elephant & Castle sidings, with injuries consistent with having been struck by a train. An investigation has been commissioned into this incident to review its root causes and the operational response, and we will develop recommendations to reduce the potential for similar incidents to occur in the future.

On 21 August, a member of the public who was allegedly running away from the police following a road traffic incident accessed the London Underground track near East Acton station, tripped while running and was struck by a train, sustaining fatal injuries. We are in the process of conducting an investigation into the incident to determine the facts and establish the appropriate next steps.

Both of these deaths will be subject of Coroners' inquests and we will provide any assistance that may be required.

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 retrial of the bus driver who caused the collision started on 29 August. The charges were two counts of dangerous driving, to which he pleaded not guilty, having previously admitted to causing death by careless driving. On 6 September, the jury found the defendant not guilty on both counts. Sentencing for the offence to which the driver pleaded guilty will take place on 10 November.

Sandilands tram overturning

We will never forget the day of the Sandilands tragedy, and our thoughts remain with those that died, the 62 people injured and the families and friends of everyone involved. In July, I attended the sentencing hearing of TfL and Tram Operations Limited and heard statements from victims as well as the families of those who lost their lives. The details of their honest and emotional accounts will remain with me forever.

Following the sentencing hearing, which took place on 24, 26 and 27 July, TfL was ordered to pay a fine of £10m, Tram Operations Limited was ordered to pay a fine of £4m, and we were each ordered to pay £234,404 in respect of the Office and Rail and Road's legal costs. We have now paid our fine and legal costs. We have carefully considered the Judge's sentencing remarks and will learn from them in our continuous review of the safety of the tram network.

This tragedy has had a profound effect on everyone working in our organisation, particularly our London Trams colleagues. Safety is our number one priority and we have made extensive safety improvements since the incident, continually reviewing the network and working with the tram industry to ensure that we have the safest possible network. We also applied lessons learnt from this tragedy to our other modes of transport where applicable.

It is important that this tragedy is never forgotten, and we remain committed to supporting everyone affected

ULEZ Judicial reviews

In a judgment handed down on 28 July 2023, the judicial review claim brought by the London Boroughs of Bexley, Bromley, Hillingdon and Harrow, and Surrey County Council to the Mayor's decision to expand the ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme was dismissed on all grounds.

In summary, on the first ground of challenge the judge found that the Mayor's decision to confirm the outer London ULEZ expansion as a variation of the existing Low Emission Zone/ULEZ charging scheme (rather than an entirely new scheme order) was lawful.

On the second ground, he found that the information provided to consultees was sufficient to permit sensible and intelligent responses to the consultation including on the extent to which the estimated compliance rates, used as the premise for assessing impacts of the proposals, were themselves robust.

On the third ground, the judge found that the Mayor's decision to provide £110m grant funding to TfL for a scrappage scheme open only to London residents, microbusinesses and charities, was lawful and he rejected the claimants' argument that the consultation materials failed to provide sufficient information about the scrappage scheme.

The court ordered that the claimants pay the Mayor and TfL's legal costs of defending the claim. The claimants did not appeal the court's decision.

A separate judicial review claim which was brought by an individual claimant was dismissed by the High Court on 14 September for procedural reasons, with costs awarded in the Mayor and TfL's favour. The claimant was refused permission to appeal by the High Court.

Judicial review by TfL to challenge the decision of the London Tribunals on enforcement of restricted parking on red route bays using CCTV

Our Road Network Compliance teams carry out CCTV enforcement against contraventions on our red routes, including breaches at yellow box junctions, parking, rule breaking in bays and banned manoeuvres. On 3 August, we issued a judicial review claim seeking permission to challenge a decision of the London Tribunals that it is unlawful to enforce contraventions of red route bays remotely using CCTV evidence.

On 26 May, a panel of adjudicators determined that red route bay contraventions cannot be enforced remotely using CCTV evidence, which is the current practice on our road network. TfL disagreed and applied for a review of the decision by the Chief Adjudicator of the London Tribunals but this was refused.

On 4 September, the Court granted our application for judicial review and urgent consideration of the claim, and the substantive hearing has been listed to take place on 26 October.

The activity to capture non-compliance with parking and loading bays is important as it prevents abuse helps local traders, manages kerb side demand, and supports a safe and reliable road network. Stopping CCTV enforcement of red route parking bays would have a significant adverse impact on red route controls, particularly in areas where on-street controls have limited impact and result in weaker congestion control, increased collisions and bus journey delays.

Crime and antisocial behaviour on public transport

During August and September, the Roads Transport Policing Command (RTPC) carried out a series of activities focusing on the following areas:

- prevention and reduction of violence against women and girls
- tackling gang and youth violence
- targeting organised criminals who follow vulnerable people from banks to the bus network and steal from them
- operations linked to young people going back to school

Operation Kwesi which targets tackling gang and youth violence, knife crime and anti-social behaviour also started in August. This operation is run by the Violence Suppression Unit and other groups across London and resulted in 33 arrests and two weapon seizures over the three day operation.

In May, Operation Sceptre started with a focus on weapon sweeps around transport hubs, as suspects are known to conceal weapons in set locations instead of carrying them and risk being caught. Officers from the Metropolitan Police Service (MPS) and Metropolitan Police Community Support Officers (PCSOs) conduct these sweeps at set times and dates throughout each month based on data and intelligence information. This operation has resulted in the seizure of 22 weapons to date.

Operation North Star took place in August and September, with seven stop and searches and four arrests taking place. The operation is led by Safer Transport teams, which work to identify criminals who rob people using cash machines and banks, known as Bank Follow Off offences. This Operation used various tactics, from PCSOs working around bus stops and financial premises to targeted briefings given to staff at banks and elderly and potentially vulnerable people. So far, offences such as these, where victims were over the age of 65, reported this year have resulted in thefts totalling more than £500,000.

On 4 September, the Safer Transport teams launched their back-to-school plans to reduce anti-social behaviour resulting from pupils' and students' return to schools and created reassurance for customers at key transport hubs.

We are committed to getting all our colleagues home safe every day, and are doing all we can to eliminate work-related violence and aggression.

The wearing of body-worn cameras is a proven safety measure, reducing assaults by up to 50 per cent. It can deescalate situations and provide vital evidence to help prosecute and acts as a deterrent. From 27 September, body-worn cameras became part of our essential kit, with all colleagues in frontline customer-facing roles now expected to wear these where available.

Tackling violence against women and girls

As part of our Ending Violence Against Women and Girls Programme, our aim is for the TfL roundel to become a 'symbol of safety' across the capital, helping to increase women's confidence to travel on the network, especially at night.

It is vital that we listen to women and girls and their views to our approach and decision making, and we have commissioned two pieces of in-depth research. The large study will provide information on how women and girls perceive their safety on public transport. The key objectives are:

1. Understanding the scale of the issue – identifying the types of behaviours and situations that leave women and girls feeling unsafe when using our services
2. Understanding the lived experiences – looking at the behaviour and actions women and girls are experiencing, when and where these occur, and how they are left feeling as a result
3. Informing solutions – what would make women and girls feel safer when travelling on public transport

We have also commissioned a smaller study to understand female cyclists' personal experiences of sexual harassment. This research will be used to inform our ongoing approach and interventions for tackling violence against women and girls, and work towards improving their confidence to travel.

In addition, we are also working in partnership with the Mayor's Office for Police and Crime and the Greater London Authority (GLA), using women's safety audits to gather data to inform how we design public spaces to improve the safety of women, girls and non-binary people. We will pilot safety audits in five locations, including town centres, transport hubs and other public spaces across London, with an understanding of how people's experiences may be different due to individual characteristics such as disability, neuro-divergence and race.

Vision Zero Summit

On Monday 18 September, we brought together road safety charities, policing partners, the emergency services, London councillors, MPs and London Assembly members for the third Vision Zero Summit. The event signified five years since the publication of the Vision Zero action plan, which set out our commitment to eliminate all deaths and serious injuries from London's transport network by 2041.



We want to eliminate all deaths from the road network by 2041

At the summit, we announced our plans to launch a new victim support service pilot scheme to significantly improve support for victims of the most serious road traffic collisions in London. The service will enhance the level of support available to families left bereaved and people who have sustained catastrophic injuries, and make it easier to access the support they need following incidents that often devastate lives.

Despite progress being made, last year 102 people were tragically killed and 3,859 seriously injured on London's roads. The devastating consequences for the families, friends and communities impacted by these deaths and life-changing injuries is immense. The new service will help support people affected by the most serious collisions and those experiencing a bereavement or catastrophic injury, through:

- Caseworkers recruited by the road safety charity Brake, who can provide trauma-informed, emotional and practical support for each victim and their family, including help navigating the justice system, advocacy and support accessing specialised services if needed
- Longer-term aftercare support provided by RoadPeace, the National Charity for Road Crash Victims, specialising in support from people with experience of the devastation caused by road traffic collisions, through dedicated London-based support groups, a telephone befriending service and an eight-week trauma support programme for families bereaved by road deaths
- Support in person for those who need it, as well as over the phone and online
- Direct referral into support services from the police, which will mean that victims of the most serious traffic collisions will no longer be responsible for sourcing help and initiating contact themselves
- In partnership with the MPS and City of London Police, the service will be launched as a pilot scheme in November and will be accessible through direct referral from the MPS' Serious Collision Investigation Unit. Victims will be offered a referral into the service and, with their consent, their details will be passed to Brake and then to RoadPeace, taking the onus off them to source help and initiate contact.

The service will be staffed by dedicated, trained caseworkers, co-ordinators and volunteers, who will use their training and experience to ensure victims and others affected by incidents have access to high-quality support.

Over the one-year pilot period, we will evaluate how the service is working, and use this to inform our future approach beyond the trial.

In addition, attendees to the summit also heard personal stories from the sister of a victim of road trauma, Tesse Akpeki, and a case worker from Brake, Louise Beams, which highlighted the value of post-collision support. An interactive breakout session took place, supported by representatives from our organisation, the GLA and MPS, to engage with stakeholders in a meaningful two-way discussion about what more we can do to achieve our Vision Zero ambition and how we can ensure our actions are focused to keep delivering on this commitment in the future.

Police activity to support Vision Zero

Policing and enforcement are essential elements in our approach to achieve our Vision Zero goal. We are making good progress on our commitment to increase speed enforcement activity across London and for the first quarter of 2023/24, almost 200,000 drivers have been caught speeding by the police. The RTPC also participates in national campaigns focusing on the four fatal offences: inappropriate speed; using a mobile phone while driving; not wearing a seat belt; and drink/drug driving. Activities in July focused on people not wearing seat belts.

Between 26 July and 10 October, a total of 2,841 traffic offence reports were issued, including 815 for no insurance, 951 for speeding and 157 for drink and/or drug driving offences. Operation Cubo, a policing operation with high visibility that targets illegal driving to reduce risk and harm on London's roads, took place between July and August. A total of 1,618 tickets were issued as part of this operation.

Nationally, the police focused on drink and drug driving between 14 and 27 August, with officers engaging and educating drivers and riders around the subject, while enforcement activity was also carried out. During the week of 21 August, the RTPC arrested 38 individuals for drink and/or drug driving as part of this work.

Cyber security – major incident response exercise

On 18 September, we conducted an incident response exercise which stress tested our response to a high-impact cyber attack. Significant research and analysis was undertaken to better understand the potential impacts and mitigations under the given scenario. We identified a number of improvements to our processes as part of the exercise which will subsequently be incorporated into our incident response capabilities.

Bus Safety Standard

We continue to implement the Bus Safety Standard as more new buses enter the fleet, with more than 1,100 vehicles now compliant. To accelerate the standard's benefits, we are preparing to deliver a programme of retrofitting some of the key technologies within the standard, such as Intelligent Speed Assistance which helps drivers comply with speed limits, and Camera Monitor Systems which improve drivers' indirect vision.

Research work on new safety measures is ongoing to develop the current standard beyond 2024.

Bus Safety Strategy

On 7 September, we published our new Bus Safety Strategy which outlines specific actions to be taken to achieve our Vision Zero goals for the bus network. These aim to reduce the number of deaths caused by bus collisions and for zero serious injuries by 2041. The aim of the strategy is to set out our safety priorities for the bus network and ensure that buses remain the safest way to travel on the roads.

The new Bus Safety Strategy sets out what we and bus operators are doing and what more needs to be done to meet the Vision Zero ambition in London. We recently launched the fourth Bus Safety Innovation Challenge to help identify and trial new ways of helping reduce injuries to customers travelling on buses, particularly incidents where customers are injured while standing or moving on a bus or while on the stairs.

The actions set out in the strategy include commitments to:

- Go further and faster in our work to retrofit technology onto the existing fleet
- Commission further research to identify the most effective measures to avoid and mitigate the risks posed by pedal application error
- Trial fatigue detection technology on up to 450 buses over a 12 to 18 month period
- Implement a strategic data-led approach to look at what changes we can make across the network to reduce passenger injuries

- Work with the London Fire Brigade and other key stakeholders to identify vital new measures to tackle the risks posed by bus fires
- Ensure safety improvements are inclusive and consider the needs of all those who work on and use the bus network

Good progress has already been made, as the number of people killed in collisions involving London buses in 2022 reduced by 65 per cent against our 2005-09 baseline, compared to an overall reduction across all transport modes on London's roads of 52 per cent. The number of people seriously injured has reduced by 54 per cent, compared to an overall reduction across all road transport modes of 38 per cent.

Zero-emission buses

We celebrated a significant milestone in August of now having more than 1,100 zero-emission buses in the bus fleet. This was marked by a Mayoral launch at Edgware Bus Garage, showcasing a wrapped electric bus, operated by the bus operator Metroline.

We also celebrated the introduction of almost 100 new zero-emission buses in Sutton on routes 93, 154, 164, 213 and 80. This large addition to Sutton's fleet means that more than half of the journeys undertaken by bus in Sutton will be in a zero-emission bus, thereby further improving local air quality.



We are electrifying our bus fleet to reduce air pollution in London

Today, more than 13 per cent of our bus fleet operates with zero-emission buses, including hydrogen, battery electric and 'opportunity charged' electric buses. This progress is important as it contributes to our wider ambition to transform TfL to become the green heartbeat of London.

We continue to work on the route 358 electric 'opportunity charging' trial which is expected to go live in the coming months. Once completed, the trial will use pantograph charging infrastructure at either end of the bus route in Bromley, one of the longest routes in the bus network, alongside the introduction of 20 new single-deck electric buses with enhanced customer and safety features on board.

