

# Agenda

**Meeting: Board**

**Date: Wednesday 13 December 2023**

**Time: 10:00am**

**Place: Chamber, City Hall, Kamal  
Churchie Way, London E16 1ZE**

## **Members**

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Kay Carberry CBE

Prof Greg Clark CBE

Councillor Ross Garrod

Anurag Gupta

Bronwen Handyside

**Government Special Representative**

John Hall

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Peter Strachan

**Government Observer**

David Coles

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public and will be webcast live on the [TfL YouTube channel](#) and on the [GLA website Mayoral Webcast page](#), except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## **Further Information**

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat .

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Andrea Clarke, Interim General Counsel  
Tuesday 5 December 2023

**Agenda  
Board  
Wednesday 13 December 2023**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

Interim General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Board held on 18 October 2023  
(Pages 1 - 14)**

Interim General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 18 October 2023 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 15 - 30)**

Interim General Counsel

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

**5 Commissioner's Report (Pages 31 - 60)**

Commissioner

**The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 18 October 2023 and updates Members on significant projects and initiatives.**

## **6 Draft TfL 2024 Business Plan Update**

**This paper is to follow and will be taken as a late item.**

Chief Customer and Strategy Officer and Chief Finance Officer

**The Board is asked to note the paper and the current Capital Strategy (subject to funding) and London Capital Budget submissions that form part of the GLA Budget submission.**

## **7 Finance Report - Period 7, 2023/24 (Pages 61 - 78)**

Chief Finance Officer

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

## **8 Travel in London 2023 Annual Overview Report (Pages 79 - 144)**

Chief Customer and Strategy Officer

**The Board is asked to note the Travel in London 2023 Annual Overview Report.**

## **9 Catford Town Centre - Compulsory Purchase Order (Pages 145 - 238)**

Chief Customer and Strategy Officer

**The Board is asked to approve the making of a Compulsory Purchase Order to enable a Safe and Healthy Streets Investment Programme scheme in Catford Town Centre, subject to the approval of authorities relating to the scheme by the Programmes and Investment Committee, at its meeting on 6 December 2023.**

## **10 Report of the meeting of the Remuneration Committee held on 9 November 2023 (Pages 239 - 242)**

Committee Chair, Kay Carberry CBE

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

**11 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 15 November 2023** (Pages 243 - 248)

Panel Chair, Dr Lynn Sloman MBE

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

**12 Report of the meeting of the Finance Committee held on 22 November 2023** (Pages 249 - 252)

Committee Chair, Anne McMeel

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

**13 Report of the meeting of the Audit and Assurance Committee held on 29 November 2023** (Pages 253 - 256)

Committee Chair, Mark Phillips

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

**14 Report of the meeting of the Customer Service and Operational Performance Panel to be held on 5 December 2023** (Pages 257 - 258)

Panel Chair, Mee Ling Ng OBE

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

**15 Report of the meeting of the Programmes and Investment Committee to be held on 6 December 2023** (Pages 259 - 262)

Committee Chair, Dr Nelson Ogunshakin OBE

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

**16 Any Other Business the Chair Considers Urgent**

**The Chair will state the reason for urgency of any item taken.**

**17 Date of Next Meeting**

**Wednesday 7 February 2024, at 10.00am**

## Transport for London

### Minutes of the Meeting

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE  
10.00am, Wednesday 18 October 2023**

#### **Members**

Sadiq Khan (Chair)  
Seb Dance (Deputy Chair)  
Kay Carberry CBE  
Anurag Gupta (via Teams)  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips  
Marie Pye  
Dr Nina Skorupska CBE (via Teams up to Minute 70/10/23)  
Dr Lynn Sloman MBE  
Peter Strachan

#### **Board observer**

Councillor Ross Garrod (via Teams)

#### **Government Special Representative**

John Hall

#### **Executive Committee**

Andy Lord	Commissioner
Glynn Barton	Interim Chief Operating Officer
Fiona Brunskill	Chief People Officer
Andrea Clarke	Interim General Counsel
Stuart Harvey	Chief Capital Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Rachel McLean	Chief Finance Officer
Alex Williams	Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review

#### **Staff**

Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat

## **62/10/23 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Heidi Alexander, Professor Greg Clark CBE and Bronwen Handyside. Anurag Gupta and Dr Nina Skorupska CBE attended the meeting via Teams and were able to participate in discussions but did not count towards the quorum. The meeting was quorate. The Government's Observer, David Coles, was also unable to attend the meeting.

The Chair welcomed everyone to the meeting, which was broadcast live on the Greater London Authority website and on TfL's YouTube channel, to ensure the public and press could observe the proceedings and decision making.

On 27 July 2023, TfL and its operator, Tram Operations Limited (TOL), were sentenced at the Old Bailey for an offence under the Health and Safety at Work etc Act 1974 in connection with the tragic tram overturning at Sandilands, Croydon on 9 November 2016, which killed seven people and injured 62. The Chair reiterated that the thoughts of the Board and the Executive team at TfL remained with everyone affected. Following the tragedy, TfL and TOL had made major improvements to the tram service to ensure that a similar tragedy could not happen again. The actions taken had also influenced the wider tram industry. Since the hearing, further work had been undertaken on what more could be done and Members would be updated on this. The meeting of the Safety, Sustainability and Human Resources Panel on 15 November 2023 would consider that work in detail.

The Chair informed Members that Councillor Kieron Williams had resigned from the Board on 13 October 2023, to take up another important London role. On behalf of the Board, he thanked Kieron for his contribution to TfL since his appointment on 10 October 2022. Following cross-party consultation and agreement, London Councils had nominated Councillor Ross Garrod, Leader of Merton Council, as Kieron's successor. The Chair, in his role as Mayor, would shortly appoint Councillor Ross Garrod to the Board and welcomed his attendance at the meeting as an observer.

On behalf of the Board, the Chair congratulated Tricia Wright on her permanent appointment as Chief Officer – Pensions Review, Fiona Brunskill on her permanent appointment as Chief People Officer and Andrea Clarke on her appointment as the Interim General Counsel.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

## **63/10/23 Declarations of Interests**

All Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://tfl.gov.uk), were up to date.

There had been one change since the last meeting: Dr Nelson Ogunshakin OBE had been appointed as a non-executive director of High Speed 2 Limited. Andrea Clarke

confirmed that TfL had robust processes in place to manage any potential conflict of interests.

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

## **64/10/23 Minutes of the Meeting of the Board held on 25 July 2023**

**The Board approved the minutes of the meeting held on 25 July 2023 and the Chair was authorised to sign them.**

## **65/10/23 Matters Arising, Actions List and Use of Delegated Authority**

Andrea Clarke introduced the item. Since the meeting on 25 July 2023, there had been no use of Chair's Action, nor any use of specific authority delegated to Committees. There had been one Mayoral Direction issued to TfL in relation to the implementation and operation of the 18-25 Care Leavers' Discounted Travel Concession Scheme.

The Commissioner, in consultation with the Deputy Chair of TfL, had approved the interim arrangements for the role of General Counsel.

The resignation of Councillor Kieron Williams, and the nomination for his replacement from London Councils, occurred after the papers for the meeting were published. The Mayor had confirmed his intention to appoint Councillor Ross Garrod to the Board, after which discussions would be held with him about appointments to Committees and Panels.

The paper also provided an update on progress against actions agreed at previous meetings.

**The Board noted the paper and:**

- 1 noted the appointment of Andrea Clarke as the interim General Counsel, under the authority delegated by the Board on 25 July 2023 to the Commissioner in consultation with the Deputy Chair of TfL;**
- 2 noted the intention to appoint Councillor Ross Garrod as a Member of the Board to 8 September 2024 and delegated to the Deputy Chair authority to appoint Councillor Ross Garrod to Committees and Panels of the Board, in consultation with the relevant Chairs; and**
- 3 noted the actions list, set out in Appendix 1 of the paper.**

## 66/10/23 Commissioner's Report

The Commissioner introduced the report, which provided a review of the major issues and developments since the last meeting, and updated Members on significant projects and initiatives.

The key issues arising from the overview and discussion are summarised below:

- 1 The Commissioner's thoughts and those of the Board were with those who had friends or family directly impacted by the horrendous events in the Middle East over the last two weeks. TfL was working closely with the police, security agencies and other partners to combat incidents of hate crime and had reiterated its zero-tolerance approach to such crime, for both colleagues and for customers. Colleagues were encouraged to report any hate crimes to their line manager and/or TfL's policing partners and use the Employee Assistance Programme for any support they needed during this difficult time.
- 2 The sentencing hearing for the Croydon tram overturning at Sandilands in November 2016 was held at the end of July 2023. The Commissioner, along with Lilli Matson, Glynn Barton and other colleagues attended the hearing and heard statements from victims, as well as some of the relatives of those who lost their lives in the tragic event. The details of their honest and emotional accounts would remain with all those who were at the hearing. TfL's Counsel read out the Commissioner's personal apology during the hearing on behalf of colleagues past and present. It reiterated the enormity of the loss they suffered and the distress, pain and suffering they endured, and they would always be in our thoughts.
- 3 TfL had made extensive safety improvements since the tragedy and carefully considered the Judge's sentencing remarks, issued on 27 July 2023. TfL was continually reviewing the network and working with the tram industry to ensure the safest possible system, as well as applying lessons learnt to other modes of transport where applicable. The Commissioner thanked colleagues across the organisation for their commitment to ensuring a tragedy like this never happened again.
- 4 On 27 September 2023, the Commissioner was joined at the TfL Covid memorial by colleagues, Board Members, union representatives and the Deputy Chair and paid tribute to colleagues who had died in the coronavirus pandemic. It was important to never forget the sacrifice that TfL colleagues made during the pandemic and the impact on others. The event followed one earlier in the year for families of those who had died. The Commissioner encouraged anyone who had not yet visited the memorial to do so.
- 5 On 4 October 2023, the Prime Minister made an announcement, and the Department for Transport (DfT) issued a publication, on changes to the High Speed 2 (HS2) project. These included a future terminus at a significantly scaled back and privately funded station at Euston and the cancellation of plans for a linking tunnel to Euston Square station. TfL continued to work with the Government and other stakeholders to fully understand the implications of the



announcement, especially regarding the London Underground stations and bus station, along with the consequential funding changes. It also continued to make the case to the Government to procure additional class 345 Elizabeth line trains to ensure there was sufficient capacity for passengers coming from HS2 services to Old Oak Common to continue their journey into central London.

- 6 Huw Merriman, Minister for Rail and HS2, briefed the Commissioner soon after the announcement. The Commissioner offered to work collaboratively with ministers and officials and encouraged the Government to quickly convene the relevant parties to progress a way forward at pace and ensure TfL was involved in the discussions. There had been no prior engagement with TfL, so urgent clarification was being sought on several matters, particularly the implications on TfL's operations and for passengers. The DfT and Network Rail had confirmed that they would engage with TfL. Members requested a briefing on the impact of the changes on TfL's operations and transport planning.

**[Action: Alex Williams]**

- 7 Discussions with the Government continued on the quantum of a vital capital funding agreement for TfL for the next financial year and beyond, and TfL looked forward to hearing a positive outcome soon.
- 8 The Commissioner briefly attended the Labour and Conservative party conferences and spoke at events, meeting ministers, shadow ministers and regional mayors and other decision makers from business. He championed the benefit that TfL brought to customers, businesses, partners and stakeholders throughout the UK. TfL's reputation as a world leading transport authority remained in high regard and it continued to work with others to raise the profile of the benefit of TfL across the UK. The Commissioner also continued to engage with London boroughs and industry stakeholders.
- 9 On the August bank holiday weekend, the Commissioner along with other Executive team colleagues joined the Notting Hill carnival to celebrate the 75th anniversary of the arrival of the SS Empire Windrush from Jamaica to the UK. They celebrated the culture and contributions of the Windrush generation on the capital and the transport network, including a specially wrapped bus.
- 10 On 29 August 2023, the Ultra Low Emission Zone (ULEZ) was expanded to cover all of London, making further progress towards cleaning up the capital's air and making it a greener, healthier city. Implementing such a world-leading scheme took immense effort and collaboration. The Commissioner thanked colleagues at TfL, the Greater London Authority (GLA), and partners and suppliers for their hard work and dedication resulting in such a successful implementation.
- 11 A judicial review claim of the Mayor's decision to expand ULEZ London-wide brought by the London Boroughs of Bexley, Bromley, Hillingdon and Harrow and Surrey County Council had been dismissed on all grounds. The court had ordered the claimants to pay the Mayor and TfL's legal costs of defending the claim. The claimants did not appeal the court's decision. The Commissioner thanked colleagues across TfL and the GLA for all their help in supporting the

cases and in particular Andrea Clarke for the incredible work of leading TfL's defence.

- 12 Officers would consider what more could be done to promote the temporary exemptions from the ULEZ charge that were designed to further help disabled people. **[Action: Alex Williams]**
- 13 The proposed strike action on London Underground in July and early October 2023 was called off by the National Union of Rail, Maritime and Transport Workers, following discussions at Advisory, Conciliation and Arbitration Service and earlier consultations. Following these discussions, concerns around staffing levels were raised and TfL agreed to add several roles back into station rosters, while still achieving the required financial savings and honouring its commitment of no job losses. The agreement reached showed the benefit of management and trade union colleagues engaging in negotiation and consultation, as opposed to taking industrial action, and the Commissioner thanked Fiona Brunskill and Glynn Barton and their teams for their work in achieving this. TfL continued to respond, as appropriate, to minimise the impact of industrial action to customers on its network from the ongoing industrial action on the national rail network.
- 14 On 16 October 2023, TfL announced that all London Underground and Overground stations and Dial-a-Ride vehicles now had life-saving public access defibrillators available if a passenger suffered a cardiac arrest. TfL colleagues and the London Ambulance Service were thanked for their fantastic job in rolling this out, which would help Londoners and colleagues save lives.
- 15 Collaboration with Google Maps, informed by TfL insights, had enabled Google to update its algorithms to prioritise cycling on safer, quieter roads and make them easier to discover within Google Maps. This was a fantastic step forward to help encourage Londoners to utilise TfL's cycling network and make green journeys in the capital. It was also another example of TfL's innovation making a difference globally as these enhancements to cycling navigation would be applied to Google maps across the world.
- 16 The Commissioner also congratulated Fiona Brunskill, Tricia Wright and Andrea Clarke on their recent appointments. They brought an array of knowledge, experience and skills to their roles and the Executive team and the Commissioner were delighted to have them all on the team.
- 17 Safety remained TfL's top priority and it continued to work closely with colleagues and policing partners and to learn from safety incidents to make the network and the city as safe as possible. There were many incidents across the network involving verbal and physical abuse of colleagues. TfL had a zero-tolerance policy towards work-related violence and aggression, including abusive and threatening communications or behaviour. Its priority was to ensure that customers and colleagues were safe, felt safe and had the confidence to report any incident, knowing it would be taken seriously and investigated. Through Glynn Barton's leadership, body-worn cameras were now provided for frontline customer facing roles, as they were a proven safety

measure helping reduce assaults by up to 50 per cent and gather evidence for prosecution.

- 18 On 18 September 2023, the Commissioner was joined by road safety charities, policing partners, other emergency services, London councillors, MPs and London Assembly members for TfL's third Vision Zero Summit. He announced plans to launch a new victim support service pilot scheme, to significantly improve support for victims of the most serious road traffic collisions in London. The service would enhance the level of support available to impacted families who had lost loved ones and people who had sustained serious injuries on the network.
- 19 Members requested an update on the impact on the Mayor's Transport Strategy targets for safer streets and sustainable journeys, following recent negative Government announcements opposing 20 mile per hour speed limits and Low Traffic Neighbourhoods. **[Action: Glynn Barton / Lilli Matson]**
- 20 TfL's new Bus Safety Strategy, published on 7 September 2023, outlined the specific actions being taken to achieve the Vision Zero goals for the bus network. The strategy set out how TfL would work with bus operators on its safety priorities to ensure that buses remained the safest way to travel on the roads.
- 21 Members discussed the progress on the electrification of the bus fleet and the roll-out of the Bus Safety Standard, which included engagement with the trade unions on bus design. Officers would consider how to encourage direct feedback from drivers on bus design to shape further evolution of the Bus Safety Standard. **[Action: Glynn Barton]**
- 22 On 23 September 2023, TfL announced new transitional arrangements to ensure all private hire vehicle drivers could satisfy both the English language requirement and the safety, equality and regulatory understanding requirement. TfL was providing drivers with advice, guidance and an online training platform to help them prepare. It was also working with large private hire vehicle operators to encourage them to provide training to drivers in advance of the assessment.
- 23 More than 230 million journeys had been made on the Elizabeth line to date, with an average of 4.1 million weekly passenger journeys now being taken. A more detailed update on the Elizabeth line would be considered later in the meeting.
- 24 TfL continued to work on improving public transport connectivity, especially in outer London, with its work on the new Superloop network which connected outer London town-centres with limited-stop express bus services. Four routes were now running, the SL6, SL7, SL8 and SL9. The SL1 and SL10 routes would be introduced by the end of 2023 and TfL intended to introduce the new SL2, SL3 and SL5 services by spring 2024, completing the ring of the Superloop. Stakeholder and public engagement would continue while TfL developed its detailed proposals over the coming months.

- 25 On 8 September 2023, the Mayor and Deputy Mayor were at Tottenham Court Road and Oxford Circus stations to launch the 4G and 5G service in the Central line areas of those stations and the tunnels between them. The Northern line platforms on the Charing Cross branch also went live at Tottenham Court Road. Coverage was now available at several stations on the Central, Jubilee and Northern lines. TfL was also working to provide coverage within the first four Elizabeth line stations by the end of 2023 and had agreed to extend the mobile coverage to the DLR and London Overground, between Highbury and Islington and New Cross stations. This meant the entire network below ground would eventually have 4G and 5G coverage. TfL was working closely with Boldyn Network to ensure a significant proportion of the entire Tube network and the Elizabeth line had mobile coverage by the end of 2024.
- 26 The Commissioner congratulated colleagues in Compliance, Policing Operations and Security for winning a total of nine Life Saver and Safeguarding awards.
- 27 On 11 September 2023, TfL welcomed over 270 graduates, apprentices and interns, its largest intake to date, following the completion of 77 assessment centres with more than 1,000 candidates attending. It was the most diverse intake yet, and a summary of the demographic data would be provided to the meeting of the Safety, Sustainability and Human Resources Panel on 15 November 2023. The Commissioner and other Executive team colleagues had taken part in their induction in the first few days.
- 28 On 27 September 2023, TfL announced the change of name of TTL Properties Limited to Places for London Limited. Its commercial property work was progressing while helping deliver affordable housing and new workspaces in a sustainable way, and all operating profits from recurring revenues were being reinvested into the transport network. This exciting venture would bring benefits to the capital and the wider UK economy and the initial reaction had been extremely positive.
- 29 The Commissioner thanked all colleagues for their incredible work over the last few months. It had been a very busy summer in the capital and their efforts to keep the network running efficiently, safely and reliably did not go unnoticed.

**The Board noted the report.**

## **67/10/23 Elizabeth Line Update**

The Commissioner introduced the item, which provided a status update on the Elizabeth line. The meeting of the Customer Service and Operational Performance Panel on 4 October 2023 had considered a deep-dive on Elizabeth line performance, with a focus on customers and operational performance, with a senior representative from Network Rail in attendance.

The Board noted the high ridership figures for the line and that these continued to increase, with 4.5 million customers in the week ending 30 September 2023 and

almost 250 million journeys since the line opened. Many of the journeys were new, rather than customers attracted away from other TfL or national rail services. Customer satisfaction scores were also high, at 82 per cent, the highest of all TfL services. Officers would consider how Elizabeth line surveys could disaggregate customer information for service users using the line from outside London, tourists and commuters.

