



# Commissioner's report

March 2024

# Contents

---

<b>Introduction</b>	<b>3</b>
<b>Safety and security</b>	<b>4</b>
<b>Our customers</b>	<b>10</b>
<b>Our colleagues</b>	<b>20</b>
<b>Our green future</b>	<b>24</b>
<b>Our finances</b>	<b>26</b>

---



# Introduction

## We continue to be a strong, green heartbeat for London and are working hard to improve the customer experience

I was delighted to begin a phased return to work in February following my medical absence for a hip replacement. We are focused on resolving the challenges on the Central line, and minimising disruption to our customers. As the last report noted, there have been an abnormally high number of train motor failures, in addition to other fleet issues, and our staff and suppliers are working tirelessly to return trains to service. Alongside this, we have now introduced a temporary timetable to make journeys more even and certain for customers. We have increased buses on supporting bus routes in east London, as well as providing an additional shuttle service. These issues emphasise why it is important that sustained long-term capital funding is in place.

This month we have also continued our investigations into two tragic deaths at Walthamstow and Victoria bus stations, and separate fires on two zero-emission buses and a hybrid electric bus. We will ensure we learn from these and all other incidents to prevent similar incidents in the future.

On 9 February I welcomed the publication of the latest independent dust and air quality monitoring across the Underground network. This has found that dust levels have been reduced by 19 per cent on average across the 24 stations that have been monitored since 2020. Across the 12 stations where measurements were carried out for a longer period, we have seen dust levels reduce by 30 per cent since 2019. While this positive news demonstrates that our Tube cleaning programme is helping to manage and reduce dust, we will continue

our extensive cleaning and monitoring work and explore the latest advances in innovation, such as air filtration systems.

Also on 9 February, we published data confirming that in 2023 we prosecuted 19,614 people for fare evasion, an increase of 56 per cent on 2022, and investigated 421 people for habitual fare evasion who made more than 50,000 irregular journeys across the Underground network. This is a criminal offence, and costs us approximately £150m in lost revenue a year, but revenue disputes are also a precursor to approximately half of all reported work-related violence and aggression incidents towards customer-facing colleagues across the network. The Mayor of London has confirmed he will increase the penalty for fare evasion from £80 to £100 from 3 March, meaning we will be able to further cover the costs of enforcement and, combined with our roll out of body-worn cameras to all frontline colleagues, can help reduce incidents of violence against them.

On 15 February I was delighted that, together with the Mayor, we announced line names and colours for each of London's six London Overground lines. This will make it easier for customers to navigate and further build ridership, while also celebrating London's diverse communities and histories. The names have been chosen through engagement with customers, stakeholders, historians, industry experts and local communities.

We will retain the much-loved orange roundel, while taking a significant step forward for the three million customers

who use the line weekly. I look forward to seeing the Liberty line, Lioness line, Mildmay line, Suffragette line, Weaver line and Windrush line appear on the network later this year, and our engagement with communities over summer to tell the stories behind the names.

On 20 February I was pleased to confirm that, following a pause caused by the pandemic, work to make Northolt station step-free has been scheduled to start again early next year. This year we will start design work to make West Hampstead and North Acton stations step-free.

On 23 February we confirmed a 2023/24 pay increase for London Underground colleagues, having agreed with our trade unions on the best way to use funding from the Mayor of London to resolve the current dispute while ensuring we provide a fair, attractive but affordable pay offer.

Finally, I would like to congratulate Ho-Kit Lam, a member of our TfL Youth Panel who formally joined our Safety, Sustainability and Human Resources Panel on 21 February to represent young Londoners. His appointment and contribution make us one of the first UK transport organisations to have regular representation of people under the age of 25 at our senior meetings. This is vital if we are to make sure we are representing London and is a key outcome of 12 months of work by our TfL Youth Panel, and reflects the work we undertook as part of our latest Board Effectiveness Review.



A handwritten signature in black ink, appearing to read 'Andy Lord'.

**Andy Lord**  
Commissioner

# Safety and security

We are focused on improving safety, for example by reducing hate crime and improving air quality for all Londoners

## Safety incidents on the network

This section begins with a summary of the most notable incidents that have tragically occurred since the last report was published. This is followed by updates on elements of our established safety programme that are in place to eliminate all deaths and serious injuries on London's transport network by 2041, as well as to ensure no one is killed on or by a bus by 2030. Safety is the priority in everything we do and it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London.

On 17 January, a customer was tragically struck by a train as it approached the platform at Mile End station, after the customer had stumbled and slid towards the edge of the platform. Unfortunately the customer died on 1 February.

On 11 February, a bus heading to the starting point for its route collided with a pedestrian on Towpath Road in Enfield. Prior to the collision, the pedestrian had been running along the adjacent waterside pathway. The pedestrian was taken to hospital but sadly died on 18 February.

On 15 February, a customer fell onto the track at Wapping station, sustaining fatal injuries.

All of these incidents are being investigated, and in some cases are subject to investigation by the Office of Rail and Road as well as the police. While investigations progress, we remain wholly committed to

working closely with our colleagues and all partners, as part of our holistic approach to post-incident response to ensure trends, mitigations and all learnings are identified, embedded across our operations and shared more widely. We extend our deepest sympathies to everyone affected by these tragic incidents.

## Bus Safety Standard

Safety is at the heart of our bus operations and we continue to work towards our ambitious target of no one killed on or by a London bus by 2030. As noted in this report and in the last, there have been some tragic incidents involving buses. More than ever, the work of our Bus Safety Programme and the Bus Safety Standard is critical, and we remain committed to going further wherever possible to ensure the safety of our operations.

Across the year, we have achieved substantial progress on our Bus Safety Strategy. Having proven the effectiveness of new measures and mandated them in the Bus Safety Standard for new buses, we have begun an active retrofit campaign for some leading and available technology to the existing bus fleet. Where value is shown, the benefits of the new technologies can be accelerated. As part of this, we have fitted 3,795 buses with intelligent speed assistance, which uses GPS and geo-mapping to check the vehicle speed is within the speed limit. We have also fitted 1,251 buses with an acoustic vehicle alerting system, which alerts the driver to pedestrians and quieter electric

buses, and we are currently upgrading this with our new responsive acoustic vehicle alerting system. Finally, we have had 1,297 buses fitted with a camera monitoring system that replaces wing mirrors to reduce blind spots and improve the driver's field of vision.

We have received joint applications for funding from interested bus operators and suppliers to trial two innovations: audible safety messaging initiated by sensors in the stairwell and upper deck bell push buttons, and driver training linked to telematics. The applications are currently being assessed internally and a funding decision will be made by the end of March. There are a further three innovations related to artificial intelligence and customer information. These suppliers have been invited to pitch to operators at the end of February, and if there is interest from bus operators they will be applying for funding to trial their product on the London bus network. The innovation challenge is open to applicants until 31 March.

## Tackling work-related violence and aggression

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

We have recruited additional trainers to accelerate the delivery of conflict management training to our colleagues. This year we are prioritising training for the top 25 locations for work-related violence and aggression. It will provide staff with essential knowledge and skills, including fostering positive interactions to reduce the risks, dynamic risk assessments and de-escalation skills.

We continue to have excellent support from the Metropolitan Police Service (MPS) Roads and Transport Policing Command (RTPC) and the British Transport Police (BTP) to bring offenders to justice. Police colleagues work alongside our own Work-Related Violence and Aggression team to investigate incidents and build the strongest case against suspects, as well as providing support to our colleagues.

On 18 January, a customer pleaded guilty to grievous bodily harm with intent for violently attacking and stabbing a route 115 bus driver in June 2023. The bus driver received life-threatening injuries. Bus CCTV provided vital evidence that helped secure a 63-month custodial sentence for the offender.



### Safe track access for colleagues

Track access is one of London Underground's higher areas of safety risk to workers. Our Technology and Data team have been working in collaboration with track access specialists at London Underground to deliver an app called the Safe Access System. The project has finished the first phase of user acceptance testing and is entering a pilot stage to test it in a trackside environment.

Complementing the existing process, the app will reinforce good behaviours and enhance protection for workers on the track by guiding them through key steps and providing tailored information on how to safely work on the track in engineering hours.

The application makes checking safety considerations easier through five capabilities:

- Competency information ensures all workers onto the track are competent in their role
- Planning information for the project is provided once the worker has verified their ID
- Location verification reduces the risk of workers entering worksites from incorrect access points and provides an additional checkpoint by pinpointing their exit location
- Traction current status indication – providing an indication of the Traction Current Status to the worker before they check manually with a CRID (Current Rail Indicator Device)

- A management dashboard provides the sequence of events on the railway for a given booking or during testing to investigate incidents and provide detailed analysis of the behaviour of the app and progression through the book on/off process

Safety is at the heart of our organisation and the app is integral to reducing risk to our workers in a new and innovative way.

### Crime and antisocial behaviour on public transport

Improving the safety and security of travelling on public transport remains a priority for us and our transport policing partners – the RTPC and the BTP. We have a strong foundation of safety and security measures in place to keep all our colleagues, customers and infrastructure safe and secure. This includes significant investment in dedicated policing for London's roads and public transport networks, with more than 2,500 officers; more than 700 Enforcement Officers working for us and our operators; an extensive network of CCTV and body-worn video cameras; control rooms operating around the clock to help prevent and manage incidents; communication campaigns; and education and behaviour change initiatives. In 2024, London TravelWatch scored us as one of the top transport organisations for safety and security.



Keeping customers and colleagues safe with body-worn cameras

Together with the BTP and the RTPC, we are especially focused on reducing robbery. This includes high visibility and plain-clothes policing patrols in hot spot locations, rapid investigation of offences, and strict bail conditions for suspects that are robustly enforced. The BTP has made 547 arrests for robbery on our networks as part of Operation Invert between April 2023 and the end of February 2024. Operation Surge is the RTPC's robbery operation on the bus network, which launched in October 2023 and uses similar tactics. To date, there have been 473 arrests.

Theft, including pickpocketing, accounts for most of the crime on our networks. Busy public spaces attract thieves, particularly mass public transport networks across the world. During January and February, we supported targeted police tactics to deter and detect robbers and thieves with on-network communication messaging in hot spot locations. This included posters, announcements and face-to-face engagement activity incorporating the BTP's Be Aware theft campaign and working with the MPS on their London-wide Look Up, Look Out robbery campaign. Another way to tackle theft is to get people to be vigilant and take care with their belongings, zipping up bags and keeping gadgets and valuables inside pockets.

So far this year, our Transport Support and Enforcement officers have helped 276 customers who were vulnerable and needed assistance, dealt with 177 people who were behaving in a way which was likely to impact the safety and security of customers and colleagues, and intervened

with 2,115 users of our network who attempted to enter our services and stations without paying, supporting the work of our dedicated Revenue Protection teams to reduce fare evasion.

As mentioned in my last report, during January our Transport Support and Enforcement teams provided a night service for the first time to help combat the poor behaviours that can lead to workplace violence and aggression. In their first six days, the team dealt with 267 people who were behaving in a way that was likely to impact the safety and security of our customers and colleagues, checked 5,822 passengers on our bus network, issued 15 penalty fares and reported eight others for consideration of prosecution.

The response from our customers and colleagues in seeing officers at night has been overwhelmingly positive, with many customers appreciating the additional highly visible and reassuring presence they provide.