We are currently on track to transition to a fully zero-emission bus fleet by 2034 but, with continued Government investment, this target could be achieved by 2030. Since 2016, the number of fully zero-emission bus routes has increased from five to 54, with a further 15 routes using a mixture of zero-emission and low-emission buses. The number of zero-emissions buses on London's roads has seen an increase of more than 3,000 per cent since 2016, growing from 30 to 1,100 buses.

Zero-emission buses help Londoners breathe cleaner air and further contribute to the decarbonisation of the transport network, which is crucial to our work to meet the Mayor's mission for London to be a net-zero carbon city by 2030. Through the decarbonisation of London's bus network, we will save an estimated 4.8m tonnes of carbon by 2034 or an estimated 5.5m tonnes of carbon by 2030 with Government funding.

All new buses joining the fleet will have enhanced customer features, such as improved flooring, seating, lighting and customer information, and will meet the industry-leading Bus Safety Standard.

In addition, the investment in zero-emission buses supports around 3,000 jobs across the UK, in locations such as Ballymena, Falkirk and Yorkshire. By creating capacity and certainty for a wider zero-emission bus market, this investment is paving the way for green national economic growth. Our funding pipeline for zero-emission buses also lowers costs for other local authorities by creating economies of scale.

London Trams

Between 7 June and 13 July, London Trams services were significantly impacted following the discovery of wheel damage across the fleet which was caused by a metal object being trapped in the grooved rail in the town centre. This object damaged wheels on 23 trams (more than two thirds of the available vehicles) which were removed from service on safety grounds until the damage was repaired.

While these sorts of incidents are thankfully very rare, we have introduced measures to try to prevent such an incident happening again, including additional track inspections and rail cleaning, as well as looking at new technology to help us with this activity.

Taxi and private hire vehicles English language requirement for private hire drivers

On 23 September 2022, we announced new transitional arrangements to ensure all private hire vehicle drivers satisfied both the English language requirement and the safety, equality and regulatory understanding requirement.

These standards were introduced to enhance the professionalism of the industry, and we increased capacity at our assessment centres to ensure all affected drivers were offered an assessment slot.

Licensed private hire vehicle drivers who did not provide evidence by 30 September 2021 that they satisfied the English language requirement under former arrangements had until 30 September this year to pass both the necessary English language requirement test and safety, equality and regulatory understanding assessment.

As of 30 September, 5,614 drivers have passed both assessments, representing 63 per cent of the 9,138 drivers we have identified.

Drivers whose evidence for the English language requirement was not deemed satisfactory must pass both tests by 30 September 2024. Drivers who have already met the language requirement must pass the safety and equality assessment only by 31 March 2025.

We provide advice, guidance and an online training platform with sample questions to help drivers prepare, and worked with large private hire vehicle operators to encourage them to provide training to drivers in advance of the assessment.

Driver assessment centre

On 25 July, we closed our Baker Street driver assessment centre, and all driver assessment activities now take place at our assessment centre in our Pier Walk office in North Greenwich. The move was part of our effort to make cost savings but also means colleagues and drivers applying benefit from more modern facilities. A dedicated area has been set up for the Knowledge of London candidates which sits alongside the area currently used for the London safety, equality and regulatory understanding requirement.

Consultation to improve safety for taxi and private hire vehicle passengers

In July 2020, the Department for Transport (DfT) published statutory standards to further enhance the safety of passengers using taxi and private hire vehicle services. We are already compliant with most of these standards.

Between February and May this year, we consulted on our proposals for how we intend to implement the remaining standards, along with additional proposals to improve passenger safety. We received more than 800 responses, including from a wide variety of stakeholders.

After analysis of the responses, we are now identifying the next steps in the process and aim to inform the industry of our decisions in mid-autumn.

Safer Junctions

Construction work continues on the Holloway Road/Drayton Park Safer Junction (due for completion in early 2024), which will improve safety for pedestrians with new and improved crossings.

We continue to develop designs for the second phase of safety improvements at the junction to the north of Battersea Bridge and its approaches, where there have been a number of serious and fatal collisions. We have accelerated design work and surveys as far as possible in order to start construction in early 2024.

The road safety programme continues, with construction under way at two locations where a number of people have been killed or seriously injured. Construction is now complete on the A4 Bath Road in Hillingdon, with improvements made to a pedestrian crossing in the area and a reduced speed limit from 50 to 40mph. Construction work took place between July and September on the A10 at Edmonton County School to improve the entrance and exit movements.

Design work is progressing on the remaining schemes in the programme, with construction on a new pedestrian crossing at Grosvenor Place in Westminster and improvements to a pedestrian crossing on the A205 near Lancaster Avenue in Lambeth, both schemes are due to be delivered later in this financial year.

The Lambeth Bridge scheme is currently in detailed design, with construction anticipated to take place during the next financial year (2024/25), with some pre-construction enabling works starting in November.

Security strategy

In June, we launched our security strategy which builds on our corporate vision and values, and sets out our path over the coming years up to 2030. Good security is the bedrock of a safe, reliable and successful transport system. We are working towards a future in which travelling in London and working for our organisation is and feels safe and secure and where our organisation is well protected against anti-social, criminal, malicious and hostile actions.

Our security strategy is focused around three strategic priorities; our security foundations and how we work to embed security in everything we do; our operational and crime reduction activity to keep colleagues and customers safe; and our prevention of and preparedness for significant attacks. To deliver these priorities we recognise that security is everyone's responsibility, and we continue to develop our organisational security culture where all colleagues are knowledgeable, curious and ready to act on what they see.

While the threats we face are significant, wide-ranging and constantly evolving, we have a strong foundation of security measures in place. This includes strong and successful partnerships with the MPS, British Transport Police (BTP) and City of London Police to provide more than 2,500 uniformed officers dedicated to policing London's roads and our public transport networks.

There are more than 700 enforcement staff who help deter rule breaking including fare evasion, manage one of the most extensive CCTV networks for the transport system in the world, work closely with security services to understand and mitigate security risks and oversee robust processes for quickly identifying and responding to security threats.

We regularly benchmark with other organisations across different sectors to ensure our thinking and activities are based on best practice. We will continually assess our progress to deliver our strategic commitments through a series of security programmes designed to reduce our vulnerability to crime and acts of hostility, giving colleagues knowledge on how to prevent, identify and mitigate security risks.

Meal and grocery delivery motorcycle road safety charter

Data has shown that people riding scooters and motorcycles are disproportionately injured in road collisions in London. Twenty-seven per cent of people involved in serious and fatal collisions are motorcyclists or those riding scooters, while they only account for 2.6 per cent of the distance travelled by vehicles in London.

We have been working with the meal and grocery delivery industry and other stakeholders towards reducing this number and bring about change.

On 12 September, we launched our voluntary meal and grocery delivery motorcycle road safety charter. Five of the key companies in the meal and grocery delivery industry have signed up to a set of 10 road safety principles aimed at keeping motorcycle couriers and Londoners safe on the road. This is a significant step in our efforts to achieve Vision Zero. To keep the momentum and conversation about road safety going, our second delivery company road safety forum will take place later this month.

Call for improvements to motorcyclist basic training

People riding motorcycles face the greatest likelihood of death or serious injury of anyone driving on the roads, while training requirements for low-powered motorbikes are the lowest of any motorised vehicle in the UK. The current compulsory basic training for motorcycles and mopeds enables people as young as 17 to ride motorcycles up to the national speed limit with L-plates after one day of training and without a theory test. This test was developed more than 30 years ago and has not been updated to reflect the usage and trends of today.

We believe that improving the compulsory basic training has the potential to greatly reduce road danger for everyone. On 18 July, we sent a joint letter to the Government, calling for improvements to the training. The need for change is recognised by a huge range of stakeholders including road safety charities, the motorcycle lobby and numerous transport authorities across the country, many of whom co-signed the letter with us. It is both positive and powerful to speak with one unified voice on this topic and we hope that this will encourage the Government to act on this issue.

Reinforced autoclaved aerated concrete

In late August, the Government announced that a number of school buildings in England where the building material reinforced autoclaved aerated concrete (RAAC) was present would be closed while appropriate remedial action was taken. Understandably, this quickly led to calls for reassurance checks of buildings across the public sector estate where RAAC may have been used in their construction.

Given the variety of assets within TfL, there is a low likelihood of RAAC being present in assets located below ground and in major structures such as bridges. We are taking a risk-based approach across our asset base to determine our potential exposure and take the necessary steps to mitigate any potential issues, where required.

Air quality and the environment **London-wide Ultra Low Emission Zone**

On 29 August, the expanded ULEZ was launched, covering every London borough and bringing cleaner air to five million more people.

In the lead-up to the launch of the London-wide expansion of the ULEZ on 29 August, we continued to raise awareness of the expansion and the support available, helping prepare drivers through our extensive multi-channel marketing and communications campaigns and explaining the link between air quality and health.

This activity ran from January and throughout September and includes advertising across high-reach channels such as TV, streaming services, posters, fuel nozzles, radio and press. In addition, we ran messaging across roadside posters, press and organic social media content counting down from three, two and one week before launch to explain where the zone operates, the hours of operation, how to pay and to encourage drivers to check their vehicle and prepare for the launch.

ULEZ scrappage

To assist with the ULEZ expansion, £100m of funding has now been paid or committed to the support scheme which was launched on 30 January 2023. On 4 August, the Mayor announced further changes to the scheme, extending it to support all Londoners with an eligible non-compliant vehicle, increasing grant payments for scrapping or retrofitting a wheelchair accessible vehicle, van or minibus, increasing the number of vehicles businesses can scrap or retrofit.

The changes went live on 21 August 2023 in advance of the launch of London-wide ULEZ on 29 August 2023. As well as these changes, a further £50m was announced for the scrappage scheme making the total funds available £160m.

We also extended the new ULEZ grace periods for sole traders, microbusinesses, small businesses and registered charities with non-compliant vehicles that have ordered new compliant ones which won't arrive in time. This is where they have been informed that delivery will be delayed until after the expanded zone has gone live, or which have booked an approved retrofit appointment for a non-compliant light van or minibus before that date.

Successful scrappage applicants receive a grant to scrap or retrofit their vans and minibuses. Successful car and motorcycle scrappage applicants can opt to receive a smaller grant accompanied by up to two free annual bus and tram passes, which would give them a higher value package.

To further help disabled people, there are a number of grace periods (temporary exemptions) from the ULEZ charge, which apply until October 2027. One is for recipients of certain disability benefits (or their nominated driver). The other is for all wheelchair accessible vehicles and some vehicles with other adaptations. People must register for these grace periods and applications opened on 30 January.

Since the launch of the scrappage scheme in January 2023, data up to 17 August shows a total of 12,839 applications have been approved, with nearly £53m in funding committed. Within the car and motorcycle scrappage scheme, 6,095 applications have been approved, committing £11,635,400 of funding while the van and minibus scrappage scheme has had 6,798 applications approved, committing a further £41,129,500.

Our communications campaign around the scrappage scheme included a press release and event, nearly 400,000 emails to non-compliant vehicle owners, face-to-face leafleting in outer London, radio and London-wide, regional and trade press advertising, and advertising on digital and social media channels and paid search. We updated comprehensive information on the scheme on our website and in leaflets that were distributed as part of an extensive stakeholder and borough engagement campaign.

ULEZ infrastructure

Before the launch of the ULEZ expansion, we continued to install the necessary infrastructure to our already extensive camera network. This enabled us to launch the scheme as planned on 29 August.

To facilitate the launch, the back-office system was updated to be able to process the anticipated increase in the volume of data from the additional vehicles in the expanded zone and the higher number of associated transactions and expected enquiries. Training and recruitment of the additional contact centre agents was completed on 30 June.

Electric Vehicle Infrastructure Strategy and Delivery

It is expected that London will need between 40,000 and 60,000 electric vehicle charge points by 2030, including up to 4,000 rapid chargers. As of 31 August 2023, London had more than 16,500 public charge points, including 977 rapid charge points. The proportion of electric vehicles our forecast infrastructure would support could result in a reduction between 1.5 and 2.6 million tonnes of carbon dioxide emissions a year by 2030. The Mayor has committed to support the rollout of charge points to help meet significant growth in demand and contribute towards London becoming a net-zero carbon city by 2030.

The first part of our Electric Vehicle Infrastructure Delivery programme will provide rapid and ultra-rapid charge points across 100 parking bays on our roads in three batches. After signing the first contract with a charge-point operator in May to cover the first batch, we released further two batches of sites on 9 June, thereby completing our target to accelerate the release of further sites to the market. We aim to enter into contract on batches two and three later this year.

To ensure the continued delivery of bays following the first batch, we have reviewed the current assessment criteria to develop new sites across TfL and GLA land, and are actively engaging with other GLA functional bodies to identify opportunities. This wider pool of sites could help deliver the volume of charging infrastructure London needs, as set out in the Electric Vehicle Infrastructure Strategy, by 2030



The expanded ULEZ will bring cleaner air to more people

Places for London, formerly TTL Properties Limited, is also working to bring forward a tender later this year to appoint a joint venture partner to delivery its electric vehicle charging hub programme.

In addition to the rollout of rapid charge points through Electric Vehicle Infrastructure Delivery programme, the DfT has allocated almost £39m from its Local Electric Vehicle Infrastructure Fund to London. This funding will be used to speed up the delivery of charge points across boroughs, particularly for residents without access to off-street parking, and we are supporting boroughs in this work.

Bus priority programme

We continue to work with London boroughs to progress the design and delivery of multiple new bus lane schemes across London as part of the programme to introduce 25km of new bus lanes by March 2025.

To date, we have delivered 4.5km of new bus lanes. This includes the recently completed Finchley Road/Fortune Green Road scheme which brought new bus lanes as well as wider improvements for pedestrian and to the public realm in the London Borough of Camden. We remain on track to deliver 10km of new bus lanes by March 2024, and, in support of this target, have recently undertaken engagement on 3.3km of new bus lane on our roads in Croydon, Hackney, Lewisham and Redbridge. The remaining 15km to deliver the total 25km target is in development, and will be delivered across both borough and our road networks in the next financial year.

Carbon Literacy training programme

The Carbon Literacy training programme is one of our priorities, designed to raise awareness of the carbon costs and impacts of everyday activities, and help reduce emissions at a personal and organisational level. It is externally accredited by The Carbon Literacy Project, a globally recognised organisation, and is peer led, meaning it is delivered by our employees for employees. Since we started the programme in the summer of 2022, more than 1,500 colleagues have been trained, including all Chief Officers.

We have increased our network of volunteer in-house trainers to 70 which will enable us to increase the number of courses that we offer from four to ten courses a week, training 400 colleagues every four weeks from October. We have also created a network of volunteer in-house coordinators who have developed implementation plans and targets for each business area, and will help ensure that we meet our scorecard target to train 3,000 colleagues in the 2023/24 financial year.