Following the completion of the Crossrail project in May 2023, its remaining activities had been embedded within relevant TfL teams. Network Rail and the Department for Transport would have the final completion certificate for the Commissioner to endorse ahead of the next meeting of Board.

The Commissioner apologised to Elizabeth line customers for performance issues over the summer. Lessons from the incidents had been learnt and processes were being put in place to avoid similar incidents, albeit not all were directly within TfL's control. TfL continued to work closely with Network Rail to support it in resolving issues on the west of the service and to get adequate investment, as it entered Control Period 7. Performance trends in recent weeks had been encouraging.

TfL expected to be in a good position on the outstanding Crossrail costs to go, compared to the forecasts from the Crossrail board in 2018, due to the tight financial controls introduced. The Commissioner maintained executive focus on the line through the continuation of the Elizabeth line Delivery Group, which would continue to meet until at least the end of 2023.

Members welcomed the update, commenting on its impact on travel through London and beyond and welcomed the continued focus on reliability and financial targets.

The assessment of the long-term and wider benefits of the line against the original business case were ongoing. This work was important as it would support and inform the business cases and funding models for future major infrastructure projects.

**The Board noted the paper.**

## **68/10/23 Finance Report – Period 5, 2023/24**

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 5 of 2023/24 (the year-to-date ending 19 August 2023). A similar paper, including additional divisional detail, was considered by the Finance Committee on 11 October 2023.

TfL was actively growing passenger demand, creating new sources of revenue to reduce reliance on fares income, delivering recurring savings and growing an operating surplus based on its own sources of income. It was on track to deliver targets for operational financial sustainability this year and to continue to build a surplus into the future, which would be entirely re-invested into services. The most significant risks remained around the Government funding agreement.

The Department for Transport (DfT) had confirmed that TfL would not receive £181m of inflation funding for this year. TfL had developed a plan to mitigate this, mainly through deferrals of planned capital expenditure this year and some short-term financing to address the immediate challenge but this would cause further pressure into the future.

Uncertainty remained around capital funding for the financial year 2024/25. The Government recognised that TfL was not expected to fund all major capital projects from its operating account, consistent with other transport operators. In September 2023, TfL submitted its Capital Business Case for 2024/25 with an outcome expected from the DfT in the autumn. It was crucial to confirm funding well in advance of March 2024, when TfL's Budget was finalised. Otherwise, TfL would be required to reprioritise its Business Plan, potentially undoing the progress made under the current funding agreement and its ability to maintain financial sustainability into the future. TfL was currently engaged in constructive conversations with Government and looked forward to a positive outcome in the coming weeks.

Overall, total revenue was in line with Budget and TfL was on track to meet its target for a year-on-year passenger journey growth of six per cent, on top of the 31 per cent increase in 2022/23. Passenger journeys were 89 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of 2022/23.

Like-for-like operating costs were seven per cent higher than last year, despite year-on-year inflation of 11 per cent, so a fall in costs in real terms. Operating costs were two per cent lower than Budget, mainly from contingencies not yet used. TfL remained committed to delivering almost £230m of additional savings this year.

By actively growing passenger demand, managing costs and delivering recurring savings, the Quarter 2 headline surplus was £143m, which was £72m better than Budget. TfL remained on track to deliver an operating surplus in 2023/24.

Capital renewals were £11m lower than Budget, but significantly higher than last year. There was some underspend over the last two periods, largely driven by historical accrual releases. TfL was closely managing its work bank and expected to spend in line with the available funding of £736m over the full year. Capital enhancement spend was £72m lower than Budget, although significantly higher than this time last year.

Cash balances were in line with Budget and below £1.2bn, as set out in the funding agreement. TfL maintained the Greater London Authority financing facility of £500m for additional protection against shocks and risks.

**The Board noted the Finance Report.**

## **69/10/23 Board Effectiveness Review 2023**

The Deputy Chair, Seb Dance, introduced the item and thanked Members for their input into the review. To support good governance, TfL regularly reviewed the

effectiveness of its Board and decision-making structure. The 2023 review was externally led by Deloitte LLP and was attached in full as Appendix 1 to the paper.

While the review acknowledged that TfL had a high-performing Board with effective governance and decision-making arrangements, Members always strived to do better. Members had discussed the issues identified in the review and supported the proposals to address them. While it was not proposed to make any structural changes to the decision-making processes, this would be kept under review.

Members welcomed the return to the pre-coronavirus pandemic practice of early engagement on the Business Plan and the proposals to further develop the programme of informal sessions with Members to allow them to discuss matters of strategic importance. Members agreed that “inclusion” should be added to the list of potential topics for discussion, as set out in the paper.

Plans were also in place to support more strategically focussed discussion at meetings and greater coordination between meetings to avoid duplication. The meetings of the Panels would increasingly have a more strategic and forward-looking role, to identify future opportunities and risks and progress against the long-term targets in the Mayor’s Transport Strategy. Discussions were also underway on how to ensure people and colleague issues were more fully discussed by the Safety, Sustainability and Human Resources Panel.

Seb Dance would engage with Members over the coming months to review the future skill set for the Board, in preparation for advising the Mayor on the next round of Board appointments and the induction of new Members.

**The Board noted the report from the externally led Board Effectiveness Review 2023, as set out in Appendix 1 of the paper, and agree the proposed arrangements to respond to the issues raised, as set out in the paper.**

## **70/10/23 Report of the meeting of the Elizabeth Line Committee held on 25 July 2023**

In the absence of the Chair, the Vice-Chair of the Committee, Anne McMeel, introduced the item. This had been the final meeting of the Committee and in addition to the standing items had addressed the close out of Crossrail complaints and claims, passenger usage and an update on measuring benefits and impacts.

The work of the Committee had been devolved to the Customer Service and Operational Performance Panel, the Audit and Assurance Committee and the Programmes and Investment Committee.

Heidi Alexander, as the Chair of the Committee, had thanked the Committee and all staff and contractors that had been involved in the successful delivery of the project and operational railway. The Board thanked Heidi Alexander for her leadership, both during her period as Deputy Chair of TfL and during her time as Chair of the Committee.

**The Board noted the report.**

### **71/10/23 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 13 September 2023**

The Chair of the Panel, Dr Lynn Sloman MBE, introduced the item. She highlighted three discussions.

The Panel welcomed the work on leadership development at TfL, which set clear pathways for officers to progress and demonstrate leadership. There had been a good discussion on how the Operations directorate was implementing the Corporate Environment Plan by focussing on reducing carbon emissions and costs, through initiatives such as the decarbonisation of buildings, and the roll out of zero-emission buses and LED lighting.

The Panel also had a detailed discussion on road safety and the implementation of 20mph limits on roads through a mix of enforcement and education to save lives and reduce serious injuries.

**The Board noted the report.**

### **72/10/23 Report of the meeting of the Audit and Assurance Committee held on 20 September 2023**

The Chair of the Committee, Mark Phillips, introduced the item. Following the delegation of authority from the Board, the Committee had discussed and approved the Annual Report and Statement of Accounts, which had subsequently been published. He thanked everyone involved in their preparation and audit for their work.

The Committee had also considered the quarterly report from the Independent Investment Programme Advisory Group. It noted the Programmes and Investment Committee was aware of and monitoring the resourcing issues and specialist skills shortages in commercial and engineering roles.

**The Board noted the report.**

### **73/10/23 Report of the meeting of the Land and Property Committee held on 21 September 2023**

In the absence of the Chair, Committee Member, Anne McMeel, introduced the item.

The Committee had a good discussion on electric vehicle charging hubs and discussed the performance of Places for London Limited. The rebranding of the company had been positively received by the market and it continued to build its foundations, through the development of strategies and its governance model, to



enable the company to move forward and deliver. A Programme Management Office was also being developed to support this work.

**The Board noted the report.**

### **74/10/23 Report of the meeting of the Customer Service and Operational Performance Panel held on 4 October 2023**

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item.

The Panel had a good discussion on the quarterly performance report and requested a more detailed briefing on the performance of the Woolwich Ferry, which all Board Members would be invited to attend. It also had a deep-dive discussion on the Customer Care Scores and challenged officers to set more ambitious performance targets.

The Panel reviewed the operational performance on the Elizabeth line. It welcomed the attendance of the Director of Operations from Network Rail, who had provided assurance that she would take the issues raised directly back to Network Rail.

Investment in the next tranche of step-free access station upgrades would be weighted to decide which stations would be included, considering indices of deprivation and local demographics. The next area of focus was the southern branch of the Northern line to add step-free access stations between Borough and Morden.

### **75/10/23 Report of the meeting of the Programmes and Investment Committee held on 5 October 2023**

The Chair of the Committee, Dr Nelson Ogunshakin OBE, introduced the item and, on behalf of himself and Peter Strachan, thanked the Executive team for their support as they took up the roles of Chair and Vice-Chair of the Committee (respectively).

There was good progress on the Investment Programme overall, with no major areas of concern. The relationship with the Independent Investment Programme Advisory Group was working well and the project assurance work was on target.

Work inside the Silvertown Tunnel had progressed significantly, with the focus now on system integration.

The Committee approved increased Programme and Project Authority on the London Underground renewals programme.

**The Board noted the report.**

## **76/10/23 Report of the meeting of the Finance Committee held on 11 October 2023**

The Chair of the Committee, Anne McMeel, introduced the item. Some of the new intake of TfL graduates and apprentices had attended the meeting as observers and the Chair encouraged others who were new to the organisation to attend Committee and Panel meetings.

The Committee considered updates on the Prudential Indicators outturn and Treasury Activities, which continued to show robust financial governance.

Progress on the disposal of roadside advertising, which was considered non-core activity, could help ameliorate some of the inflation funding challenges this financial year.

The strategic approach to procurement proposals demonstrated the need for longer-term certainty on capital funding streams to allow TfL to take an innovative approach and get better value for money.

The Committee had a good discussion on the Enterprise Risk on financial resilience and was keen to see the interdependencies through the level one risks across the organisation.

**The Board noted the report.**

## **77/10/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **78/10/23 Date of Next Meeting**

The next scheduled meeting of the Board would be held on Wednesday 13 December 2023 at 10.00am.

The meeting closed at 12 noon.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

**Board**



**Date:** 13 December 2023

**Item:** **Matters Arising, Actions List and Use of Delegated Authority**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper informs the Board of any use of Chair's Action or authority delegated by the Board, any Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 18 October 2023.
- 1.2 There has been no use of Chair's Action, nor any other use of specific authority delegated by the Board to Committees, nor any Mayoral Directions issued to TfL.
- 1.3 The Mayoral Direction on the Withdrawal of Day Travelcards on the TfL Network (MD3142) is no longer applicable because, as provided for in that decision, agreement has been reached that is financially acceptable to TfL such that Day Travelcards can continue to be bought by customers as part of their train tickets to London.
- 1.4 At the last meeting, the Mayor confirmed he was in the process of appointing Councillor Ross Garrod to the Board and the Board delegated authority to the Deputy Chair of TfL, in consultation with Councillor Garrod and the relevant Chairs, to appoint Councillor Garrod to Committees and Panels. At the time of publication, discussions are ongoing and a verbal update on the appointments will be provided at this meeting.
- 1.5 Appendix 1 sets out the progress against actions agreed at previous meetings.

## **2 Recommendations**

- 2.1 **The Board is asked to note the paper and note:**
  - (a) **the appointment of Councillor Ross Garrod to the Board on 3 November 2023 and his appointment to Committees and Panels; and**
  - (b) **the actions list, set out in Appendix 1 of the paper.**

### **3 Use of Chair's Action**

- 3.1 Under Standing Order 112, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf. Any use of Chair's Action is reported to the next ordinary meeting. The Board on occasion will also make specific delegations to its Committees which, when exercised, are reported to the next ordinary meeting of the Board, as well as the next meeting of the relevant Committee.
- 3.2 There has been no use of Chair's Action since the last meeting.

### **4 Use of Delegated Authority**

- 4.1 There has been no use of specific authority delegated by the Board to Committees since the last meeting.

#### **Appointment of Councillor Ross Garrod to Committees and Panels**

- 4.2 On 3 November 2023, the Mayor appointed Councillor Ross Garrod to the Board. He is a London Councils' nominee to the Board. At the last meeting, the Board delegated to the Deputy Chair authority to appoint Councillor Ross Garrod to Committees and Panels of the Board, in consultation with the relevant Chairs.
- 4.3 The discussions with Councillor Garrod and the relevant Chairs will conclude after the papers for this meeting are published. Members will be informed of the decisions and a verbal update will be provided at this meeting.

### **5 Mayoral Directions to TfL**

- 5.1 The Greater London Authority (GLA) Act 1999 (as amended) permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 5.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 5.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 5.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published.

Regular reports will list the relevant Directions for as long as they are applicable.

- 5.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 5.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 5.7 There have been no Mayoral Direction issued to TfL since the last meeting. One Mayoral Direction previously issued to TfL had been withdrawn.

#### **Withdrawal of Day Travelcards on TfL Network (MD3142 11/07/23)**

- 6.1 At the 25 July 2023 meeting, it was reported that the Mayor had directed TfL to give six-months' notice to terminate the relevant provisions of the Travelcard Agreement, as TfL assessed that it was underfunded on Day Travelcards at a total cost of approximately £40m a year.
- 6.2 As provided for within the Mayoral Decision, the Direction is no longer applicable as agreement has been reached with the Department for Transport and Train Operating Companies which is financially acceptable to TfL and allows such that Day Travelcards can continue to be bought by customers as part of their train tickets to London.

## **6 Actions List**

- 6.1 Appendix 1 sets out the progress against actions agreed at previous meetings.

#### **List of appendices to this report:**

Appendix 1: Actions List

#### **List of Background Papers:**

Minutes from previous meetings.

Standing Orders and Terms of Reference of Committees and Panels.

Greater London Authority Decision Making Database.

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

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## Board Actions List (to be reported to the meeting on 13 December 2023)

## Actions from the meeting held on 18 October 2023

Minute No.	Item/Description	Action By	Target Date	Status/Note
66/10/23 (1)	<p><b>Commissioner's Report: Impact of High Speed 2 (HS2) Changes</b></p> <p>Members requested a briefing on the impact of the HS2 changes on TfL's operations and transport planning.</p>	Alex Williams	December 2023	<b>Completed.</b> A paper on HS2 is being considered by the Programmes and Investment Committee on 6 December 2023.
66/10/23 (2)	<p><b>Commissioner's Report: Ultra Low Emission Zone (ULEZ) Charge Temporary Exemptions</b></p> <p>Officers would consider what more could be done to promote the temporary exemptions from the ULEZ charge that were designed to further help disabled people.</p>	Alex Williams	December 2023	<b>Completed.</b> Extensive communication of the temporary exemptions has been promoted through leaflet campaigns (including Care Worker leaflets, NHS patient leaflets and Easy Read leaflets), in DVLA letters, in magazines targeted at disabled people (for example Able Magazine, Enable Magazine), at the Disability Expo in the ExCel centre in July 2023 and through letters and emails to Blue Badge holders registered with TfL. The grace periods have also been referenced on our website and in making the case content featured in over 50 local

Minute No.	Item/Description	Action By	Target Date	Status/Note
				<p>newspaper sites. Details were also provided in the publication of the <a href="#">London-wide ULEZ First Month Report</a> published on 31 October 2023. We have also asked our stakeholders and delivery partners to promote the exemptions.</p>
66/10/23 (3)	<p><b>Commissioner’s Report: Impact on Safer Streets and Sustainable Journeys’ Targets</b>  Members requested an update on the impact on the Mayor’s Transport Strategy targets for safer streets and sustainable journeys, following recent negative Government announcements opposing 20 mile per hour speed limits and Low Traffic Neighbourhoods.</p>	Glynn Barton / Lilli Matson	Ongoing	<p>The Department for Transport’s (DfT) reviews are continuing. We remain engaged with the DfT as its work progresses and completes. As this work continues and we gain clarity on the Government’s final recommendations, a further update will be provided.</p>



Minute No.	Item/Description	Action By	Target Date	Status/Note
66/10/23 (4)	<p><b>Commissioner's Report: Driver Feedback on Bus Design</b>  Officers would consider how to encourage direct feedback from drivers on bus design to shape further evolution of the Bus Safety Standard.</p>	Glynn Barton	December 2023	<p><b>Completed.</b> Bus driver feedback on current and future changes to bus design and safety technology is extremely important to ensure that changes work as intended, are effective and that drivers are engaged with the change process.</p> <p>We have actively sought feedback from drivers through surveys, in-service trials, track testing and working groups throughout the development of our multi-award winning Bus Safety Standard and the Bus Safety Programme more broadly and will continue to do so.</p>

**Actions arising from previous meetings.**

<b>Minute No.</b>	<b>Item/Description</b>	<b>Action By</b>	<b>Target Date</b>	<b>Status/Note</b>
<b>50/07/23 (1)</b>	<b>Commissioner's Report: Safety Management System</b> Members asked that the Safety, Sustainability and Human Resources (SSHR) Panel undertake a review of the safety mechanisms, practices and systems in place that ensured the highest possible safety standards for TfL and its contractors, suppliers and partners. A paper would be submitted to a meeting of the Panel showing TfL's safety management system, how and where responsibilities sat with contractors and concessionaires, the level of oversight where TfL was not directly responsible and the further work to be taken forward in this area.	Lilli Matson	November 2023	<b>Completed.</b> The SSHR Panel considered a paper on TfL's Safety Risk Management on 15 November 2023.
<b>50/07/23 (2)</b>	<b>Commissioner's Report: Sandilands Update</b> A further briefing would be provided to Board Members once the Sandilands sentencing hearing had concluded. The SSHR Panel would follow-up on the outcomes of the decision.	Andrea Clarke / Lilli Matson	October/ November 2023	<b>Completed.</b> The SSHR Panel received a verbal update on 13 September 2023 and considered Safety Risk Management on TfL Services on 15 November 2023. The Board received an update on 18 October 2023.
<b>50/07/23 (3)</b>	<b>Commissioner's Report: Trauma Support for Staff</b> Lilli Matson confirmed that TfL's Employee Support Programme provided direct and ongoing support and access to counsellors trained in dealing with trauma for staff who experienced traumatic events on the network. TfL also had a network of staff who offered support to colleagues. TfL was looking at how it could enhance this and bring in external advice to provide further support, which would be submitted to a future meeting of the SSHR Panel for consideration.	Lilli Matson	February 2024	An update will be provided early in 2024, via the SSHR Panel, once the trauma pathway is fully established.