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

We continue our work to tackle violence against women and girls on the transport network and improve their confidence to travel. Our focus is on sexual harassment as women and girls are disproportionately impacted by this behaviour. We have a programme of activity under way to improve the safety of women and girls on public transport, including taxi and private hire vehicles, walking and cycling and in our workplace. This covers policing and enforcement, engagement and education, technology and data, legislation and policy and infrastructure improvements.

Our Project Guardian school sessions, delivered by London Transport Museum and supported by the RTPC and BTP, continue to be an essential part of our activity to tackle sexual harassment on public transport and help raise awareness of the campaign's key messages. The feedback from students and teachers has been excellent. The programme was expanded for the 2023/24 academic year to reach more than 28,000 Year 9 students of all genders (up from 6,000). Between September and the end of February, London Transport Museum had delivered 220 sessions involving 12,795 students.

In support of the Mayor's Transport Strategy and his ambition to end violence against women and girls, we partnered with MOPAC to run a trial of women's safety audits in five locations in the boroughs of Hillingdon, Brent, Lambeth, Westminster and Waltham Forest. The audits will help us to better understand the perceptions and experiences of women, girls and people who identify as gender diverse in using public spaces. We will assess how useful the audit process is in encouraging participation and capturing views which can help shape the way that we plan, design and manage public spaces with their safety in mind.

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

We continue to work closely with the MPS and the City of London Police to deliver on London's Vision Zero commitments to reduce road death and serious injuries. Traffic policing and enforcement of criminal and antisocial road user behaviour is a core part of our efforts to reduce road

danger. The MPS and City of London Police undertake significant and wide-ranging activity to reduce road danger and prevent harm to all road users. This includes prevention and intelligence gathering activities, problem solving to tackle the root causes of problems, community engagement and initiatives such as Community Roadwatch, Junior Roadwatch, Exchanging Places, close passing operations and actively monitoring and targeting high risk vehicles and drivers. Between April 2023 and January 2024, the MPS and the City of London Police enforced 7,332 speeding offences, arrested 1,313 drivers for driving under the influence of drugs or alcohol, enforced 3,561 mobile phone offences and seized 17,391 vehicles for being uninsured or unroadworthy.

#### **Stamping out hate crime**

Hate crime is abhorrent and has no place in our city and we are committed to doing all we can to stamp this out on our public transport network. It is a priority for us and our transport policing partners.

We have a programme of activity in place to tackle hate crime and support colleagues and customers who witness or experience this on our network. This includes our hate crime campaign, bystander intervention campaign and advice, working with stakeholders, colleague training and community engagement.



Along with the RTPC and BTP we have stepped up activity to tackle hate crime against Jewish and Muslim communities since conflict escalated in the Middle East. This has included increased reassurance patrols in priority areas, rapid removal of offensive graffiti, regular liaison with representatives from Jewish and Muslim communities and increasing our hate crime campaign communications. We continue to provide support to affected communities so they can travel safely and confidently on our networks.

#### **Safeguarding our vulnerable customers**

In January 2024, we joined Samaritans and other train operating companies to support Brew Monday, emphasising the need to support those around you and recognising the signs of poor mental health. We recognise the key role our colleagues play in assisting those most vulnerable on our network, by providing compulsory safeguarding training to our frontline colleagues, and recognising the important role they play through life saver and safeguarding award schemes. For the year 2023, our teams recognised the successful interventions of 105 colleagues who were instrumental in saving lives on our network.

Our work to support those who are most vulnerable also includes close partnership with outreach services across London to support those rough sleeping across our network. Our Rough Sleeper Co-ordinator uses reports from our colleagues and customers to identify outreach support within local boroughs and works very closely with our outreach provider, Thames Reach, to ensure we assist as many individuals as possible in moving to supported accommodation. Since April

2023, more than 200 shifts completed by our Outreach team resulted in 250 individuals being supported and more than 70 offers of accommodation.

In spring 2024 we will launch our new online training, available to all frontline colleagues, reminding them of the importance of reporting those they see rough sleeping, and how we use that information to assist those individuals. Our customers are also able to report more easily, with updates to the StreetLink app making it faster to report those in need, without the need to register for an account. The Severe Weather Emergency Plan continues to be in place and ensures that rough sleepers are assisted into additional facilities and off the streets when the temperature falls below freezing.

#### **Revenue protection**

On 3 March, the penalty charge for using our network without a valid ticket will increase from £80 to £100, reduced to £50 if paid within 21 days. This will bring us in line with National Rail, ensure that there are clear and consistent rules and penalties across the different transport networks in London, and act as an effective deterrent to fare evasion.

Over the last year we have focused on improving our enforcement tasking and performance management, working alongside our policing partners, as a way to deter fare evasion. This approach has led to an increase in enforcement outcomes. Between April and December 2023, we recorded increases in penalty fares by 16.7 per cent and irregular reports by 21.6 per cent compared to the same period in 2022.

Fare evasion is a significant cause of violence and aggression against our colleagues – this led us to develop a strategic approach to tackling fare evasion using data and targeted deployment of our teams to hot spot locations.

#### **Testing a new app for bus inspectors**

In January, we launched a trial of our new Bus Revenue Inspection app. In the first week, four inspectors performed more than 300 inspections across 25 buses, issued four penalty fares and also removed a potentially altered zip pass from circulation supported by the app. Our Technology and Data team are working closely with Compliance, Policing, Operations and Security colleagues to capture any improvements that could be made. It will continue until 12 April, at which point the application will be fully rolled out to all colleagues.

#### **Judicial reviews**

A group of claimants based in the Netherlands has issued a judicial review claim seeking to challenge the lawfulness of penalty charge notices issued to people living outside of the UK. The claim includes allegations that penalty charge notices issued under the Low Emission Zone (LEZ) and Ultra Low Emission Zone (ULEZ) schemes were unlawfully denominated in euros and exceeded the amounts prescribed by the relevant legislation. The Court has granted permission for the claim to proceed. A date for the hearing, likely to be later this year, will be fixed by the Court.

We have been named as an interested party in a judicial review claim made by a local resident (representing a campaign group)

against the London Borough of Tower Hamlets' decision to withdraw Low Traffic Neighbourhood measures in Bethnal Green. The Court has granted permission for the claim to proceed on all grounds, including grounds based on the borough's statutory duty to implement a Local Implementation Plan. The hearing has been listed to take place on 12 and 13 June.

#### **Lowering speed limits programme**

Lowering vehicle speeds in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. We are preparing to complete the final projects under the second phase of the Safe Speeds programme. As detailed in the Vision Zero progress report published in 2021, we are on track to provide a 20mph speed limit on 220km of our roads by May 2024 (with 215km completed to date).

On 19 February we began work to introduce a new 20mph speed limit on the A117 in the London Borough of Newham and the Woolwich Ferry Approach Road in the Royal Borough of Greenwich. We will complete the second phase of the lowering speed limits programme in the summer. In the coming months, we will analyse the speed monitoring data collected at locations where the speed limit has been reduced to identify if, and where, physical interventions to slow approaching vehicles are required to complement the new speed limits.

## Safe streets

### Borough delivery

London's boroughs play a key role in the planning and delivery of schemes that transform local areas and meet the aims of the Mayor's Transport Strategy.

On 30 January, together with London Councils, we published the Borough three-year report, which demonstrates how boroughs have used Local Implementation Plan funding over 2019/20, 2020/21 and 2021/22 to transform local areas, making London's roads safer and more attractive for people using public transport, walking and cycling.

The report outlined vital new infrastructure delivered through Local Implementation Plan funding, including making walking and cycling safer through 50km of wider footways, 157km of new or upgraded cycling routes and 74 new pedestrian crossings. In addition, around 500 School Streets were introduced, with almost 25 per cent of primary schools now having a traffic-free area at designated drop-off and pick-up times.

To help boroughs prepare for their next Local Implementation Plan submission, we provided them with comprehensive Healthy Streets data packs on 16 February with detailed visual mapping that includes anticipated demand for new cycle routes, the need for traffic-calmed School Streets as well as where measures to support the Superloop and other bus services could be provided. Alongside local evidence and engagement, the packs serve as a useful tool to help boroughs identify the priority locations for investment to help achieve the outcomes of the Mayor's Transport Strategy.

## Borough funding

As noted at my report to the TfL Board on 6 February, we are allocating £80.4m in funding for London's boroughs in the coming financial year to continue vital work to make London's roads safer and more attractive for people using public transport, walking and cycling. This is an increase of 16 per cent from 2023/24, when boroughs were allocated £69m. Outer London boroughs will continue to receive a higher proportion of funding compared to inner London boroughs.

The funding will help deliver a range of improvements in outer London to help support more active travel and last year's expansion of the ULEZ across London. It will also fund bus priority schemes including the delivery of new bus lanes across London, which will help make bus services more reliable and attractive, and contribute to London's target of building 25km of new bus lanes by March 2025. A total of 89 of 125 of these schemes are planned in outer London.

### Plans to further improve lorry safety in London

London's Heavy Goods Vehicle (HGV) safety permit scheme requires operators of HGVs to apply for a free safety permit to operate in London, based on their vehicle's Direct Vision Standard. From 28 October, HGVs will need to have at least a three-star rating for Direct Vision Standard, or fit additional safety measures known as the Progressive Safe System, to operate in London.



There are now stricter safety requirements for lorries in London



This month we have continued to focus on helping the industry to prepare for the changes and be ready to make their vehicles compliant with the higher standards where necessary. This includes a marketing campaign which launched on 12 February and will run to 18 March.

Our freight operator's readiness survey closed on 5 February and we are reviewing the feedback. The purpose of the survey was to identify any issues with sourcing and fitting Progressive Safe System equipment and how we can help.

We will provide a final report on how ready the freight industry is for the new Direct Vision Standard requirements as part of our update to London Councils' Transport Environment Committee in June.

In addition, we announced that we are introducing new requirements to continue to improve vehicle safety on London's roads. From April, all Greater London Authority Group contracts worth more than £1m and involving vehicles will need to be gold accredited according to the Fleet operator recognition scheme, or a TfL equivalent approved scheme (Mission Zero and DVSA Earned Recognition).

### **Safer Junctions**

We have made improvements at 44 of the 73 most dangerous junctions that are part of this programme. Construction work continues on the Holloway Road/Drayton Park Safer Junction scheme, with the scheme on track to be completed by the end of March.

Further design and survey work is continuing at pace on the Battersea Bridge Safer Junction scheme, with construction due to start by the end of the year.

We continue with design and outcome planning work on the remaining Safer Junctions and are committed to public engagement on potential changes to 10 further locations by the end of 2024. To date, we have achieved this on five schemes, including Chelsea Embankment/Cheyne Walk/Battersea Bridge Road, York Road roundabout, Chelsea Embankment/Grosvenor Road/Chelsea Bridge Road and Arthur Street/King William Street. We also started engagement in late January on pedestrian and cycle improvements at the junction of the Seven Sisters Road/Woodberry Grove and Holland Park roundabout, as part of the next phase of the Cycleway 34 scheme.

### **Road safety schemes**

Design work continues on more than 40 schemes across London, at locations where there is an identified road safety concern. Detailed design started in January for road safety improvements at the junction of King's Cross Road/Pentonville Road.

We have finished construction at three locations so far in this financial year, including the A10 Edmonton County School, A4 Bath Road by Compass Centre and the junction of A205/Lancaster Avenue. Construction work continues at Grosvenor Place in Westminster and Cavendish Road in Clapham to implement new pedestrian crossings, with both due to be completed

by the end of March. Improvements to a pedestrian crossing at the junction of the A10/Palatine Road is also due to start construction this spring.