Sustainability Week and Summit

On 7 September, I had the pleasure of welcoming colleagues to our first Sustainability Summit at City Hall. The aim was to raise awareness about sustainability, how it relates to the work we are already doing to improve the environment, people's lives and the economy, and what each of us can do to go further.

The one day summit was divided into a morning and afternoon session, with each session featuring speakers from across the business including Chief Officers and external speakers, and providing tangible tools colleagues can use to help make ours a more sustainable organisation.

The summit was the main event of our Sustainability Week which ran from 4 to 8 September and consisted of 16 events hosted by colleagues from across the business spotlighting the ways in which we are actively making the organisation more sustainable.

The events were attended by more than 2,400 people in total, including nearly 700 for the Sustainability Summit.

Decarbonising our buildings

Earlier in the year, we carried out an initial set of feasibility studies to understand how we can reduce the carbon footprint associated with operating our buildings, and we are now working to translate the findings to design and prepare the relating delivery plans. Our next step is to commission further feasibility studies to identify which of our operational buildings can be retrofitted to reduce energy consumption and carbon emissions by making changes to the building fabric and systems used.

This work will prioritise sites which still rely on fossil fuelled heating systems, and give us a better understanding of how we can roll out any necessary retrofitting on a large scale to meet our 2030 net-zero carbon target.

Green Finance Fund

In June, the Mayor agreed in principle to make up to £34.2m from the Green Finance Fund available for our organisation through a facility to finance various projects in the next three years, with the intention of these costs being repaid in the future.

In September, we submitted applications for projects to accelerate the rollout of LED street lighting on our road network, guarantee the delivery of LED lighting in all small Underground stations and install carbon-saving projects at head office buildings, and London Underground and DLR depots. These applications are due to be assessed by the GLA Credit Committee on 7 November and, if agreed, we will be able to start to draw down funding this calendar year.

Power Purchase Agreement

Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net-zero carbon by 2030. The tender encourages the market to increase the volume of renewable energy supplying the national grid. The Invitation to Tender stage of the procurement has now closed, and this will be followed by submission evaluation and negotiation. This is expected to conclude in November, with contract signature still on track for early 2024.

Transition to LED lighting

We are replacing traditional lights across our network with LED lighting as part of our plans to improve energy efficiency and reduce carbon emissions across our operations. LED lights use much less energy and don't need to be replaced as frequently and so are cheaper to run and will help reduce our carbon footprint. They also produce a slightly brighter, clearer light which provides improved visibility and greater safety for everyone on the network.

We have now converted 80 per cent of lights in bus shelters, with the new lighting using around 57 per cent less energy while providing 10 per cent brighter light. This means the shelters are less expensive to operate while being more welcoming and safer for everyone across the network. Around 60 per cent of all lamp posts on our roads now also use LED lights, with work under way to convert more of these lamps as soon as possible.

We are also replacing fluorescent lights with LED bulbs in our Tube stations. To date, we have replaced lights at more than 100 stations, resulting in a 60 per cent reduction in carbon. The fluorescent tubes last 15,000 hours whereas our new LED tubes last 100,000 hours, so this will also save on maintenance costs. We recently upgraded the lighting at our Neasden depot with about 500 LED lights. These will last seven to eight years compared to the old fluorescent lights which only last one year.

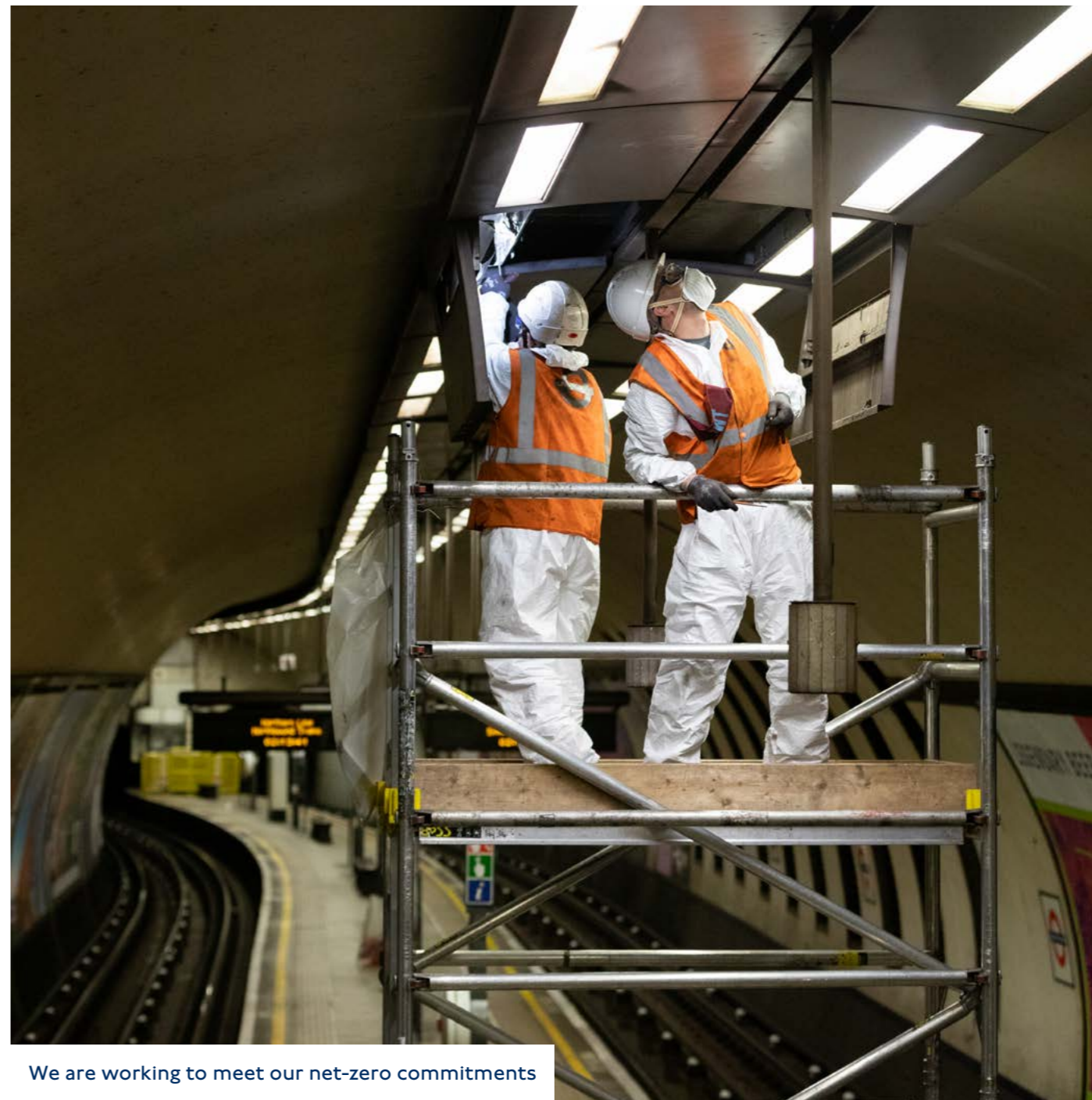
London's surface water flooding strategy

In July, we appointed consultants to develop London's first surface water flooding strategy. The first milestone in this work was to produce a brief report to inform our business planning, which will be presented to the London Surface Water Strategic Group on 13 October, and we expect it will take a year to develop the strategy and associated implementation plan. The important initiative now also has a full-time project officer and is supported by Secretariat.

As part of this work, we are supporting a multi-party funded project to develop modelling work to discover opportunities for sustainable urban drainage system across the whole of London. This will enable us to prioritise locations where these drainage systems will be most effective.

Biodiversity net gain

We commissioned an ecological assessment of 10 trackside Sites of Importance for Nature Conservation (SINCs) and nine roadside verges to determine their potential to support biodiversity offsetting, meaning the environmental impacts of a development project are minimised or offset elsewhere in the project. The study found that both our SINCs and verges have potential to deliver biodiversity enhancements that could be used for offsetting. The results of this study are being used to inform our approach to meeting the Environment Act 2021 biodiversity net gain requirements.



We are working to meet our net-zero commitments

Customers and operations

We provided safe and reliable services around a wide range of summer events and unexpected weather conditions



We recognised the contribution of the Windrush generation

Summer events

The summer period was once again filled with a wide-range of events across the capital. We had a full calendar of cricket with the Ashes series of Test cricket matches concluding at the end of July, and cricket events at Lords and the Oval crickets grounds including The Hundred and the One Day International series during August and September.

In August, the traditional football season opening match took place at Wembley Stadium with the FA Community Shield between Arsenal and Manchester City. This was followed by the start of the English Premier League and Football League seasons. There are 21 football stadiums within Greater London and, with multiple games a week for the season, we continue to ensure we provide safe and reliable services for people traveling to and from the venues.

Other sporting events of note this summer included the Now Challenge, formally the London Triathlon, and the warm up games for the Rugby World Cup at Twickenham in August. Additionally, The Big Half running half marathon, with a route through east and south east London, and The Vitality London 10,000 in central London both took place in September. The Royal Parks Half Marathon also took place through central London in October.

It has also been a busy summer for music events, with concerts and festivals taking place across the capital at Wembley Stadium, in Gunnersbury Park, Finsbury Park, Tottenham Hotspur Stadium and Victoria Park, as well as multiple smaller capacity venues, all reliant on our services.

The August bank holiday weekend was especially busy from a transport perspective: All Points East music festival in Victoria Park took place over three days; many people attending Reading Festival used the Elizabeth line to return to London; the We Are FSTVL at the Damyns Hall Aerodrome in Upminster; All Elite Wrestling at Wembley Stadium; The Hundred cricket final at Lord's cricket ground; and, of course, the main day of the annual Notting Hill Carnival on the bank holiday Monday. Throughout the summer and for the duration of these events, our operations teams ensured that we continued to provide a safe and reliable public transport system for our all customers.

This year marked the 75th anniversary of the arrival of the SS Empire Windrush from Jamaica to the UK, and we celebrated the culture and contributions of the Windrush generation through our participation in Notting Hill Carnival during the August bank holiday weekend.

We took part in the carnival parade on both days, in collaboration with Lagniappe Mas band and the Windrush Generation Legacy Association. Central to our float was a double-deck bus provided by the bus operator Go Ahead London, wrapped in a striking design by artist Baraka Carberry. The richly layered design featured one older and two younger descendants, representing the generations who have shaped the stories of Windrush and the carnival.

Our transport network would not be the success it is today without the invaluable contributions of the Windrush generation, and Baraka Carberry's design is a fitting tribute. Following the carnival, the bus will keep its wrap and be in service throughout Black History Month in October.

Closures across the network

London Overground and Bakerloo line part closure

A part closure took place in four phases across a five-week period on London Overground and the Bakerloo line from 23 July to 25 August, as part of planned engineering works by Network Rail. On 29 June, we delivered a campaign to make sure customers and stakeholders were aware the closure and fully understood their alternative travel choices, also helping spread demand.

Wandsworth Bridge closure

Due to borough-led maintenance works, Wandsworth Bridge was closed to all motorised traffic for about ten weeks from 24 July. Wandsworth Bridge is a busy river crossing with four bus routes running across it. We worked with our operational teams and the London Borough of Wandsworth to make sure local residents, businesses and customers travelling from further afield were aware of their travel options until the bridge reopened on 1 October.

Trams, DLR and Woolwich Ferry

The first of the triple summer blockades took place at Mitcham tram stop where the team delivered a series of drainage renewals during a 10-day blockade. This involved great teamwork between the delivery and infrastructure teams and Integrated Track Team to ensure that the full scope was completed and handed back on time on 14 August. Channel 5 was filming on site while this work was carried out and interviewing some of the team for a documentary.

The second closure was at Star Lane on the DLR where the delivery team replaced 690 metres of twin ballasted track and replaced a series of loop cables in a 10-day closure. The team used innovative techniques, working on four work fronts, to complete the job as efficiently as possible. The track was handed back as planned on 29 August.

Finally, the third major closure was the dry docking of the two Woolwich Ferries. The two vessels were sailed around the coast to a dockyard in Teeside where they were dry docked and a programme of renewal and maintenance work was completed to enable the vessels to continue running for the next five years. To enable this work, the Woolwich Ferry was closed from 24 July and brought back into service on 4 September as planned.

Blackwall Tunnel

The Blackwall Tunnel was closed to southbound traffic across the weekends of 30 September to 2 October and 7 to 9 October. The works, which are linked to the Silvertown Tunnel, will enable the completion of the realignment of the southbound carriageway, which will carry the existing road over the entrance to the new tunnel.

Resurfacing and drainage work also took place throughout the closures. Once completed, the southbound carriageway will be ready for when the Silvertown Tunnel opens in 2025.

Following these closures, together with Riverlinx, we will begin to implement changes to the northbound carriageway on the approach to the northbound Blackwall Tunnel in preparation for the opening of the Silvertown Tunnel in 2025. Lane restrictions are expected to be implemented later this year. A further closure of the southbound tunnel will also occur in late October to support these works to the northbound carriageway.

Weather preparedness

It was a busy summer as our teams continued to respond to challenges brought by the weather, including high temperatures and heavy rainfall. Our operational 5-4-3-2-1 adverse weather plans and procedures enable our teams to implement their plans with colleagues and the supply chain to respond to and mitigate against the impacts of adverse weather.

Our daily, 5-day look-ahead forecasts with defined triggers relating to temperature, rain, wind, and lightning are continually monitored. As we move into Autumn, our teams are preparing for and mitigating against seasonal challenges such as leaf fall which can disrupt service.

Industrial action

We continued to coordinate our planning around industrial action and the impacts of action short of strike on London Underground and other operational areas. This included the week of planned strike action in July and September, both of which were suspended. We continue to maintain industrial action readiness across the National Rail network and build on lessons learnt from previous action. We continue to work with other partner agencies to ensure we prepare appropriately for any such action and work to minimise the effects on our customers, wherever possible.

Elizabeth line

Since the introduction of the final phase, there have been periods of very high performance and the timetable itself is robust. A significant focus remains on maximising performance and reliability, working collaboratively with all the parties helping to deliver the Elizabeth line, most notably Network Rail, Alstom and MTR Elizabeth line (MTREL).

In excess of 230 million journeys have been made to date, and have risen from an average of 2.6 million a week at the time of the Elizabeth line's opening in May 2022 and currently stand at an average of more than four million a week following full through running in May 2023.