Minute No.	Item/Description	Action By	Target Date	Status/Note
50/07/23 (4)	<p><b>Commissioner's Report: Busyness Indicator Expansion</b> Members noted the usefulness of the busyness indicator, available on London Overground trains, for accessibility and people who were uncomfortable or could not use a busy carriage. It was a common feature on many modern trains with the latest technology but would be a challenge to retrofit to the London Underground. Stuart Harvey confirmed that it was not featured on the new Piccadilly line trains, but he would discuss with Siemens if it was technically feasible to trial it, and use on the Elizabeth line trains, and would report back to the Board.</p>	Stuart Harvey	Ongoing	Piccadilly line trains have capability to measure weight (loading) on each bogie, however because each car does not have the same number of bogies, it is a complex issue. Stuart Harvey is working with Siemens to ascertain further information (technical) on this subject matter.
50/07/23 (5)	<p><b>Commissioner's Report: Artificial Intelligence</b> A future paper on TfL's approach to utilising artificial intelligence for service delivery was scheduled for the Customer Service and Operational Performance (CSOP) Panel meeting in December 2023, which all Board Members would be invited to attend.</p>	Alex Williams / Shashi Verma	December 2023	<b>Completed.</b> A briefing was provided to Members on 5 December 2023.
52/07/23 (1)	<p><b>Safety, Health and Environment Annual Report 2022/23: Road User Safety</b> Work was underway, including engagement with the Government and other stakeholders, to address road-culture issues so that all road users were aware of their own responsibilities and considered the safety of all other users. In June 2023, London Councils had agreed to take on a coordination role to ensure consistency across London on supporting micro-mobility, while ensuring hire bikes and scooters did not cause obstructions to pedestrians, and an update would be provided to the SSHR Panel.</p>	Alex Williams	February 2024	Update to be included as part of the quarterly Safety, Health and Environment Report to the SSHR Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
52/07/23 (3)	<p><b>Safety, Health and Environment Annual Report 2022/23: Capturing Waste Heat</b></p> <p>Members discussed the complicated work on capturing waste heat from TfL's services, including London Underground ventilation shafts, to provide a constant and reliable source of energy that could be used for nearby buildings. Market and stakeholder engagement were planned, with a proposition to be launched to the market later in the year. TfL would also have further discussions with the Government on how this work could be scaled up. A paper would be submitted to a future meeting of the Finance Committee.</p>	Lilli Matson	March 2024	We are planning to take a strategy for sites beyond our first trial site at Sessions House. We are also planning to issue a Prior Information Notice to the market to raise awareness that TfL is keen to identify opportunities from developers when using our assets to heat their buildings.
52/07/23 (4)	<p><b>Safety, Health and Environment Annual Report 2022/23: Benchmarking Environmental Targets</b></p> <p>It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap.</p>	Lilli Matson	TBC	An update on the implementation of the Corporate Environment Plan (CEP) by the Capital Office was considered by the SSHR Panel on 15 November 2023. An update covering benchmarking will be considered the next time the Capital Office provides an update on progress against the CEP.
53/07/23	<p><b>Finance Report, Quarter 1, 2023/24: Superloop Monitoring</b></p> <p>The Superloop investment would increase connectivity for outer London and had a monitoring framework that would enable the service to be developed and refined. The CSOP Panel would look at this in more detail.</p>	Alex Williams / Glynn Barton	March 2024	On the CSOP Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
36/06/23 (1)	<b>Commissioner's Report: Road Safety</b> Further opportunities for closer and more coordinated work with London Councils and boroughs would be explored to make better use of available road maintenance funds. Actions to address road safety with all partners was also being informed by the Road Danger Inequalities report. An annual update on road safety was provided to the SSHR Panel.	Alex Williams / Lilli Matson	December 2023	<b>Completed.</b> Meetings have been held with the boroughs to talk through their inequality reports along with workshops. This will all feed into Local Implementation Plans in 2024. This work remains ongoing as part of business-as-usual arrangements.
36/06/23 (2)	<b>Commissioner's Report: Workplace Violence and Aggression</b> Members requested that the SSHR Panel receive a deep dive paper on workplace violence and aggression.	Lilli Matson / Glynn Barton	November 2023	<b>Completed.</b> The SSHR Panel discussed this issue on 15 November 2023.
36/06/23 (4)	<b>Commissioner's Report: Artificial Intelligence</b> Members requested a future paper on TfL's approach to utilising artificial intelligence for service delivery.	Alex Williams / Shashi Verma	December 2023	<b>Completed.</b> A briefing was provided to Members on 5 December 2023.
36/06/23 (5)	<b>Commissioner's Report: Public Transport Credits Scheme</b> Evidence from the earlier scrappage schemes showed that around one-third of recipients did not purchase a new vehicle. Members would be updated on the uptake of the improved public transport credits scheme in due course.	Alex Williams	Ongoing	An update will be provided to Members when available.
36/06/23 (8)	<b>Commissioner's Report: Future E-bikes Contracting</b> TfL was meeting with London Councils to discuss the future contracting of e-bikes and consistent ways of managing the service across the city, which would be reported back to the CSOP Panel in due course.	Alex Williams	March 2024	On the CSOP Panel forward plan. An update will be provided to the Panel when there is further clarity around ongoing discussions with stakeholders.

Minute No.	Item/Description	Action By	Target Date	Status/Note
39/06/23 (2)	<b>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Sexual Harassment Campaign</b> Feedback on the campaign would be provided to the CSOP Panel.	Glynn Barton	March 2024	The information will be provided to the CSOP Panel as part of the wider update on Violence against Women and Girls.
39/06/23 (4)	<b>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Targets Dashboard</b> Members requested that future reports include a dashboard, to easily identify where targets were on the right trajectory and where more work or different interventions were required.	Alex Williams	June 2024	This will be addressed in the 2023/24 annual update.
39/06/23 (5)	<b>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Borough Delivery Reports</b> The engagement and collaboration with London Councils and the individual London boroughs was discussed. TfL published a London borough data pack and produced borough delivery reports that encouraged learning from successful action and identified areas for improvement. The delivery reports would be circulated to Members when published.	Alex Williams	December 2023	Previous 2019 borough delivery report circulated on 12 June 2023. Work is underway on the next report, which is due to be published by the end of the year.
18/03/23 (3)	<b>Commissioner's Report: Green Infrastructure and Biodiversity Plan</b> TfL already had a nature capital account for the estate which delivered over £300m of value to London through its natural benefits every year. The plan for green infrastructure and biodiversity would come forward later in 2023/24 and would be shared with the Board.	Lilli Matson	February 2024	A briefing for the SSHR Panel is being arranged for early 2024, to which all Members will be invited.

Minute No.	Item/Description	Action By	Target Date	Status/Note
18/03/23 (4)	<p><b>Commissioner's Report: Climate Adaptation and Business Planning</b></p> <p>The Climate Adaptation Plan outlined the substantial challenges and risks faced and work such as increasing sustainable drainage was underway, which needed to be mainstreamed into projects where possible. The business planning process would include consideration of the expenditure required.</p>	Lilli Matson	2023/24	This is an ongoing effort to improve our qualification of scale of investment required and the extent that this would impact risks and opportunities. Adaptation is a key element for business planning and will be a specific overlay in the current long-term plan scenario work. Once this work is complete, and we understand the gap and how to address it, we will summarise this in a written update to the Board.
22/03/23 (1)	<p><b>TfL Prudential Indicators 2023/24 to 2025/26: Debt Service Recovery and Interest Coverage Ratios</b></p> <p>Members asked if future papers could include an indication of what the debt service recovery issue was at the authorised limit and the Interest Coverage Ratio limits, to provide a better view of whether the limits were prudent. Only the statutory ratios were included but various other ratios were calculated as part of the paper and would be incorporated going forward, including in the Finance Committee papers.</p>	Patrick Doig	March 2024	Information will be incorporated into the next cycle of setting Prudential Indicators.
05/02/23 (4)	<p><b>Commissioner's Report: Vision Zero Deep-Dive</b></p> <p>A deep dive discussion, including the broader system changes required to meet the Vision Zero targets, would take place at a future meeting of the SSHR Panel.</p>	Lilli Matson	September 2024	On the SSHR Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (8)	<p><b>Commissioner's Report: Cockfosters Station Housing Scheme</b></p> <p>TfL was waiting for a decision from the Secretary of State but it would be raised again with Tom Copley, Deputy Mayor for Housing at the Greater London Authority, to work to try to break the impasse. John Hall added that his understanding of the position was that the Government was waiting for another application from TfL.</p>	Alex Williams	Ongoing	<p>On 17 May 2023, the Secretary of State for the Department for Levelling Up, Housing and Communities decided not to call in the planning application for TfL's development by Cockfosters Tube station and is instead content with the decision made by the local planning authority to approve the scheme.</p> <p>TfL is now preparing to submit a new section 163 application to the DfT which will need to be approved before construction can start.</p>
67/11/21 (3)	<p><b>Commissioner's Report: Safety for women and girls</b></p> <p>The impact of the comprehensive programme to improve safety for women and girls travelling on the network would be assessed and the outcomes would be considered at a future meeting of the SSHR Panel.</p>	Lilli Matson / Matt Brown	March 2024	The information will be provided to the CSOP Panel as part of the wider update on Violence against Women and Girls.



Minute No.	Item/Description	Action By	Target Date	Status/Note
74/10/21	<p><b>Report of the Customer Service and Operational Performance Panel: Briefing on Action on Inclusion programme.</b></p> <p>The Director of Diversity &amp; Inclusion would develop a comprehensive inclusion programme and the Board would receive a briefing when the work was completed.</p>	Fiona Brunskill/ Alex Williams	March 2024	<p>The Board discussed Action on Inclusion following its meeting on 29 March 2023, which covered two areas: 'Customer' and 'Colleague'.</p> <p>A further update was provided to the SSHR Panel on 15 November 2023 in relation to the Colleague aspect.</p> <p>Work remains ongoing on the 'Customer' document "Equality in Motion" and a paper is on the CSOP Panel forward plan for March 2024.</p>

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**Board**



**Date:** 13 December 2023

**Item:** Commissioner's Report

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**This paper will be considered in public**

## **1 Summary**

1.1 This report provides a review of major issues and developments since the meeting of the Board on 18 October 2023.

## **2 Recommendation**

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

**List of appendices to this report:**

Appendix 1: Commissioner's Report – December 2023

**List of Background Papers:**

None

**Andy Lord**

**Commissioner**

**Transport for London**

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# Commissioner's report

December 2023

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# Introduction

I am committed to making sure that our transport network is safe, secure and reliable for all our customers and staff

I am disappointed that we have not received any confirmation that the Government will provide the capital investment support we need for 2024/25.

At every opportunity I have made and will continue to make the case for sustained investment to help us support jobs and economic growth in London and across the country, and you only need to read the contents of this report to see the impact that we are able to make with our services and projects. It's great news that we are now seeing ridership numbers reach four million a day on the Tube again, and that ridership is growing across our services, but if we want this growth to continue long in to the future, we need the certainty provided by sustained capital funding being introduced elsewhere in the country.

Since my last report, we have seen a rise in protests across London in the context of the tragic events in the Middle East. I want to be extremely clear - we want everyone to be safe when travelling around London at all times, without fear of abuse, and hate crime has absolutely no place on our network. We are committed to ensuring all passengers and staff are protected from harm and we have a bold and clear campaign across our services which encourages customers and staff to stand in solidarity against hate and abusive behaviour. Along with Seb Dance, the Deputy Mayor for Transport, I have met with leadership organisations from both the Jewish and Muslim faiths to reiterate these messages and make sure that their concerns are heard. I also want to

thank all colleagues involved in managing the disruption to our network for their extremely hard work during this time.

I was proud to attend Remembrance Sunday to meet, inspect and see off the members of the London Transport Old Comrades Association, an association marking their 100th year, made up of former and current colleagues who have served in the armed forces. Brian D Everett, MBE, President of the London Transport Old Comrades Association since 1992, led the contingent and laid the wreath at the Cenotaph. They were first given the right to march in the Remembrance Day parade by King George V in honour of the men of the London General Omnibus Company, who drove buses to the front line in France during the First World War to take supplies and bring home injured soldiers.

In the lead up to the official Remembrance events, as we do every year, we supported the Royal British Legion and their fundraising efforts for veterans, serving personnel and their families. We were delighted that Jools Holland, Ross Kemp and Lance Corporal of Horse, Richard Jones, supported our ambitious fundraising efforts both by making station announcements in support of the cause and joining me in fundraising activity across the network.

Since my last report, we have continued with our excellent progress on a number of major projects, and it's worth specifically mentioning the first dynamic testing of

Piccadilly line trains which took place in November in Germany, watched on by a number of colleagues and members of the media. It is extremely exciting to have a glimpse of these new trains in action, which will be a huge boost to a line that accounts for more than 10 per cent of London Underground's ridership and serves Heathrow Airport, the West End and St Pancras International.

In November I was delighted to attend a number of different events designed to inspire and celebrate our colleagues. I attended the You Matter Awards, a great evening showcasing the amazing talent and achievement that we have at Transport for London (TfL) across a huge number of workstreams. I also attended the first national Women in the Bus and Coach Industry event, aimed at supporting women of all backgrounds to enter into and develop their careers in the industry. And I also enjoyed, as an engineer myself, attending the launch of a new Tube map featuring icons from the world of engineering, with 274 Tube and Elizabeth line stations named after leading engineers, including our own Isabel Coman, Director of Engineering.

It has been a huge honour to lead this great organisation through 2023, and I look forward with optimism to both our challenges and successes in the coming year.



A handwritten signature in black ink, appearing to read 'Andy Lord'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Andy Lord**  
Commissioner

# Safety and security

We are working to tackle violence and aggression on our network, as well as to make London's roads safer

At TfL, the safety and security of our customers and colleagues is our highest priority. We have set ambitious and stretching targets to eliminate deaths and serious injuries from London's transport networks. These commitments, which are set out in the Mayor's Transport Strategy, are restated and amplified in our own strategies.

In working towards these targets we have set out a series of strategic programmes to improve the safety of our customers, our colleagues and London's road users. Key areas of delivery against those programmes are captured in this report.

We know that the foundation of safety is in our continuous focus on controlling risks. Following the remarks of Mr Justice Fraser in his judgement following the Sandilands tragedy, we have conducted a further review of risk controls across our organisation, and committed to a number of actions designed to further strengthen our strategic controls and management of safety risks. A description of these actions, and the ways in which we have already strengthened risks controls in recent years, were reported to the Board's Safety, Sustainability and Human Resources Panel in November.

This section begins with a summary of the most notable incidents that have occurred since my last report, followed by an update on our strategic programme delivery and the actions we are taking in pursuit of our safety ambitions. My thoughts and condolences are with all those impacted by these incidents.

## Safety incidents on the network

### Contractor fatality

On 15 October, on the A4020 Uxbridge Road near the junction of Greenford Road, a TfL contractor was installing posters in a bus shelter when they were injured in a hit-and-run incident. The contractor was taken to hospital with life-threatening injuries and sadly passed away on the morning of 24 October. They had been working for F&W Distribution, a third-party contractor for JC Decaux who manage the advertising on our bus shelters. This incident is subject to ongoing investigation by the Metropolitan Police Service (MPS).

### London Underground

On 2 November, a customer fell on an up escalator at Seven Sisters Tube station. The customer was given CPR at the scene by officers from the British Transport Police (BTP) before being taken to hospital. However, we were subsequently informed that, sadly, the customer had died.

On 16 November, a customer fell on the stairs at Fairlop station shortly after midnight. He was assisted by station colleagues at the time and taken to hospital. We were informed a few days later that, sadly, the customer had died. An investigation is under way to ensure we understand exactly what happened.

### Bus network

On the evening of 6 October, a route 170 bus collided with a pedestrian as it approached a bus stop outside Clapham Junction rail station. Sadly, the pedestrian sustained serious head injuries and died in hospital approximately one week later.

On 29 October, a car collided with a bus shelter on Aldwych, near its junction with Kingsway. Seven people were injured, including four who had been standing at the bus shelter, which collapsed as a result of the impact. One of those four people sustained life-threatening injuries, while two were seriously injured. The driver of the car was arrested at the scene. The full circumstances of the incident remain under investigation by the police.

On 1 November, a route 65 bus travelling along Upper Ham Road in Richmond upon Thames collided with a pedestrian who was waiting on a central crossing island in the middle of the road. Tragically, the pedestrian died at the scene.

On 3 November, a route 131 bus that was turning left into Tooting High Street from Mitcham Road, collided with a pedestrian. The pedestrian was taken to hospital, but sadly died the following day.

On 11 November, a 92-year-old passenger fell on a route 13 bus, while preparing to alight. They were taken to hospital and diagnosed with a broken femur. Unfortunately, they died in surgery following the incident.

Each of the above incidents are under investigation by the operator, who will report back to us once this is completed for our review.

### Investigations

On 10 August 2021, a member of the public tragically died as a result of a collision between two buses at Victoria bus station. The bus driver admitted causing death by

careless driving and, as I mentioned in my last report, sentencing for this offence was due to take place on 10 November. However, the sentencing hearing was postponed by the court, and has been relisted to take place on 5 January 2024.

Improvement works have begun at Victoria bus station, in line with the action plan provided by us to the Health and Safety Executive addressing the issues raised in their Notice of Contravention. Works will be completed by 23 December.

## Tackling work-related violence and aggression

Our vision is to eradicate work-related violence and aggression. We have a clear strategy to achieve this that covers all our people, including those who work directly for us, our operators, our contractors and those we regulate to provide transport services.

It has been three and a half years since the launch of our strategy, recognising a pause in implementation during the coronavirus pandemic, and significant progress is being made in many important areas. However, our colleagues continue to be subjected to unacceptable levels of violence and aggression while doing their jobs.

Unfortunately, during the months of September and October, two members of staff were subjected to serious assaults while undertaking their duties. The first incident occurred at Angel station on 13 September, when a Customer Service Assistant was subjected to a physical assault where they were pushed, punched and spat at by a customer who was



having difficulty topping up their Oyster card. The Customer Service Assistant sustained a suspected fractured jaw. The BTP is investigating the incident, including reviewing footage from both station CCTV and body-worn cameras. The second incident took place at Upney station on 16 October, when a customer physically and verbally attacked three Revenue Control Inspectors at the gate line after being stopped. One of the three was pushed over and kicked, another was punched in the head. One of the three colleagues suffered a broken nose and was taken to hospital.

Since 27 September, our colleagues have been required to wear a body-worn camera when on shift in a customer-facing environment, where a camera is available. We are carrying out essential work for this, including 24/7 support for when this requirement is incorporated into local performance standards on 31 January 2024. We have seen usage increase by 33 per cent since 27 September, which is excellent.

A review of conflict management and de-escalation training provision across our operations has identified inconsistencies in the approach and areas for improvement. Our operations team have recently agreed some short-, medium- and longer-term continuous improvement actions. Colleagues from business areas without an established conflict management training programme have been trained as a priority. Enhanced training is currently being provided to London Underground Revenue Control colleagues and good progress is being made in this area.

We are in the process of planning a 12-month training programme where we will prioritise training for staff working at the top 25 work-related violence and aggression hotspot locations, which includes London Underground and bus stations, before rolling it out more widely based on risk and harm data. Engagement with our trade unions on this training programme took place throughout November.

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

We work extremely closely with police services to prevent and respond to crime on our network. Between October and December, the Roads and Transport Policing Command (RTPC) of the MPS carried out a series of activities focusing on the following areas across our network:

- Providing a visible reassurance and deterrent during the Halloween and firework period
- Providing reassurance patrols in the context of the current events in the Middle East
- Targeting organised criminals who follow vulnerable people from banks to the bus network and steal from them; and
- Operations linked to reducing violence and theft offences against the young

Halloween season saw the RTPC Safer Transport teams undertake policing patrols across London, operating from early to late evenings until 6 November. With a concentrated focus on our bus hubs between the hours of 14:00 and 22:00,

the aim was to provide reassurance to both the public and our colleagues where antisocial behaviour may increase. This was accompanied by surge patrols along our bus routes that have historically experienced higher rates of crime and antisocial behaviour during the same period.

With the ongoing conflict in the Middle East, we have seen a high number of protests across London. Sadly, there has also been a rise in reported incidences of hate crime across the capital. Safer Transport teams are working with partners from BTP and the local policing teams to provide enhanced patrols at the hotspot locations. All hate crimes have been reported to the police and investigations and arrest enquiries continue. Some of these crimes were incidents where bus stops have been vandalised with graffiti. Our teams have been working to quickly remove all graffiti, and they know the importance of taking photos of any hate crime or politically motivated graffiti and reporting it to the police before they remove it.

Operation Deciwire, aimed at tackling organised crime groups that target our elderly and vulnerable customers on the transport network, remains a high priority. The RTPC continues to address the issue using dedicated and complex intelligence pictures to assist with deploying high visibility tactics on the network.

