

Commissioner's report

October 2022

Contents

Introduction	3
Safety and environment	5
Operations and customers	11
Our people	19
Finance	21

Introduction

I am proud to have led this organisation and am confident that both TfL and London have a bright future ahead



We have achieved a great deal as an organisation this year

On 22 September, I announced that my wife and I have decided to resume our previous life in the US, thereby bringing my tenure as Commissioner to a close. My time at TfL coincided with the toughest period in the organisation's history and during which the very existence of TfL hung in the balance.

When I joined, I had two clear priorities: to get the Elizabeth line open without further delay and to lead TfL out of the pandemic and into a financially sustainable future. With the Elizabeth line open and going from strength to strength, and with a longer-term financial settlement now in

place, I can leave with TfL's future secure and on the path to growth and success.

The last two and a half years have been an absolute privilege, for which I want to thank the Mayor and the Board. Having the opportunity to open the Elizabeth line with Her Majesty the Queen was without doubt the highlight of my career, and the perfect way to round out my 33 years of public service.

Everything that TfL has achieved in my time as commissioner has been down to my leadership team and the thousands of colleagues that make up this great organisation. That is why I am extremely confident that Andy Lord, who I announced will lead as Interim Transport Commissioner after I depart, will continue to build on this success.

The death of the Queen on 8 September was a deeply moving and historic moment for our country. Most of us cannot remember a time when Queen Elizabeth II was not our monarch and she has been nothing short of an inspiration in her incredible seventy-year-reign.

Her passing marked the end of an era and, with it, the beginning of Operation London Bridge – the detailed plan for how the Queen's funeral and the mourning period would be managed. Needless to say, this represented a huge undertaking for us all at TfL and, once again, we successfully stepped up to the mark.

There will be more detail on this later on in my report, but I want to renew my

huge thanks to everyone who worked so tirelessly throughout the mourning period to ensure that the events of those 10 days went as smoothly as they did, and that as many people as possible were able to travel to central London to pay their respects to a remarkable person.

Since my last report, we have achieved a longer-term funding settlement with the Government. This hard-won agreement means that we can now get on with the job of supporting London's recovery from the pandemic, to the benefit of the whole country. I am proud of what we achieved in these negotiations and of the round-the-clock effort put in by so many across the organisation to help us get there.

It is no mean feat to have secured around £6bn in support in the current financial and political climate, and I am grateful to both the Government and City Hall for the support they have provided.

As this, my last, report exemplifies, there is an incredible amount of work and activity taking place across our organisation designed to improve not just the capital's transport network, but the lives and businesses of everyone who uses it. I am extremely proud to have led this great organisation and I am sure both TfL and London have a bright future ahead.

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

Andy Byford
London's Transport Commissioner



It has been an absolute privilege to have served as your Transport Commissioner

Safety and environment

We are undertaking a range of actions and improvements to make our network as secure as possible



We are delivering robust safety improvements

Sandilands prosecutions

The Sandilands tragedy will never be forgotten and our thoughts remain with everyone impacted and involved. We continue to offer support to those directly affected as well as the wider community.

Following a hearing at Croydon Crown Court on 8 July concerning the prosecution case against the driver of the tram, the trial has been fixed to take place on 15 May 2023 for four to five weeks at the Central Criminal Court. The sentencing hearings for TfL and Tram Operations Limited will take place shortly after the end of the driver's trial.

We have delivered robust and lasting safety improvements since 2016, continuing to review our operations and work with the wider tram industry to ensure that our network is as safe as possible.

Safety incidents on the network

Fatal e-scooter and tram collision

On 22 August, a tram collided with a person riding an e-scooter at an uncontrolled pedestrian crossing point between Ampere Way and the tram stops at Waddon Marsh. The tram driver applied the emergency brake but could not prevent the collision.

Sadly, the e-scooter rider died in hospital a few days later. A full investigation is under way, and both the Rail Accident Investigation Branch (RAIB) and the Office of Rail and Road (ORR) have been informed. Passengers on board the tram at the time who may have witnessed the incident have been offered assistance through our incident support service, the Sarah Hope Line.

Fatal high-speed collision at Park Royal

In the early hours of 22 August, a vehicle travelling at high speed on the A40 Western Avenue left the carriageway and landed on the tracks of the Piccadilly line at Park Royal Tube station. Sadly, one of two passengers in the car was killed while the other sustained life-changing injuries. The driver was also seriously injured. As a result of the vehicle coming to rest on the Piccadilly line, the incident was reported to the ORR and RAIB.

Fatal collisions involving buses

On 13 August there were two fatal collisions involving our buses. In the first incident, a bus collided with a car in Brent, while in the second, a bus collided with a pedestrian in Tower Hamlets. Our thoughts are with the families and friends of those affected by both these tragic incidents. Investigations into both collisions are under way and we continue to look for opportunities to improve safety as we strive towards our Vision Zero ambition of eliminating all death and serious injury on the road network by 2041.

Upcoming inquests

We are providing assistance to the Coroner for Inner South London in relation to a fatality on 7 April 2020 at Clapham North station. We have provided the Coroner with a witness statement regarding CCTV footage at the station and prevention of future death matters. The inquest is listed to take place on 16 November.

On 26 May 2020, a passenger fell between the platform and the train at Waterloo Underground station and was struck by the departing train while trying to get back onto the platform. The passenger tragically suffered fatal injuries. In October 2020, the ORR issued London Underground with an Improvement Notice on Platform Train Interface risk assessments to which London Underground responded in December 2020.

The RAIB also investigated the incident and published its report in September 2021, including three recommendations for London Underground. Regular progress updates on the implementation of these recommendations have been sent to the ORR. The inquest took place before a jury from 20 to 27 September.

London Underground witnesses offered their condolences to the family in their witness evidence. The jury found that the death was accidental, with a possible underlying factor the fact that London Underground had neither fully quantified the level of risk at the platform at Waterloo, nor considered additional measures to reduce the likelihood of a person falling down the gap and getting stuck. London Underground will carefully consider the jury's conclusions.

Crime and antisocial behaviour on public transport

We continue to work in partnership with the Metropolitan Police Service (MPS) and the British Transport Police (BTP) to ensure that the network remains and feels safe, for both our customers and staff.

Our MPS Safer Transport Teams, volunteer police cadets and local schools work together across London to deliver assemblies on staying safe and sustainable travel in the run up to the summer break. Schools that are coming to our attention because of concerns raised by frontline colleagues or customers receive a presentation from their local policing team to discuss the impact school-related antisocial behaviour has on customers, staff and local communities.

Our Project Guardian school sessions are part of our work to keep young women and girls safe while travelling, and aim to raise awareness of sexual harassment and what to do if an incident occurs. These sessions are aimed at year 9 students, both boys and girls. A total of 142 sessions took place in the last academic year, reaching 8,885 students across London. There are already 33 sessions booked in for the autumn term.

As pupils returned to school in September, we have provided support to ensure they use our network safely and respectfully. By identifying key locations across our bus and London Underground network, we have co-ordinated engagement activity with our frontline staff, transport support and enforcement officers as well as our policing partners to encourage the behaviour that is expected on the transport network. This work is being run alongside STARS, our schools accreditation scheme, and our safety and citizenship transport education service to schools.

Tackling violence against women and girls

We continue to make good progress in our activity to end violence against women and

girls, while also looking at what more we can do. On 1 September, in partnership with the Mayor's Office for Policing and Crime and the Greater London Authority (GLA), we submitted a response to the Home Office's consultation on making public sexual harassment a criminal offence. This would strengthen our ability to deal with sexual behaviour that is not covered adequately in existing legislation.

We also had a productive meeting with the activist Zan Moon, along with our partners in the BTP, at the beginning of September to discuss a number of issues and recommendations arising from testimonials that had been shared with her about women's experience of sexual harassment on public transport.

The delivery of the 'Zero-tolerance to sexual harassment' training to customer-facing frontline staff continues. An amended version of the training programme will also be developed and briefed to employees in our contact centres to ensure messaging and engagement are consistent.

Work-related violence and aggression

Work-related violence and aggression against our people is unacceptable. In 2020, we issued 4,500 body-worn video cameras to our frontline colleagues in customer-facing roles. We have identified a further 300 staff that would benefit from cameras and begun the roll out of cameras to these groups, including River Services, Woolwich Ferry, Dial-a-Ride, and a number of other teams that undertake customer-facing activities.

The BTP has enhanced its support in this area by establishing a new Workplace Violence Coordination Unit which will work in partnership with rail operators to tackle hotspots. In August, we agreed to use Earl's Court Underground station in a pilot scheme to assess the issues and see how we can tackle the triggers of work-related violence and aggression together. If successful, we hope to roll this out to other locations across our network.