Customer satisfaction remains high which is reflected in the most recent survey showing a score of 83 in Quarter I, this being amongst the highest scores recorded by TfL.

The key challenges in terms of reliability have been:

- Network Rail infrastructure in the west, where failures of points, axle counters within the signalling system and problems with the overhead line electrification on the Network Rail Western surface section have disrupted services. In particular, a major signalling outage resulted in very significant delays and train cancellations between 25 and 27 July

- Network Rail has a number of initiatives under way to mitigate and manage these failures. In addition to day-to-day operational management, there are a number of additional performance-focused meetings between Great Western, MTREL and Network Rail right up to the Commissioner. By contrast with Western, the performance of Network Rail's Anglia route remains good and ahead of target

- While availability of trains has been good, with no services affected by lack of rolling stock, the reliability of the trains has been below target. Further software upgrades have now taken place. Alstom, the train manufacturer, has two further reliability-focused software releases planned for this year as well as a hardware modification which will speed recovery from incidents. Again, an intensive programme of meetings is in place for our work to align with Alstom and MTREL

- The period since 21 May saw a number of disruptive incidents in the central operating section, including damage to axle counters and a leak of hydraulic fluid from our rail milling machine. This and other incidents took time to resolve. Reviews of each of these major incidents have been completed and actions have been put in place, both to address the root causes and to improve the speed of response and recovery when these relatively infrequent incidents occur



The Superloop will expand outer London's bus network

Bus services changes

Superloop

We are continuing to expand the Superloop express bus network, offering customers an instantly recognisable express bus service under the Mayor's plans to strengthen and improve public transport options in outer London to maximise the benefits of the London-wide ULEZ expansion.

As part of this work, route X68 between Russell Square and West Croydon became SL6 on 31 July, and route X26 between Heathrow Central and West Croydon was rebranded to SL7 on 19 August. On the same day, we doubled the frequency of SL7 services to one bus every 15 minutes instead of every 30 minutes, increasing public transport options for those travelling to and from Heathrow Airport.

Buses on route SL7 call at the same stops as the previous route, with some of the bus stop names changed to better reflect their locations. In addition, on 19 August we extended the timetable for route SL8, from White City to Uxbridge, to provide more early morning and evening buses.

From 26 August, route XI40 became the SL9, with the rebranded service serving the same places and stops as previously, connecting Harrow and Heathrow Central, but with some updated stop names.

We closed consultation on the next three proposed Superloop sections on 4 September. These are: SL2 running between Walthamstow and North Woolwich, SL3 between Thamesmead and Bromley, and SL5 between Bromley and Croydon. After analysing the responses, we published the outcomes of the consultation on 16 October, confirming the go-ahead for the new services. This follows the publication on 1 September of the outcome of the consultation confirming approval for Superloop service SL1 between North Finchley and Walthamstow, and SL10 between Harrow and North Finchley.

We will introduce SL1 and SL10 by the end of the year and intend to introduce the new SL2, SL3 and SL5 services by spring 2024, completing the loop of the Superloop. The final Superloop service, SL4, consulted on last year as route X239, would run between Canary Wharf and Grove Park, using the new Silvertown Tunnel which is due to open in 2025.

Other outer London bus service enhancements

In other measures delivering the Mayor's £6m investment to improve the bus network in outer London, we continue to make enhancements to existing services. Routes I23, I58 and 468 used to have a weekend-only night service, but they were suspended in March 2020 at the start of the pandemic. However, following a review of these routes, we have introduced an all-week night service on route 486 from 29 July, and on both routes I23 and I58 from 26 August, with buses running every 30 minutes throughout the night.

On 26 August, the frequency on route 86 between Stratford bus station and Romford station was increased on Sundays to run every eight to nine minutes instead of every 10 during the day, and the frequency on route I41 between London Bridge and Palmers Green was increased to run every 10 minutes instead of every 12 minutes every evening, and every 10 minutes instead of every 12 minutes all day Sundays.

Also from 26 August, routes 79 (which ran between Alperton Sainsbury's and Edgware station) and 83 (which ran between Alperton station and Golders Green station) were extended, following a consultation that took place earlier this year. Route 79 was diverted and extended from Alperton to Stonebridge Park station through Mount Pleasant and Beresford Avenue.

Route 83 was extended from its terminus at Alperton station to Alperton Sainsbury's, replacing route 79 between these points. Customers can change between the two routes at Alperton at no extra cost using the Hopper fare. The changes support the London Borough of Brent's Alperton Growth Zone, ensuring we can support increased demand for buses as new homes and communities are developed.

On 30 September, we introduced the final part of the Central London Bus Review covering routes I, 59, I68 and I88. We merged routes I and I68, creating a new route I operating between Hampstead Heath and Canada Water. To maintain links from the south to the previous route I terminal at Tottenham Court Road we rerouted the I88 (running from North Greenwich) to now terminate there and increased the morning northbound peak frequency of route 59 to ensure capacity north from Waterloo.

On 7 October, we increased the frequency of route I07, which operates across the new ULEZ boundary between New Barnet station and Edgware station via Borehamwood. Buses now run every 15 minutes all day, every day of the week, instead of every 20 minutes during the day on Sundays and every 20 or 30 minutes in the early mornings and late evenings on all days.

We have also closed the consultation on route 223, currently running from Wembley Central to Harrow, confirming its extension) from Harrow to Eastman Village in Wealdstone in the London Borough of Harrow. We will consult on a further on the proposed extension to Uxbridge Road/Oxhey Lane in Harrow Weald.

Kingston Cromwell Road bus station

On 28 August, we started redevelopment work to provide a state-of-the-art bus station in Kingston that will make journeys by bus in the area much easier and more attractive.

The project will see the construction of new, energy-efficient bus station buildings as well as a new canopy to provide protection against the weather across the station's entire waiting area, including a green canopy edge.

Other features of the new bus station will make it much easier to travel by bus, with new amenities such as improved live travel information screens, fully accessible customer toilets, improved LED lighting and CCTV, a new public address system and new retail units.

The development will also include a wider passenger island with more space for customers waiting for buses and moving around the bus station, as well as resurfaced pavements and improved drainage, including a sustainable urban drainage system. The changes are part of our wider plans to make London's bus network even better, improving customer's experience throughout each journey and enabling more people to use sustainable modes of transport. Superloop service SL7 will serve the new bus station when work is complete.

While construction is carried out, buses will not stop at the station, with buses that did or stopped just outside on Cromwell Road now stopping at new temporary stops a short walk away along Cromwell Road, while other services will be diverted as close to their original route as possible. Stops A1 to A16, and Z1 will be closed for the duration of the works. Stop R on Wood Street will also be closed. Two new temporary bus stops with shelters will be located to the east of the bus station on Cromwell Road and the bus lane will be extended to minimise impacts to bus journey times.

Bus action plan

We continue to implement areas of our Bus action plan, which was published in March 2022, and have now refurbished more than 430 of our New Routemasters, with the full 1,000 buses being completed by 2025. We have also rolled out 300 of 322 new countdown signs at bus stops across the capital, with all boroughs benefitting from new live travel information signs at a variety of locations. The remaining 22 signs will be rolled out by the end of the calendar year.

As part of our Bus Security Programme, we continue covert testing at our bus stations across London to ensure safety checks are being carried out effectively. We have also started to roll out our new Diversity and Inclusion training to our 25,000 bus drivers.

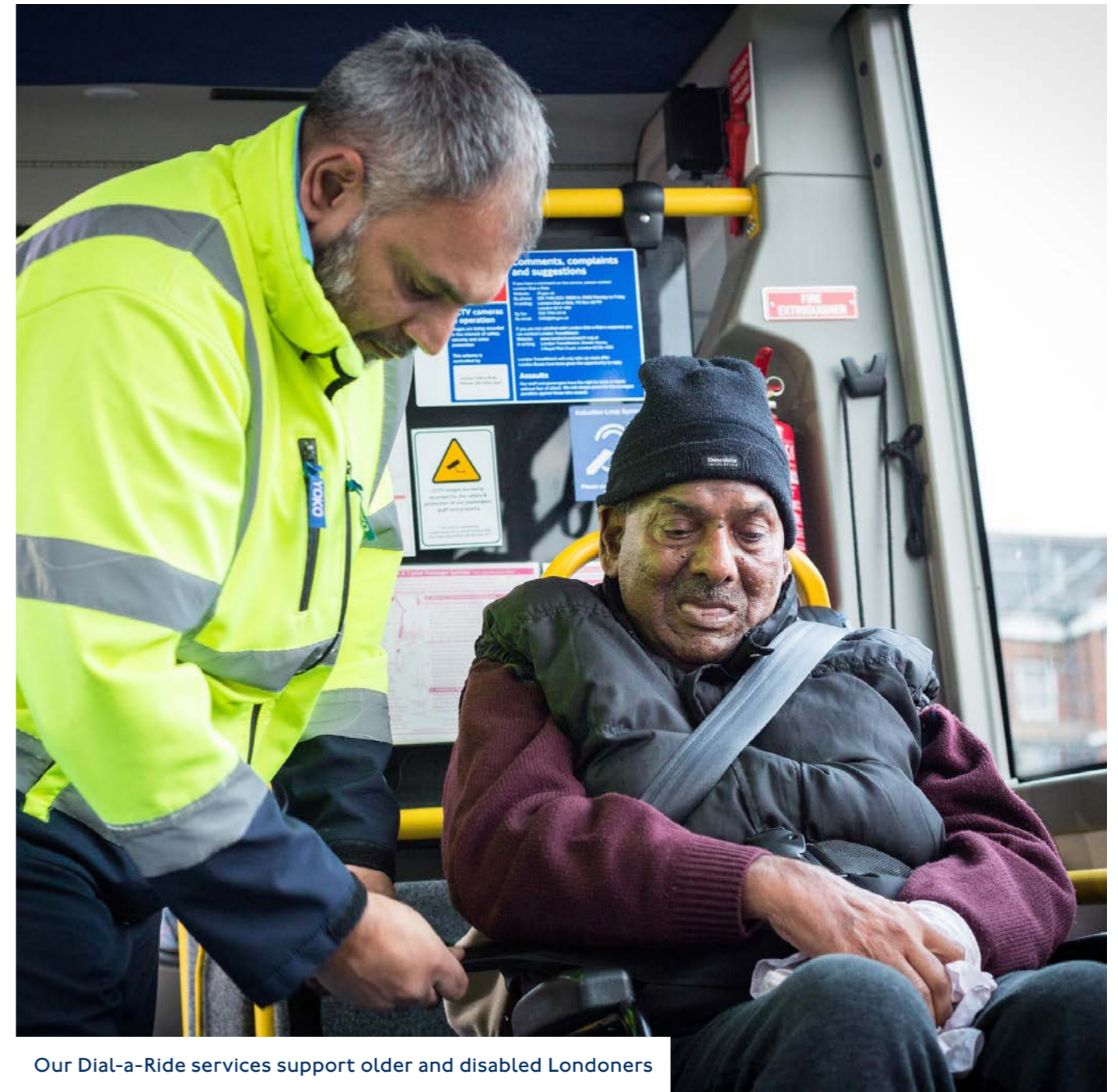
Dial-a-Ride

On 29 September, we announced that our operating hours for Dial-a-Ride have been extended to midnight, with last pick ups at 23:00, to support older Londoners and those with long-term disabilities to socialise at night. Dial-a-Ride services will also be extended over the festive period to enable more people to enjoy Christmas festivities for longer.

We worked closely with Transport for All and Age UK London to improve Dial-a-Ride services based on direct feedback from people who use them. Through speaking to Dial-a-Ride members with a variety of accessibility needs, the charities identified that some people who rely on these services had to leave social events at 20:30 due to services operating until 22:00 following the pandemic.

As a result of this engagement and with booking requests beginning to increase, we decided to extend the operating hours for Dial-a-Ride to encourage more people to take advantage of this vital service. We are committed to making London's transport network more inclusive, and improving Dial-a-Ride services is a key part of this ambition.

Earlier this year, we recruited 12 additional drivers to meet increased demand for the services, as well as more staff to improve call waiting times. We are also implementing a new and simpler booking system, due to launch later this year, that will enable members to book trips online, as well as over the phone and via email. This will help people book more quickly, and improve the routing of journeys, resulting in shorter journeys and helping free up time for more trips.



Our Dial-a-Ride services support older and disabled Londoners

Old Street

The Old Street Roundabout project team continues to work to complete the project by early 2024. We recently introduced the safety improvements for people walking and cycling by providing new and improved crossings and fully segregated cycle lanes. Completion of the new public space, with accessible main entrance to Old Street Underground station and the subsurface shopping arcade, are due to follow.

Construction of the superstructure for the new main station entrance has continued, with the ceiling installation and stairs tiling complete, including removal of the temporary scaffolding. Works are now progressing on the internal finishes.

Work also continues in the surrounding public spaces, with the installation of new sustainable urban drainage systems and hostile vehicle mitigation bollards completed. Final paving works have also started and are progressing well, while cladding of the existing building structure and replacement of the roof skylights continues.

Construction of the new passenger and goods lifts have been completed, ahead of standalone testing in November. Refurbishment continues of the subsurface concourse area, with installation of new mechanical, electrical and communications equipment. Delivery and installation of the new fire doors and shop fronts is expected to start from November as well.

DLR rolling stock replacement programme

Our rolling stock programme will deliver 54 new, walk-through trains to replace the oldest trains on the DLR network. The new trains are air-conditioned and able to provide live travel customer information. This will improve the customer experience and expand capacity across the network to support housing and employment growth in east London.

The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train-operation system and enhanced customer information systems.

Work continues to prepare for the next franchise and we issued a Standard Selection Questionnaire to identify potential interested suppliers on 21 August. We are also preparing for the launch of the new trains in 2024, and continue with depot enabling works, new train testing at times of closure and preparation for testing in between passenger service in March 2024.

The manufacture of the new rolling stock in Spain is continuing as planned, with 25 trains now completed.

Main line testing is also progressing as planned and signalling integration testing of the onboard vehicle signalling control system is under way. Night-time testing of the new signalling system control software is also under way, with no major issues encountered to date. These works are in preparation for the entry into service of the new train in early 2024.



The DLR network will benefit from new walk-through trains

Beckton depot and network infrastructure

Following the awarding of the contract for the maintenance facility building and southern sidings, our contractor is now fully prepared, including having started key subcontracts and significant enabling works. The new site office accommodation has been delivered and is in use.

Elephant & Castle station capacity upgrade

A new station entrance and Northern line ticket hall will support the creation of 5,000 new homes and 10,000 new jobs in the area around Elephant & Castle station. This new entrance will significantly increase the station's capacity to meet both existing and new demand for Tube services.