### **Escalator safety during school holidays**

We are continuing our work programme to look closely at the safety of escalators following recent entrapment incidents where young children have been injured. While these incidents are rare, we highlight escalator safety during every school holiday, and during the February half term we increased our customer interventions with more prominent placement of our 'Keep kids' feet clear of edge' poster campaign, as well as by increasing the frequency of our public address announcements. We will continue this activity for the Easter holiday break.

### **Safe System forum**

On 30 January, we hosted the inaugural Safe System forum workshop, which brought together 10 different transport authorities facilitated by the Parliamentary Advisory Council for Transport Safety together with Road Safety GB, to talk about how to embed safety in all we do, common challenges and opportunities. This is an essential new forum we have helped to establish that enables us to share best practice and speak with one strong voice on common issues.

# Our customers

We continue to strive for excellence across our network, rolling out projects and upgrades to improve the customer experience

## Equity in Motion

On 2 February, we published our ambitious new customer plan to help create a fairer, more accessible and inclusive transport network for everyone. The new plan, Equity in Motion, commits to more than 80 ambitious actions to further build on our own and the Mayor's ongoing efforts to create a fairer and safer London.

The wide-ranging commitments in the plan cover key areas for improvements around accessible travel, keeping customers safe, understanding customers, affordable travel, inclusive information and connecting Londoners.

As part of the plan we have launched mini ramps at 47 step-free London Underground stations. Mini ramps cover the small remaining step or gap on step-free to train platforms. They particularly help customers who use mobility aids with small or swivel wheels, offering additional comfort and reassurance. Independent research as part of a 2023 trial on the Jubilee line showed that 63 per cent of respondents would be more likely to travel with a mini ramp available. We will deliver the ramps at the remaining eligible step-free Tube stations by summer 2024. We are investigating whether they are also suitable for London Overground and Elizabeth line services as well.

New research will be carried out to understand the needs of a range of different communities across London and we will create an inclusive Design Centre of Excellence. We will also be reviewing our approach to translating communications into different languages, including British Sign Language, increasing the number of step-free access stations, expanding the Project Guardian school sessions on sexual harassment and making it easier for people to report crime, antisocial behaviour, discrimination and safety concerns. These improvements, some of which are under way already, will help make everyone feel welcome on the transport network, enabling more people to travel confidently and with ease.

With almost a third of the capital's population living in poverty and more than 15 per cent reported as being disabled, millions of Londoners face barriers to using public transport. Factors including poor street environments, toxic air and road danger negatively impact all Londoners, but disproportionately affect marginalised groups.

This plan focuses on creating an equitable customer experience, protecting and enhancing connectivity, keeping travel affordable and reducing health inequalities. Several actions will be delivered this year, while others will be implemented by 2030, subject to Government funding.



New mini ramps help to bridge the gap from train to platform



### Naming the London Overground lines

On 15 February, together with the Mayor of London, we announced names and line colours for the six London Overground lines. This significant change to London's transport network is part of the Mayor's plans to make it easier for customers to navigate the London Overground network and celebrate the city's diverse culture and history.

The Lioness line will run from Euston to Watford Junction; the Mildmay line will run from Stratford to Richmond/Clapham Junction; the Windrush line will run from Highbury & Islington to Clapham Junction/ New Cross/Crystal Palace/West Croydon; the Weaver line will run from Liverpool Street to Cheshunt/Enfield Town/Chingford; the Suffragette line will run from Gospel Oak to Barking Riverside; and the Liberty line will run from Romford to Upminster.

The opportunity to name the lines enabled us to make improvements such as increased usability, improved identification of interchanges and improved customer awareness of any service disruption to London Overground services – all aimed at giving greater customer confidence.

Each route will be represented by a new line name and colour on the Tube map, line diagrams on trains, at stations and digital journey planning tools, such as the TfL Go app. The much-loved orange roundel will continue to be used across the London Overground network.

I would like to thank the stakeholders, customers, historians, industry experts and communities who have played a key role in suggesting the new names through independent engagement, which took place ahead of the decision for the final six names.

Work has now started on rebranding the line names across the network, including around 6,000 station wayfinding signs, as well as adjusting train maps, Tube maps and all customer information, with the full roll out expected to be completed by the end of the year. On 15 February we launched a marketing campaign to provide awareness of the new names and let Londoners know when the changes will take place on the network. Running for four weeks, the campaign will be seen across posters, newspaper and online adverts, digital radio, podcasts and social media.

Throughout the summer we will engage with Londoners and local communities about the names and how they can help tell some of the important stories of London's rich cultural diversity.

### Events and protests

The events calendar across London is always busy; the annual Chinese New Year event was held on 10 and 11 February involving road closures in the Soho area along with Shaftesbury Avenue. The BAFTA awards took place on 17 February with the Nominees Party held at the National Gallery followed by the main ceremony at the Royal Festival Hall on 18 February. The annual London Winter Run took place on 25 February, where we coordinated extensive roads closures across the event route including Whitehall, Trafalgar Square, Waterloo Bridge and roads within the City of London. It has been a busy period for sporting events too, with the Six Nations England versus Wales match at Twickenham and the Carabao Cup final at Wembley between Chelsea and Liverpool. We continue to work closely with our partner agencies to ensure the safe planning and delivery of all events and demonstrations across our network.

The start of this year has seen the return of protests linked to the conflict in the Middle East. We continue to work closely with our policing colleagues on managing the transport impact from these planned and unplanned demonstrations.



Naming the lines makes it simpler for customers to navigate

### **Bus SENSE – delivering for our customers**

This is an initiative to minimise the impact of roadworks on the bus network. It involves retiming roadworks, changing traffic management arrangements or looking for opportunities for collaboration, for example carrying out multiple jobs within one worksite. This approach enables us to make data-driven, collaborative decisions based on a shared understanding with our local borough partners to deliver better outcomes not just for the bus network but for all our road users. It ensures that we think about London's roads as a single, joined-up network.

We are operating Bus SENSE trials with 10 London boroughs, including Camden, Croydon, Hackney, Hammersmith & Fulham, Haringey, Islington, Lambeth, Lewisham, Southwark and Tower Hamlets. Our longest-standing trial with the London Borough of Islington is producing clear evidence that buses travelling in the borough are now outperforming those in comparative boroughs. We conservatively estimate that bus speeds in Islington are three per cent better due to Bus SENSE interventions.

We are also developing a wider London model, which enables us to target resources at locations where they have the most benefit. Bus SENSE is part of our wider network operating strategy. As part of this, we are looking to bring similar thinking to support active and sustainable transport, with a framework of interventions to reduce the impact of disruption and congestion. This is something that will be progressively rolled out next year.

### **Network report**

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

We remain focused on doing all we can to improve the service offered to Central line passengers as soon as possible, which has been impacted by an abnormally high number of motor failures, in addition to other fleet issues.

We are strengthening our engineering and fleet teams and adding more resource to enable us to carry out repairs on the motors, and we continue to deliver the Central line improvement programme to improve the service in the longer term.

We have now introduced a new timetable on the Central line to make journeys more even and certain for customers while we continue our work on the fleet. This will mean a more consistent frequency of service across the whole line while this work is undertaken.

We have had additional issues with a piece of equipment that monitors the track. To ensure we meet our commitment to safety and, in line with industry standards, we currently have a number of temporary speed restrictions in place. This means that on some targeted sections of the line customers will currently experience periods where their train does not travel as quickly as usual.

We now have a programme of diagnostic and preventative work in place to safely remove these restrictions so that we can further improve the service. We apologise for the ongoing situation and our colleagues are working around the clock to address the issues as soon as possible.

#### **Piccadilly line**

Between 10 February and 14 February, we successfully upgraded a set of points at Northfields on the Piccadilly line – a complicated stretch of track where trains come in and out of the depot. Some of the assets in this area are from the 1930s and must be replaced to address reliability issues and improve the track infrastructure ahead of the introduction of new trains from 2025.

During the five-day closure we took the opportunity to carry out other infrastructure works around Hounslow and the Heathrow Airport stations, therefore minimising future disruption for our customers.

#### **Trams**

As part of our programme to renew London Trams infrastructure, our maintenance teams worked around the clock to successfully replace a complex section of track and points between East Croydon tram stop and along George Street (between Wellesley Road and Dingwall Road) between 10 and 24 February.

On 19 February we notified customers of an upcoming closure on the network for essential maintenance work. No trams will run from East Croydon to New Addington, Elmers End and Beckenham Junction from 29 March to 24 April, while we carry out work at East Croydon and Sandilands Junction. Once complete, customers will benefit from renewed and more reliable track infrastructure.

#### **Colindale station works and the Northern line**

On 7 February we announced that works to upgrade Colindale station will begin on 7 June, following the confirmation of £43.1m of Levelling Up funding to both Colindale and Leyton stations in December 2023. The station will close from 7 June to December 2024, enabling the construction of a new, landmark station building with a spacious ticket hall and a lift, making the station step-free from street to platform for the first time.

A series of associated planned track closures of the Northern line between Edgware and Golders Green have also been confirmed, with the first closure scheduled from 2 and 11 April, and additional closures in June. Temporary bus services will run between the stations to enable our customers to continue their journeys.

#### **Northwick Park and Preston Road station**

Due to damage to the track, southbound Metropolitan line trains were unable to serve Northwick Park and Preston Road stations between 16 February and 27 February. Northbound services continued to serve the stations while our engineers completely replaced the impacted track. We would like to apologise to customers who were affected by this disruption.



### **Industrial action**

The industrial relations landscape across the transport industry remains a challenge, and we are working closely with our bus operators, Network Rail and the train operating companies to minimise the effects of strike action on our customers wherever possible.

The planned RATP bus strikes scheduled between 1 and 5 February were called off while Unite ballot their members. Unite are also in dispute with Abellio and took action over various days across February.

On 19 and 20 February, the RMT union suspended strike action planned on the London Overground to enable further talks between the union and Arriva Rail London. Strike action planned for 4 and 5 March has not been suspended.

### **Ensuring our traffic signals work for our customers**

Our signal timing review programme is a low cost, high output programme that ensures our traffic signals are working to deliver optimal performance. The signal timing review work directly benefits bus passengers by ensuring bus priority is working to provide as much priority as possible in making bus journeys quicker.

We ensure the timing for pedestrians is balanced and wait times are as low as practical. For cycle facilities, we again try and reduce the times cyclists have to wait for a green light and improve progression by reducing stops and delays. The 2023/24 target of 8,800 people hours saved was achieved early in February, which has directly contributed to improvements

for bus journeys across London and better journey times for our customers. Throughout January and February, our team has been focused on training to maximise the benefits of the new signal control system for road users.

### **Elizabeth line**

Since opening in May 2022, the Elizabeth line has carried more than 300 million passengers and regularly has one of the highest customer satisfaction scores out of all our transport modes. We continue to update the onboard train software to improve performance of Elizabeth line trains and we are working with partners, including Network Rail, to ensure the infrastructure is resilient.

On 10 February, the latest software upgrade was completed on all 70 trains and is already bringing benefits in terms of reliability. The following week saw performance of the Elizabeth line at the highest level since the full timetable started in May 2023. We have also continued testing on changes to signalling software ahead of implementing it in June, which we expect to bring further reliability benefits when installed.