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

Between 25 November and 9 December, in support of International Day for Elimination of Violence Against Women and 16 days of Activism against Gender-Based Violence, all Piccadilly line trains are displaying a

white ribbon. Last year we were proud to become White Ribbon accredited and have been taking positive steps in our three-year action plan on strategic leadership, engaging men and boys, changing culture and raising awareness.

This year's White Ribbon theme is #changethehistory. As well as displaying a white ribbon on Piccadilly line trains, we engaged with customers at King's Cross station on 25 November, sharing tips on effective bystander intervention and offering a virtual reality experience.

Safe space drop in events are also being held during the 16 days. Working in collaboration with our policing partners and charities who support victims of sexual violence and domestic abuse, members of the public have been able to find out about our zero tolerance to sexual harassment campaign, learn effective bystander intervention techniques and gain direct access to additional support should they need it, with pilot locations at Canning Town Library and Romford Welfare hub. During these 16 days, our White Ribbon ambassadors are facilitating events and activities to raise awareness among their peers about the prevalence and impact of gender-based violence. This is taking place through workshops, listening sessions and internal communications, as well as sharing tools to help combat it, such as how to safely challenge behaviour and how to show support for the victim.

#### **Hate crime awareness campaign**

We continue to take a zero-tolerance approach to hate crime on our public transport network. Throughout National

Hate Crime Awareness Week (14 to 21 October), we supported the police by hosting more than 120 events across the network to raise awareness of hate crime and reassure those who may lack confidence to travel on public transport. Londoners were also offered the opportunity to take part in the Active Bystander Awareness training, developed and delivered by the charity Protection Approaches and their partners Britain's East and South-East Asian Network. The course is partly funded by the Mayor's Office for Policing and Crime and we have also

contributed funding to expand the reach of the training to more Londoners, as part of our work to tackle hate crime. The course builds on our campaigns by highlighting the important role fellow passengers can play in supporting those being targeted by preventing and de-escalating incidents.

### Combating fatigue

We continue to support all business areas to adopt our fatigue management plan and promote a just and fair culture where colleagues feel confident in reporting instances of fatigue. We have

seen an increase in the number of fatigue self-reports which has enabled us to work with these colleagues to deliver appropriate support.

Since its launch in October last year, more than 4,000 colleagues have now completed fatigue awareness training, with targets to further increase this number as part of our required safety, health and environment learning. To support colleagues beyond the workplace, we recently produced a guide for families and friends of colleagues to manage their own rest periods, and help reduce the potential consequences of fatigue.

We are also piloting an innovative initiative focused on helping colleagues who work on night shifts and rotating shifts to improve their health and wellbeing. Known as Night Club, the initiative brings sleep experts into the workplace and provides colleagues with access to evidence-based sleep health information during their shifts.

The initiative focuses on diet, exercise, sleep hygiene, mental health and sleep chronotypes. We launched the Night Club in late November at our Palestra head office building to support colleagues, among others, who work in our 24/7 control centres. We are planning to deliver this initiative to our depots at Stratford and Acton in February 2024 to help reach a range of colleagues who work night shifts in a variety of roles across diverse operations.

### Police activity to support Vision Zero

Policing and enforcement are essential elements in our approach to achieve our Vision Zero goal. We are making good progress on our commitment to increase

speed enforcement activity across London and for the second quarter of 2023/24, almost 223,044 drivers have been caught speeding by the police. The RTPC also participate in national policing campaigns focusing in inappropriate speed; using a mobile phone while driving; not wearing a seat belt; and drink and/or drug driving. Between 18 October and 5 December, a total of 2,901 traffic offence reports were issued, including 914 for no insurance, 858 for speeding and 138 for drink and/or drug driving offences. During the week of 16-29 October, a total of 561 traffic offence reports were issued by the police and the RTPC arrested 25 individuals for drink and/or drug driving as part of this.

In November, the RTPC supported 'Operation Drive Insured', as part of Brake's National Road Safety Week which took place between 15-23 November, and the theme this year was 'let's talk about speed'. The RTPC conducted Junior Roadwatch sessions across London where Year 5 and 6 school children work with the police to engage with drivers caught speeding outside their school. A number of our staff were invited to attend sessions, with positive feedback received.

On 11 November, the MPS Safer Roads team were deployed to the London Borough of Enfield. They were supported by Local Neighbourhood Policing teams, MPS Vehicle Recovery Services, as well as the Road Policing team equipped with automatic number plate recognition. This deployment was to address concerns raised around anti-social behaviour arising from car meets. This activity is directly linked to our Vision Zero commitment to reduce dangerous behaviour on our roads.



We are proud to be White Ribbon accredited

The police activity was focused at two locations within the Borough, both popular locations for car meets. Policing interventions during this operation included two arrests for driving under the influence of drugs, one arrest for possession an offensive weapon, and one arrest for being wanted for possession of an offensive weapon. A total of 10 vehicles were seized for having no insurance and 15 traffic offences were reported.

#### **Defibrillators on our network**

Defibrillators have been installed across the London Underground and London Overground network, at all Dial-a-Ride locations and at some main bus stations and piers, which anyone can access in order to help someone in cardiac arrest. Every moment that goes by without intervention, whether CPR or defibrillation, decreases a person's chances of surviving a cardiac arrest. That is why this initiative, along with our first-aid trained staff, is so important.

Last year the London Ambulance Service responded to about 13,000 cardiac arrests, and we know that every minute that passes without intervention – whether that is through cardiopulmonary resuscitation or defibrillation – decreases a person's chances of survival. We are delighted to be working in partnership with the Mayor and our colleagues in the London Ambulance Service to support this vital lifesaving initiative.

We have also launched a short training video, jointly developed with the London Ambulance Service, and starring BBC presenter Dr Chris Van Tulleken, which demonstrates how to perform chest compressions and use a defibrillator. This video can be accessed by scanning the heart-shaped QR code attached to

every defibrillator on our network and is currently being used by the London Ambulance Service to train Year 8 school children across London.

#### **Safe speeds: Lowering speed limits**

Lowering vehicle speed in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. The second phase of the programme is more than halfway through and, as detailed in the Vision Zero progress report published in 2021, aims to provide a 20mph speed limit on 220km of our roads by May 2024.

Currently, 167km of our roads have a 20mph speed limit. To help raise awareness of the new 20mph speed limit, we have installed lamp column mounted banners on corridors where 20mph speed limits have been introduced since 2021. A radio and digital advertising campaign has also been launched to complement the changes.

In October 2023, a new 20mph speed limit was introduced on the A205 corridor in Greenwich between Woolwich and Well Hall roundabouts, as well as on the majority of TfL roads in the Royal Borough of Kensington and Chelsea. Introduction

will be phased on the remaining projects in the boroughs of Greenwich, Lewisham, Southwark, Lambeth, Wandsworth and Merton. By the end of the calendar year, we aim to have introduced a 20mph speed limit on more than 65km of TfL's roads in these areas, as well as a new 30mph speed limit on the A4180 Ruislip Road.

In the coming months, we will analyse the speed monitoring data collected at locations where this work has already taken place to identify if and where physical interventions to slow approaching vehicles are required to complement the new speed limits.

#### **Safe streets: Lambeth Bridge works**

Enabling works started in November on our Lambeth Bridge project, which is a high priority for road safety – as London's most dangerous junction – and security reasons. The project will deliver highway safety improvements by removing the roundabouts at either end of Lambeth Bridge and replacing them with signalised junctions and dedicated cycle facilities to help increase cycle connectivity in the area. The project also involves the provision of hostile vehicle mitigation on Lambeth Bridge as well as essential structural maintenance and renewal work to increase the longevity of this important river crossing. Works began with the removal of a large palm tree from the roundabout at the northern end of the bridge and will continue with utilities work, before the main works start in summer 2024.

#### **Safe behaviours: Meal and grocery delivery forum**

We hosted the second meal and grocery delivery company road safety forum in November, the first since the publication of the meal and grocery delivery



There are now more defibrillators in place across the network

company motorcycle road safety charter in September. It brought together the signatories of the charter alongside industry partners, road safety organisations and the MPS to maintain momentum and continue our joint work to improve safety outcomes for delivery drivers.

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

A hearing took place on 26 October of our judicial review challenging a decision of the London Tribunals that it is unlawful to enforce contraventions of red route bays remotely using CCTV evidence.

In a judgment handed down on 17 November, the court found that the Adjudicator made an error in its approach to interpretation of the relevant Regulations in relation to CCTV enforcement of red route parking bay contraventions. Ongoing enforcement of red route parking bay contraventions using CCTV evidence by TfL is therefore lawful. On the secondary aspect of our claim, which related to the proper approach that should be taken to the review of Adjudicator decisions, the court found that the correct approach to challenge an error of law made by an Adjudicator is to seek judicial review.

#### **Revenue protection**

Tackling fare evasion continues to be a priority and throughout this year our enforcement teams used various tactics across the network to increase the deterrent against fare evasion by checking on board services, inside stations and at gate-lines.

We continue to monitor operational enforcement activity on a monthly basis to review trends and the effectiveness of our operational activity. Since April more than 31,000 penalty fares have been issued and more than 11,000 cases referred to our Investigation Appeals and Prosecutions team.

We analysed the fare evasion rate between April and June 2023 across all our public transport modes and it had dropped to 3.8 per cent, down from 3.9 per cent in March 2023.

Our analytical teams are in the process of gaining additional insight on the influence of the cost-of-living crisis on fare evasion and offender behaviours. Fare evasion

continues to be a significant factor in incidences of work-related violence and aggression against our colleagues and we continue to take a 'threat of harm' approach to data analysis to lead our response through deployments of resources and partnership working.

Teams across TfL and our franchised modes are supporting with initiatives and programmes - measuring their impact on reducing fare evasion. On the DLR we are trialling a different approach to customer messaging and innovative trials with the aim of scaling these up across other parts of the network following evaluation.

We are now in the final stages of trialling changes to the wider aisle gates on our Tube network to reduce the likelihood of fare evasion through these gates while continuing to offer safe access for customers with reduced mobility, luggage and those travelling with children.



We are tackling fare evasion with a variety of approaches

# Our customers

We aim to provide a consistently good service, support more sustainable streets and listen to our customers

## Network report

During October and November we closed parts of the Circle, District and Piccadilly lines across three weekends. This enabled us to undertake critical maintenance as well as track and drainage renewals works, supporting the delivery of reliable, smooth and quiet journeys for our customers. These works delivered 310 metres of track drainage, replaced 450 metres of track and ballast, and 4,000 metres of rail grinding. We thank customers for their patience and understanding while those works took place.

As highlighted in my introduction, we have seen a significant increase in large protests related to the terrible situation in the Middle East. This activity continued through October and into November, with large numbers of people attending gatherings and events - most notably on 11 November. We worked closely with other London agencies, particularly the MPS and BTP, to plan and implement significant bus diversions around the road closures for these events.

The beginning of November was also a particularly busy time for events impacting our network, with traditional fireworks displays across London, the State Opening of Parliament on 7 November, followed by Remembrance Sunday events across London. On 17 November, the Winter Wonderland Christmas event opened in Hyde Park, with large numbers attending. As usual, I want to thank all our colleagues who have worked closely with organisers and contributed to ensuring that these events were and continue to be a success.

We had a busy autumn with colleagues continuing to respond to challenges presented by the weather, including heavy rainfall and strong winds. Our operational procedures enable us to effectively implement plans internally and with colleagues in the supply chain to respond to, and mitigate against, the impacts of adverse weather. To reduce seasonal impacts such as leaf fall, we implemented leaf-fall timetables across Rail and Tube lines. As we move into winter, we are preparing for seasonal challenges such as snow and ice, ensuring pre-winter maintenance has been completed and we hold sufficient stocks of salt and de-icer.

At the end of October, we also saw further protest activity by 'Just Stop Oil'. At some locations, the group walked in the carriageway and specific businesses and locations were being targeted. We worked closely with MPS colleagues to keep the bus network and general traffic flowing around the protest where possible.

## Services over the Christmas period

The majority of our services will remain open every day except for Christmas Day to help our customers enjoy London over the festive period. A small number of limited closures primarily on London Underground, London Overground, Elizabeth line and DLR will take place for essential works, with additional works expected on Network Rail. We work closely with Network Rail and the Train Operating Companies to coordinate works and minimise any impact.

Our Travel Demand Management team have been coordinating our yearly festive communications campaign to highlight closures and changes to services over Christmas and the New Year, with the aim of raising awareness, promoting planning ahead and encouraging festive travel. In the lead up to Black Friday and Christmas shopping, we worked and are continuing to work to support Londoners in choosing sustainable delivery options for their online shopping, reducing the amount of delivery miles on London's roads.

## Industrial action

On 7 and 8 November, RMT union members who work for our operator KeolisAmey Docklands went on strike over pay, resulting in a significantly reduced service on the DLR. Since 1 December, members are taking action short of a strike with minimal service disruption. This will last until 30 December. Also, in November and December, some Unite members took industrial action affecting eight bus routes operated by RATP Dev Transit London at one depot, primarily affecting services in West London.

I am very sorry for any disruption the action caused. We ran a wide-ranging communications campaign aimed at ensuring customers were aware the strike action was taking place, and to help minimise inconvenience wherever possible, increasing some local bus frequencies to provide additional capacity during the strike action affecting the DLR.

## Elizabeth line

On 6 November, we marked one year since the lines from Reading, Heathrow and Shenfield connected with the central tunnels of the Elizabeth line. 'Through running' has meant that new, direct journeys from Reading, Heathrow and Shenfield to central London stations have been possible without the need to change at Paddington and Liverpool Street mainline stations. From May 2023 some services from Shenfield also extended to Heathrow Airport for the first time.

The Elizabeth line has played a vital role in connecting people to their jobs, homes, leisure activities and international travel as well as driving London and the UK's economic recovery, with strong demand for journeys from outer-London, Berkshire and Essex into central London over the past year. November saw our busiest day on the service, with 766,000 journeys recorded on a single day.

Bond Street Elizabeth line station also celebrated one year of providing a new gateway to the West End for Londoners, visitors and businesses on 24 October. There are now 250,000 journeys through Bond Street station each day on average, compared with 175,000 journeys per day before the opening of the Elizabeth line, fuelling London's recovery and attracting new visitors to the West End.

Network Rail infrastructure has been the key reliability challenge for the service where failures of points, axle counters (part

of the signalling system) and problems with the Overhead Line Electrification on the Western surface section have continued to disrupt services, as well as a number of other infrastructure issues. Network Rail have a number of initiatives under way to mitigate and manage these failures, which we are monitoring closely.

The December National Rail timetable change brings small but targeted improvements to the Elizabeth line, including improved services during the morning peak at Acton Main Line where eastbound services will increase from four to six train between 08:00 and 09:00; and the existing 06:45 departure from Gidea Park, which previously terminated at Liverpool Street high level, is now extended via central London to Paddington. On Saturdays, customers travelling westbound between Abbey Wood and Paddington to Ealing Broadway, Southall, Hayes, West Drayton, Iver, Langley, Slough and Maidenhead now have a later last train.

#### Delivering our Bus action plan Superloop

I was delighted that the first of the proposed Superloop services, the SL10 running between Harrow and North Finchley, launched on 25 November, to complement the existing Superloop services launched in the summer. On the same date, frequencies of the parallel route 183 were amended to reflect the changes in demand. On 9 December, the Superloop service SL1 will be introduced between Walthamstow Central and North Finchley, with the parallel 34 frequencies also amended at certain times of the day to reflect usage changes.

In the new year, we will be introducing the next three Superloop services: SL2 between Walthamstow Central and North Woolwich,

SL3 between Thamesmead and Bromley, and SL5 between Bromley and Croydon. The final Superloop service, SL4 between Canary Wharf and Grove Park, using the new Silvertown Tunnel, is due to be launched in 2025. The proposed Superloop express bus network would offer customers an instantly-recognisable limited-stop bus service under the our plans to strengthen and improve public transport options in outer London to maximise the benefits of the London-wide Ultra Low Emission Zone (ULEZ) expansion.

I am delighted to say that we are already seeing the popularity of the new services. Average weekly demand data has shown a 62 per cent increase in customers using the SL7 service, which operates between Heathrow Central and West Croydon, since the route was renumbered as part of the Superloop and its frequency doubled. Data also indicates that demand on all Superloop routes is increasing above the network average level.

#### Other outer London bus service enhancements

As part of delivering the Mayor's £6m investment to improve the bus network in outer London, we continue to make enhancements to existing services. On 18 November the 339 (from Leytonstone station to Shadwell station) rerouted in the Hackney Wick area via the new Monier Road bridge and weekend night frequencies increased on route 14 (from Putney Heath to Russell Square). On 25 November, route 223 (from Wembley Central to Harrow) was extended to Eastman Village in Wealdstone, and frequencies on route 112 (from Ealing Broadway to North Finchley) were increased.



Strengthening our service in outer London

Consultation on bus service changes in Kidbrooke, Haringey Heartlands, Orpington and Uxbridge have also been ongoing. The Kidbrooke scheme is a minor re-routing to better serve new housing developments in the area. The Haringey Heartlands scheme would support increased demand for bus services as new homes and communities continue to be built. The Orpington and Uxbridge proposals include merging and restructuring certain routes to provide new and improved local bus connections and to help encourage more people to use public transport, while continuing to provide regular bus services to popular destinations in the area.

Additionally, we are continuing to review service levels on central London bus routes, with minor frequency reductions made to a number of services.

#### **Piccadilly line upgrade**

In October, we achieved one of the programme's strategic milestones: completion of the detailed design for the digital system for track to train One Person Operation CCTV platform interfaces. This digital system will enable us to capture and transmit real-time video images of the platform train interface directly into the train driver's cab, critical for safe service operation.

With the first fully assembled train already transferred to Siemens' Test and Validation Centre in Germany, in October we completed our first commissioning test, ahead of schedule, to assure that equipment on the train worked as designed. This marks another strategic milestone for the programme and enables dynamic testing to now begin.

In November, this dynamic testing began, with the newly built state-of-the-art test train for the Piccadilly line put through its paces on the test track in the build-up to the first train arriving in London next summer for further testing and integration. Demonstrations include accelerating and braking functionality along with noise and vibration trials. I was pleased that Stuart Harvey, our Chief Capital Officer, and Glynn Barton, our Chief Operating Officer, as well as a number of other colleagues and media were able to be there to board the train as it was went around the test track. Siemens Mobility is in the final phase of fit-out at their new train manufacturing facility in Goole, Yorkshire, where they will start assembling the new Piccadilly line trains from March 2024.

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

We continue to make progress on the Four Lines Modernisation programme, which is delivered by progressively installing new signalling on sections of the railway called Signal Migration Areas (SMAs). The new automated signalling system is already in place at 62 stations, including the whole of the Circle and Hammersmith & City lines, as well as the east end of the District line.

The next SMA to go live is located on the Metropolitan line between Finchley Road and Preston Road (SMA 8). In this area Metropolitan line trains share tracks with Jubilee line trains and there is an interface with Neasden Depot. Installation of the trackside signalling assets for this SMA is complete with software development and testing progressing. On 10-11 November works were successfully

undertaken during a closure to test the connection between the control systems of the Jubilee and Metropolitan lines to ensure communication between them. This is a significant step forward for the programme in advance of the commissioning of this area in 2024.

#### **DLR**

The tendering process for the next DLR franchise continues, and we informed bidders who have been shortlisted on 17 November. The new franchise contract is due to start in April 2025.

On 16 October we opened our new DLR Information Centre at London City Airport, providing ticketing support, travel advice and a range of TfL merchandise to travellers arriving in London. Work continues on the new rolling stock which will deliver 54 new walk-through trains. The new trains will improve the customer experience with live travel information, more capacity and air conditioning. Main line testing and signalling integration is under way, with the first new trains expected to begin entering passenger service in early 2024.