We are pushing ahead with the procurement arrangements for the new tunnels, with four companies receiving an invitation to tender in July, following a successful pre-qualifying exercise. A contract for essential pre-tunnelling ancillary works has been awarded and works are progressing well on site. Other enabling works have been undertaken by in-house teams and have proved cost effective.

All of these works, plus the station box, are known as stage I works and are fully third-party funded. Construction of the station box by the developer continues at speed, with station-box piling completed and works on the slab started. The developer has completed the construction to Basement Level 5, and handover of the station box by the developer remains set for early 2025, as planned.

To further support the cost-effective procurement of the tunnelling works contract, a package of works has been undertaken to provide additional ground investigation analysis in the area around Newington Butts. These findings have been added to that supplied by the developer and shared with the organisations invited to tender for the main civils works contract.

We have also progressed the package of works to determine the options for the eventual fit-out of the station box and tunnels, and for bringing the new station entrance into use. These works are known as Stage 2 and are, as yet, unfunded.

High Speed 2

Since the DfT's announcement in March that it will pause construction at Euston station and 'rephase' its delivery, we have engaged collaboratively with High Speed 2 (HS2) Ltd (the company developing the new high-speed rail network) and other Euston Partnership members including Network Rail, DfT, London Borough of Camden, GLA and Lendlease, as the masterplan development partner, to look at options to reduce costs. This resulted in HS2 Ltd delivering a high-level feasibility report to the DfT with several options for further investigation.

However, on 4 October the Prime Minister announced that while HS2 would continue traveling to Euston, a significantly scaled back and privately funded station was proposed. Later that day, the DfT published Network North: Transforming British Transport, a new plan with additional detail, including the following statements:

- The Government will not provide a tunnel between Euston and Euston Square Underground station or design features that are not needed
- The Government will deliver a 6-platform station which can accommodate trains to Birmingham and onwards
- The Government will appoint a development company, separate from HS2 Ltd, to manage the delivery of this project. The Government will also take on the lessons of success stories such as Battersea Power Station and Nine Elms, which secured £9bn of private sector investment and thousands of homes

The plan goes on to state that the full £6.5bn saved through the Government's rescoped approach at Euston will be reinvested across the country.

The Prime Minister's announcement and the DfT publication was made without prior engagement with TfL or the GLA, so we are looking for urgent clarification on a number of matters, particularly the implications on our operations and passengers and the Protective Provisions Agreement that we have in place with the DfT that safeguards our requirements for matters such as the provision of a London Underground station and Euston Square link to accommodate forecast passenger demand.

With Old Oak Common becoming a temporary terminus for HS2 services for up to a decade, we have made the case to the Government to procure additional class 345 Elizabeth line trains to ensure sufficient capacity for passengers coming from HS2 services to continue their journey into central London. In addition, we have engaged with HS2 Ltd, Network Rail and the DfT to resolve the issues of level boarding for Elizabeth line rolling stock.

Stonebridge Park depot

A major project to improve the lighting at Stonebridge Park depot on the Bakerloo line has reached a significant milestone. The large depot area was originally lit from lighting arrays on three very high lighting columns. Originally, the columns all had winch mechanisms to enable the changing of lamps and maintenance at ground level. However, these had not worked for many years and temporary lighting solutions were in place on two of the three columns as a result, with the headframe removed entirely from the third column as it was not maintainable.

Work to update the lighting arrays required detailed planning, with a depot closure needed in the case of one of the columns, which also had an interface with Network Rail infrastructure. Track possessions were needed and, while a crane and elevating work platform could be used for two of the columns, a 25-metre-high free-standing scaffold had to be used for the other two due to space constraints.

Following works during a closure in the summer, two columns have had new headframes fitted with LED lighting and new winch mechanisms. The result is better lighting through energy efficient LEDs, providing a safer working environment for colleagues, and winches which eliminate the need for maintenance work at height. The third column was removed and is to be replaced.

Walking and cycling

On 3 August, we announced that applications are open for more than £500,000 of grants for community and not-for-profit groups that encourage people to walk and cycle. Walking and Cycling Grants London aims to enable more people to walk and cycle, addressing the barriers that prevent people from getting active and helping to make London a more sustainable, inclusive and healthy city. All projects give participants the chance to connect with their local communities, learn new skills, get active and improve their physical and mental health.

Funded by us, in partnership with The London Marathon Foundation, and administered by Groundwork London, the programme offers applicants two types of grants. Walking and Cycling Grants can provide up to £10,000 over three years to successful applicants that will help kickstart smaller projects throughout London. Applicants will be considered on the potential of their idea to benefit the local community and boost walking and cycling levels, particularly among communities who do not tend to walk or cycle.

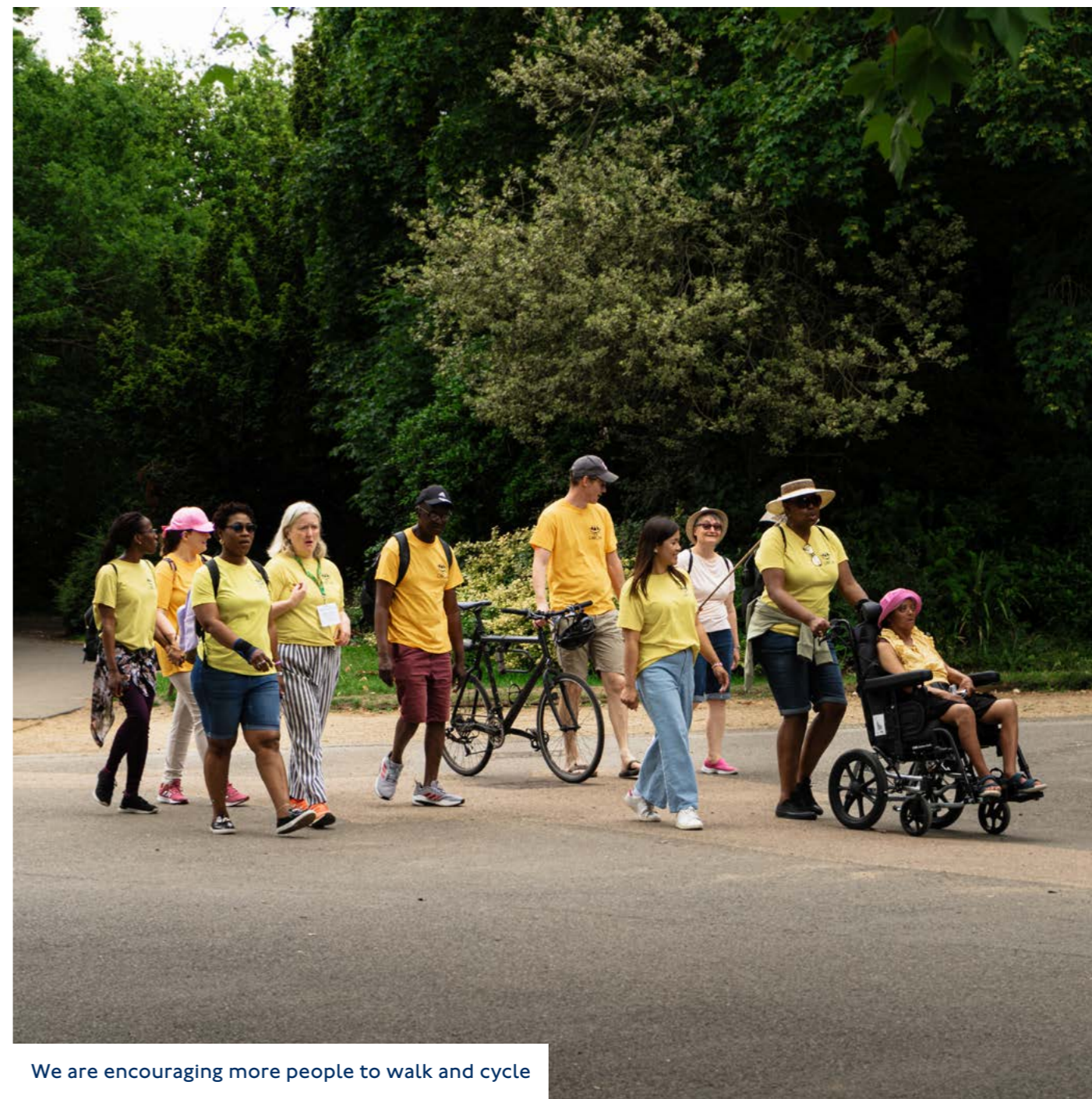
Applications for Community Ideas Grants are also open to help spur smaller projects across the capital that are based on previous successes in other communities. Potential applicants to the scheme will be able to browse successful former projects on the Community Ideas Hub, and then apply for funding of £5,000 for a single year to replicate these in their local community.

Applicants of both grants will be given help and support throughout the application process, and successful groups will be given further support during the delivery of their projects.

Applications for both grants closed on 1 September, with successful applicants to be announced in November. We translated the guidance documents for the programme into Romanian, Polish, Bengali, Spanish, Portuguese and British Sign Language as well as producing an Easy Read version to ensure as many groups as possible can access the guidance and apply to the scheme.

World Car Free Day

We celebrated World Car Free Day on 23 September, with around a hundred events in local streets and neighbourhoods.



We are encouraging more people to walk and cycle

Over the weekend, local streets across the capital transformed into play streets for the day, enabling thousands of Londoners to play, walk, cycle and spend time with their neighbours. London's largest Car Free Day celebrations were held in 2019, with thousands of people enjoying traffic-free streets in the centre as well as hundreds of local streets across the capital. Since the pandemic, Car Free Day events have been focused on local neighbourhoods, and continue to offer a fantastic opportunity for people to enjoy their streets in new ways.

As well as encouraging people to walk and cycle more as part of World Car Free Day, together with the free community walking app Go Jauntly, we are also supporting Londoners in improving their health and wellbeing by walking at least 20 minutes a day in order to raise awareness of World Alzheimer's Month in September.

The free Go Jauntly app enables Londoners and visitors to the capital to discover local walks created by the people who know and love them. Through the app, people can also access the Walk London Network, one of the largest walking networks of any city in the world, which offers beautiful walks which can be found throughout central and Greater London.

These routes are specifically designed to be easily accessible by public transport and people can walk as little or as far as they choose by walking them in sections. This initiative forms part of TfL's Walking and Cycling action plans to make London one of the best cities for walking and cycling.

TfL Travel for Life

Since 2007, we have run a variety of school programmes for pupils aged 3 to 17 in partnership with all London boroughs and London Transport Museum. These are designed to help young people in London travel better and choose active travel options such as walking, cycling and scooting. The majority of London's 3,313 schools are participating in one or more of our education programmes, formerly known as Road Safety Club, STARS, Safety and Citizenship and TravelSmart.

TfL Travel for Life brings all our different education programmes together to create one cohesive programme through a child's school life, helping them travel with confidence and independence. The programme has a dedicated new website and more support for teachers and parents.

Over the years, the programmes have accredited nearly half of the 3,313 schools in London with Bronze, Silver or Gold STARS awards. Almost a quarter of these have received Gold accreditation, meaning that either they have reduced their car use by six per cent or more than 90 per cent of their students walk and cycle to school. Since the start of the programmes in 2007, schools have so far replaced 22 million kilometres of car journeys with active travel.

Choosing active travel for the school run has numerous benefits. Rates of childhood obesity are higher in London than in the rest of the UK and a University of Cambridge study has shown that children who regularly walk, cycle or scoot to school are less likely to be overweight or obese, a result consistent across neighbourhoods, ethnicities and socio-economic backgrounds. A study by University College London also found that active travel improves mental health, further highlighting its benefits.

Fewer parents driving children to school also improves road safety, as we work to eliminate all deaths and serious injuries from London's transport network as part of our Vision Zero. Following several measures we have introduced, there has been a sustained improvement in safety for young people under 16 on London's roads. In 2022, the number of children killed or seriously injured on London's roads reduced by 63 per cent against our 2005-09 baseline.

Cycling action plan

We recently launched a major new Cycling action plan which set out our commitment to further boost cycling numbers across the capital and ensure that people cycling become more representative of London's diverse communities.

The past two decades have seen huge growth in the number of people cycling in the capital, with a 155 per cent increase in the number of daily cycle journeys since 2000. This includes a 13 per cent increase in daily cycle journeys between 2019 and 2022, despite Londoners making fewer trips across all transport modes in 2022 than in 2019.

Working with London boroughs, we have more than tripled the size of the London-wide strategic cycle network, from 90km in 2016 to more than 350km in 2023, meaning that more than one in five Londoners now lives near the Cycleway network.

We have completed 38.36km of new or upgraded cycle infrastructure since April 2022 and a further 12.66km is currently under construction.

On 19 September, we launched four new Cycleways in Enfield and Waltham Forest that have further expanded the network, making it even safer and easier for people to travel around north and east London by bike. The new or extended routes have been delivered rapidly alongside our and the boroughs' existing programme to build new walking and cycling infrastructure, helping people to access jobs, schools, and hospitality by bike, and have added 10km to London's network of safe cycle routes.

Our work to continue to develop Cycleways in outer London means that more than 40 per cent of people in Waltham Forest are now within 400m of a high-quality cycle route, contributing to the Mayor's target of 40 per cent of Londoners living within 400m of a high quality cycle network by 2030. Neighbouring Enfield also has one of the capital's largest Cycleway networks, with 51 per cent of residents living within 400m of high-quality cycling infrastructure.

Delivering high-quality new cycleways will enable Londoners of all backgrounds and abilities to cycle safely, encouraging greater diversity in cycling.

The new cycleways that further expand the cycleway network in London include:

- Cycleway 23: Lea Bridge to Woodford New Road – Extension of existing route connecting Lea Bridge Road to Woodford New Road with links to C24 (Tottenham Hale to Whipps Cross), C26 (Chobham Manor to Blackhorse Road) and C27 (Acton to Walthamstow)
- Cycleway 24: Tottenham Hale to Whipps Cross – Extension of route from Wood Street to Whipps Cross with connections to C26 (Chobham Manor to Blackhorse Road) and C23 (Lea Bridge to Whipps Cross)
- Cycleway 26: Chobham Manor to Blackhorse Road – Connects to C23 (Lea Bridge to Whipps Cross), C24 (Tottenham Hale to Whipps Cross), and C27 (Acton to Walthamstow)
- Cycleway 58: Southgate to Palmers Green – Connects to C20 (Enfield Town to Wood Green) and the wider Enfield network

The routes that make up the Cycleway network include a 10km route in Enfield, which forms part of London's longest, continuous Cycleway from the M25 to the City. This is more than 20km long, and connects town centres in Enfield, Haringey, Hackney and the City of London.