Alongside these improvements, we welcome Network Rail's plan to improve infrastructure in the Thames Valley. We will support these plans in order to further enhance reliability on Elizabeth line services between Paddington to Reading and Heathrow.

We are pleased to say that on 16 February we shortlisted four bidders as part of the procurement process to operate the

Elizabeth line from May 2025, when the current contract with MTR Elizabeth line expires. They are Arriva UK Trains, First Keolis Elizabeth line (a joint venture), GTS Rail Operations Limited (a joint venture) and MTR Corporation (UK) Limited.

### **Santander Cycles**

On 3 March Santander Cycles will introduce a £3 day pass which allows unlimited 30-minute rides within a 24-hour period. This market leading low-cost option is aimed at leisure cyclists looking for an active, healthy and sustainable way to explore all London has to offer. In addition, Santander Cycles will be trialling discounts that mirror those offered through our wider concessions from 4 March. This will mean anyone with an Apprentice Oyster photocard, Freedom Pass, 60+ London Oyster photocard, Veterans Oyster photocard, Bus and Tram Discount photocard or a Jobcentre Plus Travel Discount card will be eligible for a 50 per cent reduction on the Santander Cycles annual or monthly membership.

Since the creation of the Bike Recovery team on 13 March 2023, we have recovered more than 8,000 bikes. This has saved around £1,000 per bike, as it reduces the need to purchase new bikes and helps fund the introduction of more e-bikes.



### Delivering our Bus action plan

Our Bus action plan was launched in March 2022, and we have made significant strides in achieving the ambitious actions within it. We have now completed 562 New Routemaster refurbishments, including new priority moquette seats. We have also begun rolling out our Equality Diversity and Inclusion training course, where we aim to train our 25,000 bus drivers by 2026, with 7,000 people trained by March 2025. We have installed 306 out of 322 new countdown signs across London, with all boroughs benefiting. Last year, we started work to refurbish Kingston Cromwell Road Bus Station, which is planned to be finished this summer. We have met our target of carrying out 8,800 signal timing reviews across London ahead of schedule, helping to prioritise buses at our junctions. We have also carried out more than 300 bus shelter renewals, providing a better waiting environment for our customers at our bus stops.

### Superloop

We launched the third express Superloop bus route, SL5, on 3 February in southeast London to continue the ring of the Superloop network. The SL5 between Bromley and Croydon offers Londoners additional bus connections to busy areas and neighbourhoods in south and southeast London and connects with SL3 at Bromley North Bus Station and with SL7 at East Croydon Bus Station. As with the existing Superloop services, the SL5 has distinct livery branding so customers can clearly identify it as an express service. This service is the only Superloop route

to operate on single decker vehicles. The bus stops and shelters on this route have also been updated with the latest customer information and branded with the Superloop roundels – now illuminated for visibility in the dark. Some of the stops along this route have also been renamed to better reflect their location.

Following the SL5, the fourth new Superloop service, SL3, was introduced on 24 February. This runs between Thamesmead and Bromley North, using branded double deck buses that provide direct links to the Elizabeth line at Abbey Wood, including from Bexleyheath, Sidcup and Bickley, as well as serving Queen Mary's Hospital in Sidcup.

The final section of the orbital route – the SL2 between Walthamstow Central and North Woolwich – will be introduced on 2 March, linking the Elizabeth line at Ilford, as well as London Overground and Underground services at Walthamstow and Barking. This will complete the orbital loop of the Superloop network of express buses, consisting of seven routes creating a ring that connects key outer London town centres and transport hubs, as well as linking with two radial Superloop services. The final route SL4 will be introduced when the Silvertown Tunnel opens in 2025, which will complete the current Superloop network. The whole network, including the four existing routes, has been developed in the space of just over a year and represents a major achievement in the development of London's bus network.



Our new Superloop routes connect customers in outer London



### Other London bus service enhancements

On 17 February, we introduced additional early morning journeys on route U3 from Uxbridge to Heathrow Central, as we did on route 278 in January. We have worked closely with Heathrow Airport to introduce the new journeys, which they will help fund. It will assist staff and passengers who can now take the bus rather than having to drive for early departures. On the same date, route 189 was diverted to serve the eastern entrance of the new Brent Cross West station, providing a bus link to the nearby shopping centre. The western entrance was newly served as of 10 December 2023 by route 316.

On 2 March, we will introduce significant enhancements to many bus routes in the Croydon and Sutton areas. These changes combine routes, introduce two new routes and will increase frequencies on others, including better services to the Royal Marsden Hospital and London Cancer Hub development area in Belmont south of Sutton town centre.

We are currently consulting on three bus service change proposals. One is for a new night service N518, which would link central London and Ruislip in northwest London. It would run between Trafalgar Square and Ruislip station via Wembley, Sudbury Hill and Rayners Lane, covering areas in the London boroughs of Brent, Ealing, Harrow and Hillingdon. It would follow the existing night route NI8 between Trafalgar Square and Sudbury and operate every 30 minutes on weeknights, and every 15 minutes on weekend nights. The proposal would also increase the frequency of the route NI8

leg between Harrow Weald High Road and Trafalgar Square on weekend nights from a bus every 30 minutes to one every 15 minutes.

We are also consulting on a proposal to change route 188 in the north Greenwich area to serve Tunnel Avenue in both directions, which is now possible due to road layout changes for the new Silvertown Tunnel development. This creates the opportunity for improved public transport access to the west side of Greenwich Peninsula, an area increasingly being redeveloped, with the introduction of a two-way bus service for the first time. Our proposal aims to improve access to the bus network in cost-effective way and will provide local links to North Greenwich station and Greenwich town centre, as well as 24-hour connections to central London with frequencies of up to every 10 minutes. Finally, we are consulting on changes to route 273 in the Manor Park, Lee and Grove Park areas of Lewisham to replace hail and ride sections with fixed bus stops by slightly changing the route.

There have also been many enhancements to London's bus network over the last financial year. As well as the new Superloop network, we have extended routes to serve outer London development areas in Alperton, Harrow and Brent Cross. We also restructured around 20 routes in central London. As travelling in central London has changed following the opening of the Elizabeth line and other London Underground and London Overground line upgrades over the last few years, it means that the network now better matches the patterns of customer journeys.

### Major projects

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

We continue to make progress on the project, which is delivered by progressively installing new signalling on sections of the railway known as signal migration areas (SMAs). We will reach a significant milestone when installation of the trackside signalling assets is finished at the end of March.

With these trackside assets in place, each signal migration area is tested with the new software before it is ready to go live with the new signalling system. In 2023, we successfully commissioned SMA 6 (Stepney Green to Becontree) and SMA 7 (Dagenham East to Upminster), increasing the area operating under the new automated signalling system to 62 stations. This includes the entire Circle and Hammersmith & City lines, leaving just the Metropolitan line and parts of the District line to be completed.

The next SMA to go live is located on the Metropolitan line between Finchley Road and Preston Road (SMA 8), and it's one of the most complex on the Underground network. This is due to Metropolitan line trains sharing tracks with Jubilee line trains, which also means that the signalling system needs to enable trains from both lines to enter and exit the depot at Neasden.

Significant progress was made in developing and testing the software in SMA 8 in 2023. We continue extensive additional simulation testing in Toronto and modify the software to ensure reliable operations once these complex areas are commissioned. Beyond this, good progress has been made on SMA 9 in the Harrow area, where we are testing inter-running with manually driven Chiltern Railways trains. The challenges in these complex areas have led to a revised completion date for the end of 2025. We continue to work collaboratively with our signalling supplier to review opportunities and mitigate future risks.

#### London Overground line enhancements

We are upgrading Surrey Quays station and improving our signalling and power infrastructure to enable us to increase train frequencies on the core section of this line. Following successful preparatory works in January, we have now installed a tower crane within the main works compound to support critical lifting activity for construction work over the coming months. We have also completed utility diversion works on site, enabling us to begin the next stage of works to provide back-of-house facilities for the station.

#### Making the Tube network step-free

On 20 February we confirmed that work to make Northolt Tube station on the western end of the Central step-free will resume early next year, after being paused due to the pandemic. We will also start design work to make North Acton on the Central line and West Hampstead on the Jubilee line step-free.

The 10 stations, which included Northolt, North Acton and West Hampstead, were identified using an approach that focused on benefits, costs, funding opportunities and impact on customers. The approach was also influenced by feedback from accessibility campaigners and our consultation on step-free access, which attracted 5,500 responses. This feedback highlighted the importance of addressing the gaps in areas that have few step-free stations.

### High Speed 2

Since the Euston pause in March 2023, we are meeting regularly with the Euston Partnership and the Department for Transport (DfT) and engaging collaboratively with HS2 Ltd, Network Rail and other Euston Partnership members as part of a sprint review process to meet the DfT's three strategic objectives for Euston. HS2 Ltd continues to work on the restart within this new remit and develop options that will deliver a high-level feasibility report by April to the DfT with recommendations for further investigation.

With Old Oak Common becoming the temporary terminus for HS2 services until Euston is operational, we have been working with HS2 Ltd and the Old Oak and Park Royal Development Corporation to ensure the station can operate as a terminal, support growth as outlined in the Mayor's Plans, as well as passengers on existing services. To help us meet these challenges, at the end of 2023 we made the case to the Government to procure additional Class 345 Elizabeth line trains to ensure sufficient capacity for passengers disembarking HS2 services and continuing their journey into central London, as well as level boarding to the Elizabeth line.



Improvement works are under way at Kentish Town station

We have taken part in the DfT-led Strategic Working Group and Strategic Steering Group meetings on Old Oak Common which are also looking into the interface with surface transport modes, specifically the bus station and highway connections on Old Oak Common Lane. We have continued to highlight that significant changes to local plans and forecast growth in housing and jobs should be accounted for in HS2 Ltd.'s designs.

### Kentish Town station escalator replacement

The works to replace the escalators at Kentish Town station continues. Both of the station escalators were the least reliable on our network and their replacement will significantly improve the experience of our customers. We are using the opportunity during the station closure to undertake other work alongside the escalator replacement, which will improve the

look and feel of the station. This includes creating space for more passenger gates by removing the redundant ticket office, deep cleaning, painting, installing a new floor and wall tiling, and new signage.

During these improvement works we identified essential assets that require complex works to repair. These additional works mean that we will now not reopen the station until September 2024. Other works are progressing well and will bring considerable customer benefits when the station reopens. Our engineers are doing everything possible to reopen the station as early as possible while also ensuring that the high standards of safety our colleagues and customers expect on the London Underground are met.

### Beckton depot and network infrastructure

A total of 22 new DLR trains have been built and main line testing is progressing alongside testing of the onboard signalling control system. Works to construct the new sidings to the south of the existing depot in Beckton have started and we expect these to be ready for use in the summer. We have also awarded the contract for the new maintenance building and expect works to start in the spring. We have awarded the contract for the design and build of a second entrance at Blackwall station, which is essential to enable us to roll out our full DLR fleet, and works have now started. Contracts to upgrade the power equipment at areas around the DLR network have been awarded and works are progressing well; they are essential to deliver the full performance and customer benefits of the new trains.