Automatic external defibrillators

The availability of a defibrillator can be essential in saving a life in certain cardiac situations. The Mayor is working with charities and the NHS to increase the number of defibrillators available in London, with the installation of defibrillators across the transport network and at London Underground stations already approved. By the end of this activity, every Underground station and 60 key locations, including bus depots, Dial-a-Ride and river services, will have a defibrillator.

In addition, London Lifesavers is an London Ambulance Service scheme promoting life-saving skills in the community. With the help of London Ambulance Service, we started filming a special instructional video in September to show people how to use a defibrillator. Our aim is to link the video to a special QR code which will be displayed on all defibrillators across our transport network. The video will play when the QR code is scanned using the camera on a smartphone or tablet, enabling people with little or no knowledge of using a defibrillator to step in in case of emergency.

We have also agreed with London Ambulance Service to return 73 of their defibrillators that were loaned to us long term, which, while out of warranty, are still serviceable and usable. These can then be issued for free throughout local communities, or however else they see fit.

Security

In July, we held a meeting of our Executive Security Group, focusing on the threat update from our external security partners, which informs the decision making for security across the business. The meeting included a review of our corporate vulnerabilities, and an update was provided on the controls and mitigations we have in place. We also agreed on a security scorecard and dashboard to enable holistic security reporting to drive security improvements.

We have responded to Lord Harris's report on the readiness of London's emergency services, and agreed a set of responses and actions to address the recommendations made. We recognise that all employees play a part in protecting our customers and colleagues from criminal and malicious acts. Security-informed training has been identified and we have started providing this training for our non-operational staff to increase capability and understanding across the organisation.

We have reviewed the specific threat of drones to our organisation and services, as highlighted in the report, and confirmed that proportionate risk management measures are in place. We have sought involvement in projects looking at our

use of CCTV footage. One area of focus is to ensure all new activities consider security as part of our project pathway management.

Taxi and private hire vehicles

On 1 October 2021, we introduced a new approach for private hire drivers to show their ability to meet the English language requirement which is necessary to meet the Department for Transport's (DfT's) Statutory Standards. This included the introduction of an English language speaking and listening test as well as a safety, equality and regulatory understanding assessment of applicants' reading and writing skills. Previously, drivers could submit evidence of a qualification or undertake a test with a TfL-approved provider.

The new requirements were introduced under transitional arrangements to allow time for drivers to complete the tests. We recognise that the industry is still in a difficult position due to the ongoing impact of the pandemic and the cost-of-living crisis which is affecting both taxi and private hire vehicle drivers. Several other factors have also impacted our ability to fully implement these requirements by 1 April 2023, as originally planned, mainly due to technological and testing capacity issues.

Previous transitional arrangements meant that existing drivers who had not provided evidence to satisfy the language requirements under the previous arrangements were required to sit and pass the new English language test and safety,



We work with our policing partners to keep our roads safe

equality and regulatory understanding assessment by 30 September 2022. Other applicants and drivers had until 31 March 2023 to sit and pass both tests.

The private vehicle hire regulations (TPH Notice 14/22) were amended on 21 September to give drivers up to two more years to complete the tests. Giving drivers more time will avoid drivers facing suspension or revocation of their licenses because they have been unable to take the assessments by the deadline.

Vision Zero

Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero ambition of eliminating all death and serious injury on the road network by 2041. Throughout the months of July and August, our policing partners dealt with a total of 129,523 traffic offences for risky, dangerous and antisocial driving such as excessive speed, distraction, drink and drugs, no insurance and non-compliance with road rules. There were also 1,634 arrests for drink and drug driving.



We enforce traffic contraventions in our cycle lanes

During July and August, the MPS issued an additional 103,466 speeding offences through the use of safety cameras. With the Roads and Transport Policing Command (RTPC), we started using mobile safety cameras at the end of January to enable us to be more responsive to local community concerns and emerging issues. By the end of August, 28,000 speeding offences had been enforced.

As part of its efforts to tackle road danger, the RTPC participates in monthly national campaigns coordinated by the National Police Chiefs' Council. These operations are themed around national road danger enforcement priorities and are an important element of the RTPC's operational activity.

July's operation, which ran from 26 July to 8 August, focused on speeding, with RTPC officers issuing 2,713 traffic offences. A separate operation, which ran from 23 to 29 August, targeted drink and drug driving, with RTPC officers arresting 32 drivers for driving under the influence of drugs or alcohol.

Safer Junctions

In November 2021, a new pedestrian crossing was commissioned at Battersea Bridge, where a pedestrian was tragically killed in January 2021. We have now completed public engagement on a second phase of improvements which will include new crossings on all other arms of the junction, as well as safety enhancements for cyclists.

Mandatory cycle lane enforcement

Since June, we have been given new powers alongside London's local authorities to enforce moving traffic contraventions in cycle lane and tracks. We have carried out civil enforcement of vehicles entering cycle lanes using our existing CCTV network, with drivers failing to comply being subject to a fine of £160.

There is also a six-month warning notice in place for first-time offences to educate motorists, with the aim of increasing compliance. Between 27 June and 3 August, 235 warning notices were issued to drivers and we are closely monitoring the success of the warning notice campaign as well as the compliance levels at these locations. To support this, we launched an advertising campaign in July, targeting private and commercial drivers, to raise awareness of the new fine and direct drivers to the red route section of our website to find out more. This campaign included adverts in the Metro newspaper and on buses.

Bus Safety Standard

The Bus Safety Standard is a set of requirements that all new buses must meet when they come into service to enhance the safety of bus operations in the capital.

More than one in four buses in our fleet now benefit from Intelligent Speed Assistance, helping bus drivers to comply with the speed limits on London's roads. This has been achieved through a combination of introducing new vehicles, activating similar technology on existing buses and an active programme to retrofit older buses.

Around 695 buses are now equipped with the Acoustic Vehicle Alerting System to make vulnerable road users more aware of the presence of quieter buses, such as those powered by rechargeable batteries. Furthermore, approximately 740 buses are now also equipped with camera monitoring systems which significantly reduce blind spots and remove the risk of bus mirrors hitting a person or object in the surrounding area.

The bus vehicle specification was updated in August to include additional safety requirements set to come into force from 2024. The Advanced Emergency Braking requirements were updated following a detailed study and industry engagement. In line with the new European General Safety Regulations, requirements for reversing detection with camera were added to improve and standardise the driver's field of vision and equipment standards, along with tyre pressure monitoring requirements which will provide a warning if there is an unsafe change in air pressure.

Finally, requirements to enable the potential future installation of alcohol interlocks, a type of technology which prevents a person under the influence of alcohol from starting the vehicle, has been added in line with the regulatory changes. A further trial will be needed for this type of technology to be included in our new bus vehicle specification. We will publish a revised roadmap later this year to reflect these changes.

We have published our latest commissioned research on pedal confusion on our website. This report sets out research findings, looking at the frequency of pedal confusion and the number of occurrences that go unreported by bus drivers, along with possible causes and solutions. The report sets out several recommendations which are being incorporated into the work overseen by the joint TfL and bus operator working and steering groups for pedal confusion.

The Fatigue, Health and Wellbeing Innovation Challenge projects have all started, with results expected towards the end of the year. The projects seek to address bus driver fatigue and/or health and wellbeing. Projects include the Night Club, a transformational health and wellbeing programme that uses an interactive walk-in installation designed to communicate evidence-based sleep health information to shift workers.

This project is being delivered jointly by Stagecoach and the Liminal Space, with physical trials now complete and evaluation outcomes expected by the end of the year. Other projects are continuing to be trialled, including Metroliner's Rest Space which provides a physical resting space for drivers and Senseye by Tenshi with HCT Group which uses technology to detect fatigue at sign-on, in the middle of a shift and at the end. The results of the Innovation Challenge projects will be reported once the evaluations and final reporting is complete.

Air quality and the environment **Emissions-based road user charging schemes**

In July, the GLA published a monitoring report analysing the first six months of the expansion of Ultra Low Emission Zone (ULEZ) to the North and South Circular roads. The report demonstrates the significant increase in the number of cleaner cars in the zone, with nearly 94 per cent meeting the new standards on an average day – up from 87 per cent before the expansion came into operation last October, and up from 39 per cent in 2017 when the Mayor announced his intention to introduce the scheme.

The number of diesel cars in the zone has also decreased with 44,000 fewer diesel cars driving in the zone each day on average – this represents a 20 per cent decrease, along with an overall reduction in the number of vehicles and traffic flows. The air is now cleaner on the boundary, with a 17 to 24 per cent reduction in pollution compared to a scenario without the ULEZ. Such positive results after only six months confirms our approach and hard work to deliver schemes to make London a cleaner, greener, and more sustainable city.