#### **High Speed 2**

We are meeting regularly with the Department for Transport (DfT) to urgently clarify several matters outlined in the Prime Minister's High Speed 2 (HS2) announcement on 4 October, the details of which I covered in my last report.

We continue to engage collaboratively with HS2 Limited and other Euston Partnership members, including Network Rail, DfT, London Borough of Camden, Greater London Authority (GLA) and

Lendlease, to look at options to reduce costs. HS2 Limited continues to work on the restart, delivering a high-level feasibility report to the DfT with several options for further investigation.

With Old Oak Common becoming the terminus for HS2 services for up to a decade or more, we have made the case to the Government to procure additional class 345 Elizabeth line trains to ensure sufficient capacity for passengers coming from HS2 services continuing their journey into central London. In addition, together with HS2 Limited and Network Rail, we are investigating several options to resolve the issues of level boarding for Elizabeth line rolling stock.

We have taken part in the DfT-led Strategic Working Group and Steering Group meetings on Old Oak Common which are also looking into the interface with surface transport modes. We have expressed concerns that significant changes to local plans and forecast growth in housing and jobs has not been accounted for in HS2's current surface layout designs. Overcrowding, congestion and unreliable public transport operations would impact the way in which this site supports the Mayor's ambitions for car-free local regeneration.

#### **Silvertown Tunnel**

The vesting date – when we took full possession of the land – of 14 August 2023 has passed, meaning that all permanent land has now been acquired for both tunnel construction and operational works.

The new Boord Street walking and cycling bridge across the A102 was opened to the public on 18 October. This new bridge provides a safe and easily accessible crossing for those walking and cycling, including those using cargo bikes, on the Greenwich Peninsula and will accommodate future neighbouring development proposals.

Works continued on the A102 road following several productive weekend closures: the southbound overbridge, which crosses over the new tunnel approach road, came into operation in October. This means that the final road layout for southbound traffic around the tunnel exit in Greenwich is now in place.

The introductory cross-river bus network for Silvertown Tunnel was finalised in March and was awarded to Go-Ahead London in September, following a competitive tender process over the summer.

The network includes routes 108 (existing service using Blackwall Tunnel), 129 and SL4, which forms part of the wider Superloop network. They will begin operating when the Silvertown Tunnel opens in 2025. We will be working to deliver a zero-emission bus fleet across all three routes. The consultation for the cross-river cycle provision closed on 10 September 2023 and we received more than 680 responses. We are in the process of analysing responses before deciding on the next steps.

### Old Street

The Old Street Roundabout project team continues to work to complete the project by early 2024. Once complete, the new design will bring safety improvements for cyclists and pedestrians by providing new

and improved crossings, fully segregated cycle lanes and a new public space with an accessible main entrance to Old Street Underground station and the subsurface shopping arcade.

Construction of the new main station entrance continues with works now progressing on the internal finishes. Completion of the superstructure is scheduled for January 2024.

Works have also continued in the surrounding peninsula area with final paving works, installation of new street furniture, and planting of trees and greenery. Two of the new pedestrian crossings onto the peninsula area were opened to the public in October, with the final crossing due to be opened before Christmas. Cladding of the existing clerestory building structure and replacement of the roof skylights has been completed. The peninsula area is scheduled to be finalised in January 2024.

Construction of the new passenger and goods lifts has been completed, ahead of standalone testing which is scheduled for January 2024. Refurbishment continues of the subsurface concourse area with the installation of new mechanical, electrical and communications equipment. Delivery and installation of the new fire doors, security gates and shop fronts has started.

### London Overground line enhancements

The East London Line Housing Infrastructure Fund programme will increase capacity at Surrey Quays London Overground station and Canada Water bus station as well as signalling and power upgrades to support an increase in service frequency from 16 to 18 trains an

hour, with a future capability to deliver 20 trains per hour, subject to funding. This programme of works is funded primarily by the Department for Levelling Up, Housing and Communities and developer Section 106 funding which will unlock significant housing growth in key opportunity areas along the line.

Works are progressing well, with our main works contractor at Surrey Quays, Morgan Sindall, working to finalise detailed design and start enabling works this month. At Canada Water bus station we appointed our main contractor, Ringways, and main works are due to be completed by April 2024.

The power upgrade work was awarded to Network Rail for completion of detailed design. The procurement strategy for the power upgrade installation works for both Network Rail and our infrastructure has been finalised, and the next stage of issuing the Invitation to Tender is expected to take place shortly.

### Taxi and private hire vehicles

#### Implementation of DfT statutory standards

In July 2020, the DfT published Statutory Standards to further enhance the safety of passengers using taxi and private hire vehicles services. We were already or have now become compliant with the vast majority of these standards.

Between February and May 2023, we consulted on our proposals for how we intend to implement the remaining standards, along with additional proposals we consider may further enhance passenger safety in taxis and private hire vehicles.

Following analysis and consideration of the responses to our consultation, we have recently announced the outcome and the changes we are making to meet the DfT Statutory Standards. This will be implemented through a mixture of new or amended regulations, licence conditions and application requirements.

#### Taxi fares and tariffs consultation

We normally review taxi fares and tariffs annually and aim to implement changes in April. When we review taxi fares and tariffs, we try to strike an appropriate balance between drivers being fairly paid and taxi users getting fair and affordable fares.

Taxi fares and tariffs were last updated in April 2023 and were increased by 7.61 per cent following a public consultation.

As part of this year's review, we have updated the Taxi Cost Index. This is used to track changes to taxi driver's operating costs, such as vehicle costs, parts, fuel, insurance, as well as average national earnings.

We have recently consulted on taxi fares and tariffs, and the consultation covered:

- Four options for Tariffs 1, 2 and 3, and making Tariff 4 the same as Tariff 2
- Whether there should be changes to the booked taxi extra, the Heathrow extra, or the fixed fares between the Wimbledon Tennis Championships and Wimbledon and Southfields stations

If changes to the fares and tariffs are approved, then these would come into effect in April 2024.



### IFS Cloud Cable Car

Between 16 and 20 October, we closed the IFS Cloud Cable Car to carry out essential maintenance activities, involving the replacement of the main motor and gear box. We also took the opportunity to install 95 new solar panels on the cable car terminal buildings to help us offset the energy needed to operate the cable car. The re-procurement of the operations and maintenance contract has been progressing well, and we have a preferred bidder with the aim of awarding the contract in January 2024.

### Behaviour change trials

We have been working on localised behaviour change trials on busier sections of the Tube and rail network, exploring the effectiveness of targeted messages in encouraging customers to travel at quieter times, days and on quieter trains or routes. Three trials have taken place to date on sections of the Northern line and London Overground West Anglia and East London lines.

The trials involve issuing bespoke messages to customers of specific stations, encouraging them either to retime or reroute according to the challenge at individual stations. We then monitor whether customers changed their behaviour and any effect on on-train crowding. The work aims to enable customers to have a more comfortable commute, and will inform the future Travel Demand Management delivery model for localised crowding and congestion communications.

### Bus priority programme

Progress towards the delivery of 25km of new bus lane by 31 March 2025, in accordance with the DfT's condition on TfL funding, has continued, with the current total standing

at 4.44km. In October, we completed the delivery of 50 metres of new bus lane on our roads in the London Borough of Camden on Finchley Road, and a further 250 metres on Wood Lane in the London Borough of Barking and Dagenham. Early preparatory works have also been carried out on our roads on the A21 Bromley Road in the London Borough of Lewisham, with a further 990m of new bus lane to be delivered by mid-December.

Since October, several bus lane schemes planned for delivery before April 2024 have also completed the statutory Traffic Regulation Order consultation process. This includes schemes on our roads in the London Boroughs of Redbridge, Croydon and Hackney, and schemes on the borough road network in the London Boroughs of Enfield, Brent and Camden.

We have also started engagement with London boroughs on the development of a robust set of complementary measures targeted at improving bus journey times on proposed Superloop service routes. In October, we announced our intention to provide relevant boroughs with feasibility funding from April 2024 to develop potential Superloop bus priority schemes on their local road networks. We will work closely with boroughs from early next year to share potential scheme ideas and support the identification, design and delivery of schemes that contribute to a reliable and efficient Superloop service.

Internally, we have also begun early feasibility design on several prioritised bus priority measures to improve the operation of proposed Superloop routes using our road network.

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

### Cycleways

We have completed 49.1km of new or upgraded cycle infrastructure since April 2022 and a further 12.29km is currently under

construction. Notable progress since my last report includes works completed on 10 October on Cycleway 9 between Kew Bridge and Watermans Park, with the next phase of delivery started on 23 October. Pedestrian crossing islands on Lea Bridge roundabout are now in place to provide segregated cycle lanes and pedestrian crossings on Cycleway 23 (Lea Bridge to Dalston), and construction works are ongoing on Cycleway 50 between Finsbury Park and Tottenham Hale.



Investing in space for cyclists is a priority

### Santander Cycles

The demand for Santander cycles e-bikes continues to exceed availability, with hires of more than 750,000 e-bikes and 47,000 different customers hiring an e-bike since their introduction in October 2022. On average, 1,664 hires take place across the capital a day. On 14 September, 2,529 e-bikes were hired, making it the busiest day this year. Waterloo station is the most popular docking location with more than 8,000 e-bike hires since October 2022.

While we have seen a reduction in our casual hire numbers, member hires have increased. More member hires have taken place so far in 2023 than any previous year. There was an increase in the number of

cycle hires during the late summer months, reflecting the better weather. Indeed, September was our fourth highest overall usage by members, and 9 October had the highest number of member hires since the scheme's start in 2010.

### E-scooter rental trial

Our London e-scooter rental trial has been running for more than two years, and we launched the second phase of the trial in September, working with operators Dott, Lime and Voi. The operators were selected following a competitive procurement process that carefully assessed their ability to meet strict safety requirements and high operating standards.



Safety is at the heart of our e-scooter trial

There are now 10 boroughs taking part, 670 designated parking bays and around 5,000 e-scooters available for hire. For the period ending 22 October, 75,000 trips were made, taking this to a total of 3.12 million trips. The average e-scooter trip duration is 16 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.

Over the past two years, we have worked with participating London boroughs and operators to improve the use of location-based geofencing technology, and increase the number of parking bays, with more than 600 parking bays now available across the trial area.

Safety will continue to be at the heart of the trial, with rental e-scooters offering a number of safety benefits compared with private e-scooters, which are still illegal on public roads. Benefits of the rental e-scooters include a lower maximum speed of 12.5mph, a unique identification number plate on every scooter and a higher standard for managing fire and battery safety. With fewer than 0.001 per cent of trips so far resulting in a serious injury, the London trial's strong safety record to date demonstrates the benefits of clear standards and elevated safety requirements for e-scooters.

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

Our Connected London programme is delivering high-speed 4G and 5G mobile services from all four mobile network

operators (Three Mobile, EE, Vodafone and Virgin Media-O2) across the Underground network, including in tunnels.

Work is continuing with our concession partner, Boldyn Networks (formerly BAI), to get their equipment installed on the Tube at key locations across London. The delivery of the underlying infrastructure is on track, with more than 500 engineers working six nights a week to install the cabling and equipment needed to transmit mobile signals in stations and tunnels.

The number of locations with network connectivity has been growing nearly every week during the last few months and will continue at pace until the network is complete. As of early December, we now have 21 stations and more than 20 tunnel sections live with coverage. We have also reached an agreement with Boldyn Networks to add the below ground sections of the London Overground and the DLR to the scope, bringing high speed 4G and 5G to these services.

The recent addition of Oxford Circus, Tottenham Court Road and Euston, as well as further station and tunnels on the Northern line and Central line, is bringing high speed mobile coverage to the West End and to many more customers.

Separately, the first lamp post with a 4G radio (a 'small cell') went live in October, with many more set to go live over the coming months. The Old Street, Waterloo and King's Cross areas are having more than 20km of fibre, along with 4G and 5G small cells installed on lamp posts in the area to support local connectivity. This will significantly also improve fixed and mobile connectivity in these areas.

We have also added Wandsworth, Richmond, Merton and Bromley to the fibre rollout programme, with sites across these boroughs to be delivered in 2024.

### Green wheelchair traffic signal launch

As part of our aim to make public transport more inclusive and accessible, I am pleased that we are now displaying new green wheelchair images at five traffic signals, replacing the green person walking image. We worked with Pete Reed OBE, three-time Olympian gold medal winner, as well as with Transport for All and our Independent Disability Advisory Group, to develop the design. We received clear feedback that any image should reflect that most wheelchair

users can travel independently. As a result, the designs used will show two types of wheelchair user – manual and powered. The five signs have been installed at various locations across our road network: Bishopsgate by New Street; Warwick Road by Earl's Court station; Gray's Inn Road by King's Cross Bridge; Tower Hill by Tower Hill station; and Whitechapel Road by Whitechapel station.

### Fare deal for care leavers

In October, the Mayor announced that care leavers aged between 18 and 25, who live in London, will be able to apply to receive half-price bus and tram travel from early 2024. This decision was a Mayoral manifesto

commitment, and it will give more young people the helping hand they need to thrive at a crucial period in their lives.

The fare deal for care leavers will directly support those who have left care after turning 18, and offer them more affordable travel options as they transition to independent living.

The offer will sit alongside other travel benefits we provide such as the Job Seekers Allowance and 60+ concessions and will help enable care leavers to make the most of the Mayor's Hopper Fare, which allows unlimited bus and tram journeys within an hour for the price of a single journey.

Despite improvements over the last decade, London's children in care still face many obstacles. Many care leavers remain vulnerable after leaving care, and the complex challenges they face mean that fewer care leavers go onto further training or university than those who haven't lived in care.

Children who grow up in care are three times less likely to be in education, employment or training than their peers. Analysis by the Children's Society has found that the costs – including travel costs – of remaining in education, or seeking a job or apprenticeship can be higher for care leavers, a problem this concession is designed to overcome.

### Contactless roll out

Throughout 2023, we have been working together with the DfT, Rail Delivery Group and train companies to enable pay as you go with contactless to be introduced to 53 additional National Rail stations in the South East of England. While completing a

rigorous testing plan, some challenges were encountered, which require further work to address and deliver the best possible pay as you go customer experience. As a result, the decision has been taken to delay the launch of pay as you go with contactless at these stations until next spring.

A further update will be provided ahead of the launch, to ensure that customers are informed in advance of the introduction of pay as you go with contactless at these stations, as well as the benefits and convenience this will bring.

### TfL Go app

The TfL Go app now reaches more than 830,000 customers on average each month. We continue to improve the app and roll out new features, and recently added more detailed information on bus routes so that customers can see all stops, and key interchanges, along each route.

### Collaboration with Google Street View

In November, we announced a collaboration with Google to provide Google Street View within several stations across London to help customers better plan their journeys.

The project uses cameras that capture 360-degree images inside around 30 Tube stations, including Green Park, King's Cross and Waterloo, to provide virtual representations of some of London's busiest stations. By being able to show routes through some of London's key stations, we hope that customers will be able to use Google Street View within stations in the same way they would for journeys made by walking and cycling across London. We hope this will be



We've launched green wheelchair traffic signals

beneficial to customers with accessibility needs or people who are unfamiliar with travelling in the capital.

Google has started collecting Street View imagery, with posters placed at stations to alert customers when imagery capture may occur. The images are being collected by a small team organised by Google between 10am to 4pm to avoid peak hours, using a 360-degree backpack camera. Google's blurring technology will be applied to the imagery, which is designed to automatically blur identifiable faces before publishing.

The images will be launched throughout 2024, enabling customers to get a better sense of the layout of the stations when planning journeys or interchanging between different Tube lines at stations, as well as identify key facilities such as toilets and Help Points.

#### Customer Contact Centre operations

Our contact centres continue to provide customers with on-the-go travel information, help and support where needed. Service levels have also been positive, despite the challenge of the seasonal increase in demand through August and November due to an increase in applications for Zip Oyster card concessions ahead of students returning to school. Focus is now shifting to the festive period where our customer service agents will also provide support and advice to visitors traveling around the capital alongside our Visitor Centres, which we expect will have a significant increase in customers.

Our Lost Property Office celebrated its 90th anniversary in October and completed its move to a new office space, having spent 86 years in Baker Street and a short period in South Kensington. The office's new location is now in West Ham.

As the Lost Property Office celebrates its milestone age, we want to honour our new location by giving back to our new community and Any Old Irons, a local charity in West Ham. For the past 90 years, the Lost Property Office has proudly taken care of thousands of forgotten items across our transport network. In the same way, Any Old Irons takes care of older people, a group that is often neglected or forgotten in society. This social inclusion programme was set up in partnership with Friends of The Elderly and The Mercers' Company, and aims to bring together West Ham United fans who are more than 65 years old.

#### British Institute of Learning Disabilities and People First partnership

We have secured a new two-year partnership with both the British Institute of Learning Disabilities and People First. This partnership will help ensure people with learning difficulties, disabilities and autistic people are involved and engaged in our transport projects and initiatives as they develop, enabling us to become more responsive and aware of people's needs.

We have also worked with our partners to develop and launch a survey to help us build a clearer picture of the barriers to travel faced by people with learning difficulties. The insights gained through this survey will be used to inform and develop our programme of work across the next two years.

#### Poems on the Underground

Poems on the Underground launched its final set of poems for 2023 at the end of October, and the six poems featured include In A Loaning by Nobel laureate Seamus Heaney. Two of the poems – Empires by Charles Simic and an excerpt from Elegy for a Dead Soldier by Karl

Shapiro – were chosen as poems that reflect on themes of war and the aftermath of war around Remembrance Sunday.

The Iranian poet Garous Abdolmalekian's work Long Exposure is featured in a translation by Idra Novey and Ahmad Nadalizadeh. Helen Ivory, a poet and visual artist, is represented by The Square of the Clockmaker, and Trinidad-born poet Anthony Joseph, winner of the 2023 TS Eliot Prize for poetry, is represented by the poem Axe.

#### Art on the Underground

Art on the Underground launched a new large-scale artwork named Rebirth of a Nation by Ethiopian-Italian artist Jem Perucchini at Brixton Underground station on 2 November.

Conjuring the Early Renaissance with his rich painting style, Perucchini's new work depicts an allegorical vision in which the past, embodied by a female figure, and the future, her mirror image, meet. Perucchini was inspired by the Ivory Bangle Lady, the name given to the North African occupant of a 4th-century grave found in York, whose grave indicated that she had a high social status.

Rebirth of a Nation challenges misconceptions that Black British history stretches no further back than the 20th century and questions why some histories are privileged, and others are erased. The artwork will be on display for a year.



Exploring privilege through Art on the Underground

# Our colleagues

We are working to create an inclusive culture, provide a fair and attractive employee offer and support everyone to achieve their work ambitions



Creating a more inclusive workforce

## Viewpoint

Our annual employee engagement survey, Viewpoint, was open for four weeks and closed on 20 October. Our survey partner worked through the results and we have shared these with our colleagues ahead of updating Board Members in January. Early signs are encouraging, with more colleagues engaging with the survey, and positive and confident about a clear vision for the future of the organisation compared with last year.

## Women in the Bus and Coach industry event

I attended the first national network event to support women in the bus and coach industry held in Birmingham on 8 November, following on from the success of the London launch of the network earlier this year, which we were proud to host. I was joined by representatives from across the bus and coach industry. The network will create a collaborative forum to share expertise and develop solutions to make sure a career in the bus and coach industry is attractive to women of all ages, backgrounds and ethnicities.