### **Beckton Riverside to Thamesmead DLR extension**

On 5 February, we launched a consultation for proposals to extend the DLR. The preferred route is a cross-river extension from Gallions Reach to Thamesmead via Beckton Riverside. We are working with the Royal Borough of Greenwich and the London Borough of Newham on two new stations. The plans would support the delivery of new transport links, homes and regeneration in Thamesmead and Beckton, and the consultation is open from 5 February to 18 March. Public feedback will be used to help make decisions about the scheme and inform the designs and next steps. After the consultation, we will develop the business case.

We have been working together with the Royal Borough of Greenwich, the London Borough of Newham and the Greater London Authority (GLA), as well as landowners Peabody, Lendlease, abrdn, St William (Berkeley Group) and Homes England to support the delivery of new homes, improved town centres and better access to jobs within and from Beckton Riverside and Thamesmead. This will only be possible by improving public transport connections. The partnership is also working closely with Government, demonstrating the importance of the project to the local and wider area.

The proposed DLR extension from Gallions Reach to Thamesmead via Beckton Riverside would connect two opportunity areas and four development sites. A new DLR station would be built at Beckton Riverside, with a tunnel built under the River Thames linked to another new DLR station at Thamesmead. It would build

on experience from 2009 when the DLR was extended to Woolwich Arsenal, tunnelling beneath the River Thames, with housing growth following in areas including Woolwich, Canning Town and the Royal Docks.

Providing new public transport options like the DLR extension will support low-carbon developments in Thamesmead and Beckton Riverside, unlocking the delivery of up to 30,000 new homes along the extended route. It will also improve connectivity across the river and provide alternatives to private car use to lower future emissions and resulting pollution levels.

In addition to this, investment in this scheme would support a UK-wide supply chain, supporting growth and job creation across the country. It would create up to 10,000 jobs, benefiting London and the national economy, and it would provide quicker journeys to other parts of east London such as Stratford and the Isle of Dogs, with direct connections to central London via the Jubilee line and Elizabeth line, transforming housing, employment and leisure opportunities for the people who live in the area.

### **Pontoon Dock DLR station**

We have partnered with the GLA, Royal Docks Enterprise Zone and the London Borough of Newham to invest in Pontoon Dock station to upgrade the existing station facilities and support the planned growth of around 6,500 new homes in the area. We are promoting this scheme for further investment and have begun discussions with Homes England over funding. Subject to funding, the upgrades will include a new mezzanine level concourse, a station square and six new escalators.

### **Silvertown Tunnel**

The Silvertown Tunnel scheme will address the chronic issues Londoners face at the Blackwall Tunnel as well as provide new cross-river public transport options by zero-emission buses. Planning and construction work continued at pace as we progress towards a 2025 opening. The tunnel bores and their cross passages are complete. In February, we constructed the cut and cover sections as well as fitting out the tunnel with mechanical and electrical infrastructure.

In both Greenwich and Silvertown, we continue to connect the new tunnel with the existing highway network, with works on the realigned Tidal Basin Roundabout and works in Greenwich and the A102 seeing a great deal of progress with the installation of a gantry crane and new drainage.

In February we had our 11th meeting with the Silvertown Tunnel Implementation Group, the consultative body that represents us, local boroughs, National Highways and the GLA. We presented our highway physical works plans, as well as junctions where we will review signal timings. We also provided an update on our surveys with residents, including more than 1,000 face-to-face interactions and more than 400 telephone surveys with businesses. Our findings highlighted the importance of a reliable road network and predictable journey times, both of which the scheme will deliver.

### **Bus priority programme**

We are working towards delivering 25km of new bus lane by 31 March 2025 on borough and TfL road networks. We remain on target to meet the milestone of 10km of new bus lanes by 31 March 2024, with the current total at 7.7km. By the end of this financial year, we plan to create a further one kilometre of new bus lanes on TfL roads, as well as two kilometres on the borough road network, subject to approvals. This includes a new 1.6km bus lane on the A1400 Woodford Avenue, which was completed at the end of February and will support the new Superloop express bus route SL2 when it launches on 2 March.

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

The bus priority signals programme continues to improve journey time. Around 875 bus-focused timing reviews have been undertaken since 2021, as part of a two-year programme.

### Cycleways

On 5 February, the latest phases of Cycleway 50 in Islington and Cycleway 23 in Hackney were completed as part of our commitment to expand the cycling network, making it even safer and easier for people to travel around London. The extended routes will play a vital role in helping people to travel affordably and sustainably. Our data has shown that the number of daily cycle journeys in London increased to 1.26 million in 2023, up by 6.3 per cent since 2022. C50 is in the top five per cent of routes with the greatest potential to increase cycling, and Lea Bridge Roundabout on C23 unlocks cycling routes between the extensive cycleway network in Waltham Forest, Hackney and into central London.

On Cycleway 50 in Islington, the new sections between Finsbury Park and Holloway Road connect people in local neighbourhoods along two new segregated cycle lanes, running around the Nag's Head gyratory, tackling two of the 73 most dangerous junctions.

On Cycleway 23, Lea Bridge Roundabout has been transformed to make it safer for people walking and cycling. There are now new segregated cycle lanes on the overhauled roundabout to separate people cycling from traffic, while pedestrian crossings at the roundabout have been redesigned to make it easier for people to walk.

Work has also finished on the final section of Cycleway 4, along Lower Road in Southwark. This marks the completion of a cycle route that provides safer cycling connections between the communities and amenities in Bermondsey, Surrey Quays,

Deptford, Greenwich and central London. Consultation has also started on a section of the proposed extension to Cycleway 4 at the eastern end for improvements to walking, cycling and road safety between Woolwich and Plumstead.

### E-scooter rental trial

There are now 10 boroughs taking part and around 5,000 e-scooters available for hire. In January, Lambeth expanded the trial to the whole borough and added an additional 189 parking bays, which takes the total to nearly 1,000 parking bays available across the trial area. The average e-scooter trip duration is 14 minutes and the average distance travelled is 2.4km. The second phase of the trial will build on its existing success by gathering more data to inform policy on rental e-scooters and trialling further innovations. This includes trialling new technology using artificial intelligence to improve parking compliance and exploring the use of pavement riding detection technology and audible vehicle alerts.

In February, we published a report called London e-scooter rental trial: Phase I report findings (June 2021 – September 2023). The evidence in the report demonstrates that in the current trial conditions, rental e-scooters have the potential to contribute positively to the aims of the Mayor's Transport Strategy. They have good safety records, do not take up much space, are zero emission at tailpipe, and are managed in a way to minimise clutter on footways. Rental e-scooters support active travel and access to public transport, therefore reducing our reliance on car use and its impact on road danger, congestion, air quality and climate change.

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

We continue to introduce coverage at more Tube stations, Elizabeth line stations and tunnel sections. Marble Arch and Lancaster Gate recently went live on the Central line, and we expect Leicester Square to go live shortly. Paddington station on the Elizabeth line will also shortly get mobile coverage, followed by Whitechapel, Canary Wharf and Woolwich stations.

The Bakerloo, Piccadilly and Victoria lines are undergoing final testing in March, enabling the first stations and tunnels on these lines to go live in the spring. The work provides coverage in stations that are already partially covered by other lines, giving customers uninterrupted coverage during their journeys, even when they are changing lines.

### Care leavers' concession

On 21 February, we launched a new concession for young Londoners aged 18 to 25 who are leaving the care system, which delivers one of the manifesto pledges made by the Mayor. The concession enables eligible care leavers to benefit from 50 per cent off bus and tram travel, making it easier for them to access education and job opportunities.

The new application process involved working in partnership with all 33 London boroughs to ensure that the eligibility of applicants can be validated quickly and easily, making the scheme as accessible as possible.



We have made a new concession available for care leavers



### **Our Purpose marketing campaign**

A second burst of our multi-channel Purpose marketing campaign ran from 9 February to 3 March, and continued to communicate our plan to make sustainable transport in London better for everyone. The TV advert, which ran on ITV, Channel 4 and video on demand, was updated to feature the Superloop service and the new fares freeze message. Other new messaging in our print channels included the new Piccadilly line trains launching in 2025 and a new safety message to show how we are improving the network with our customers' safety and security in mind.

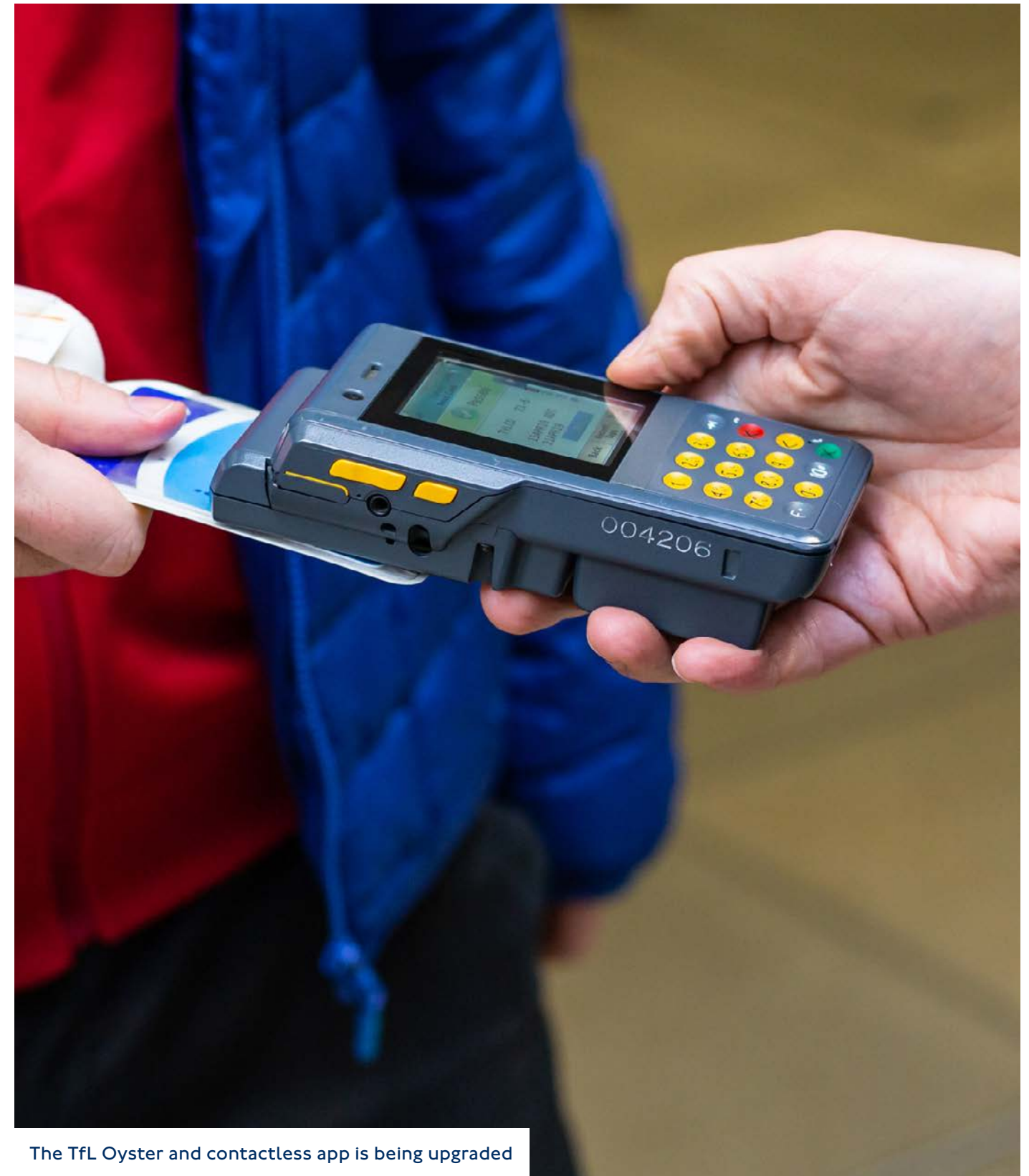
### **IT Shared Services goes live**

Our Technology and Data team were commissioned to share our key IT services with the GLA, the Old Oak and Park Royal Development Corporation and the Mayor's Office for Policing and Crime (MOPAC) in October 2023. We rolled out computer devices to 60 colleagues across the GLA and Old Oak and Park Royal Development as part of a successful pilot which concluded in January. From 5 February we began the wider roll out of devices to remaining colleagues.