In May, we launched a 10-week consultation seeking views on our proposals from members of the public, businesses, and stakeholders on expanding the ULEZ across the capital, changes to the Mayor's Transport Strategy as well as their input on the issues to consider in any future road user charging schemes across London. The consultation closed on 29 July, and we

received a very high response rate. We are now analysing the responses and will use the feedback to inform our progress and refine our proposals. We aim to publish our consultation report and next steps later this year.

However, our work to engage with stakeholders on the future of road user charging continues, even after the formal consultation period has ended. On 17 August we held a special workshop with stakeholders representing disabled people to identify the impacts of potential changes to the ULEZ on this group.

Bus priority programme

The programme team has refocused the bus priority programme to meet the target of delivering 25km of new bus lanes across London by March 2025, going beyond the initial target set out in the Bus action plan.

Subject to funding, we will continue to review signal timings and optimise junction operations to improve the efficiency of buses across London.

We will be hosting a bus leadership away day later in the year, with the aim of encouraging borough delivery partners to recognise the importance of buses in supporting the active travel and air quality aims of the Mayor's Transport Strategy. A budget has been set aside in the borough funding package to enable the continued progression of bus priority enhancements, delivering journey time benefits for their residents.

Zero-emission buses

We continue to increase the number of zero-emission buses joining the overall fleet as we aim for an entirely zero-emission bus fleet by 2034 – three years earlier than our original timeframes.

The fleet now has more than 850 zero-emission buses. This is an important step to helping the Government tackle the climate change emergency and contribute towards the UK's targets of a 68 per cent cut in CO₂ by 2030, rising to a 78 per cent net reduction by 2035.

We are keeping an open mind when considering the technology we might need between now and 2034 – including hydrogen fuel-cell, with 20 double-deck vehicles operating on route 7 between East Acton and Oxford Circus, and some route 245 journeys between Alperton and Golders Green – so that we have the most promising options available for now and later.

Around 10 per cent of the fleet is expected to be zero emission in the coming months, supporting British manufacturing and jobs, and reducing reliance on fossil fuels.

E-scooter rental trial

The London e-scooter rental trial has been operating for more than a year, with 10 participating boroughs making up a continuous trial area. In the period ending 28 August 2022, 170,000 trips were made with a total fleet size of 4,365 vehicles. This brings the total to 1.63 million trips for the trial to date.

Supporting our people in managing carbon impacts

We have developed a one-day carbon literacy course for our people, which is fully accredited by the Carbon Literacy Project. The course is delivered by internal trainers from a range of roles across the organisation. As part of the course, employees discuss where they can make a positive impact in carbon reduction through their roles and make two pledges to reduce their carbon footprint. We have completed the pilot phase of the course and are moving to a wider roll out, with the aim of training 500 people by March 2023.

Future of temporary active travel schemes

We continue to work on the schemes in our Future of Temporary Schemes Programme, reviewing the temporary and trial schemes implemented during the pandemic. Recent progress has included additional improvements to the Park Lane cycle scheme, ahead of a public consultation.

We have also now made three of our trial schemes permanent, following six-month consultations in 2021 and extensive monitoring of the schemes' performance. These are the upgrades to Cycleway 8 between Chelsea Bridge and Wandsworth, cycling facilities on Tooley Street to connect Cycleway 4 with London Bridge, and the upgrade of Cycle Superhighway 7 between Oval and Elephant and Castle.

Three Low Traffic Neighbourhoods have been completed in both Barking & Dagenham and Haringey using funding

from the DfT's Active Travel Fund, bringing the total number of active Low Traffic Neighbourhoods schemes delivered through this funding to 106.

The final tranche of such schemes funded this way will be complete by December this year. Evidence so far from the Low Traffic Neighbourhoods delivered during the pandemic suggests they reduce car traffic and road injuries and increase cycling levels within the low traffic areas.

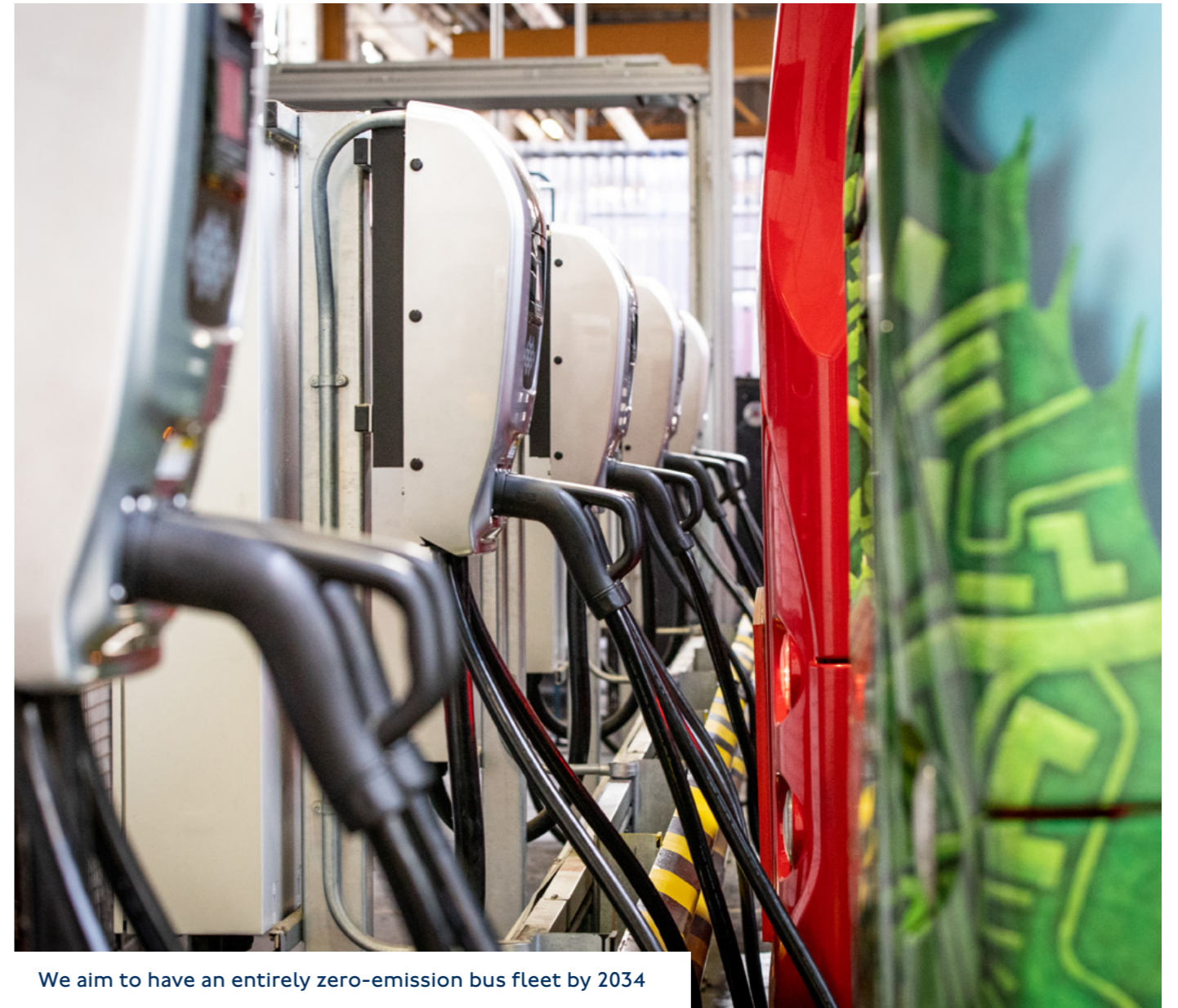
Delivering walking and cycling grants

The grant window for Walking and Cycling Grants London launched on 1 August and closed on 12 September. Our aim is to award 73 new grants to fund new walking and cycling community projects. Successful grant recipients will be announced in early October.

FreightLab Challenge

We have been successfully delivering projects from our FreightLab Challenge. In collaboration with the Mayor's Civic Innovation Challenge, London FreightLab offers funding, land, assets, and subject matter expertise to five innovators aiming to make the way goods move around London safer, cleaner and more efficient. The innovators have been working with leading industry partners to develop and deliver trials for their products.

One trial has now concluded, and another has moved into the next phase of live testing. We worked with UPS delivery services and product development company Fernhay Partners to trial a zero-



We aim to have an entirely zero-emission bus fleet by 2034

emission electric-assisted delivery walker in Queen Elizabeth Olympic Park, and trial electric cargo bike deliveries from their Kentish Town Depot. We have also moved

into the next phase of testing of ENSO low emission tyres, which have been fitted to DPD and Royal Mail delivery vehicles.