The Women in Bus and Coach initiative will also work with bus and coach companies to challenge and eliminate barriers currently faced by women in the profession, creating a more inclusive service that is representative of our customers. We want women, whatever their background, to have equal access to a career in the industry and a workplace designed around their needs. Later in November, the initiative was also launched in Parliament at an

event attended by Louise Cheeseman, our Director of Bus, along with a number of other industry leaders. I want to thank Louise for her leadership in this area.

## Creating a culture of inclusion

In October, we launched our new online course, Inclusion Matters – Disability. To create the course, we collaborated with Inclusion London, a unique organisation run by and for deaf and disabled people across the city. We also used valuable resources from the Business Disability Forum and worked with members of the GLA's and our Colleague Network Groups for Disability.

The aim of the course is to help colleagues learn more about disability and create a workplace where everyone can thrive at work. In October and November, we held four pilots of our Disability Awareness workshops. These workshops will be launched to the wider business in January and the pilots will help further develop the online course.

## Our Colleague Network Groups

Our Colleague Network Groups play an important role in giving colleagues the opportunity to share ideas and support each other in developing our diversity and inclusion agenda in all areas of employment.

They will help us with our ambition to be a great place to work for everyone by promoting equality awareness, providing a safe space for colleagues who share a particular characteristic and for allies of those colleagues to identify and discuss common workplace issues.

As part of our newly launched Action on Inclusion, it is important we all take active steps to become an ally and getting involved and engaging with our Colleague Network Groups is one way in which colleagues can do this. It is a great way to learn, share and be inspired.

Following an extremely busy and successful two-year tenure, our Colleague Network Group chairs and co-chairs officially stepped down from in their posts in October and made way for new colleagues to lead in these roles. After a recruitment campaign, we were pleased to announce the new cohort of Colleague Network Group chairs and co-chairs chairs in August and they are all excited and eager to get started with their work. Fiona Brunskill and I met with the Chairs upon their appointment and look forward to working alongside them.

### Disability History Month

To commemorate Disability History Month, members of our Colleague Network Group for Disability will be featured in a specially commissioned set of portrait series, highlighting disabled people working within our organisation. Many of those who volunteered to have their portrait taken wanted to draw attention to hidden disabilities, which are not always visible but which have an impact on the way that people live, work and interact with the world. Through these portraits, we hope to show our customers that disabled people are working to deliver London's transport services every day.

### An attractive and fair employee offer

We have continued work across the business to develop an appropriate definition and mapping of our roles into their job families

and disciplines, alongside meetings with each Chief Officer taking a detailed look at the high-level design and potential impact for each business area. Work took place throughout November to review mapping, remuneration benchmarking and the overall feasibility of implementation (considering the financial and diversity impact) with Chief Officers and their teams.

The Reward Strategy project team progressed work in conjunction with Deloitte as part of the wider Reward Strategy review looking at how we should align individual performance and reward in future. This included a detailed review of existing performance award arrangements and looking at how these might be better shaped to support business needs.

### London Underground pay

Pay discussions with our trade unions started in May this year and our offer has since increased. In our most recent London Underground pay talks at ACAS we made a full and final offer to increase base pay by five per cent. This offer is the highest that can be offered and does not have any conditions attached. We have asked our trade unions to consider this full and final offer.

### Celebrating our success

#### You Matter Awards

On 9 November, along with our Executive Committee, I was delighted to attend our second You Matter Awards ceremony at London Transport Museum. Attended by more than 300 people, the awards are an opportunity for colleagues to recognise peers across the organisation who have gone above and beyond in their roles, with categories ranging from Green



Recognising talent and hard work at TfL

Awards, Safety and Security Awards to a Lifetime Achievement Award and a People's Choice Award.

It was a great evening which showcased the huge breadth of incredibly important work delivered by our organisation, and I congratulate again all those who were nominated.

#### Business Culture Awards

On 15 November, colleagues from our Talent Team attended the finals of the Business Culture Awards. After successful entry submissions, we were nominated

as finalists for three categories, and were winners for the Best Coaching, Mentoring & Personal Development Initiative with our partner T Three, recognising the success of the Conversation Matters Approach. This initiative provides colleagues and people leaders with a toolkit to have well-structured and quality conversations to aid coaching, development and career progression.

#### Brake Global Fleet Champions Awards

In October, we received two awards for our work fitting Intelligent Speed Assistance technology to vehicles in our support fleet, which has enhanced

speed compliance and demonstrated the potential for more widespread use of this life saving technology across London.

The Brake UK Fleet Champions awards recognise the work of organisations that are striving to prevent road deaths and injuries and reduce pollution caused by their vehicles. Our successes came in the 'Public Sector Driver Safety' and 'Safe Vehicles' categories.

#### **CiTTi Awards**

In November, at the CiTTi Awards, colleagues were delighted to receive the Marston Holdings Road Safety Award for their work on the Bus Safety Standard, and also the Transport Planning Award.

#### **Workforce planning**

As part of our strategic workforce planning activity, we have completed the first review of our critical and hard-to-fill roles, with about 250 unique roles identified across the business as critical or hard to fill. These include roles with special and generic skills within job family areas such as project management, engineering, technology and data, and sustainability.

Following this review, an initial succession planning exercise for these roles concluded on 31 October, helping ensure we have a development pipeline for these positions. This work will now be further refined and development plans for individuals on these succession plans put will be in place.

The outcomes of the exercise to identify critical and hard-to-fill roles will help inform our Strategic Workforce Plan,

alongside other initiatives such as our Reward work and Learning and Development offering. This is set to be delivered in January 2025.

#### **Our TfL Programme**

The Our TfL Programme is one of our key change programmes looking to evolve the way we operate to deliver on our strategic objectives, making us more effective and efficient as an organisation. We have a dual mandate to enhance the way we operate and collaboratively deliver our strategic outcomes, while also contributing to our financial sustainability.

We have prioritised different areas of the programme to ensure we are putting our effort against the areas of greatest potential reward, and we are now drawing this into a roadmap to tell the story of what the Our TfL Programme will collectively deliver and by when. The programme is largely entering a key phase of delivery.

A number of items are expected to move through design stages over the coming months, looking at all layers of our operating model, including processes, governance and technology. Several initiatives are set to start implementation in early 2024.

#### **Carbon Literacy training programme**

The Carbon Literacy training programme remains a high priority, with more than 2,500 colleagues trained across the organisation since it started in summer 2022. Accredited by The Carbon Literacy Project, a globally recognised organisation,

this course is designed to raise awareness of the carbon costs and what individuals can do to impact everyday activities and help reduce emissions at a personal and organisational level. This course is peer led, meaning it is delivered to employees by employees, with 75 accredited trainers who have volunteered from across all areas of the business.

With a scorecard target to train 3,000 colleagues in this financial year, we have increased the number of weekly courses to 10, enabling us to train about 400 colleagues every four weeks. With more than 1,800 colleagues having completed training in this financial year already, including all Chief Officers, we remain on track to achieve this target.

# Our green future

## We continue to reduce our carbon emissions, improve London's air quality and protect and enhance green infrastructure

### Ultra Low Emission Zone

#### London-wide ULEZ first month report

On 31 October, I welcomed the release of the London-wide ULEZ first month report, which showed that the scheme has been highly effective at reducing the number of older, more polluting vehicles seen driving in London on an average day since it expanded to cover every borough of the city on 29 August. The report showed:

- The number of older, more polluting non-compliant vehicles seen driving in London on an average day has decreased by 77,000 compared to June 2023, a reduction of 45 per cent
- In outer London, there has been a 10 per cent increase in compliance since the launch of the consultation to expand the scheme. A total of 85 per cent of vehicles seen driving in outer London on an average day were compliant at the start of the consultation in May 2022, and compliance has now increased to 95 per cent
- Compliance of vehicles in outer London increased notably once the scheme launched on 29 August. In June 2023, compliance across all vehicles seen driving in outer London was at 90.9 per cent. The effect of launching the ULEZ expansion led to a jump in compliance to 95.2 per cent in September 2023
- After just one month, compliance rates across all vehicle types in outer London have nearly caught up with inner London. A total of 96.4 per cent of cars

seen driving in outer London are now compliant, compared to 96.9 per cent of cars seen driving in inner London. Car compliance in outer London has increased from 90 per cent in November 2022 when the Mayor announced the decision to expand the ULEZ London-wide, and 44 per cent in 2017

To support the transition to greener journeys in the city, we have committed more than £121m from the Mayor's £160m scrappage funds to help Londoners and London-based small businesses and charities scrap their non-compliant vehicles. Millions are still available in the fund and we continue to urge those living in the capital who own a non-compliant vehicle to apply for the support available.

We have continued to see vandalism of ULEZ cameras and incidents involving our staff and contractors. Vandalism of our property and the intimidation of our staff is unacceptable and all incidents on our network are reported to the police for investigation. We recognise the right to peaceful protest, but those who commit criminal damage to ULEZ cameras or vehicles or abuse and intimidate our staff will be prosecuted.

#### Judicial reviews relating to road user charging matters

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

permission to appeal by the High Court and the claimant has made an application for permission to appeal to the Court of Appeal. The claimant has not yet served grounds of the appeal which are required in order for the application for permission to appeal to progress.

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

#### Zero-emission buses

We continue to add zero-emission buses to the London fleet as quickly and affordably as possible, and we now have more than 1,235 zero-emission buses operating across all parts of London. These buses make up around 14 per cent of the fleet, meaning our organisation operates the largest zero-emission bus fleet in western Europe.

There are different types of zero-emission bus technology in the fleet, including hydrogen fuel-cell double-deck buses, battery electric buses which charge at bus garages and make up most of the zero-emission fleet, and electric 'opportunity charged' buses, which uses pantograph technology to charge their battery. This type of technology can assist buses with longer journeys as buses receive a 'top-up' charge throughout the day.

We continue to work with multiple bus manufacturers to develop a vibrant and competitive zero-emission market and invest in the latest buses. These new technologies are supporting our wider objective of converting the entire fleet of around 9,000 buses to zero-emission no later than 2034, or by 2030, if Government investment is forthcoming. Zero-emission buses help to improve air quality and reduce carbon emissions across London, which is critical as we work to meet the Mayor's target for London to be a net-zero city by 2030.

#### Innovating to deliver electric vehicle infrastructure

On 28 November, City Hall announced with Places for London – our property company – the bringing forward of five new ultra-rapid charging hubs capable of charging electric vehicles in 10-30 minutes. These new ultra-rapid electric vehicle charging hub sites will be offered to the market across London, helping clean up the air and bring down harmful exhaust emissions. Places for London is seeking a partner to deliver all five sites via a joint venture partnership, which will unlock our land to help create a greener and more connected London for everyone, generating long-term revenue, which can then be reinvested back into the transport network.

The ultra-rapid charging hubs will be located in Hanger Lane, Canning Town, Hillingdon Circus, Hatton Cross and Tottenham Hale. Hubs, which will include at least six ultra-rapid charging bays, will enable drivers to charge their vehicles within half an hour, and include at least



one bay for those with accessibility needs. The hubs will support high-mileage drivers such as taxis, private-hire vehicles, delivery drivers, sole traders and local businesses to switch to electric vehicles. Hanger Lane in Ealing will host the largest site, with up to 20 rapid charging bays and retail facilities.

The Deputy Mayor also announced that two contracts for a further 51 sites for rapid charge points have now been signed and awarded to charge point operator Zest. These sites are being delivered as part of the Mayor's Electric Vehicle Infrastructure Delivery project, which now has contracts with Zest in place to deliver more than 100 rapid charging bays on our road network.

### **Making our network more energy efficient**

We continue to replace older fluorescent lights with LEDs across our network, which is resulting in both cost and energy savings. Latest figures show an energy saving of about 71 per cent across converted sites, with the new LED lights also providing 10 per cent brighter light.

We have replaced lights with LEDs at more than 116 London Underground stations, which represents about 37 per cent of lighting across the Tube network. On 19 October, we successfully completed the LED transition at Oxford Circus to make it a brighter, more welcoming and energy-efficient space for those travelling to and from the West End.

We have also replaced 97 per cent of lights in bus shelters and 65 per cent of streetlamp columns, offering brighter and safer spaces across the network.

### **Public Sector Decarbonisation Scheme application**

On 7 November we submitted a new round of applications for Public Sector Decarbonisation Scheme funding. We are asking for about £20m of grant funding, with the commitment to top this up with available funding in our Business Plan. This funding will be used on projects that support the removal of fossil fuels from our sites and enable us to invest in cleaner and greener technology to heat our buildings. Successful applications will be confirmed in early 2024.

### **Climate change adaptation**

We were a key participant in a landmark rail sector workshop on 5 October that agreed which emissions scenarios to use for climate risk assessments and future project design. This is the first UK instance of a sector-wide agreement on this topic. The agreed scenarios are in line with our existing practice on this issue.

We will meet our first yearly target for Sustainable urban Drainage Systems (SuDS) under the Climate change adaptation Plan. Tolworth Roundabout and Old Street station together will deliver almost 8,000 square metres of catchment (land) draining into SuDS by March 2024, a 60 per cent increase on the 5,000 square metres target



Building a more energy efficient network



We support initiatives that are both sustainable and improve safety

in our Climate Change Adaptation Plan. The new drainage system measures at these locations include a green roof, rain gardens and permeable paving and will help to reduce surface water flood risk, as well as support biodiversity.

On 6 October, we hosted the first of a series of workshops with the boroughs to assess and identify actions to reduce highways climate risks. This will feed into our fourth Adaptation Reporting Power submission to the Department of Environment, Food and Rural Affairs at the end of 2024.

#### **Green Finance Fund**

We have submitted applications to the Mayor's Green Finance Fund for four projects that aim to deliver carbon reductions in our operations. We have applied for a total of £33.5m to guarantee and accelerate the rollout of LED street and tunnel lighting on our road network and in small stations on the London Underground, and to undertake various decarbonisation projects at Neasden depot and at our office site at 200 Buckingham Palace Road.

#### **Youth Panel Sustainability Report**

On 24 October, the TfL Youth Panel launched its 2023 report *Tomorrow's TfL: The Youth Panel's vision for the future*, at the London Transport Museum.

More than 200 young people from youth boards and panels across London came together to discuss the importance of tackling climate change and making our transport system more inclusive. I was delighted to attend the event, which opened with a speech by Shirley Rodrigues, Deputy Mayor for Environment and

Energy, and included presentations, panel discussions and speeches by myself and members of the Youth Panel.

In 2022, we challenged the Youth Panel to look specifically at how we can make London's transport network more equitable, inclusive and sustainable – and the panel has been taking an in-depth look at these topics for the last 12 months. The resulting report is interesting and insightful and makes nine bold recommendations to which we will respond in the New Year. I also joined the Youth Panel for a Q&A session in November on a number of issues impacting TfL and London, and enjoyed hearing their views at the session as well.

#### **Our new environmental evaluation tool**

In November, we launched the new digital version of our environmental evaluation tool, which we will use to identify and manage environmental risks and opportunities throughout our project lifecycle. The tool includes upgraded sets of environmental assessment questions, incorporating recent legislative changes, such as biodiversity net gain, as well as changes that need to be made because of our improved understanding of specific risk areas, such as climate change adaptation. This user-friendly, digital tool takes advantage of work flows, giving our colleagues a step-by-step process to follow to make the improvements needed in our projects.



**Our Youth Panel launched their Tomorrow's TfL report**

# Our finances

It is important for us to have certainty over our capital funding, build our resilience and continue to invest, as well as to diversify and grow our revenue

## Autumn Statement

We are now able to fund around three quarters of our capital investment programme for 2024/25 but we need the Government to provide the final quarter. We were disappointed not to receive DfT inflationary support this year, and capital funding for 2024/25 remains uncertain. While we welcome the reference in the Autumn Statement for funding towards highway maintenance and a new bus network in Thamesmead, it is hugely disappointing that the Government has not yet confirmed their share of the capital investment for transport in London that it has consistently acknowledged will be needed – as it is for other transport providers.

Investment in London's transport has direct and substantial benefits for jobs and growth outside the capital - whether through direct manufacturing or supply chains. We are running out of time to plan sensibly for March 2024 and the Government are putting our plans to grow ridership and support jobs and economic growth in London and across the country at risk.

## Year-to-date financial performance

We continue to deliver a strong set of results that show we are successfully implementing our strategy to rebuild our finances and deliver an operating surplus in 2023/24, remaining on track to operational financial sustainability. Our most significant risks remain around DfT capital funding for 2024/25. Our focus within the period of this report have been the following:

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

- We are targeting journey growth of six per cent over the full year on top of the 31 per cent increase in 2022/23. At Period 7, cumulative year-on-year journey growth is almost eight per cent in the year to date
- Passenger journeys have reached 90 per cent of pre-pandemic levels, up from 85 per cent at the end of the last financial year
- We continue to see pressure on road enforcement income but we expect to manage this
- Overall, total revenue is just above Budget

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

- Like-for-like operating costs are falling in real terms – costs are six per cent higher than last year despite year-on-year inflation of around 10 per cent. Our core operating costs are on Budget and total operating costs are currently one per cent lower than Budget, mainly from contingency we have not yet used
- We have also seen timing differences of savings delivery, but we are committed to our savings programme for this year

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

- In the year to date, our operating surplus is £142m, which is £58m better than Budget but this is driven by the contingency variance which we will need in the second half of the year and other income and costs are broadly in line with Budget
- Over the remainder of the year, we expect our favourable surplus position to trend back towards our Budget target due to the timing of contingency, but also our renewals spend is expected to ramp up to reach the available funding and some of our costs are back-ended, such as our rolling stock lease costs and bus contract renewals. There are still risks for the remainder of the year but we still remain on track to deliver on Budget

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

- We will not receive DfT inflationary support this year, and capital funding for 2024/25 is uncertain
- Capital enhancements have had to be allowed to slip and are now almost £90m lower than Budget
- Capital renewals are slightly lower than Budget by £11m, but we expect to be in line with the available funding of £736m over the full year

### Ensure that we are protected against shocks by maintaining our cash reserves

- Our cash balances are slightly lower than Budget and are below £1.2bn as set out in the funding agreement
- The GLA financing facility of £500m has been maintained for additional protection against shocks and risks, but this expires on 31 March 2024 in line with our funding settlement with Government

### New analysis shows the power of our spending

In October, we welcomed a new independent report which set out the powerful economic effect that sustained investment in London's public transport system has across the whole country. Launched at a reception attended by suppliers and key business stakeholders, the report by Hatch, a global engineering, project management and professional services firm, showed how investment by TfL hugely benefits our UK-wide supply chain. This in turn delivers wider benefits for the economy of the local areas where the suppliers are located, supporting jobs and economic growth across the country.

Throughout 2022/23, we invested £6.5bn with 2,072 suppliers, 93 per cent of whom were based in the UK and about half (49 per cent) were small to medium enterprises (SMEs). This amounted to a total economic output of £5.9bn in gross value added to the UK economy and supported 104,230 jobs across the UK (direct, indirect and induced effect).

Analysis of our supply chain showed that two-thirds of our suppliers are based outside of London, with large numbers in the North West and West Midlands. A total of 29,000 jobs are supported outside of London – the equivalent of the number of people we directly employ. This includes 8,870 full-time jobs supported in the North West, where we purchase a range of services and products including from Holbro Engineering Ltd, an SME engineering firm based in Lancashire that provides precision-machined refurbished components for S-Stock trains which run on the Circle, District, Hammersmith & City and Metropolitan lines. We also support 5,160 full-time jobs in the North East, for example we purchase the steel needed for rail replacement works from British Steel in Scunthorpe. We are also purchasing zero-emission buses manufactured across the UK, from Falkirk to Farnborough, helping to deliver a fully zero-emission bus fleet across the whole of London.