The benefits of having a central IT service mean our expertise can be shared with more members of the GLA family and we can save money through bulk purchases of equipment and software licences and ensuring best value for money for the GLA as a whole.

### **Improving our TfL Oyster and contactless app**

Our customers buy £120m worth of tickets each year through the TfL Oyster and contactless app. The app is being upgraded, following changes to services supplied by Microsoft. Ensuring our customers could continue to use it, we launched our upgrade process on 22 January and the next stage was successfully implemented on 15 February. We will continue the programme of updates until July.



The TfL Oyster and contactless app is being upgraded

# Our colleagues

We strive to ensure our colleagues feel understood, supported and empowered to achieve their work ambitions

## Creating a culture of inclusion Publishing our pay gap reports

On 23 February we published our 2023 Gender, Ethnicity and Disability pay gap reports. These reports – published alongside other GLA bodies – show the difference in average earnings across all jobs between men and women, White and Black, Asian and minority ethnic, and non-disabled and disabled employees.

In 2023, our median gender pay gap was 14.8 per cent, meaning it has reduced by 1.8 per cent since 2022. Our median ethnicity pay gap was 11.8 per cent, up 3.7 per cent, and our median disability pay gap was 5.2 per cent, up 2.3 per cent.

Our pay gaps in 2023 have been heavily impacted by increasing declaration rates, in particular across our operational areas. While this has led to increasing pay gaps for ethnicity and disability this year, better data will help target interventions to reduce these pay gaps going forward.

We also published our updated Pay gap action plan, outlining how we will reduce our pay gaps, and it includes the following key themes:

- Embedding an inclusive culture
- Training and developing awareness of intersectionality
- Reviewing organisation policies, practices and guidance

- Actively enhancing the voices of under-represented colleagues
- Addressing bias in the workplace

To inform meaningful action on pay gaps, our Action on Inclusion strategy sets out our commitment to create an inclusive workplace where everyone has a sense of belonging and thereby we can build an environment in which diversity can thrive.

As part of our suite of Diversity and Inclusion training, Disability Awareness eLearning was launched in October 2023 for all staff. The module, Inclusion Matters – Disability, has been designed to improve colleagues' knowledge, skills and confidence regarding disability, including by promoting the understanding that not all disability is visible. This includes content on neurodivergence and challenging assumptions and stereotypes about disability. By actively taking steps to train our colleagues to recognise and understand more about disabilities, including the many forms that disability can take, alongside our long-term Action on Inclusion strategy, we strive to become an organisation that is representative of the city we serve.

## LGBTQ+ History Month

February provides us with an opportunity to observe and raise awareness of the rich history of the LGBTQ+ community and recognise the experiences of our LGBTQ+ colleagues and those at the forefront of LGBTQ+ movements, past and present.

Our OUTbound Colleague Network Group hosted a range of engaging and informative events during February, from sharing sessions, to museum tours, to lived experience talks with keynote speakers who identify as members of the LGBTQ+ community.

As representatives of the LGBTQ+ community in TfL, OUTbound provide LGBTQ+ colleagues and allies with opportunities to connect with one another to support them and help them develop. Working alongside charities and LGBTQ+ community interest groups, OUTbound are committed to championing colleagues to be authentic at work.

Further to celebrating LGBTQ+ History Month, we continue to promote our long-term Action on Inclusion strategy, whereby we are committed to being a fully inclusive employer across all roles that represent the communities we serve, and where everyone can realise their potential.

Our continued efforts to champion a safe and inclusive work environment remains prominent to ensuring our LGBTQ+ colleagues can be authentic, celebrate who they are and have equality of opportunity.

## London Underground pay

On 23 February we agreed a 2023/24 pay increase for London Underground colleagues with our trade unions. Discussions with our trade union partners and the Mayor have been taking place

since the beginning of the year regarding London Underground pay. At talks held on 31 January an offer was made to increase the pay of London Underground colleagues for 2023/24. These talks followed the Mayor providing additional funds from the GLA budget to enable discussions with the trade unions to continue. We have now agreed on the best way for this funding to be used to resolve the current dispute and ensuring we provide a fair, attractive but affordable pay offer.

## Supporting everyone to achieve their work ambitions National Apprenticeship Week

National Apprenticeship Week ran from 5 February to 11 February, during which time we showcased our schemes, as well as those of our supplier partners and the GLA.

On 6 February, we held our annual Supply Chain Apprenticeship Fair to inform potential candidates of the exciting apprenticeship and job opportunities available through us and our supply chain. This year, we will be recruiting for 190 apprenticeship roles across more than 30 apprenticeships and are proud to create exciting career paths for all who are interested in a career in transport.

Our apprenticeships support people of all ages, helping them to learn new skills for a future career in employment. Applicants can choose from a range of roles across various disciplines in London Underground, Engineering, Technology and Business.



### Leading for the Future Group Coaching Programme

Following the successful launch of the Our People Leaders framework in February 2023, we have launched our new Leading for the Future Group Coaching Programme. This targets our Band 2 and Band 3 people leaders to support the development of their leadership skills.

A group coaching approach will offer a collaborative environment in which participants can learn from the insights and contributions of peers and are able to offer their own reflections while facilitating open and honest feedback. The provision of useful and practical resources, and an opportunity to share experiences and advice, will emphasise our aims to drive inclusion and collaboration for our budding people leader cohorts.

Six 90-minute coaching sessions will be delivered per cohort by our coaching partner T-Three, with a clear joint objective to support the drive for frequent, quality conversations around performance, development and wellbeing, and to embed the fundamental principles set out in the Our People Leaders framework. The Leading for the Future Programme will begin in March, initially delivering to up to 93 groups of mid-level leaders over four intakes through 2024, to roll through to 2025 and beyond.

Building a strong culture of good people leadership across our organisation is key in supporting everyone to achieve their work ambitions and creating an inclusive culture, two priorities of our colleague strategy, while further supporting our people leaders in their development journey.

### Stuart Ross Internship intake

I would like to congratulate the eight successful candidates who secured a place on our Stuart Ross Communications Internship in early February. It's a positive action scheme set up to diversify the public relations, marketing and communications industries by offering internships with bursaries where interns can learn the skills they need to get their first job in these sectors. Set up in 2006 to address the lack of representation of people from black and minority ethnic communities in public relations, it has since expanded to other communications disciplines. This year, we have widened the criteria to seek applications from people who are disabled or who are socially or economically disadvantaged, so that we can continue to strive to make these industries more diverse and inclusive.

The scheme continues to be highly popular with around 500 applications this year. We invited 36 candidates to an assessment centre and eight internships have been given to candidates who will join us this September.

### Representing young Londoners at our senior meetings

I am delighted that our Youth Panel member, Ho-Kit Lam, joined our Safety, Sustainability and Human Resources Panel on 21 February, making us one of the first UK transport organisations to have regular representation of people under the age of 25 at its senior meetings.

Last autumn the Youth Panel launched an independent report focused on making London's transport network more equitable, inclusive and environmentally sustainable. The report, Tomorrow's TfL:



We are ensuring young people are represented at senior meetings

The Youth Panel's vision for the future, was the result of 12 months of research that took an in-depth look at these topics and engaged with experts and leaders.

Their report included TfL Youth Panel representation at senior meetings, introducing Youth Travel Ambassadors across London and publishing proposals to overcome the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds.

With more than a third of the capital's population under the age of 25, it is vital that we seek the views of young people to ensure the transport network is safe, accessible and inclusive for this demographic. After an application process, we look forward to welcoming a further Youth Panel representative to our Customer Service and Operational Performance Panel later this year.





Five colleagues were recognised for their life-saving actions

### Celebrating our successes

#### King's recognition

On 9 February, MP Sarah Jones presented a letter from His Majesty King Charles III to five tram workers who saved the life of Rosina Marshall in September 2021.

While trying to cross tram tracks at Lloyd Park tram stop Rosina fell onto the tracks and she was unable to get up. Tram Operations Ltd colleagues James Lapidge, Chadrakant Patel, Michael Farrara, Karl Williams and Dhaval Barot came to her aid and helped her back to safety.

Ms Marshall wrote to her local MP after the event, asking her to send a letter to His Majesty detailing the actions of the five colleagues. His Majesty praised their selflessness and professionalism and expressed a hope that they will continue to serve their local community with exemplary care.

#### London for Groups awards

On 20 February the London Transport Museum team won London For Groups' Best Museum or Gallery Award. The museum was up against London's premier destinations, so to receive this award is a fantastic recognition of whole team's work to ensure a first-class experience for visitors.

### Makers Apprenticeship Awards

At the Makers Apprenticeship Awards on 1 February, three Technology and Data staff were shortlisted for awards, with apprentice Sam Hunt receiving a Certificate of Achievement under the Innovator Category for demonstrating outstanding creativity and innovation by contributing to new processes. Ryan Gallagher was nominated for the Technical Brilliance Achievement, and Dionne Condor Farrell, who manages the TfL apprenticeship and graduate software development schemes, was shortlisted for Line Manager of the Year.

### London's Greatest Advertising competition

On 14 February, Outernet London, the immersive entertainment district on Tottenham Court Road, and the Evening Standard, announced TfL as the winner of their London's Greatest Advertising Competition. Our bid was led by our creative agencies VCCP and Wavemaker and won £1m worth of advertising across the spaces and screens of the Outernet district, as well as a cross-platform Evening Standard campaign.



### Zero Harm Conference and Supplier Awards Ceremony

On 9 February, we hosted our first Zero Harm Conference and Suppliers SHE Awards Ceremony at City Hall. This new event allows us to promote a safer, healthier, and more sustainable future to those working in our supply chain; reward third parties who might otherwise be unaware of the achievements of others.

Following highly competitive submissions and presentations, the attendees voted on the category winners:

- Outstanding Carbon Reduction Initiative: Hayley Rail (Oil Filtration Project)
- Outstanding Safety Initiative: Morgan Sindall (Protecting People)
- Outstanding Health Initiative: Morgan Sindall (Healthy Hearts and Minds)
- Outstanding Environmental Initiative: Morgan Sindall (Old Street Roundabout)
- Outstanding SHE Innovation: Taylor Woodrow (Robotic Cutting Technology)

The event also included a working lunch, during which the safety, health and environment-related innovations in use across our network were demonstrated; and there were collaborative sessions with our suppliers that explored opportunities for further embedding good practice and resolving common issues across our main areas of focus. The event received very positive feedback from attendees and we look forward to it becoming a regular feature.