Operations and customers

We have continued to deliver our services throughout a summer of both planned and unprecedented events.



We prioritised our customers during a momentous period

Operation London Bridge

On 8 September, the world received the sad news of the passing of Her Majesty Queen Elizabeth II. This marked the official start of Operation London Bridge, the plans for the state funeral and associated events that many people in our organisation have been involved in for years. Our plans were comprehensive, having been drawn up with the royal household and both national and London partner agencies such as the Government, GLA, emergency services and Network Rail.

Our sobering but necessary goal in the planning was to ensure we were prepared when the eyes of the world turned to London – and we rose to the challenge.

Immediately following the news, our Palestra Event Liaison Facility was established as the core of the London operation, setting us up to deliver efficiently and effectively, with all agencies sharing this location, from the military to the London Ambulance Service.

The logistical challenge we then met was huge: from removing over 300 sets of traffic lights to get our roads ready for ceremonial processions, diverting hundreds of bus routes to enable event areas to be safely closed, cancelling engineering works and putting on an hour of extra services on our trains after the state funeral.

We also deployed the most significant customer and stakeholder communications campaign of the last decade, helping the millions who travelled to London to pay

their respects during the mourning period and others going about their daily lives. We provided travel advice and transport information through emails, posters, station announcements, social media posts, website updates and travel apps including our own TfL Go.

We amplified our event partners' messages to help the quarter of a million people travelling to the Queen's Lying-in-State at Westminster Hall get there and back with ease, and those going to watch the processions find their way to and from their viewing spots. In addition, hundreds of our employees pitched in to be Travel Ambassadors, helping customers with their journeys, giving advice, and help those travelling into London find the best way to access the ceremonial events and get back home at the end of the day.

We remained agile throughout this unique period, adapting our communications to new events and constantly ensuring we continued to prioritise our customers. It was never more important for us to provide clear, consistent and useful travel information. And the best measure of our success was that transport was not the headline in this period and instead focus remained where it rightly should be.

Many have said that in her passing, the Queen united all of us in one final act of togetherness – and that sums up perfectly our response to Operation London Bridge. A true coming together of organisations from across the country to provide a fitting farewell to a remarkable monarch.

Elizabeth line

In August, I was delighted to announce that the next stage of the transformational Elizabeth line will go live on Sunday 6 November, when the lines from Reading, Heathrow, and Shenfield will connect with the line's central tunnels – opening new direct journeys across the capital. Sunday services on the Elizabeth line will be introduced on 6 November, following the increase in operational hours which began on 5 September.

This means that customers travelling from Reading and Heathrow will be able to travel east all the way to Abbey Wood without changing at Paddington. Customers travelling from Shenfield will be able to travel west all the way to Paddington without changing at Liverpool Street. Journeys to onward destinations, including to Heathrow Airport or towards Reading, will involve changing trains on the same platform at any of the central London stations.

The integration of Elizabeth line services will bring a huge range of extra benefits, including reduced journey times, additional capacity, greater accessibility and better connectivity to jobs, opportunities and leisure for communities across London and the South East. Customers landing at Heathrow Airport will now be able to travel straight through central London to areas such as Farringdon and Canary Wharf in as little as 36 and 45 minutes respectively on the weekend and 40 and 51 minutes respectively during the week.

Bond Street station to open on 24 October

When the central section of the Elizabeth line opened earlier this year, I promised that Bond Street station would open this autumn. The station is now set to open from 24 October, subject to final approvals.

Bond Street station was the site that the Queen visited during construction in 2016 to mark the renaming of the railway in her honour, and it will be the jewel in the crown of the West End's transport provision. The station is spectacular and will provide a significant new link to one of the busiest shopping districts in the UK, enabling even further connectivity to jobs and leisure for people across London and the South East.

Two new street-level ticket halls will also open, one at Davies Street and one at Hanover Square, and will lead passengers to the Elizabeth line platforms. In addition to station improvements, we have worked alongside Westminster Council on improvements to the urban realm surrounding the station.

Industrial action

Since my last report, there have been further instances of industrial action by the RMT, Unite and ASLEF unions across our public transport modes, including London Underground, London Overground and Buses as well as across Network Rail and Train Operating Companies. We recognise the impact this action has on our colleagues, customers and stakeholders and remain committed to keeping dialogue open with our trade union colleagues to resolve the situation.



Integrated Elizabeth line services will bring extra benefits



It has been a busy summer of events across the capital

During periods of significant industrial action on our network and wider national transport networks, we continue to use demand management communications to support our operations. We have delivered comprehensive communications campaigns with travel advice to help customers travel to major events, such as Notting Hill Carnival, during industrial action.

I remain extremely thankful to all the colleagues who help keep our network moving and our customers informed during the industrial action that has taken place over the past few months.

Extreme heat on the network

The extreme temperatures we experienced during the heatwave on 18 and 19 July had a significant impact across the network. Accurate forecasting enabled us to initiate our response and communicate potential disruptions to customers in good time.

We implemented our adverse weather plans through the robust management of our response and considered coordination with other agencies prior, during and following the extreme weather. Our operations and construction activities were impacted in different ways, some of which we were able to plan for and some which were unexpected. With advice to avoid travelling unless necessary, there was a significant drop in customer ridership on both days.

Our activity during the heatwaves provided further opportunity for us to learn and build on our knowledge. We will feed

all lessons learnt into developing our understanding of our climate risks, and measures to both improve resilience to extreme heat in the short term and adapt the network for the changing climate in the longer term.

Keeping London moving

It has been a busy summer of major events, demonstrations and industrial action. Our Network Management Control Centre coordinated our industrial action planning to ensure logistics were in place across all business areas and we were able to keep London moving. The coordinated nature of the industrial action has proved challenging especially in the context of several major events returning to London after the pandemic.

The significant weather temperatures over the period have also been a challenge, but we have continued to help plan and deliver the operations and transport elements of the major events across London.

Standout events have included the UEFA Women's EURO 2022 final at Wembley Stadium on the 21 July, the 2022 London Triathlon in early August and the long awaited return of the Notting Hill Carnival at the end of August. The capital also hosted the London Marathon at the beginning of October, with the addition of a new Mini London Marathon for children the day before the main event.

Recovery

Reassuring our customers

To support our recovery, we continue to reassure our customers that we are working hard to help everyone travel safely and with confidence by highlighting our ongoing cleaning measures, ventilation on our services and the availability of free hand sanitiser points across the network. In addition, we are reminding customers that they can find quieter times to travel with our TfL Go app and that face coverings are welcome if they help customers travel with confidence.

Following a review in August, we changed our messaging around face covering across the network to better reflect the current COVID-19 guidance. We also launched new digital communications to highlight our dedicated safety measures and the journey planning support available through the TfL Go app.

Public transport recovery campaign

Our campaign to promote public transport and encourage more people back onto the network continued from the end of July into October. We have reminded Londoners how public transport connects them to do more of the things they love across the capital and encouraged them to use the network more through the promotion of fare capping and value fares. Our campaign ran on outdoor posters, in cinemas and on television throughout the campaign period.

We have also worked closely with partners across the city to offer exclusive discounts and offers, motivating Londoners to make the most of the city over the

summer, working with London's Business Improvement Districts who placed special offers and promotions from their local businesses on our website during the summer months.

A small number of participating districts have also been selected to have their content featured on the TfL Go app.

The London Transport Museum also participated with a dedicated section on the museum blog and, as a longstanding partner, we incorporated Society of London Theatre's annual Kids Week campaign, into our own campaign too.

Bank station capacity upgrade

Following the successful opening of a spacious new southbound Northern line platform and central passenger concourse, the introduction of new interchange routes between the Northern Line, Central Line and DLR will be brought into use in from early autumn. These new interchanges include six new escalators and two new 95m moving walkways which will greatly improve journey times for our customers.

The final phase of the project will provide a large new street-level entrance on Cannon Street where works are progressing well, with the final wall, floor and ceiling finishes being installed along. In addition to the testing and commissioning of services, lifts will provide step-free access and there will be six further escalators between the Northern line platform level and street level. The entrance is due to be brought into use by the end of the year. We continue to demobilise key work sites in preparation

for works to begin on the over-site development above and around the new entrance, as well as the restarting highways and various urban realm works.

Alongside the construction work, we have run a communications campaign to raise awareness of the improvements and build excitement for project completion later this year.

Old Street

The Old Street Roundabout project team continues to work to complete the project by spring 2023. The main station entrance was opened to the public in July along with the permanent closure of Subway 3, enabling the start of highway work and the construction of new cycle lanes on the southwestern side of the junction.