Cycleway 9 – Kensington Olympia to Brentford

Works to deliver a new segregated Cycleway connecting existing infrastructure at Kew Bridge with Waterman's Park are now complete and opened for use on 26 September.

Cycleway 23 – Lea Bridge to Dalston

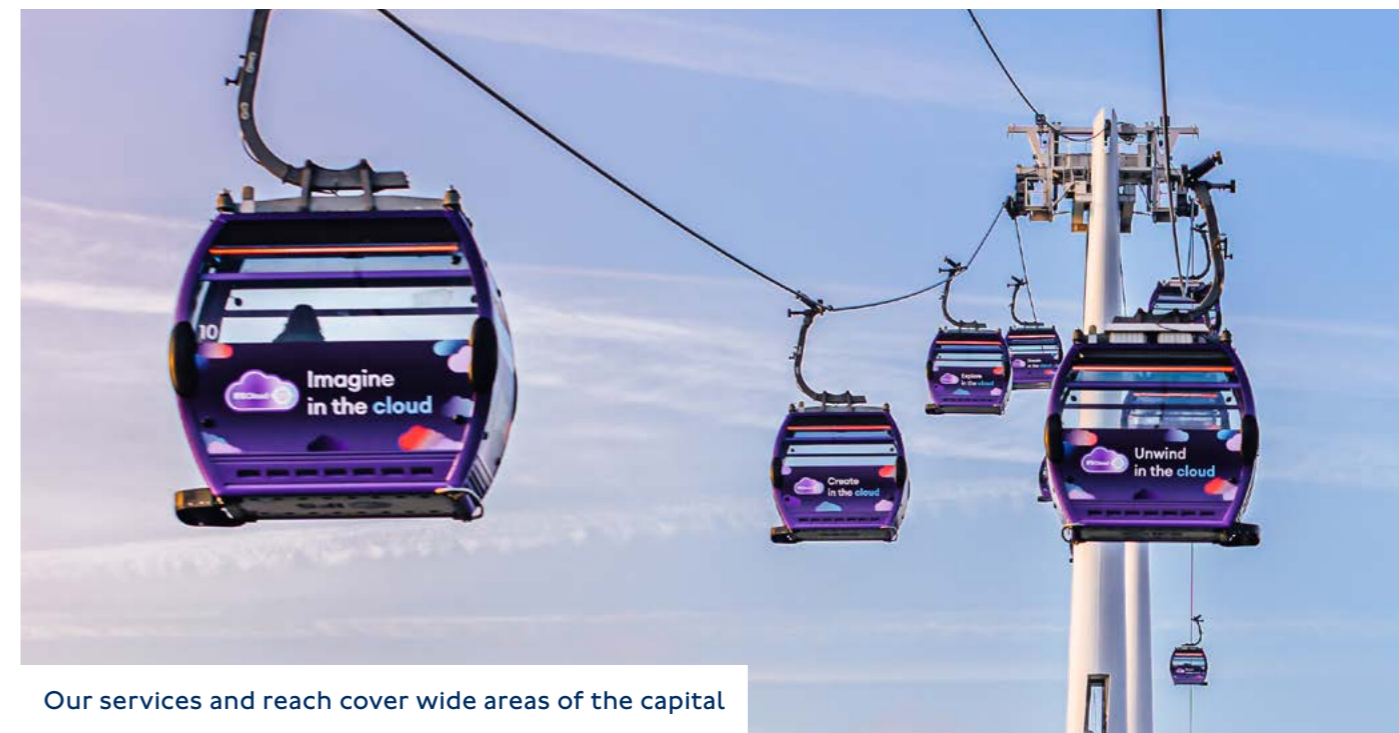
Construction of Cycleway 23 continues, with completion of three of the four corners of Lea Bridge roundabout in October. The most impactful phases of work were successfully undertaken during July and August to coincide with the summer holidays and reduce disruption. We have been able to bring forward construction by Hackney of the westbound section of the route on Lea Bridge Road by six months, with this work progressing well since 24 July.

Cycleway 50 – Finsbury Park to Tottenham Hale

Construction of the protected with-flow cycle lane and widened footways on Seven Sisters Road is due to be completed at the end of October. Safety improvements at the junction of Hornsey Road and Tollington Road were completed in September. The Cycleway 50 construction works along the remainder of Tollington Road and at the junction of Camden Road and Caledonian Road, are progressing well.

E-scooter rental trial

Our London e-scooter rental trial has been running for more than two years and has expanded since launching in June 2021. There are now 10 boroughs taking part, 600 designated parking bays and around 5,000 e-scooters available for hire. For the period ending 24 September, 105,000 trips were made taking this total to 3.04 million trips, covering a total of seven million kilometres. The average e-scooter trip duration is 17 minutes and the average distance travelled is 2.4km.



Our services and reach cover wide areas of the capital

The trial has focused on safety throughout, supporting the Mayor's Vision Zero target to eliminate all deaths and serious injuries on London's roads, and the operators chosen to run the next phase of the trial, Dott, Lime and Voi, were selected based on their ability to meet strict safety requirements and high operating standards.

The trial's safety standards go beyond national standards set by the DfT, including a speed limit of 12.5mph, larger vehicle wheels and lights that stay on for the full duration of any rental. Less than 0.001 per cent of trips have resulted in a serious injury and this strong safety record demonstrates the benefits of clear standards and regulations for the use of e-scooters. Operators are responsible for ensuring trips end with the e-scooters being returned to a bay, and are currently reporting parking compliance at 95 per cent.

The second phase of the trial started on 25 September, and builds on learnings to date and provides operators with opportunities to test new onboard technologies, including pavement riding detection and acoustic vehicle alerts. The continuation of the trial enables us to collect more data to better understand the role e-scooters can play in helping people move around London sustainably, and a report reviewing all data from the first phase of the trial will be published in due course.

London Cable Car

Throughout the summer months the IFS Cloud Cable Car ran a Women's World Cup event which includes a fast-track ticket and complementary drink. On 19 August, the cable car also featured in a Channel 5 documentary about TfL which will be shown next year.

The Invitation for Tender for the new Operations and Maintenance were submitted by tenders on 8 September, and these are currently under review with the aim for a contract award in January.

Planning has been ongoing for the annual maintenance shutdown which took place from 15 to 20 October. The works will include replacing the motor which operates the cable car as well as the gear box. We have informed customers of the closure through posters and our website. Local businesses and residents have also been informed.

Active travel

Work continues to finalise the decisions on the future of the temporary and experimental schemes delivered in response to the coronavirus pandemic.

The schemes at Bishopsgate, London Bridge/Borough High Street, the A21 Lewisham to Catford, Park Lane, the A23 Oval to Streatham, and Cycleway 7 upgrade between Clapham and Oval, have all recently been made permanent. This followed extensive monitoring of the schemes to understand their benefits and impacts, and assessing stakeholder feedback through public consultations.

Works began in August to make alterations to the scheme on Hampstead Road, including the installation of sections of cycling segregation. These works are expected to be complete in mid-November.

Public transport safety

Our public transport safety campaign, which launched on 22 May, is designed to help support safety measures across our networks that reduce incidents and prevent delays by alerting customers to risks, without frightening them. Using an authoritative yet caring approach, it focuses on the positive behaviour we want customers to adopt and encourages them to reconsider some of their daily actions when travelling on our services.

During the busy summer months, escalator safety was top on the agenda. We focused on two new messages to tackle injuries. Both our Take Extra Care After Drinking Alcohol campaign, which ran from 17 to 30 July and highlighted the risk of injury as a result of intoxication, and Keep Kids Clear of Edge campaign, which ran from 14 to 27 August and raised awareness of children's loose footwear being caught in escalators, launched through bursts of paid advertising which was placed in locations where these incidents occur, such as escalator panels or in busy stations, and gave these messages high prominence.

Customer experience

Connected London: 4G and 5G on the Underground

Our Connected London programme sees all four mobile network operators (Three Mobile, EE, Vodafone and Virgin Media-O2) signing up to bring high-speed 4G and 5G mobile connectivity across the London Underground, including within tunnels.

Our partner in this work, BAI Communications Ltd, has moved its global headquarters to London and renamed the company Boldyn Networks Ltd. Boldyn

Networks is continuing to install equipment within the London Underground network. The delivery of this infrastructure is on target, with more than 500 engineers working six nights a week to install the cabling and equipment needed to transmit mobile signals in stations and tunnels.

Coverage is now available at a number of stations on the Central, Jubilee and Northern lines, including at three of our biggest stations: Oxford Circus, Tottenham Court Road and Euston. This is an important milestone and opens up opportunities to deliver high-speed mobile connectivity to significant portions of the West End by extending coverage on the Northern and Central lines to Bank before the end of the year. We are also working to have coverage within the first four Elizabeth line stations by the end of the year.

As well as bringing mobile coverage to more stations in the coming months, Boldyn Networks will also begin to upgrade the existing coverage on the Jubilee line to make 5G available at stations such as Canary Wharf and North Greenwich for the first time. Given the progress made, the Mayor, TfL and Boldyn have also now agreed a deal to extend mobile coverage to the DLR and the London Overground between Highbury & Islington and New Cross stations.

On 8 September, the Mayor visited Tottenham Court Road and Oxford Circus stations to launch the 4G/5G service in the Central line areas of those stations and the tunnels between them. The Northern line platforms (Charing Cross branch) also went live at Tottenham Court Road. The launch attracted positive media

coverage. A pilot scheme to deliver local network connectivity services using our streets assets, such as lamp posts, is also under way. The Old Street, Waterloo and King's Cross areas are having more than 20km of fibre and 4G and 5G small cells installed on local lamp posts to support local connectivity. This will significantly improve fixed and mobile connectivity in these areas.

Fibre connectivity is being further improved with the boroughs of Richmond, Wandsworth and Merton all joining the existing boroughs benefiting from improved connectivity in partnership with the GLA and Boldyn Networks. The work in Sutton and Kingston boroughs has completed while work continues in Croydon and Southwark.

Freedom Pass 50th anniversary

On 23 September we celebrated the 50th anniversary of the introduction of the Freedom Pass, a concessionary travel scheme (paid for by boroughs and administered by London Councils) enabling those aged 66 and over or disabled people free travel on the capital's transport system.

The Freedom Pass was launched in 1973 by the Greater London Council, and has existed continuously ever since, although with various policy and funding changes being made to the scheme over the years. When the council was abolished in 1986, responsibility for the scheme passed to the boroughs with the support of London Transport. The pass is now funded by all London local authorities and managed on their behalf by London Councils with us providing the smartcards and ensuring they can be read by the card readers on buses and at stations.

The initiative is currently supporting more than 1.3 million people to stay active through free travel across the capital.

Customer Contact Centre Operations

The contact centre has entered its busiest time of the year, with the new school year having started and young Londoners requesting new or reissues for free or discounted travel photocards. We have been able to support more than 200,000 individuals so far through our telephone and correspondence channels, meeting all service levels in the process. We have also managed the card fulfilment process and have met our card dispatch service levels throughout this peak season.

Our Visitor Centres have enjoyed an increase in footfall, with the number of both international and domestic visitors during the summer holidays reaching a new record since the start of the pandemic. To support this increase, we adjusted our opening hours and staffing levels, with the team also able to give additional travel and ticketing advice.

Our lost property office has begun its move from South Kensington to a new office in West Ham. The new site has more space which enables items to be stored and retrieved much more easily.

TfL Go app

The TfL Go app is currently used by more than 727,000 customers each month on average. We continue to roll out new features including improved information around line disruption and closures, with both clearly highlighted on the live Tube map. During the summer, we launched a series of Promoted Places content helping customers discover things to do in outer London neighbourhoods.

Customer campaigns

Active travel

Our active travel summer campaign encouraged all Londoners to make the most of summer by exploring London by bike or taking a stroll in the city with friends and family. The advertising promoted our range of maps and apps to help people navigate the many walking and cycling routes available. The campaign was communicated through outdoor posters at bus stops, on digital and social media, and on digital audio from July to September.

Santander Cycles

Our Santander Cycles summer campaign was live until mid-September, encouraging Londoners to use Santander Cycles by reminding them of our simple pricing tariff for single rides and memberships, and promoting the inclusion of e-bikes in the scheme.

A new docking station in Clapham opened on 24 August and we offered a special Car Free Day discount of 50 per cent off monthly memberships. The new docking station on Nightingale Lane in Clapham which opened on 24 August has already proven popular, with more than 500 hires in its first weeks of opening.

Our purpose

The integrated marketing campaign to convey our purpose as an organisation continues to communicate our plan to make sustainable transport in London better for everyone through posters across our network, bus wraps, Google search advertising, owned social media, the Made by TfL blog and customer emails and was supported by information on our website. The messaging focuses on the improvements we have already made or are making, and those to come in the future across both public transport and cycling.

Early research shows the campaign's potential for long-term brand growth, as well as its potential to promote public transport journeys in the short term. It shows that people feel more positive towards our organisation after seeing the campaign and are claiming to have changed their behaviour, including switching from using the car to public transport, as a result of seeing the advertising.

London Transport Museum

On 6 September, London Transport Museum launched a new Hidden London tour of the disused parts of Baker Street Tube station, with ticket-holders able to immerse themselves in 160 years of history. When it first opened in 1863, the Metropolitan line was a pioneering solution to the congestion causing chaos on London's busy streets. Baker Street is one of the seven original stations to open to the public along the line.

A much-loved and beautifully restored 1938 Art Deco-style train was out on the Metropolitan line celebrating its 85th birthday on 9 and 10 September. Passengers were transported to a bygone era as they climbed aboard this historic, now electrified, train with green and red moquette seating, grab handles and distinctive Art Deco light fittings. Guests were also able to take a photo by the #LoveTheTube selfie walls to remember this special day out.

On 21 and 24 September, visitors were able to go behind the scenes at the Museum Depot in west London for the last event of the year to uncover stories about the city's public transport and the people who worked on the system. Activities included talks, tours and a family puppet-making workshop, with visitors able to explore the largest collection of transport signage in the world, pick up a gift at the vintage poster store and admire Tube carriages, trains and unique road vehicles from London's past and present.

Our people

We are rolling out our health and wellbeing checks to more locations, and increasing the number of defibrillators on the network



We support the health and wellbeing of our colleagues

Health and wellbeing

Our Occupational Health and Wellbeing team has been successfully reaccredited as the provider of a Safe, Effective and Quality Occupational Health and Service to our and our partner organisations.