More broadly across the UK, our supply chain supports a wide range of SMEs, such as MDS Ltd, who are based in Bedford and supply London Underground with fabricated escalator steps, as well as A.J Wells & Sons Ltd, who are based on the Isle of Wight and provide station signage and roundels for our network. Across our Tier 1 suppliers, 59,500 direct jobs are supported by our supply chain. The analysis showed that for every £1m we spend, 16 jobs are supported in the wider economy.

### **Route to financial sustainability**

We are on track to achieving operational financial sustainability this financial year, generating a headline surplus of £143m and no longer relying on Government funding to support our operations. Our focus is now firmly on maintaining and building on this sustainability as the financial foundation for our Business Plan. We will grow our operating surplus further and reinvest it into making our city and our organisation better.

The combination of growing and diversifying our income while continuing to improve our cost efficiency means that we can continue to invest with confidence, plan effectively, deliver efficiently and offer certainty for our colleagues, customers and supply chain. Our Business Plan ensures that we continue to protect our critical assets to run a safe and reliable transport system for London and delivers our committed investment – including new Piccadilly line trains, DLR rolling stock and more zero emission buses, and further modernising the District, Hammersmith & City and Metropolitan lines.

It is crucial we confirm funding before March 2024 when our 2024/25 Budget is finalised. Failure to confirm this would force us to reprioritise our Business Plan – undoing the progress made under the current funding agreement – and mean we would again need to start making difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment. We continue to put forward a comprehensive argument for this funding and are working collaboratively with the Government to achieve this outcome.

### **Travelcard agreement**

On 11 July, the Mayor directed us to give notice to terminate the relevant provisions of the Travelcard Agreement so that from January 2024 Day Travelcards would no longer be accepted on the TfL network. The Direction made it clear that should a financially acceptable alternative be found with the DfT and Train Operating Companies, then this notice could be retracted and Day Travelcards remain available.

On 24 October we reached an agreement with the Train Operating Companies that enables us to continue to accept Day Travelcards. The agreement will result in 'out-boundary' Day Travelcards (those sold outside the TfL fare zones by Train Operating Companies) increasing by three per cent in March 2024, a rise above the standard fares increase to be advised by the DfT. There will also be a revision to the revenue allocation formula which will result in the additional revenue being allocated to us. The change is forecast to close the revenue gap previously identified. The Notice given to withdraw the Day Travelcard has therefore been withdrawn.

### **Commercial advertising**

On 23 October, the tender concession notice was published, together with the selection questionnaire, as we start the process for finding our advertising partners to sell and manage our commercial advertising estate over the next eight to 10 years.

This is an important milestone in our income generating work as the partnerships will generate significant levels of non-fare revenue. For the first time we are bringing both components of

our advertising estate, at bus shelters and across our rail network (including London Underground) to market at the same time. This is to enable us to achieve the best competitive outcome for TfL and our prospective partners.

### **Our Licensing programme**

We continue to grow our non-fare revenue by expanding our licensing programme. We have recently launched our fifth brand partnership with Bimber Distillery, a London-based whisky distillery, with the release of a limited-edition range with packaging inspired by the architecture in our stations.

Our partnership with south London-based fashion brand DONE London also continues, with their release of a new jacket inspired by our Tube seat fabric moquette design.

### **New homes and Places for London Limited Cockfosters and Connected Living London**

Places for London has partnered with Grainger plc to deliver at least 1,500 new homes exclusively for rent in three different boroughs: Ealing, Enfield and Lambeth. The partnership – called Connected Living London – has achieved planning permission for five sites, including its latest application on land adjacent to Cockfosters Tube station in October. To support the application at Cockfosters and enable the disposal of the land to the joint venture partnership, we have submitted a S163 to the Department for Transport. The development at Cockfosters will provide 351 new homes, including 40 per cent affordable housing alongside new public spaces, a new operational space and a safe and secure cycle hub.

Works have been under way at the four other locations – Arnos Grove, Montford Place, Nine Elms and Southall Sidings – with phase one either complete or coming to an end.

#### Buck Street Market

In October, Places for London acquired Buck Street Market in Camden to diversify its portfolio further and generate a sustainable income while safeguarding our long-term vision to upgrade Camden Town station.

Buck Street Market, previously owned and managed by LabTech, is home to an eclectic array of food, fashion and eco-conscious vendors covering more than 12,000 square feet. It was opened in 2020 by Urban Space Management and architect Eric Reynolds, one of the original pioneers of Camden Market, and has become one of the quarters that makes up the wider Camden Market site, evolving since its opening to offer multiple street-food and retail concepts across two floors and its rooftop.

This sale will see LabTech continue to manage the asset on behalf of Places for London, ensuring continuity and effective management of the existing diverse range of tenants that make the market what it is.

#### Earls Court

Earls Court, one of our biggest development sites with capacity for around 4,000 homes alongside cultural, entertainment and community spaces, continues to make excellent progress. The Earls Court Development Company is consulting on the latest phase of the proposals until January 2024. This phase will discuss the outline masterplan as well as detailed design for Warwick Crescent and Empress Place. There has been a reduction in the number of buildings taller than the Empress Place building to reflect community feedback, while the height of the tallest building has increased from the previous phase. We are expecting to submit the planning application in summer 2024.

Additionally, a skills hub at Earls Court was launched at the end of November by Jules Pipe, the Deputy Mayor for Planning, Regeneration and Skills, which will help train the next generation entering the construction industry. Meanwhile, there have been other activities on site, including the BBC Earth Experience – which has extended its stay until August 2024 – and the Christmas immersive theatre experience with the Lost Estate.

#### South Kensington

We continue to await a response from the Planning Inspectorate for an outcome on our appeal of the decision to refuse planning for our proposals for South Kensington Underground Station. We have been advised that a decision is now likely to be reached in 2024. The sensitively designed scheme will, if approved, restore and enhance South Kensington Underground station and the surrounding streets.

The ground floor provides retail space while the upper levels will offer high-quality, flexible workspace, restaurants to help support the daytime and evening economy and 50 new homes, with 35 per cent affordable housing. Crucially, it will also provide much needed step-free access from street level to the ticket hall as well as completing the delivery of step-free access to trains on the Circle and District line platforms.



Launching the skills hub at Earls Court

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## 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.



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**Board**

**Date: 13 December 2023**

**Item: Finance Report – Period 7, 2023/24**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of Period 7, 2023/34 (the year-to-date ending 14 October 2023).
- 1.2 A similar paper, including additional divisional detail, was considered by the Finance Committee at its meeting on 22 November 2023. The presentation has been updated to reflect that on 15 November 2023, Moody's upgraded our long-term credit rating from Baa1 to A3 and changed the outlook from stable to positive.

## **2 Recommendation**

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

## **3 Financial Reporting to the Board**

### **Finance Report – Period 7, 2023/24**

- 3.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Budget (approved by the Board on 29 March 2023) and last year.

### **List of appendices to this report:**

Appendix 1: Finance Report Presentation

### **List of Background Papers:**

None

Contact Officer: Rachel McLean, Chief Finance Officer  
Email: [rachelmclean@tfl.gov.uk](mailto:rachelmclean@tfl.gov.uk)

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Appendix I

# Finance Report

## Period 7, 2023/24

Management results from 1 April 2023 – 14 October 2023

Board

13 December 2023



# We are delivering on our financial strategy to rebuild our finances



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 financial sustainable this year. We have successfully delivered that strategy so far this year, but have risks:

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

- Cumulative journey growth of almost 8% in the year to date. We are targeting 6% year-on-year journey growth over the full year, on top of the 31% increase in 2022/23
- Passenger journeys are relatively steady at 90% of pre-pandemic levels, up from 85% at the end of 2022/23

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

- Like-for-like operating costs falling in real terms: 6% higher than last year despite year-on-year inflation of 10%
- Operating costs 1% lower than Budget, mainly from contingency we have not yet used
- We have also seen timing differences for savings delivery, but we are committed to delivery of our savings programme this year

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

- Our headline surplus is £142m, £58m up on Budget in the year to date
- Risks for the remainder of the year, but 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**

- The DfT has confirmed TfL will not receive inflationary support of £181m this year and funding for 2024/25 remains uncertain
- This has meant capital enhancements expenditure has had to be allowed to slip, and is now almost £90m lower than Budget
- Capital renewals are slightly lower than Budget, but we expect to be in line with available funding of £736m over the full year

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

- Cash balances are slightly lower than Budget and are below £1.2bn as set out in the funding agreement
- The GLA financing facility of £500m has been maintained for additional protection against shocks and risks

# We are on track to achieving operating financial sustainability in 2023/24, but risks remain

## 2023/24 Operating financial sustainability

Our Budget for 2023/24 is to deliver an operating surplus of £79m, demonstrating our achievement of financial sustainability.

- *Savings targets* – are stretching, with a target of £229m incremental recurring savings set out in our 2023/24 Budget. However, we have a strong track record of delivering savings and managing to budget. In the year to date, we were slightly behind the phasing of savings delivery, but have plans in place to deliver over the full year.
- *Other income* – although the funding settlement with Government protects TfL from risk on passenger income, there remains uncertainty on other operating income. This range is partly covered through the contingency held in the 2023/24 Budget.

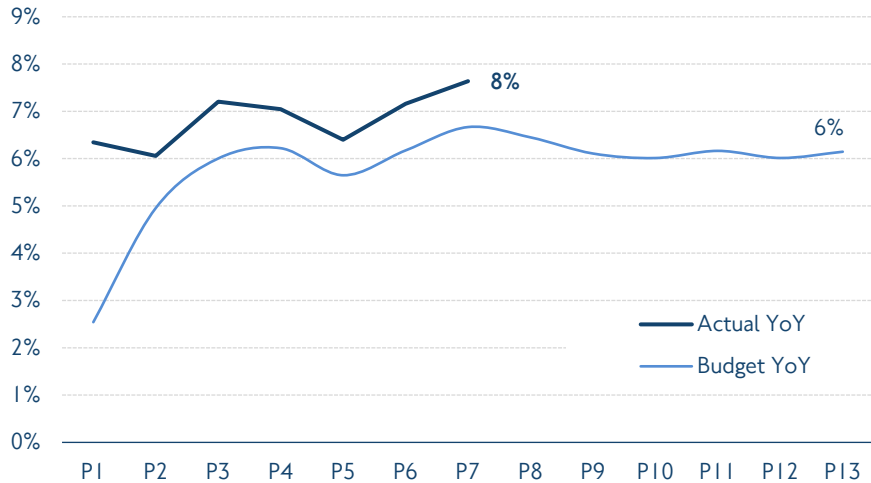
## 2024/25 capital funding

The primary risk to our financial sustainability in the medium term is the lack of capital funding certainty from government beyond 31 March 2024. Although TfL is on track to achieve operating financial sustainability, the Government has consistently recognised in the funding settlements that TfL is not expected to fund major capital projects from its operating incomes. On 22 September, TfL submitted its 2024/25 Capital Business Case to DfT and constructive discussion with HMG continues with an outcome expected in the autumn.

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

# Headlines

Total passenger journeys up almost 8% year-on-year to Period 7, 90% of pre-pandemic levels. Targeting 6% year on year growth over the full year



Passenger income higher than pre-pandemic levels in cash terms, from combination of journey recovery and Elizabeth line services

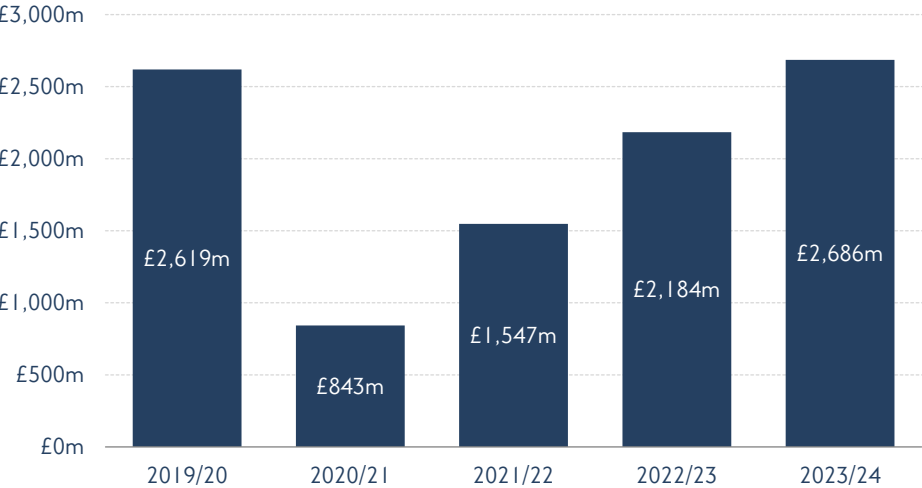
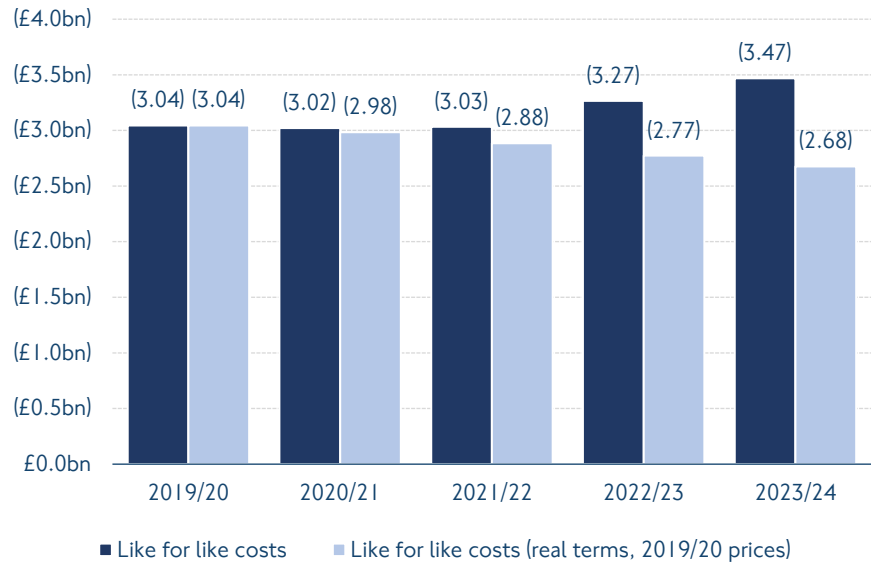
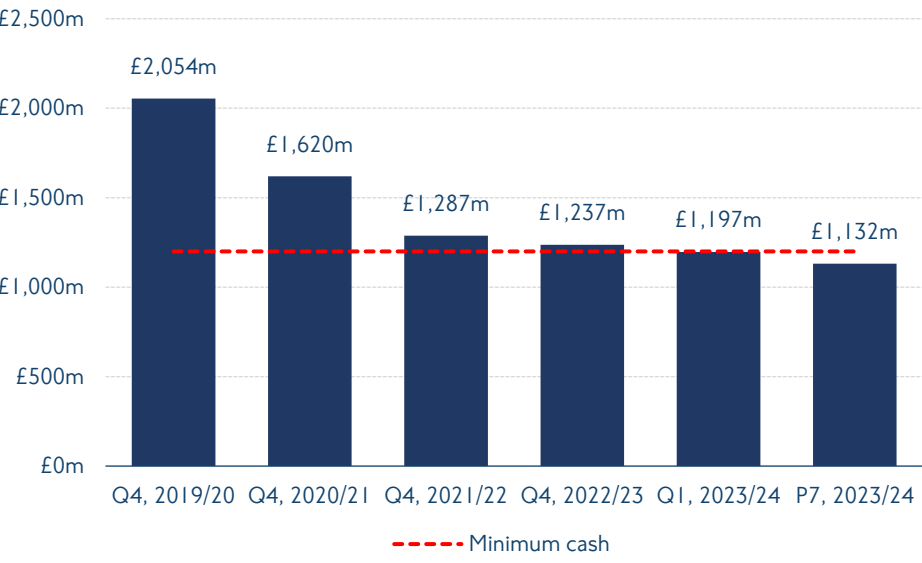


Chart shows results to end of Period 7 for each year

Like-for-like operating costs 6.2% higher than last year, but down in real terms as inflation at 10.1%



We continue to maintain average cash balances below £1.2bn in line with the funding settlement condition



# Passenger journeys

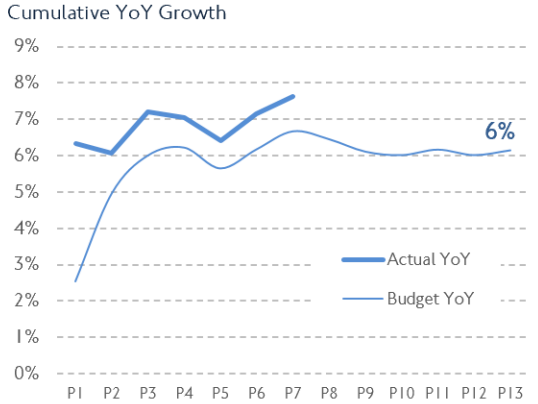
In 2023/24 we have budgeted 6% underlying year on year growth in demand. Journeys to date are positive, with cumulative growth of almost 8%.

TfL passenger journeys were 17 million better than Budget. LU and Rail journeys continue to perform strongly in the year to date, offsetting slower growth on buses. On buses, we are seeing a slightly improved ticket yield, with passenger income higher than expected.

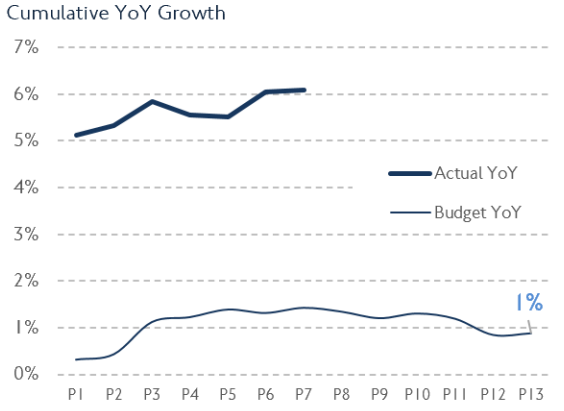
LU and DLR journeys are higher than expected as the assumed impact of Elizabeth line new services to these modes is less than expected.