High Speed 2

Sir Douglas Oakervee was commissioned by the DfT to consider options for transporting excavated materials from the construction of High Speed 2 (HS2) to help reduce the number of construction lorries at Euston station. The recommendations were shared with us in July and the stakeholders at Euston, including HS2 Ltd, Network Rail and the DfT, are now considering the feasibility of the suggestions.

We have worked with HS2 Ltd to enable the tunnel boring machines to start their drives in September. These run directly under the Central line for part of their route from the West Ruislip portal.

At Old Oak Common, HS2 works continue at pace on the construction of the new station box that will be served by HS2, Elizabeth line and Great Western Mainline services. We continue to work with HS2 in the design development of the new surface intermodal area, as well as working collaboratively with HS2 Ltd and its supply chain to meet its programme milestones and minimise impacts to our assets.

Silvertown Tunnel

Good progress has continued on both sides of the river in Greenwich and Silvertown. In August we were delighted to welcome the family of Jill Viner, London's first woman bus driver, who cut the ribbon to announce that the tunnel boring machine, named Jill in her honour, is ready for testing and commissioning.

The tunnelling works for the twin bore tunnel began on 7 September, digging below the riverbed, and will take several months to reach Greenwich. Tunnel boring machine 'Jill' will then be rotated to continue to bore the northbound tunnel from Greenwich to Silvertown.

Spoil from the tunnels will be transported by a conveyor from the boring machine to barges, a process which will remove thousands of lorries from our roads.

On 27 September, a fire broke out by the conveyor belt system, which removes spoil from the launch chamber of the Silvertown Tunnel. All emergency procedures were followed and nobody was hurt, and an urgent investigation with Riverlinx and its contractors is under way. Safety is our top

priority and we continue to work closely with Riverlinx to ensure safety standards remain high across all construction sites.

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

Our programme has continued, enabling the introduction of a new timetable on 11 September, which has brought a journey time improvement of around five per cent on average on the Circle and District lines between Monument, Fulham Broadway, Barons Court and Paddington. As an example, this means a journey between Barons Court and Monument will be reduced by more than a minute. This adds to the journey time improvements already introduced on the north side of the Circle line through a timetable change in September last year.

Piccadilly line upgrade

In September, Siemens started the manufacture and assembly of the key motor car for the first new Piccadilly line train, the first of its kind, following the successful assembly of the first intermediate motor cars back in June. This keeps us on target for the first train to be fully formed and ready to start testing from summer 2023.

In August, Ark signalling consultancy was awarded the signalling detailed design contract for the legacy signalling modifications to take place on multiple sites across the Piccadilly line. These designs support the required modifications to the signalling system that result from the new train being longer and having different sight lines from inside the driver's cab.

In August, manufacturing company Hegenscheidt was awarded a contract for the design, manufacture and installation of a new under-floor tandem wheel lathe, which will be based at Cockfosters Depot. This critical work forms part of the overall upgrade to our depots, with delivery being scheduled from July 2023. This supports the decommissioning of existing facilities and start of construction of new facilities across both Piccadilly line depots.

In September, we awarded the concept design delivery contract to engineering company Arcadis which will enable the Lighting Main Project to begin production of seven concept design statements. The completion of these statements will enable the tender package for design and build works to be issued, with this work scheduled to begin in autumn 2023.

Innovation

During the heat of the summer, a new state-of-the-art cooling panel was installed on the disused platform at Holborn to begin feasibility trials for the cooling of air temperatures at the platforms of our deep Tube lines. The trial is part of the Government's Living Lab scheme which has provided 70 per cent of the funding. The innovative convection cooling system was designed by us and developed by SRC Infrastructure. If successful, Knightsbridge will be the first passenger station set to benefit from this.

Adjusting our network Bus service changes

The consultation for the Central London Bus Review started on 1 June and ended



We work to support both current and future travel demand

on 7 August, having been extended from 12 July to provide people with more time to respond following exceptionally high interest. We are very pleased with the significant number of responses, around 21,500 in total, covering a range of views to take on board, and we thank everyone who took part. We are now considering the feedback we received.

Following stakeholder requests, from 16 July we diverted route 378 (which operates between Mortlake and Putney) in the Barnes area to better serve the town centre. We also changed route 533 (which runs between Castelnau and Hammersmith) to call at bus stops in the Chiswick area at the same time.

Bus action plan

We published our Bus action plan in March to set out our 2030 vision for buses, including how they contribute to creating Healthy Streets, and actions to improve customer experience, journey times, connections, safety and security, and help reduce carbon emissions. As we continue with our recovery from the pandemic, transforming bus travel is essential to ensure a green and inclusive recovery for London and achieve the Mayor's target for London to be a net zero carbon city by 2030.

Since the launch of the action plan, we have made the following improvements for the benefit of our customers:

- More than 1.2km of new and improved bus lanes have been delivered in 2022/23 so far, with more than 4,000 bus passenger hours saved. The total for new and improved bus priority now stands at more than 8km since the start of 2021/22. As part of the action plan, we aim to have 25km in total by 2025
- In excess of 70 signal timing improvement schemes have been delivered so far to improve bus priority across our network. These improvements have come as a benefit of the approximately 1,200 timing reviews that will take place in 2022/23
- More than 90 of our New Routemaster vehicles now have new moquette installed as part of their mid-life refurbishment to help customers identify priority seating. We expect to have completed 300 by the end of 2022/23

- We completed the roll out of our 'Welcome aboard' inclusive signage across our whole fleet at the end of September

Bus improvements campaign

On 18 July, we launched a transport improvement campaign to create awareness that all London buses are now low- or zero-emission at the tailpipe. This campaign runs until 11 November.

On 24 September, bus route 241 (which operates between Stratford City and Prince Regent Bus Stations) was extended. Buses will connect to Pontoon Dock for DLR services, Royal Wharf pier for river services and Custom House station for both DLR and new Elizabeth line services. The campaign to promote this extension ran from 24 September. The extension underlines the commitment to our Bus action plan, providing new links to places people need and want to travel to, and encouraging more people to use public transport for more of their trips.

Following the launch of a new fleet of 29 electric buses with enhanced customer features on route 63 in February, dynamic bus flags have been installed at five stops. These small screens display Countdown-style live arrival information at stops without shelters and power, and mean that 46 stops along the route now provide customers with real-time information to help manage their journeys.

Building on this, alongside upgrades to a number of shelters along the route last year,

trials are now under way of two new types of digital information screens at 18 stops on the route. Research will evaluate the overall impact of the various improvements to understand those with the greatest potential to stimulate growth in bus travel by making the bus network an attractive option, and so ensure revenue is maintained and reinvested into further improvements to the network.

Our bus operations and network management teams have achieved these enhancements in a cost-efficient way, and we are expecting to pay back the modest investment quickly, to help us attract more customers to the network as well as make buses more financially sustainable.

DLR service timetable change and optimisation

On 26 September we introduced a new timetable on the DLR to better support current and future demand. This follows a previous DLR timetable change to maximise capacity per train, which enabled three car trains for all routes instead of two car trains during the pandemic and the initial recovery period. This enabled social distancing and reduced staff requirements, increasing service resilience.

Since this timetable was introduced, demand has changed substantially and the reduced frequency on certain routes and times of the day has visibly reduced demand. The opening of the Elizabeth line central section between Abbey Wood and Paddington has also changed customer behaviour on the DLR, with new pain points (such as longer

waiting times for connecting services at Custom House) and opportunities (such as reallocating capacity on corridors relieved by the Elizabeth line to improve services elsewhere).

The changes now introduced provide a more frequent DLR service, with some reductions in capacity on certain routes where relief has been provided by the Elizabeth line, doubling the frequency during peak-time travel in many instances. As a result, customers are benefitting from an improved experience as wait times have decreased, as well as a reduction in crowding on some routes. This is expected to lead to an increase in customer journeys, which will in turn increase fare revenue.

Similarly, the new timetable will complement the Elizabeth line, ensuring DLR services are in the right place to minimise interchange times (namely at Custom House, Stratford and Canary Wharf stations). Finally, these changes will prepare the DLR for the introduction of new trains in 2024 and ensure our operations remain strong in the meantime.

Public transport technology

We are maintaining and developing technology to operate our public transport networks and improve our customer experience. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system which provides real-time bus location information. The tender process to select suppliers for the iBus2 software replacement project is progressing well.

Procurement is also progressing for a replacement booking and scheduling system for Dial-a-Ride, which will give passengers the option to book online and enable us to deliver more trips with the same number of vehicles. Shortlisted bidders were invited to submit final tender in April. We have now selected a preferred bidder and are finalising the contract. We expect to start delivery later this year.