We continue to provide wellbeing health checks across the business on site, including night-time visits, to enhance our offering and provide health and wellbeing assessments, information and advice to those who are able to join a session. Around 350 health and wellbeing checks have now taken place across six locations and the service is already booked to visit 15 new locations this and next year.

Use of the service is close to 95 per cent, with nearly 100 per cent of available slots booked and very few missed appointments. The onward referral rate to other services (such as to a GP for high blood pressure) is close to 50 per cent, suggesting that we are 'catching' people with reversible health conditions early and hopefully preventing health issues becoming more serious and impactful, which is the aim of the service.

Life Saver and Safeguarding awards

Three Transport Support Enforcement (TSE) Officers recently received Life Saver Awards for their efforts when providing life-saving medical intervention for two hours at a London Underground station. We are proud of their proactive intervention, for recognising a passenger in need of care and for their calm presence of mind in what was a very difficult and traumatic incident. After receiving medical help at a local hospital, a nurse stated that the passenger survived as a result of our officers' intervening.

Five TSE Officers received Life Saver Awards for intervening to stop a passenger from taking their own life, and successfully used their physical intervention training to get the customer into a place of safety. They then kept the customer calm and reassured while waiting for the emergency services to arrive.

And finally, another TSE Officer has been given a Safeguarding Award for the incredible bravery they showed by physically using himself as a shield to protect a young woman as she was being attacked.

Creating a culture of inclusion

New Inclusion Matters course

In June, we launched Action on Inclusion, our new long-term diversity and inclusion strategy which sets out how we can create a truly inclusive organisation by 2030. A key component of this is the delivery of a new Inclusion Matters online learning course for our colleagues, which launched on 18 September.

To create this course, colleagues from across our organisation have been sharing their experiences and insights around inclusion, exclusion and microaggressions in the workplace, giving relatable and localised examples and the impact these incidents have had on them. This course is required learning for all our people, and course progress and completion will be tracked and discussed at senior leadership meetings.

Action on Inclusion: deep-dive events

We have been holding in-depth workshops for all our senior leaders to support them in their role as we embed our Action in Inclusion ambitions across our organisation. These workshops give senior leaders an overview of the key themes and the importance and role of allyship, using real-life examples of microaggressions, banter, and discrimination within the business.

These sessions also give colleagues the opportunity to learn from each other and understand the appropriate steps to take if they need to intervene or call out unacceptable behaviour they witness in the workplace or elsewhere. The last of these deep-dive events took place on 21 September and we received extremely positive feedback from colleagues who attended.

Supporting everyone to achieve their work ambitions

Building Skills for the Future

We have identified a wide range of critical and hard-to-fill roles across the organisation and will be analysing these further in more detail to understand the future skills requirements related to these roles. The information gathered has supported us in shaping demand for our graduate, apprenticeship and internship schemes for 2024.

On 11 September, we welcomed over 270 graduates, apprentices and interns. This is our largest intake to date, following the completion of 77 assessment centres with more than 1,000 candidates attending. A summary of the demographic data of this year's intake will be provided at our Safety, Sustainability and Human Resources Panel on 15 November, but below is a high-level breakdown of the data for our 2023 cohort:

Graduates and interns

- The percentage of women hired into graduate and intern roles has increased to 42 per cent
- There has been a significant increase in candidates with a disability, with representation now above London's economically active population of 11 per cent
- The number of individuals from Black, Asian or ethnic minority backgrounds has increased to 60 per cent, significantly above London's economically active population 36 per cent.



We welcomed our new cohort of apprentices in September

Apprentices

- The number of people from Black, Asian or ethnic minority backgrounds has increased to 58 per cent, which is above London's economically active population
- The number of candidates with a disability increased to eight per cent, this was previously too low to report

- There was a reduction in the proportion of women hired, from 29 per cent last year, so this is a significant focus for our next intake

Leadership development

We have strengthened our people leadership culture with our pilot sponsorship programme Getting Ready for Senior Leadership for 17 of our senior leaders. Participants are gaining practical benefits of using our 360 tool to identify their personal development plans, which has also been actively supported by their sponsors at director level.

In addition, we have offered development options to those who applied and met the benchmark but did not gain a place on the pilot due to high volumes of interest. Following the success of the programme so far, we are focused on how this programme can be expanded for attendees in the future.

We have now selected the next group of seven emerging leaders from our graduates and higher- or degree-level apprentices who have completed their schemes in 2023. This group will now take on stretching placements which include a people leadership programme alongside a one-year modular learning programme aligned to Our People Leader Framework.

An attractive and fair employee offer

We are working towards a new approach to our reward and overall employment offer. We want our employee benefits, policies and ways of working to help colleagues build their career in our organisation and motivate others to join us.

Our approach to reward: Job families development (non-operations)

A first version of mapping to job family (meaning similar types of jobs), function and discipline, with the aim of better measuring similarities, was successfully completed in June. Roles within our organisation have been mapped to 20 of our non-operational job families and about 140 job areas that are defined within those families. The aim of this work is to ensure our pay ranges are more closely aligned to the overall market, so that we can better attract and retain people with these key skills.

The initial pay ranges for non-operational job families have been developed using benchmarking data from 2022/23 used by the insurance company Willis Towers Watson, and will be updated with 2023/24 data when these are published later in the year.

Our approach to reward: Job families development (operations)

The first round of job family mapping within our operational areas, creating 11 job families specific to operational roles. The next stage is to refine these job families further allowing us to map operational roles to these.

Work has completed to separate out notional base pay from unsocial working allowances in London Underground Pay and will enable a like-for-like comparison of London Underground pay (both internally and externally) as well as potentially having a practical application in any future approach to pay.

While significant benchmarking data for London Underground operations has already been gathered, we are also working with an external consultancy to strengthen our rail industry pay data to match a broad range of London Underground roles, and have established a forum of the main Train Operating Companies for this purpose. We are working together with an external company to help us establish a renewed set of principles and approach to using performance-based reward in future.

Our Employee Value Proposition

Defining, refreshing and publishing our Employee Value Proposition, meaning the benefits employees receive in return for the skills and experience they bring to an organisation, is a key element to delivering our Colleague Strategy roadmap. To deliver this, we are reviewing the material we use to attract people to our organisation and how we present our employee offer. Our offer needs to tell an authentic and aspirational story of the experience of working here.

That story will help us create a brand for recruitment, focusing on our vision and purpose and what it means to work for TfL: an organisation with a rich history and an exciting future, driven by strong values and purpose, that provides a great service for London and is actively tackling the climate emergency. Our Employee Value Proposition will also positively set out what people can gain from working with us – the importance we place on people's development journey, the benefits we offer, and that our organisation is an inclusive workplace environment.

Our TfL Programme

Work continues across Our TfL Programme to progress initiatives through the change lifecycle, with several now into the detailed design phase.

Alongside this, the programme has undergone an extensive exercise to prioritise and sequence our initiatives across the business to ensure the delivery of financial and non-financial benefits is both maximised and balanced against the capacity of the business. This work forms the basis for an updated Our TfL Programme roadmap that is currently being developed with a greater focus on ensuring we are contributing to our organisation's overall financial requirements.

The programme has also been looking at how we can adapt our structure and governance to support enhanced collaboration and enable the effective delivery of initiatives across the value chain, the various ways in which we bring value to our customers and services. An adapted structure has now been agreed and work is under way to put this in place.

A Strategic Workforce Plan for TfL

During our first TfL Sustainability Summit, which ran from 4 to 8 September, our Chief Officer for Pensions Review, Tricia Wright, presented plans to create the first long-term Strategic Workforce Plan for the organisation. To create a truly safe, sustainable and inclusive organisation, it is essential to have the long-term picture of our changing workforce and skills mix. This work is currently being assessed and we aim to publish the document internally and externally in late 2024.

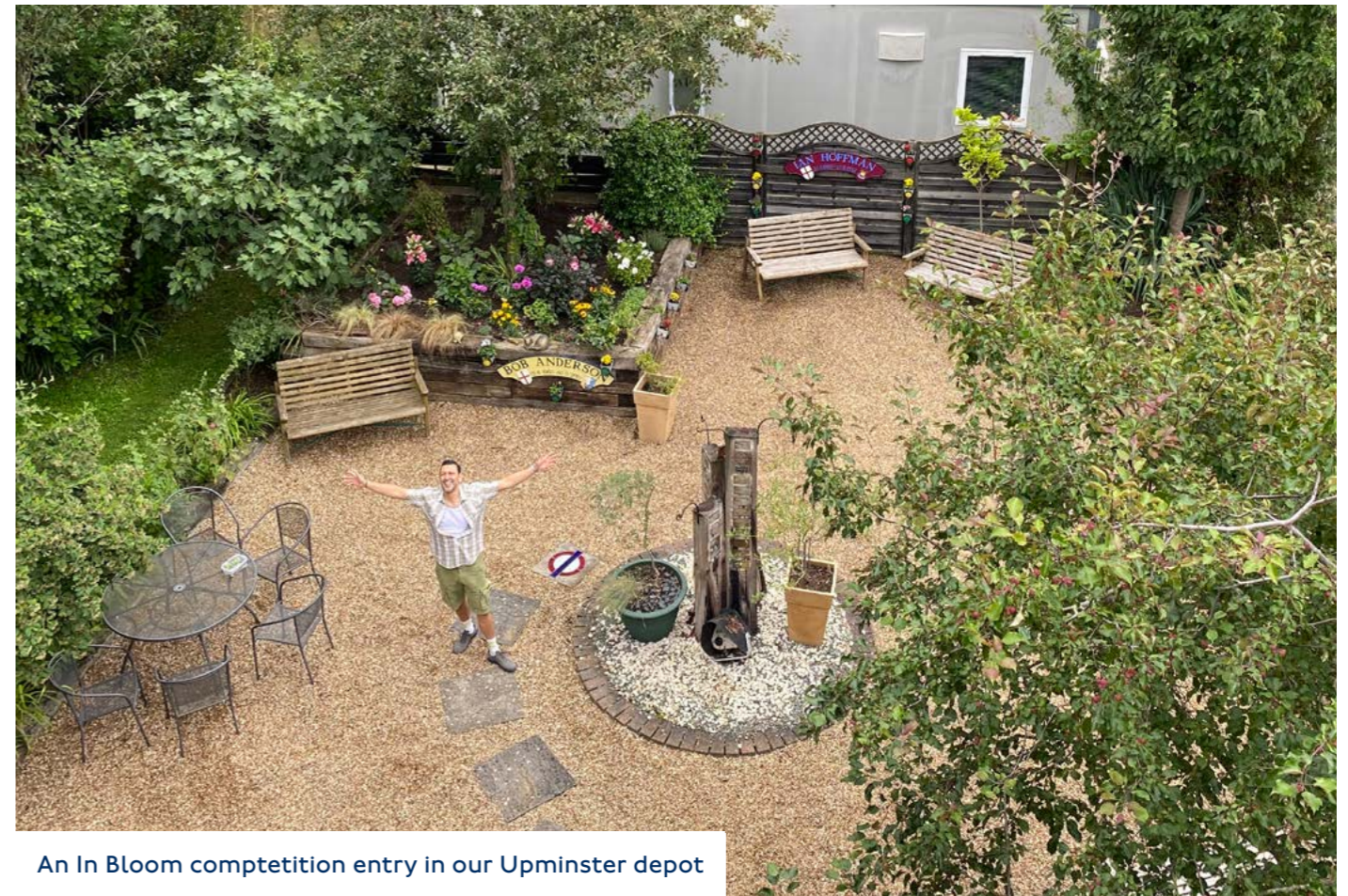
Black History Month

This year, we celebrated Black History Month with a range of initiatives, performances and displays across London's transport network.

A leaflet of poems by Black poets will be available at most London Underground stations, bringing together works that have featured on our Poems on the Underground programme over the years, including works by Benjamin Zephaniah, Lemn Sissay and Grace Nichols. The poems, estimated to have reached millions of people traveling on the network, give valuable insight into the complexities of Black history.

Brixton station will be hosting a photo series, titled Saluting Our Sisters, celebrating Black female members of staff from a wide range of areas across our organisation, including planning, operations and communications. The work sees each woman featured share their achievements and aspirations both inside and outside the workplace.

London Overground will put on four DJ sets over the course of the month, with Arriva Rail London's Service Delivery Manager Bentley Brooks taking to the decks as Bentley B at Shoreditch High Street, Shepherd's Bush, White Hart Lane and Dalston Junction stations and playing a variety of music from Africa, the Caribbean and America. Arriva Rail London's staff will hand out books by Black authors and Black History Month-themed tote bags and key rings to customers and local schools on the London Overground network, and engage in other Black History Month-themed giveaways.



An In Bloom competition entry in our Upminster depot

A double-deck bus wrapped in a striking design especially created to honour the Windrush generation has also now entered daily service, having formed part of the TfL, Lagniappe Mas band and Windrush Generation Legacy Association's float at Notting Hill Carnival in August. Designed by artist Baraka Carberry, the wrap celebrates the culture, community and colours of the carnival and the 75-year history of Windrush, in a vibrant, richly layered design. The bus is in service on route 40, between Clerkenwell Green and Dulwich, with the wrap to set to remain in place throughout Black History Month and into the New Year, with support from Go Ahead London.

In Bloom competition

On 21 September, we announced the winners of our annual staff gardening competition In Bloom, which included 57 entries from people across our organisation and was judged by more than 40 volunteers. With an environmental theme focusing on people and the planet, this year's competition reflects our ambitious work across the business to become the strong green heartbeat of London. The winners were announced at an awards ceremony at City Hall.

In Bloom sees green-fingered staff dedicate their own free time each year to create gardens at stations, depots and offices, often in collaboration with local people and businesses. The competition launched more than 100 years ago at the time of the District Railway, and over the decades staff have made creative use of space on the transport network with flower beds, vegetable patches, hanging baskets and window boxes on platforms, balconies and in spaces as small as control room windows.

The theme for this year's competition was 'Healthy Plants, Healthy People, Healthy Earth,' in recognition of the increasing threats from climate change, and many plants were grown in various upcycled items such as old tyres, old food delivery crates and food containers.

Morden Tube station in south London scooped the Best in Show award, along with the Fruit and Vegetables category, and was featured on BBC London News. Staff at the station have been growing fruit and vegetables on the station's disused platform for around eight years, growing a wide variety of foods, from sour cherries, chilli peppers and apricots to limes, kale and gooseberries, which are shared with colleagues and customers. They have also created a wellness meeting space, sheltered by flowers, for staff meetings.