### Carbon Literacy training programme

The Carbon Literacy training programme remains a high priority. As of 23 February, 4,052 colleagues have been trained since it started in summer 2022. We have met our scorecard target to train 3,000 colleagues in the financial year 2023/24, with more than 3,300 people trained this financial year.

We have received a bronze accreditation from the Carbon Literacy Project for training our senior leadership including our Commissioner, Chief Officers and their direct reports.

### Health and wellbeing Wellbeing Colleagues

We have launched a new peer support group, Wellbeing Colleagues. This group is a result of combining the existing Supporting Colleague Network with the Wellbeing Champions group. By bringing these two groups together we hope it will improve signposting, training and support for colleagues across the organisation. Our Occupational Health team is developing a training programme for members of the group, starting with a deep dive into mental health signposting resources and the sourcing of a bespoke wellbeing colleague training course.

### Supporting colleagues who experience trauma

Around our network we have a number of Trauma Support Groups. These are groups of volunteers who are deployed to provide comfort and support directly in the moments after a traumatic incident. The volunteers play a pivotal role in active listening and assisting with tasks that in the moment may prove too difficult for the affected staff member to do, such as calling their line manager and family members, and they also appropriately, signpost to resources that can help. The Wellbeing team have been meeting with the current Trauma Support Groups since the end of January to discuss their future training and plans to enhance support to colleagues after a traumatic incident. This will include the introduction of Trauma Risk Management, an evidence-based approach that involves a risk assessment and is used widely in blue light organisations and other rail companies.

### Colleagues' contribution to invaluable healthcare study

For the last three years, we have been running a special programme in partnership with Roczen, a company that specialises in the control and reversal of chronic metabolic health conditions. The programme gave around 300 colleagues living with pre-diabetes, type 2 diabetes or obesity the opportunity to access an individualised programme of support. It takes place over a 12-month period and includes the provision of personalised metabolic plans, access to a dedicated medical care team and online resources.

By participating in the programme, colleagues not only took significant strides improving their own health, but also contributed to invaluable research into the health of workers in the public sector, which was published on 9 February.

We are grateful to the Transport Benevolent Fund, which supported 100 colleagues, and for Roczen's charity partner, which supported many of our colleagues to go through this programme.

After six months on the programme two thirds of the last cohort had lost five per cent or more of their body weight (which is clinically significant) and at least 10 individuals had reversed their diabetes or pre-diabetes. Levels of anxiety and depression had also improved.

Colleagues' participation in the programme delivers tangible benefits for us as an organisation. UK data shows that people living with obesity have on average an extra four days' absence per year, and that obesity is associated with higher levels of extended absence (2-3 times) as well as mental health and musculoskeletal conditions.

We intend to survey all colleagues who participated in the programme to inform a future decision on whether and how we can make use of it in the future.

# Our green future

## We are committed to cleaning up London's air and developing green spaces for our customers to enjoy

### Ultra Low Emission Zone

The ULEZ continues to be highly effective at reducing the number of older, more polluting vehicles on London's roads. The key support mechanism, the ULEZ scrappage scheme, continues to receive a high number of applications and data up to 14 January shows there have been 46,616 applications approved, with £158m in funding committed to Londoners, London-based charities, sole traders and small businesses. In total, more than 31,000 applications have been approved for non-compliant cars and motorcycles, including more than 150 wheelchair accessible vehicles, almost 15,000 approved from businesses and 175 from charities. The Mayor has recently announced that he will add an extra £50m to the fund to ensure continued support for all Londoners to help transition to greener transport. Alongside the scrappage scheme, there have been almost 2,000 applications for the ULEZ support offers agreed with third party transport providers, such as discounts on subscriptions, rentals and purchases of bicycles, e-bikes, cargo bikes, cars and vans.

Furthermore, on 23 February, the Mayor asked us to amend the ULEZ scrappage scheme to support humanitarian and medical needs in Ukraine. We have confirmed registered charity British-Ukrainian Aid as a trusted intermediary to roll out the expansion to the scheme. Under the plans, British Ukrainian Aid will facilitate the donation of suitable vehicles to Ukraine, provide the relevant documentation for people to receive their scrappage grant, transfer the vehicles

to Ukraine and report on the number of vehicles donated in this way.

The ULEZ and Low Emissions Zone (LEZ) schemes enhance air quality in London by reducing harmful emissions from road transport and so bring direct health benefits for London's residents and visitors. In light of this, it is important that the rules apply to and are enforced against all vehicles that are used in London – irrespective of which country the vehicle is registered in. To this end, we have responded to the Belgian vehicle licensing authority in relation to its concerns about LEZ and ULEZ penalty charge notices being issued to Belgian residents and the process for how these notices were issued by our contractor, Euro Parking Collection. Our contractor is required to act lawfully at all times and additionally is under contractual obligations to ensure that their processing of personal data is compliant with data protection legislation, including when they engage sub-contractors to provide elements of the service. Contractual mechanisms are in place should Euro Parking Collection have not fulfilled these obligations.

### Zero-emission buses

We are fast approaching our target to have 1,400 zero-emission buses by the end of March. Currently, around 15 per cent of the bus fleet operates with zero-emission buses, which includes hydrogen, battery electric and 'opportunity charged' electric buses. London has the largest zero-emission bus fleet in western Europe, which has increased from just 30 buses in 2016.

The environmental benefits of zero-emission buses across London help improve air quality by removing nitrogen oxide and particulate matter, as well as reducing overall carbon emissions, therefore supporting our work to tackle the climate change emergency and further contributing to the Mayor's ambition of London being a net zero carbon city by 2030. Decarbonisation of London's bus network could save an estimated 4.8m tonnes of carbon by 2034, or an estimated 5.5m tonnes of carbon if this were achieved by 2030.

In addition, all new zero-emission 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.

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.

### Biodiversity net gain

Biodiversity net gain is a measure used to show that land management and/or the development of land will have a positive impact on biodiversity in comparison to what was there previously, improving habitats and making the site a richer environment for more species of flora and fauna.



We have created a biodiversity net gain steering group



With the biodiversity net gain requirements of the Environment Act 2021 becoming law for our major projects from 12 February this year, we have established a biodiversity net gain steering group chaired by a manager with a specialist background in ecology. This group will establish how we will meet the 10 per cent minimum biodiversity net gain on projects as required by law and include how we will begin to create a habitat bank that can be used to offset projects where net gain is not possible. Offsetting biodiversity net gain credits on our own estate will be much cheaper than buying credits and so it is vital to the financial sustainability of capital projects while at the same time improving the biodiversity on our estate across London. Pleasingly, Places for London is already over-delivering on biodiversity net gain through its Sustainable Development Framework. In addition, the TfL Green Infrastructure and Biodiversity Plan is in the final stages of production and is due to be published in early March.

#### **Electric vehicle infrastructure strategy and delivery**

London now has 18,600 public electric vehicle charge points, including 1,070 rapid charge points. We have delivered more than 300 of these rapid charge points to date. During 2023, we awarded three contracts to charge point operator, Zest, to deliver rapid charge points across more than 100 parking bays on our road network, and installation is planned for spring. Work continues to assess suitable sites for a second delivery phase, including sites across our land and wider GLA land.

At the London EV Show in November 2023, the GLA announced the opportunity to partner with Places for London and deliver a series of electric vehicle charging hubs across the capital with a potential pipeline of 50 sites. The joint venture will initially build five sites in Hillingdon, Ealing, Newham and Haringey, before rolling out more across the city. The first stage of the tender closed on 22 January and bids are now being assessed, with six bidders progressing to the next stage. There has been a healthy mix from across the industry, and we expect to announce our partner later this year with the delivery of our first site happening soon after.

#### **Becoming more energy efficient**

In the next two months, we will undertake energy audits at up to 10 London Underground sites with the aim of understanding more about the energy we consume and how we can become more energy efficient. Energy audits will provide us with a more detailed site-specific assessment of the costs and benefits of possible energy interventions. We are also working on centralising our energy data. We now have energy data from Trams and Dial-a-Ride in SystemsLink, our energy management software, alongside London Underground and head offices. We are working on integrating DLR and Elizabeth line data as the next business areas. This is a step towards allowing us access to better, more transparent data across modes to better manage how we use energy.

To give better visibility of our operational carbon emissions and energy consumption, we have created a new PowerBI dashboard which is accessible to all employees

within the business. In time we hope to increase the amount of information within this dashboard to allow even greater business insight into carbon and energy consumption across our modes.

#### **Managing air quality on the London Underground**

We continue to develop our air quality programme across the London Underground network using our three-pillar approach of cleaning and monitoring, the commissioning of world-class research and exploring the latest in innovations. We continue to monitor and assess air quality on the network to ensure we remain within legal air quality limits and to enable us to prioritise locations for cleaning. As a result, we have seen a 19 per cent drop in dust levels since the last round of monitoring in 2020 across 24 Underground stations. There has been a two per cent drop in dust levels in-cab since last round of monitoring in 2021 across eight Tube lines. Our latest reports have been published on our website, alongside our historic reporting.

We are moving forward with setting up our air filtration trials at Baker Street and Green Park Underground stations, which are expected to start in March.

We have continued to work with Imperial College London on their research into potential health impacts of dust on the Tube on staff, which includes both short-term and longer-term studies.

The Open Innovation Team concluded the second phase of work looking for innovative solutions to improving air quality, and we are currently assessing

the outcomes of the Market Sounding Questionnaire following the closure of applications in early February.

We continue to work with other world metros to learn and share best practice. We recently met with the RATP in Paris and continue to collaborate through forums such as the Community of Metros.

#### **Development of our green spaces**

We have reduced the number of times we cut the grass in some of our verges to twice a year to encourage wildflowers to grow. At the same time, we cut the first metre of verge back from the carriageway more regularly to keep long grass from encroaching on roads or pavements to prevent our spaces looking badly maintained. We also remove grass cuttings from the full width of the verge. Removing grass cuttings helps wildflowers by reducing soil nutrient levels gradually. This gives them a chance to outcompete the grasses that normally dominate when soil nutrient levels are high.

Our wildflower verges are helping supply nectar and other food resources, plus shelter for wildlife including bees, butterflies, birds and small mammals. The scheme is helping boost biodiversity in our grass verges and is proving a success story with rarer species such as the brown hairstreak butterfly spotted along the A40 and pyramidal orchids on the A21.

We are currently managing 130,000 square metres of verge in this way and planning to double this to a total of 260,000 square metres or 37 football pitches in 2024.