Road technology

We are leading the way in delivering innovative new road management systems. Our programme continues to deliver the two core replacement systems, the Real Time Optimiser to manage traffic lights more effectively and Common Operating View Incident Management System which will enable more effective management of road incidents. These systems will reduce delays on the roads and improve journey times.

Cycleways

Cycleway 4

Construction work along Evelyn Street is complete and, following the final weekend of carriageway resurfacing, the route opened to cyclists on 13 September from Bestwood Street to Deptford Church Street. The Royal Borough of Greenwich's works to Creek Road Bridge are scheduled to take place this winter.

Cycleway 9

Snagging works on Hammersmith Gyrotory and Chiswick High Road from Chiswick Lane to Goldhawk Road are ongoing following completion of construction on 30 June

and 8 July respectively. The next phase of works on Chiswick High Road between Chiswick Lane and Heathfield Terrace is being delivered by the London Borough of Hounslow and works are due to start in early October, subject to the availability of materials.

Cycleway 23

Construction work by the London Borough of Hackney on the Millfields Park section of the route is complete and opened to cyclists on 15 August. The detailed design for Lea Bridge Roundabout is progressing and construction is planned for early 2023. The London Borough of Hackney has started detailed design work for Lea Bridge Road westbound.

Santander Cycles

Our Santander Cycles scheme continues to go from strength to strength and has had twelve months of record usage. Each month between September 2021 and August 2022 there were more hires than any equivalent month. There were 12.6m hires in the last rolling 12 months. On the day of industrial action on the London Underground and across National Rail services on 20 August, there were 66,903 hires, the fourth busiest day in the scheme ever.

On 22 August, we launched a campaign to highlight the introduction of 500 e-bikes to the scheme, as well as changes to the tariffs and new membership options which came into effect on 12 September. The new e-bikes will help to break down the barriers that stop some people from cycling, including fitness, age and journey length,

and the new tariff is more flexible and easier to understand for everyone. These tariff changes include a new monthly membership option, new prices for single rides and annual memberships. Our campaign activity runs through until mid-November.

Seven new docking stations opened between August and September in the London Borough of Southwark. These stations are in areas not previously covered by the scheme and enables even more customers to hire cycles.

The free NHS promotional code which allows NHS employees to receive a free 24-hour access period continued to be used and was redeemed more than 160,000 times, until it came to an end on 9 September. It has now been replaced by a 50 per cent reduction in the annual members tariff.

Customer experience

TfL Go app

The TfL Go app has now been downloaded more than two million times, just over five months since the first milestone of a million. This follows recent successes with an App Design Award at the Design Week Awards and the Mobile/App Design Award at the prestigious global Drum Awards. Since July, we have also launched new features to support customers during severe disruption, such as allowing iPhone users with iOS 16 to add live travel 'widgets' to their lock screen, as well as adding a new editorial feature promoting places of interest, cultural hubs and events.

4G mobile connectivity on the Tube network

Access to high-speed mobile connectivity on the Tube has taken another major step forward with both Vodafone and Virgin Media O2 joining the network set up across the Underground by our concession partner, BAI Communications. This means that as services go live, customers on all of the major mobile networks will be able to benefit from high-speed mobile coverage when travelling on the Underground.

London Cable Car

Sponsorship changes

London Cable Car's 10-year sponsorship contract with Emirates Air Lines ended on 28 June. We have since modified our commercial approach, in line with current market conditions, while wanting to support the delivery of the new vision of the cable car.

To do this, we have signed a new non-exclusive two-year contract with IFS, a cloud-based technology company, to sponsor the scheme with an option to extend for five years, generating £420,000 per year. The contract enables us to secure other partners for long- or short-term activities.

Pokémon week-long takeover

On 19 August, video game company Pokémon took over the London Cable Car to support the 2022 Pokémon World Championships at the ExCel London exhibition centre. For the first time in history, the pinnacle of Pokémon tournaments was held in Europe as London hosted the event between 18 and 21 August.

The cable car cabins were re-branded specifically to represent the 18 different Pokémon types, giving fans and our customers a once-in-a-lifetime chance to be transported over the River Thames with their favourite Pokémon. The makeover extended to both cable car terminals, with lots of Pokémon surprises, music and photo opportunities, which were in place for passengers to enjoy between 17 and 23 August. This short-term contract secured £200k net income.

Commercial partnership with Kurt Geiger

In August, as part of a longer-term collaboration with London-based design label Kurt Geiger, we launched an initial ten-piece licensed collection of branded bags and wallets.

This limited-edition collection focuses on some of Kurt Geiger London's most popular styles, replacing the brand's signature rainbow with the iconic colours of the London Underground lines, and was available to buy until the end of August. Collaborations such as this help us bring in further revenue and are also a great way to showcase our brand, and by extension our services, to our customers through these quality products.

New TfL Book Club

On 26 July, we launched the new TfL Book Club in partnership with publishers Hodder and Stoughton. It aims to give customers an added incentive to use public transport and encourage more people to read as part of their journeys on our networks.

Customers who sign up pay a £4.99 monthly membership fee to receive a credit each month which they redeem against one of three specially curated eBooks.

The book club also gives members exclusive access to competitions and additional content from authors, as well as heavily discounted books and collections. Customers who want to access their books offline can download the TfL Book Club app.

To celebrate the launch and motivate our employees, we offered our colleagues the chance to win one of 15 free, six-month memberships.

High visitor numbers for London Transport Museum

London Transport Museum has continued its strong recovery throughout the summer, welcoming Londoners and tourists alike and contributing to the city's economic recovery. A programme of family activities over the summer holiday has seen visitors flock to the award-winning venue, with year-to-date visitor numbers reaching 96 per cent of 2019/2020 figures.

The summer programme featured an immersive installation which invited families to explore how transport can help create a greener future for London. The events were part of the museum's ongoing Climate Crossroads programme in partnership with Mastercard, construction company Mott MacDonald, Cubic Transportation Systems and Sopra Steria.