North London's Highbury & Islington station won in the Healthy Plants, Healthy People, Healthy Earth category. The small yet impactful garden situated inside the station entrance proves what can be done with a modest indoor space. Air-purifying plants such as ivy, kentia palms and peace lilies help to absorb pollution as well as to create a calming green oasis for the thousands of people passing through the station every day.

Earthshot Prize 2023: ENSO

I was delighted to hear that ENSO, an innovative tyre technology company making tyres specifically designed for electric vehicles, was nominated as a finalist for Prince William's Earthshot Prize during New York Climate Week in September.

ENSO was one of the winners of the TfL FreightLab Innovation Challenge in 2020, run by our Open Innovation team, which saw us working together with innovative organisations to reduce the adverse impacts of freight movements across London. ENSO collaborated with Royal Mail and DPD to test the performance of their tyres, across a six-month closed trial. Vehicle tyres are known to be a major source of air and micro plastic pollution, and in the Freightlab trial showed that ENSO's tyres cut Particulate Matter (PM) pollution by up to 35 per cent, while increasing driving range by up to 10 per cent.

ENSO was nominated for an Earthshot prize in the Clean Our Air category, and the results of the Freightlab trial were cited in their nomination. The winners of this year's prize will be selected by Prince William and the Earthshot Council in Singapore on 7 November.



We recognise the sacrifice of our colleagues

TfL coronavirus memorial – colleague event

On 27 September, we held a colleague event at the TfL coronavirus memorial to pay tribute to our colleagues who died in the pandemic, and were joined by colleagues past and present from across the business. I was honoured to be able to thank staff for all their efforts during the pandemic, and recognise the sacrifice paid by those who died.

Seb Dance, Deputy Mayor for Transport also gave a speech honouring our colleagues, alongside Sam Guerney from the Trades Union Congress. Ahead of the event, we invited colleagues to submit poems in tribute, and we had the pleasure of being joined by the poets on the day and hearing the poems read out in person.

Finance

Protecting our income remains a priority while we invest in developments that benefit local communities and economies

2023/24 inflation support

Our August 2022 funding settlement with the Government recognised the risk of rising inflation and included a mechanism for further funding if the level of inflation forecast by the Office of Budget Responsibility (OBR) increased.

Based on the OBR forecast in November 2022, our estimated impact of inflation increased to about £400m. This was significantly mitigated through our active work to lock-in lower energy costs and our work with our supply chain to offset inflation, such that our claim for inflation funding submitted in February 2023 was reduced to £279m.

Our Budget for 2023/24 assumed this was partially offset by retaining £98m of additional income from the 5.9 per cent fare rise in March 2023 which is based on requirements in the Government funding deal, leaving a government funding requirement of £181m. As our Budget showed us achieving operating financial sustainability in 2023/24, this funding was assumed to support capital expenditure.

We submitted our inflation request covering 2023/24 in February this year. On 26 July, the DfT confirmed that TfL will not receive this additional funding in 2023/24. The pressure of £181m has been partly offset by an improvement in the final revenue scenario set by the DfT of £44m (£23m in 2022/23 and £21m for 2023/24), compared to our 2023/24 Budget, which will lead to an increased level of revenue top-up funding.

The ability to mitigate the remainder of the £137m gap is limited by the conditions in the funding agreement and the fact that the outcome was confirmed almost five months into the financial year. This gap will need to be closed through a combination of deferring capital expenditure and short-term financing options. The immediate consequence is our inability to accelerate any capital programme from 2024/25 to offset any slippage occurring in 2023/24.

We remain on track to deliver an underlying operating surplus in 2023/24.

2024/25 capital funding

Although we are on track to achieve operating financial sustainability, the Government has consistently recognised in its funding settlements that TfL is not expected to fund major capital projects from its operating incomes. On 22 September, TfL submitted its 2024/25 Capital Business Case to the DfT and constructive discussion with the Government continues with an outcome expected in the autumn.

Failure to confirm this well in advance of March 2024 would force us to reprioritise our Business Plan, undoing the progress made under the current funding agreement, and mean we would again need to start making difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment.

Financial performance to end of Period 5 2023/24 (19 August 2023)

Our 2023 Business Plan 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, but have identified these risks:

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

- There has been cumulative journey growth of just more than six 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 89 per cent of pre-pandemic levels, up from 85 per cent at the end of 2022/23
- There is some pressure on roads enforcement income, but we expect to manage this
- Total revenue is in line with Budget

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

- Like-for-like operating costs falling in real terms: these are 7 per cent higher than last year despite year-on-year inflation of 11 per cent

- Operating costs are two per cent lower than Budget, mainly from contingency we have not yet used
- We are experiencing some cost pressures from bus operator payments due to improving performance
- We have also seen timing differences for savings delivery, but are committed to delivering almost £230m savings this year

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

- We have an operating surplus (excluding revenue top up from the Government) of £47m in the year to date, £85m better than Budget and up £87m from last year
- Our headline surplus is £143m, £72m up on Budget,. After adjusting for timing differences, this is £25m better than Budget
- We remain on track to deliver an underlying operating surplus in 2023/24
- Fully fund our capital programme with a long-term Government funding settlement and an affordable level of debt
- The DfT has confirmed we will not receive inflationary support of £181m this year and funding for 2024/25 is uncertain
- Capital renewals are slightly lower than Budget, but we expect to be in line with available funding of £736m over the full year

- Expenditure on capital enhancements has continued to slip, partly due to funding uncertainty, and is now just over £70m lower than Budget

Revenue protection

Tackling fare evasion continues to be a priority and we will be confirming this commitment by launching our Revenue Protection Strategic Approach across the organisation later this year. This establishes principles on how we prevent and enforce against fare evasion on our network against the target published in our strategy to reduce fare evasion by two-thirds, to under 1.5 per cent by 2030. This bold approach will support our frontline teams, fare paying customers and our financial sustainability.

We continue to hold monthly forums with all modes to assess the operational effectiveness of our enforcement activity across the network. During the start of the year, work by our enforcement teams resulted in more than 17,000 penalty fares being issued and more than 8,000 referrals to our Investigation, Appeals and Prosecutions team. With more customers being checked, we are able to detect and enforce against more fare evasion.

We continue to focus on minimising the risk of fare evasion through both innovation and upgrades to existing technologies. We are conducting trials with our gateline supplier to review possible improvements to the wide aisle gate on London Underground and investing in improving the technology that our Revenue Inspection teams use on the network.

New homes and Places for London Limited

We continue to develop housing schemes with high levels of affordable housing through our dedicated property company, Places for London Limited, formerly TTL Properties Limited and have delivered 816 new homes to date and 3,366 homes currently under construction.

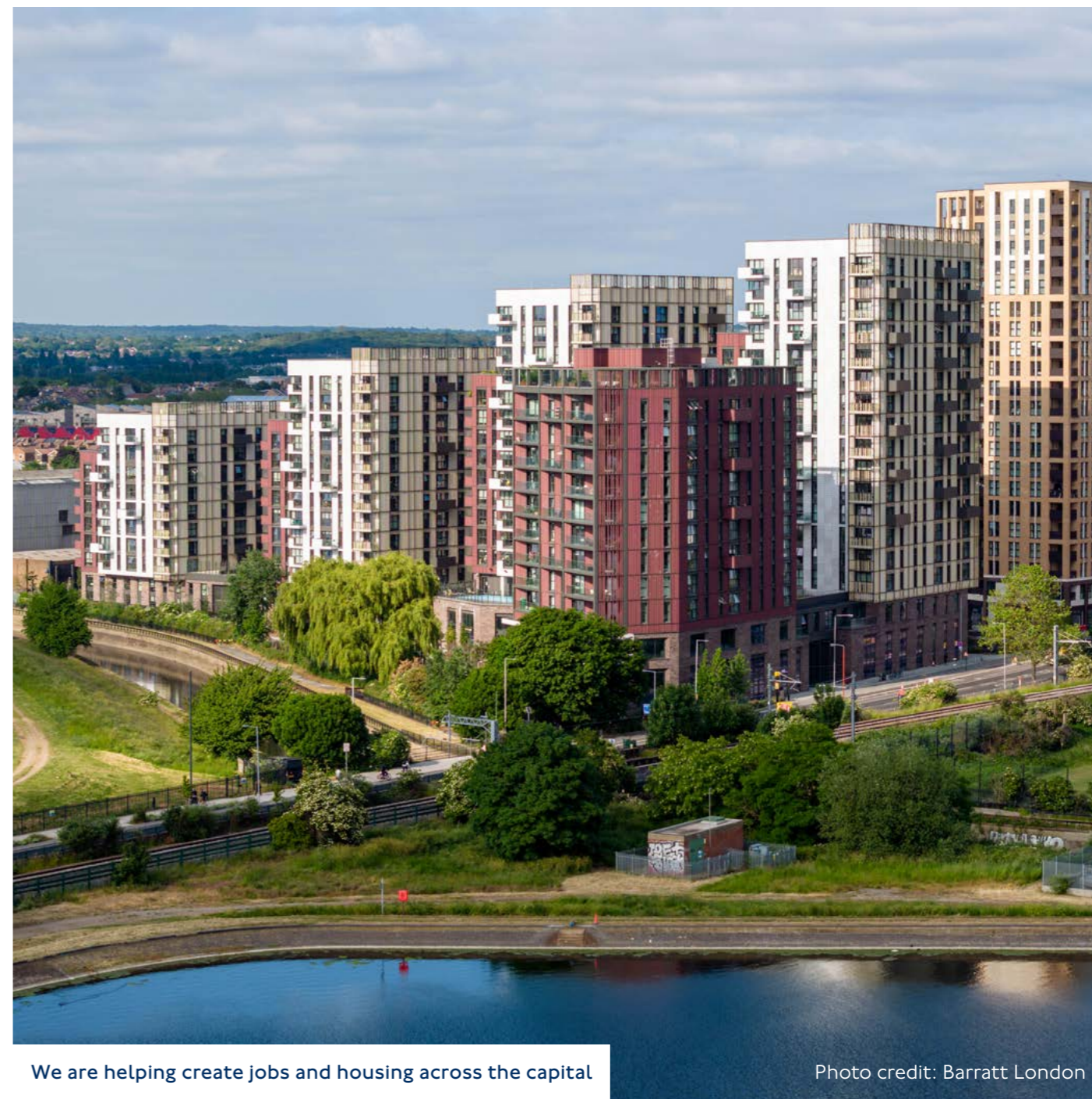
Arches

Significant activity continues across our Asset Management estate, particularly within the Arches which consists of more than 93 per cent small and midsize enterprises. At Kilburn, in the London Borough of Camden, we have obtained full planning consent for the Kilburn Mews development, which will see us work with the local community to create a vibrant local space opposite the Tube station.

At Lockton Street we have planning consent from the Royal Borough of Kensington and Chelsea for the transformation of 11 arches. This will be the first new incubator space on our network to specifically target new small businesses in the food sector, and we are in advanced discussions with a leading provider of shared workspace for London's food makers to curate this space.

Blackhorse Road

On 10 August, we announced the completion of Blackhorse View, the first of our joint venture housing developments with Barratt London and London and Quadrant.



We are helping create jobs and housing across the capital

Photo credit: Barratt London

The car-free development opposite Blackhorse Road Underground and Rail station in east London, which began construction in 2019, has delivered 350 new homes with 50 per cent affordable housing. This marks another step forward in our ambition to deliver 20,000 new homes across the capital.

Built on the 1.8 acre site and designed by RMA Architects, the 350 new homes span six buildings and are a mixture of one-, two- and three-bedroom properties, providing options for a range of households. The development has also delivered a new public cycle hub on Forest Road, close to a protected cycle route, along with 650 cycle parking spaces for residents.

The transformation of nearby Blackhorse Road junction makes it even easier to travel sustainably, while the development itself includes a new pedestrian route through the site as well as forty newly-planted trees.

The Blackhorse View development benefits the local community and economy by providing more than 17,500-square foot of flexible commercial floorspace. Tesco has already started trading in one of the units this summer, with more businesses to follow including the potential for new cafes, local retailers and shared workspace.

This will further support the Blackhorse Lane Creative Enterprise Zone, one of the Mayor's flagship cultural programmes, which focuses on supporting artists and creatives put down roots in local areas and giving them opportunities to grow their careers and businesses.

The first residents began moving in in summer 2021 and the majority of the homes have now been sold. About three-quarters of the homes sold – through shared ownership, Help to Buy and private sale – have been sold to first time buyers. There are still opportunities for affordable housing for people looking to move to the area.

This is one of Barratt London's most popular developments, due to the area's local amenities, easy access to public transport, local shops and restaurants, as well as the beautiful wetlands nearby. The development has also generated income for our commercial property company, Places for London Limited, which can then be reinvested into the transport network. This will help us rely less on fares income and support the further development of much-needed new homes across the capital.

The affordable housing delivered by the development at Blackhorse Road is managed by leading housing association, L&Q. Sixty per cent of the affordable homes have been made available through shared ownership, offering those looking to get their first step on the property ladder the opportunity to part-buy and part-rent a property. The other 40 per cent are available at London Affordable Rent, the level of which is set by the Mayor of London. This is substantially below open market rents, helping to provide low-cost rented homes to support low-income households.

In addition to new homes, the scheme has also helped create new jobs and apprenticeship opportunities throughout the duration of the project and more than a quarter of the workforce lived locally in the borough of Waltham Forest. The project supported apprentices working on the scheme, as well as those who have taken part in our Construction Skills programme.

Through the creation of a shadow Board, local students from Sir George Monoux College and Heathcote School and Science College have also had the opportunity to learn more about how the joint venture works and how the development was taken forward. One of these students, Grace O'Connor, was so inspired by her time on the Board that she has now joined TfL as a Commercial Real Estate apprentice, forming part of the property sector's next generation of talent.

Kidbrooke

The first phase at Kidbrooke Station Square in Greenwich is nearly complete, with 413 homes due to become available for Londoners to move in next year. When complete, Places for London and their partner Notting Hill Genesis will provide 619 homes, including 50 per cent affordable housing, next to Kidbrooke Station as well as flexible workspace and commercial units.

Cockfosters

The Section 106 Agreement is now agreed and planning permission has been granted by Enfield Council for our development by Cockfosters Tube station.

We will shortly be submitting a s163 application to the Department for Transport demonstrating that the land is surplus to operational requirements and can be used to deliver much needed housing, including 40 per cent affordable.

Our scheme has been designed to provide the new and affordable homes that are needed in the borough and across London as well as create new areas of open and play space that can be enjoyed by the residents and the local community. It will also contribute around £4.5m to help improve local infrastructure and services, and will provide numerous jobs and training opportunities over the course of construction.

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.

Most notably, the opening of the Elizabeth line 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.