# Our finances

We have successfully delivered against our Business Plan strategy so far this year, and we continue to invest in new homes that are affordable

## Financial performance to end of Period 10, 2023/24 (6 January 2024)

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

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

- Cumulative journey growth of almost seven per cent in the year to date. We are targeting six per cent year-on-year journey growth over the full year, on top of the 31 per cent increase in 2022/23
- Passenger journeys are relatively steady at 90 per cent of pre-pandemic levels, up from 85 per cent at the end of 2022/23
- Total revenue is within 0.2 per cent of our Budget

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

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

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

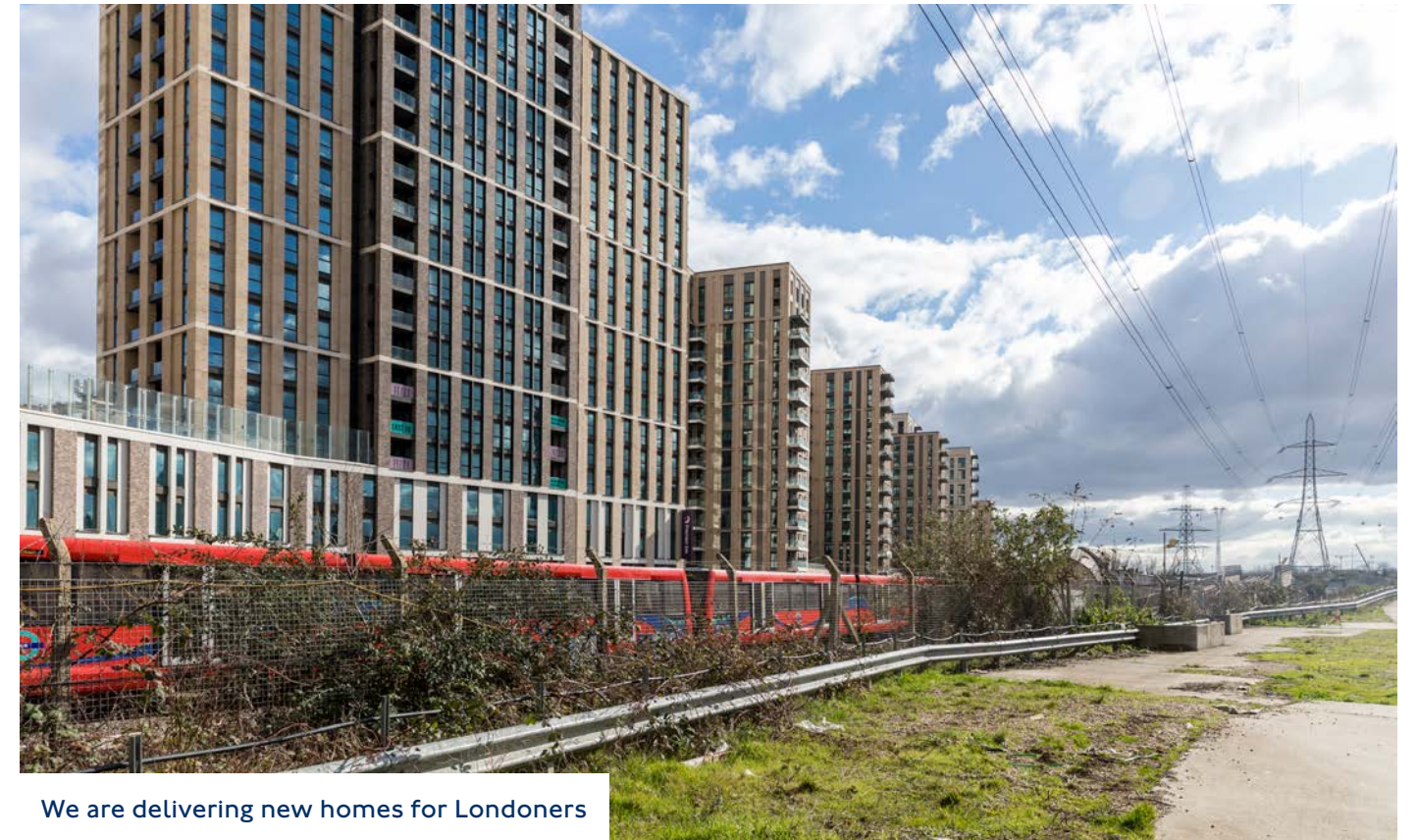
- Our operating surplus is £162m, £47m up on Budget in the year to date
- Some small risks remain – on operating income and savings delivery – but we expect to manage these. We have retired the majority of our central contingency
- We remain on track to deliver an operating surplus in 2023/24

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

- Capital renewals within one per cent of budget – the full year outturn is expected to be around £750m, with some acceleration of works in this year
- With no inflation support provided by Government, capital enhancements expenditure has had to slip – we expect to end the year between £80m-£90m lower than Budget
- In December 2023, the DfT confirmed a capital settlement of £250m for 2024/25. The 2024 Business Plan was revised to mitigate the £250m shortfall to our original assumption

### Maintain cash reserves to make payments and protect against shocks

- For the period, cash balances are slightly lower than Budget and are below £1.2bn as required in the August 2022 funding settlement



We are delivering new homes for Londoners

- We are forecasting to end the year at around £1.3bn of cash, as allowed in the August 2022 funding settlement
- The GLA financing facility of £500m has been maintained (until 31 March 2024) for additional protection against shocks and risks

### New homes and Places for London Limited

#### Limmo and east London search

We started our search for a joint venture partner to transform the Limmo Peninsula. The site covers around 50,000 square metres of land, with 600 metres of river frontage, and sits within the Royal Docks and Beckton Riverside Opportunity Area. Previously used as a work site for the Elizabeth line, the area now has the potential to deliver up to 1,500 new homes including affordable housing, alongside a range of improvements for the local community.



This partnership opportunity also offers the successful applicant the possibility to deliver other sites in East London, mirroring our successful West London partnership with Barratt London. Working with Barratt, we delivered 350 homes at Blackhorse View, including 50 per cent affordable housing, with every single home now sold and rented. We are making good progress on our second site at Wembley Park and are preparing to start at Bollo Lane, Acton, which will provide around 900 homes once complete.

#### Rejuvenating the Cockfosters area

We have submitted an updated Section 163 application to the DfT seeking its approval to unlock the opportunity to build 351 new homes, including 40 per cent affordable housing, next to Cockfosters Tube station in North London.

Cockfosters would be the fifth project to be delivered by Connected Living London, with the help of our strategic partnership with Grainger plc, to provide well-designed, quality rental homes across the capital. In the last year, Connected Living London has made excellent progress on its other four sites, including Arnos Grove in Enfield; Montford Place and Nine Elms in Lambeth; and Southall Sidings in Ealing. The initial phase of work for all four and has been completed; the joint venture is now preparing to start the next phase once the Department for Levelling Up, Housing and Communities clarifies its position on building regulations following its consultation.

To date, Places for London has started building more than 4,000 homes, as part of its ambition to deliver 20,000 new homes, including 50 per cent affordable housing.

#### The Liberty of Southwark

On January 31, Southwark Council unanimously gave us the green light to deliver new and affordable workspace in a net-zero carbon building, alongside 34 new homes – including 50 per cent affordable housing.

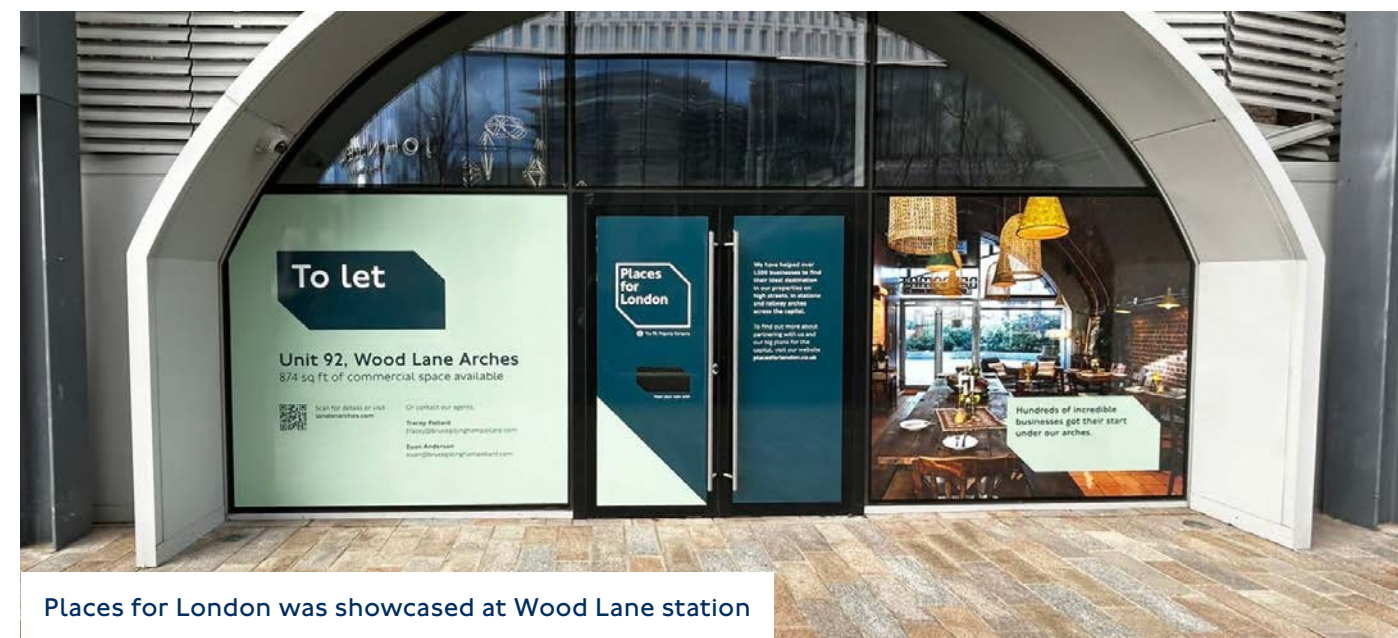
We decided, along with our partner Landsec, to update our proposals after we discovered the most intact Roman mausoleum to be unearthed in Britain as well as significant mosaics. The new designs mean these historic discoveries will be housed in a community hub, accessible to the public. Schools, community groups and visitors will be able to enjoy and learn about Southwark’s history.

The updated proposals also improve overall access to the site and a modified internal layout.

#### Introducing Places for London to Wood Lane

At Wood Lane, on 26 February, we installed newly designed panels to attract businesses to the arches and move into the area alongside Bergamot Cafe, a family-run café serving home-style meals. The panels are the first display showcasing Places for London, our financially independent property company.

We introduced Places for London formally at the London Real Estate Forum in September 2023, when we shared with Londoners our ambitions to build 20,000 homes, sustainable workspaces and to continue supporting thousands of businesses in our railway arches, stations and on London’s high streets. Places for London is more than just a name, it is a mission and a promise to Londoners that



Places for London was showcased at Wood Lane station

we will create and improve places across the city, helping solve some of capital’s biggest challenges.

It is also able to deliver upgrades to our existing public transport network and install new infrastructure such as secure cycle hubs and step-free access. And like TfL, all its profits can be reinvested in the transport network or to create even more of the places that will make London a better place to live, work and spend time in.

#### Our consulting partnership with the Government

Over the last year, our Consulting team has continued to strengthen our partnership with the Foreign Commonwealth and Development Office through multiple projects which provide us with income. This has included the office’s Partnering to Accelerate Climate Transitions programme (UK PACT), and the more recent Green Cities and Infrastructure Programme.

Through our work with the Foreign Commonwealth and Development Office, we are able to gain access to income-generating knowledge-share projects on our transport services and demonstrate the breadth of our infrastructure upgrade projects, for example the Bank station capacity upgrade and Silvertown Tunnel.

Our Consulting team also work with cities from across the world, sharing knowledge and providing advice to help them deliver their transport projects. Throughout this financial year we have undertaken fee-earning projects in New York, Paris, Sydney, Manchester, Jakarta and Buenos Aires, among many others, partnering to deploy our unique, specialist expertise and develop sustainable answers to transport challenges, while generating a net surplus for TfL.

---

## About us

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

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

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

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

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

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

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible and safe to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we are creating brighter journeys and a better city.



© Transport for London

March 2024

[tfl.gov.uk](https://tfl.gov.uk)