We are pursuing commercial opportunities

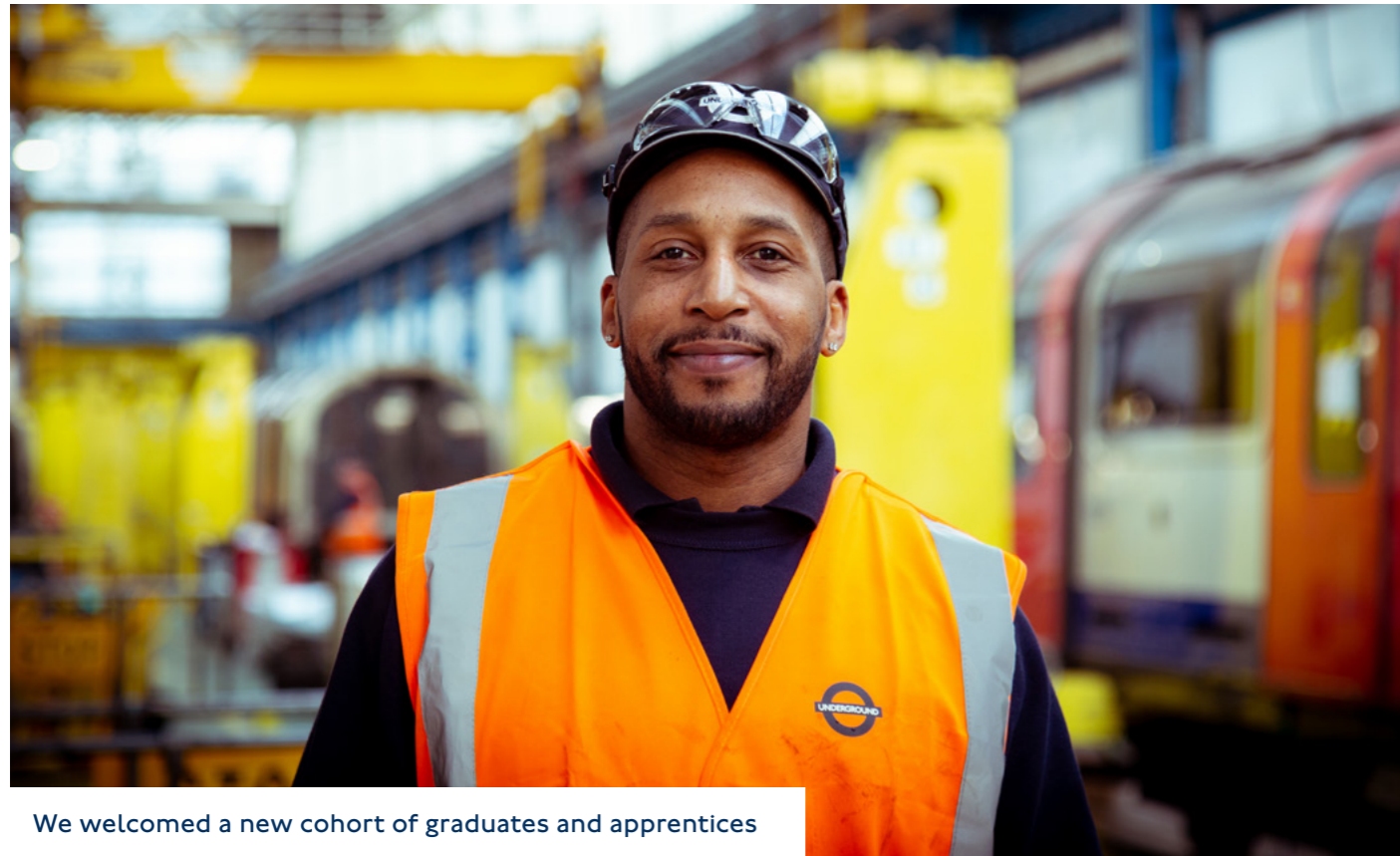
Heritage operations on the Underground

On the weekend of 3 and 4 September the museum's much-loved heritage operations took to the Underground network once again, and I was delighted to be able to attend. The museum's beautifully restored art deco style 1938 stock Tube train took to the rails of the Metropolitan line again for

the first time since spring 2019, giving the public the chance to experience travel from a bygone era, and admire the history and heritage of the world's first underground railway, with journeys taking place between Amersham and Watford, and Amersham to Harrow-on-the-Hill.

Our people

We continue to improve the way we work, and make our organisation fairer and more inclusive



We welcomed a new cohort of graduates and apprentices

Welcoming our latest graduate and apprentice cohort

On 19 September, we welcomed our latest cohort of graduates, apprentices and interns. This comprised of 60 apprentices across 16 different schemes, 51 graduates across nine schemes and 11 year-in-industry interns across four schemes, with a further five interns joining through our Stuart Ross Communications Internship scheme.

Ahead of our apprentices starting, we also carried out a retender exercise for their education course providers, placing a greater emphasis on diversity and inclusion,

the embedding of sustainability into apprentice training, while awarding longer contracts to these providers to further develop supplier relationships, innovation and continuous improvement.

Viewpoint

Our annual employee survey, Viewpoint, opened on 26 September and will run until 21 October. This will enable all our colleagues to tell us what it's like to work for our organisation and what they feel strongly about, giving us the evidence to continue to make things better in the future. The results from the survey will

also enable us to evaluate our employee engagement, inclusion and wellbeing scorecard measures.

This year, we will again be carrying out a paperless survey to help increase the response rate in operational areas. A campaign to promote the survey began at the end of August to help build momentum before the survey went live.

Ahead of this, we hosted confidentiality sessions for our colleagues to sign up to. The purpose of these is to provide reassurance that information provided will remain anonymous and that colleagues cannot be identified. These sessions will be held virtually and will take place at different times to enable operational colleagues who work shifts to take part.

Diversity and inclusion

Count me in

Improving our data and improving our colleagues' trust in our use of their data is key to building an inclusive workplace and ultimately improving diversity. For the first time, declaration rates have been included on the TfL scorecard, highlighting the importance and focus we are placing on improving these.

Our main drive is to increase the number of our colleagues sharing their protected characteristics. Our Count me in campaign will run throughout October. The importance of sharing personal information will be communicated from senior managers down to individual teams. There will be articles published on our Platform intranet pages, as well as in our On the

Move publication. Complementing this will be a poster campaign across our estate.

We are also building an app which will allow operational colleagues to enter their details directly, without the need to go via their line manager or call HR Services. All operational colleagues will be sent a direct link asking them to share their details, removing any potential barriers.

Health Roczen programme

Roczen, previously RESET health, provides medically supervised programmes for people who have or are at higher risk of metabolic syndrome, and those with established complications of obesity, including type 2 diabetes. We have partnered with Roczen to give a limited number of our employees access to the individualised 12-month Roczen programme for those living with prediabetes, type 2 diabetes or obesity.

The Roczen programme is clinician led, provides 24/7 coaching and support, gives individualised targets for metabolic health and comes with access to the Roczen app, which provides further information, communication and support. Indicators from the first group's responses are positive.

On average, members that have reached key 20-week milestones have showed a weight reduction of 6.7kg (6.6 per cent), a waist circumference reduction of 7cm (6.5 per cent) and a BMI reduction of 2.3kg/m² (6.6 per cent).

A second group of respondents has been launched and a further 50 employees have had the chance to join Roczen. From those, 41 per cent are operational employees of which 26 per cent perform safety critical roles.

Trauma and psychological awareness for line managers

On 15 August, 50 line managers were invited to join a trauma awareness webinar hosted by psychological health consultancy March on Stress. This session aimed to support supervisors and managers to have psychologically-aware and supportive conversations with colleagues about their mental health.

Many studies show that line managers, and those with similar supervisory roles, can have a significantly positive, or negative, impact on the mental wellbeing of the people in their teams. Evidence shows that managers who receive training in identifying the need for, and develop the confidence to successfully engage in, supportive mental health and wellbeing conversations with their team members can reduce the risk of longer-term bad mental health by up to 90 per cent. The recording of the session will be shared with all line managers at the beginning of September.

Well@TfL

Mobile health unit

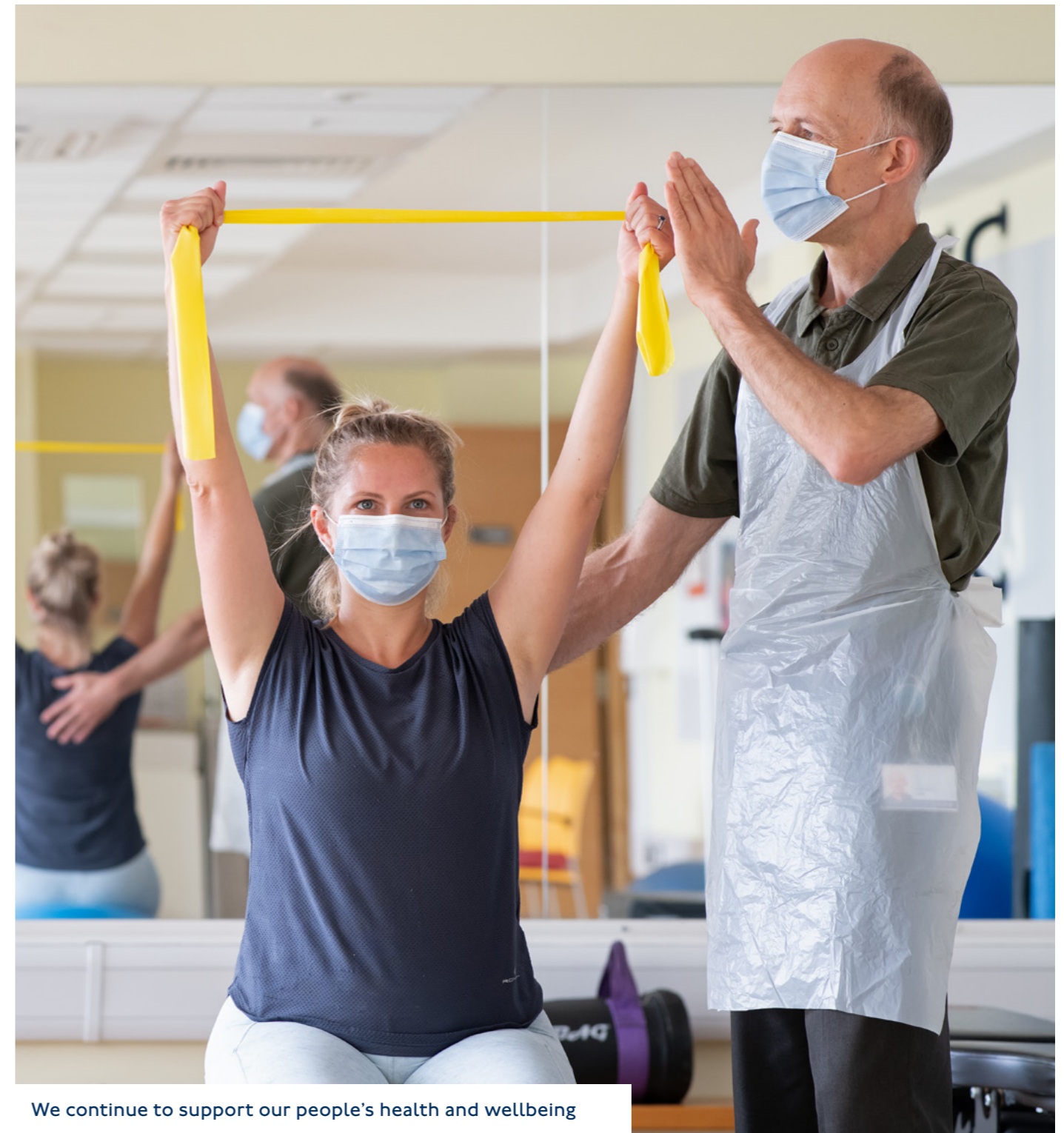
The Well@TfL mobile health bus continues to make its way around the network, delivering wellbeing checks on site, health surveillance and medical checks. The mobile health bus has now visited eight locations, staying at most for two to three weeks. The next locations are Hainault Station, Leytonstone, Stratford Market Depot and Northumberland Park Depot.

Acton pilot project

The Well@TfL Acton pilot project continues to deliver health and wellbeing priorities, including the appointment of wellbeing champions, with one champion specifically designated for night staff, a traditionally hard-to-reach group. Other positive outcomes include changes to staff areas to provide more engaging spaces, trying to implement wellbeing into projects from the design phase and working with canteen contractors to improve food choices.

Collaborations with suppliers

In September, we held the first of our keeping-in-touch events with our key suppliers. These are held to focus on specific topic areas which we or our suppliers have identified where sharing information could be of mutual benefit. The event in September covered temporary works and the interfaces of workers with plant or transport facilities.



We continue to support our people's health and wellbeing

Finance

We are managing our risks and maintain confidence in our balanced budget position



We continue to deliver new homes on our land

Our new funding agreement with the Government

On 30 August, we agreed a new funding settlement with the Government covering a 19-month period until March 2024. This is significantly longer than any of our previous agreements, but considerably shorter than the genuine long-term funding for capital investment we would like and on which all public transport services around the world rely.

The key features of this settlement include:

- Providing £1.2bn of base funding
- Maintaining the revenue true-up mechanism to March 2024
- Introducing protection against increasing inflation, particularly in 2023/24 when our exposure is at its greatest

- The funding increases our capital investment by around £200m compared to our managed decline budget. This will help us protect the critical assets on which Londoners depend and restore a level of expenditure to improve our network, alongside delivering our committed investments, including new Piccadilly line trains and DLR rolling stock, Four Lines Modernisation, Bank station upgrade and Old Street roundabout

Ultimately, this agreement sets out the framework, but unfortunately not the full funding, for moving away from managed decline. To secure that move away from managed decline, we will need to deliver further efficiencies which we are looking at as part of our new budget and business plan, and will be presented to the Board in December.

There remain significant risks to our financial position, including delivering the additional efficiency target of £230m over the next two years which this funding settlement leaves us with. However, the GLA financing facility allows us to manage these risks and maintain confidence in our balanced budget position.

The alternative to not accepting this settlement would have required us to implement more extensive cuts sooner to attempt to balance the budget: urgently look at what services we could provide, what we would have to stop doing and whether we could continue to run some services at all. The Government would

likely have been required to step in to meet payments to creditors, suppliers and colleagues. This funding settlement avoids this catastrophic outcome for London.

Year-to-date financial performance

Our latest financial report covers the period to the end of 20 August 2022. In the year to date, we are on track to deliver our Budget that sets us on the path to financial sustainability and meet the Government's funding conditions:

- Total income is within two per cent of Budget – journeys continue to recover, with latest journey levels at 81 per cent of pre-pandemic levels. Journeys and income are lower than Budget as a result of industrial action across the national rail network and within London Underground
- Our core operating costs remain within one per cent of Budget. We have seen the previously identified risks of £60m, the impact of rising inflation and increasing Road User Charging bad debt, start to materialise in recent periods. These pressures have been offset through lower pension deficit payments as well as other positive factors that will support us in delivering the remaining efficiencies that are required to close the funding gap for this year
- Capital enhancement is within three per cent of Budget due to slippage on third-party funded projects, largely because of factors outside our control

- Capital renewals are nine per cent lower than Budget, primarily due to technology projects, but we are actively managing our renewals portfolio and remain confident in delivering our full year budget

However, we are facing several external negative factors that could affect growth and risks to achieving financial sustainability, especially into next year, but we are working to mitigate them. In summary, these include:

- Economic uncertainty – economic growth remains poor and UK GDP contracted by 0.1 per cent from April to June
- Continued cost of living challenges – with inflationary pressures reducing disposable income, this may reduce discretionary spend and reverse earlier journey growth. Inflation is also expected to increase our cost base, with most external contracts linked to inflation indexes
- Inflationary pressures on our contracts, including energy costs
- Savings targets are stretching, with a target of £230m additional savings by the end of 2023/24, following the new Government funding agreement

Changes to fares

We provide free travel on the Piccadilly line for passengers travelling between the different terminals at Heathrow Airport. This facility is funded by Heathrow Airport Limited. At the start of September, we reached an agreement with them to extend the free travel area to incorporate journeys between Hatton Cross and the Heathrow Terminals.

From 4 September, all Tube and Elizabeth line fares for journeys that go through Zone 1 and start or end at Heathrow Airport will now be charged at peak rate. From the same date, the charge for a new Oyster card increased from £5 to £7.

New homes and TTL Property Edgware town centre

On 1 September, we announced a new partnership with regeneration expert Ballymore to renew Edgware town centre. Working with the London Borough of Barnet, we want to deliver a shared vision of a reimagined town centre with a thriving high street on Station Road that will be open to all.

By combining the 30,000 square metre Broadwalk Shopping Centre, owned by Ballymore, with our neighbouring land (including the bus station and bus garages) we are able to unlock regeneration in the town centre. The development will deliver an improved bus station and garages and will make it even easier to travel around Edgware while accessing the main shopping and residential areas.

The town centre is popular, diverse and valued, providing extensive shopping and restaurant services for communities in both Barnet and the adjacent borough of Harrow. Edgware's local economy is largely reliant on the commercial success of its high street retailers and offices which, like many town centres and high streets nationally, have come under pressure leading to an increase in the closure of anchor shops and, in some areas, resulting in dilapidated building frontages and anti-social behaviour.

Working together, we can deliver high-quality new homes, retail space and other benefits for the local community, including better transport facilities and public realm as well as improved community and leisure amenities.

Cockfosters

We received the go ahead for 351 homes, 40 per cent affordable, in January this year. Since then, we have been made aware that the Department for Levelling Up, Housing and Communities has asked Enfield Council not to grant permission of the planning application for the proposals in Cockfosters.

This is to enable the department to consider whether the application should be referred to the Secretary of State to decide on. Unfortunately, this means a further delay and we are unable to progress building homes on this site while we await the outcome of this period of consideration.

Wembley Park

Delivery of 454 new homes in Wembley Park, 40 of which will be affordable, took a step forward during September. On 5 September we closed the public car park in order to secure the site ahead of construction starting later this year.

With our construction partner Barratt London, we are transforming the existing site, located next to Wembley Park Underground station, into new homes, a new flexible retail unit, public realm enhancements to help invigorate the area as well as new operational space for us.

The development here also has a focus on sustainability, with environmental, economic and social benefits incorporated throughout. For example, with the exception of blue badge parking, the scheme will be car-free for residents, helping to improve air quality in the capital in line with the Mayor's Transport Strategy. With green and biodiverse roofs, the planting of new trees and hedges as well as wildlife-friendly landscaping such as bird boxes and bee bricks included as part of the scheme, the designs aim to positively enhance the local environment.

The development will also use renewable forms of energy through solar panels and air source heat pumps. The homes have been designed to encourage natural light inside and reduce energy usage, with 70 per cent of the homes being dual aspect, and the remainder designed to ensure that they are not north facing.

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' 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 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 London Cable Car. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, our expanded Ultra Low Emission Zone and fleets of increasingly environmentally friendly and zero-emission buses are helping to tackle London's toxic air.

During the pandemic, we took a huge range of measures to ensure people were safe while travelling. This included extensive cleaning regimes across the public transport network and working with London's boroughs to introduce the Streetspace for London programme, which provided wider pavements and cycle lanes for people to walk and cycle safely and maintain social distancing. London's recovery is vital to the UK's recovery as life returns to normal. We want to ensure London avoids a car-led recovery and we continue to reassure people the capital and our transport network is safe and ready for them.

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

Working with the Government, we completed the Elizabeth line in time for Her Majesty the Queen's Jubilee. This transformational new railway adds 10 per cent to central London's rail capacity and supports the delivery of high-density, mixed-use developments, which are planned around active and sustainable travel to ensure London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means 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 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 can create a better city as London's recovery from the pandemic continues.