## Passenger journeys year-on-year growth and comparison to Budget

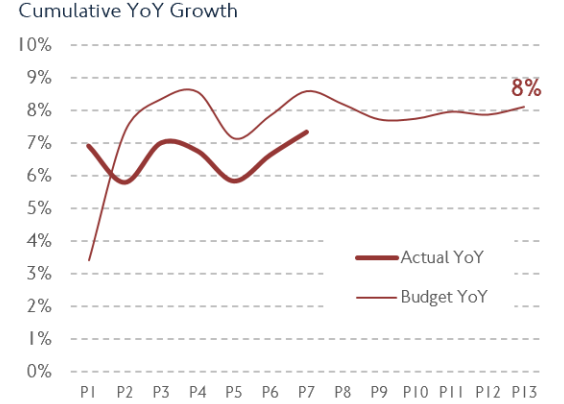
TfL	% Growth period / budget		Absolute m		Var to Bud m
	10.4%	9.5%	P	293	2.3
			Y	1907	17.2



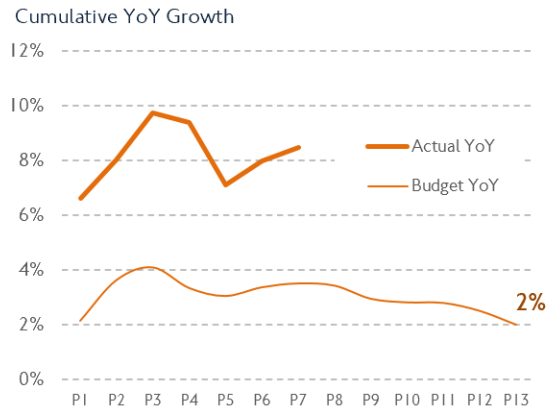
LU	% Growth period / budget		Absolute m		Var to Bud m
	6%	2%	P	94	3.8
			Y	629	27.6



Bus	% Growth period / budget		Absolute m		Var to Bud m
	11%	13%	P	156	(2.0)
			Y	1005	(11.5)



Rail	% Growth period / budget		Absolute m		Var to Bud m
	11%	4%	P	25	1.6
			Y	163	7.5

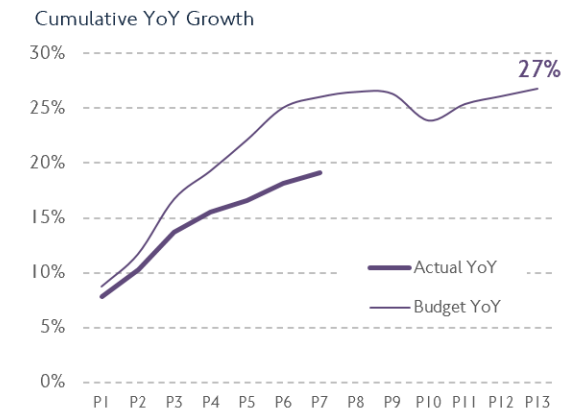


LO	% Growth period / budget		Absolute m		Var to Bud m
	15%	9%	P	15	0.7
			Y	98	3.6

DLR	% Growth period / budget		Absolute m		Var to Bud m
	8%	-7%	P	8	1.1
			Y	54	5.1

Tram	% Growth period / budget		Absolute m		Var to Bud m
	1%	18%	P	2	(0.3)
			Y	11	(1.2)

EL	% Growth period / budget		Absolute m		Var to Bud m
	24%	32%	P	17	(1.0)
			Y	110	(6.4)



EL journeys are estimates and are subject to revision

# Income statement

Total revenue is in line with Budget. Passenger income is £44m higher, which is offset by lower revenue top up from Government. These variances should net off over a full year.

Operating costs are £40m lower than Budget. We are seeing some timing differences on savings delivery, higher ULEZ scrappage payments (offset by grant shown in other revenue grants) and some cost pressures on bus operators costs, through improved performance. These cost pressures have been offset by staff cost savings and one offs, as well as central contingency to mitigate uncertainty on other operating income. We need to retain contingency to mitigate risks over the remainder of the year.

Capital renewals are £17m lower than Budget. We expect to deliver to available funding over the full year.

## Income statement (£m)

	£m	Year to date, 2023/24			Year to date, 2022/23		
		Actuals	Budget	Variance to Budget	Last year	Variance to last year	
Underlying passenger income		2,686	2,642	44 2%	2,184	502 23%	
DfT revenue top up		90	155	(66) -42%	105	(15) -15%	
<b>Passenger income</b>		<b>2,776</b>	<b>2,797</b>	<b>(21) -1%</b>	<b>2,290</b>	<b>486 21%</b>	
Other operating income		786	786	(0) 0%	819	(33) -4%	
Business Rates Retention		1,030	1,030	0 0%	986	44 4%	
Other revenue grants		202	178	24 14%	560	(358) -64%	
<b>Revenue</b>		<b>4,794</b>	<b>4,791</b>	<b>3 0%</b>	<b>4,655</b>	<b>139 3%</b>	
Operating cost		(4,068)	(4,107)	40 1%	(3,753)	(315) -8%	
<b>Operating surplus before interest and renewals</b>		<b>726</b>	<b>684</b>	<b>42 6%</b>	<b>902</b>	<b>(176) -19%</b>	
Capital renewals		(360)	(376)	17 4%	(287)	(73) -25%	
Net interest costs		(224)	(224)	(1) 0%	(231)	6 3%	
<b>Operating surplus / (deficit)</b>		<b>142</b>	<b>84</b>	<b>58 70%</b>	<b>384</b>	<b>(242) -63%</b>	



# Income statement

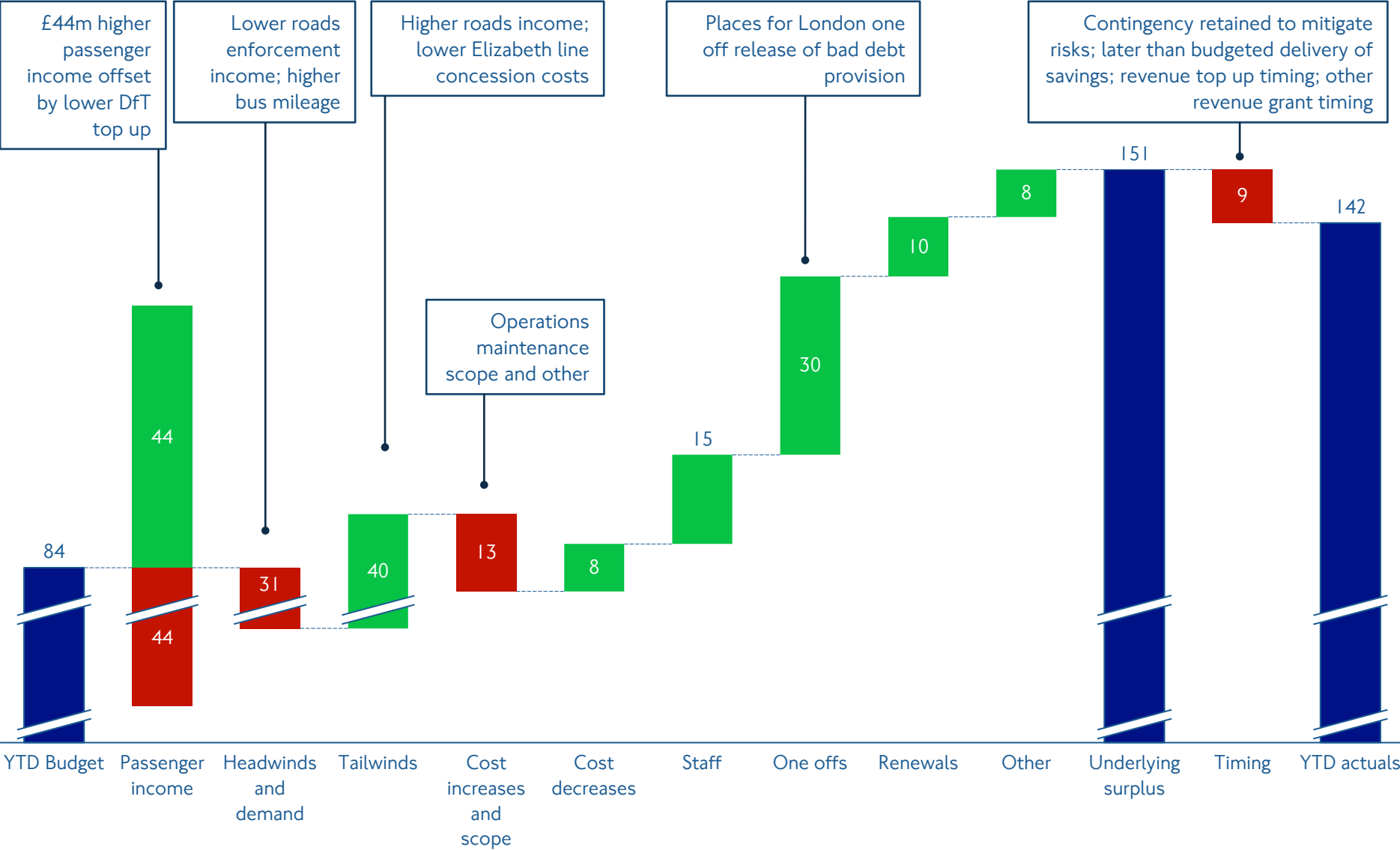
The underlying surplus – after adjusting for timing differences on savings and capital renewals - is £151m, £67m better than Budget and £37m better after adjusting for one-offs.

We need to retain contingency for later this year to mitigate the financial risks we still face.

Over the remainder of the year, we expect our favourable surplus position to trend back towards our budget target due to:

1. renewals spend ramping up to meet the funding envelope
2. some costs such as rolling stock lease payments are phased in the second half of the year
3. bus contracts renew based on a higher inflation than budgeted.

## Income statement variances by cause (£m)



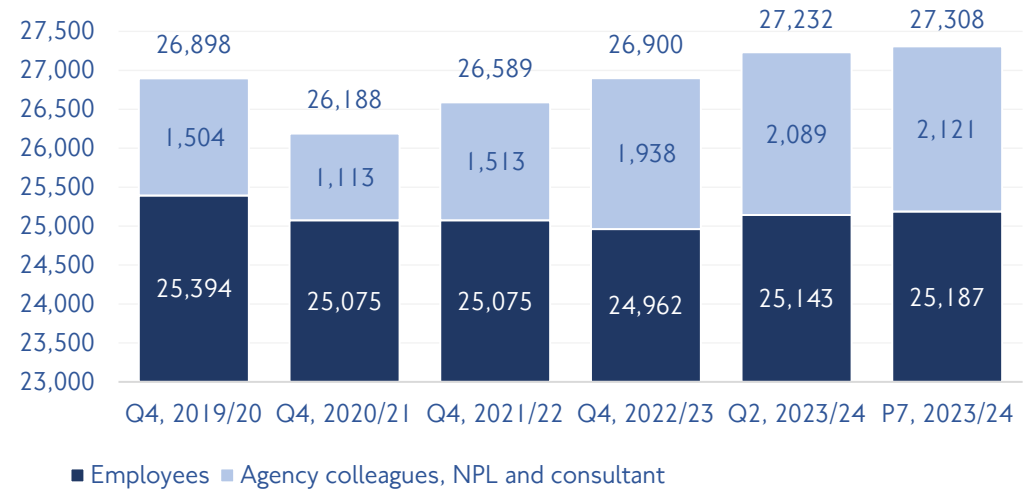
# Colleagues

Total colleague numbers are now slightly above pre-pandemic levels. This reflects the ramp up our capital programme and new services introduced in the last three years, including the Elizabeth line, Northern Line Extension and Barking Riverside extension.

Permanent employee numbers are over 200 lower than before the pandemic, but are over 200 above the end of 2022/23. This is mostly driven by recruitment of graduates and apprenticeship trainees.

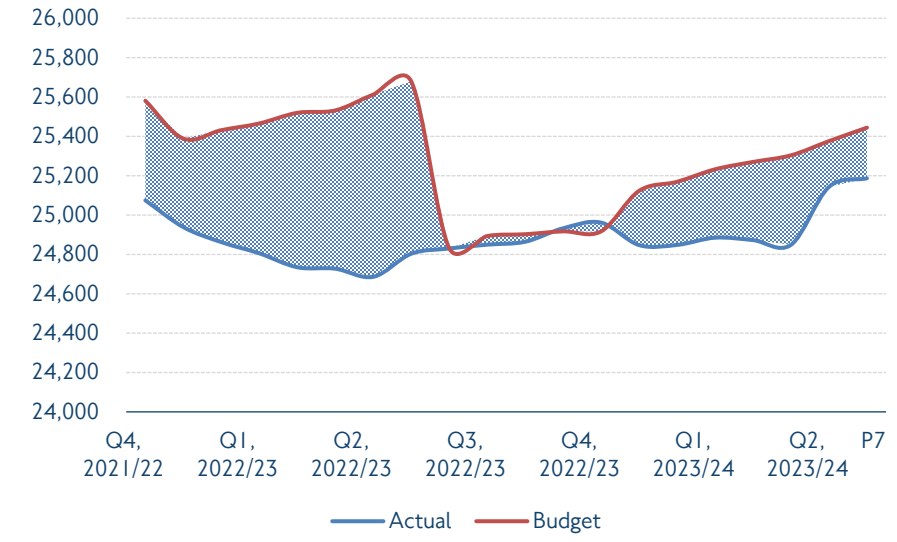
Agency and NPL colleagues have increased by over 600 since the end of 2019/20, but remain significantly lower than 2015/16 levels. NPL offers flexibility, particularly through time of change and temporary peaks in demand.

## Headcount trends since 2019/20



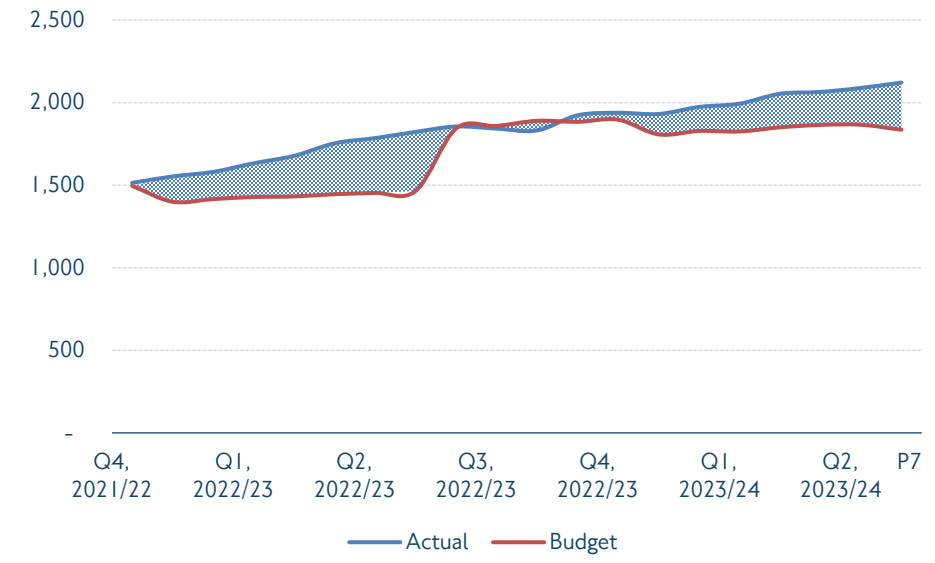
## Permanent colleagues (FTE): actuals and Budget

Permanent employees up by over 200 since the end of 2022/23, mostly driven by the recruitment of graduate and apprenticeship trainees. Staff levels are below Budget in Period 7 with the gap widening this year.



## Agency and NPL colleagues (FTE): actuals and Budget

Agency and NPL FTE up by over 100 since the end of 2022/23 and are slightly higher than Budget in Period 5. This is driven by labour market challenges.



# Capital renewals

Capital renewals are £17m lower than Budget in the year to date, but significantly higher than last year. We have seen some underspend over the first periods, largely driven by historical accrual releases in Streets, Bus & RSS Renewals programme and slippage in Technology, including ERP and Payments projects.

We are closely managing our workbank and forecast to spend in line with available funding of £736m over the full year.

The available funding target is made up of the £725m capital envelope from the August 2022 funding agreement, plus £11m of spend agreed to be rolled over from 2022/23.

£m	Year to date, 2023/24				Year to date, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
<b>Major Projects</b>	(2)	(2)	(0)	-10%	(2)	(0)	-13%
Four Lines Modernisation	(2)	(2)	(0)	-3%	(2)	(0)	(0)
Silvertown Tunnel	(0)	0	(0)	0%	0	(0)	0%
<b>Programmes</b>	<b>(357)</b>	<b>(374)</b>	<b>17</b>	<b>5%</b>	<b>(285)</b>	<b>(72)</b>	<b>-25%</b>
Safe & Healthy Streets	(0)	(1)	1	100%	0	(0)	100%
Streets, Bus & RSS Renewals	(74)	(95)	21	22%	(73)	(1)	-2%
Environment	(9)	(11)	1	13%	(7)	(3)	-41%
Rail & Station Enhancements	(2)	(5)	3	52%	(4)	2	47%
LU Renewals	(203)	(182)	(20)	-11%	(151)	(52)	-35%
Technology	(62)	(74)	12	16%	(47)	(16)	-34%
Estates Directorate	(3)	(4)	0	13%	(0)	(3)	-1461%
Elizabeth Line	0	0	0	0%	(1)	1	100%
Other (TPH, City Planning, Group etc)	(3)	(3)	0	3%	(3)	0	4%
<b>Total</b>	<b>(360)</b>	<b>(376)</b>	<b>17</b>	<b>4%</b>	<b>(287)</b>	<b>(73)</b>	<b>-25%</b>

# Capital enhancements

Enhancements spend is £86m lower than Budget driven by:

- DLR RS: £17m underspend driven by rephasing delivery of the Maintenance Facility Building to align with the contractors latest programme.
- Piccadilly Line Upgrade: £9m underspend due to delays in onboarding contractors
- Environment: slippage by £19m driven by reclassification of costs into IP Opex, rephasing of spend into later years and cost estimates adjustment
- Technology: £35m slippage largely driven by change in delivery approach of Telecoms Commercialisation Project 2 (simultaneous delivery of 4G & 5G): a third party funded project.

We are unable to mitigate this underspend given the Government's decision not to provide additional inflation support for 2023/24.

£m	Year to date, 2023/24				Year to date, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
<b>Major Rolling Stock and Signalling</b>	(335)	(363)	29	8%	(230)	(105)	-45%
Four Lines Modernisation	(52)	(54)	2	4%	(65)	14	21%
DLR Rolling Stock Replacement	(109)	(126)	17	14%	(46)	(63)	-139%
Piccadilly Line Upgrade	(173)	(182)	9	5%	(119)	(54)	-46%
Bakerloo Line Trains	0	0	0	0%	0	0	0%
Trams - project	(1)	(2)	1	35%	(0)	(1)	-135%
<b>Other Enhancements</b>	(177)	(234)	58	25%	(162)	(14)	-9%
Silvertown Tunnel	(4)	(8)	4	51%	(6)	2	32%
Northern Line Extension	0	(0)	0	1	0	0	(4)
Barking Riverside	(1)	4	(6)	130%	(3)	2	56%
Bank Station Capacity Upgrade	(4)	(7)	3	41%	(41)	38	91%
Elizabeth Line	(0)	(2)	2	83%	(2)	2	83%
Safe & Healthy Streets	(60)	(65)	5	8%	(33)	(27)	-82%
Environment	(56)	(75)	19	25%	(21)	(35)	-166%
Streets, Bus & RSS Renewals	(0)	0	(0)	0%	(3)	3	99%
LU Renewals PIC Programme	(3)	(9)	6	63%	(7)	4	54%
Estates Directorate	(1)	(1)	(0)	-59%	(0)	(1)	-591%
Rail & Station Enhancements (excl. Trams)	(20)	(21)	0	1%	(12)	(8)	-63%
Technology	(27)	(63)	35	56%	(36)	8	23%
Network Development & Third Party Pipeline	(1)	(1)	(0)	-11%	0	(1)	0%
Other (TPH, City Planning, OP, Group etc)	2	14	(12)	87%	3	(1)	37%
London Transport Museum	(0)	(1)	1	69%	(0)	(0)	-67%
<b>Total TfL excl Places and Crossrail</b>	<b>(512)</b>	<b>(598)</b>	<b>86</b>	<b>14%</b>	<b>(393)</b>	<b>(119)</b>	<b>-30%</b>
Places for London	(57)	(75)	18	24%	(33)	(24)	-71%
Crossrail	(32)	(59)	27	45%	(143)	111	78%
<b>Total</b>	<b>(601)</b>	<b>(731)</b>	<b>130</b>	<b>18%</b>	<b>(569)</b>	<b>(32)</b>	<b>-6%</b>

# Cash flow statement

Cash balances are £1.13bn at the end of Period 7, just over £30m lower than Budget. This was driven by lower borrowing and temporary adverse working capital.

## Cash balances

£m	Year to date, 2023/24			Year to date, 2022/23		
	Actuals	Variance to Budget		Actuals	Variance to last year	
Opening balance	1,237	37	3%	1,287	(50)	-4%
Change in cash balance	(106)	(72)	212%	(182)	76	-42%
<b>Closing balance</b>	<b>1,132</b>	<b>(34)</b>	<b>-3%</b>	<b>1,106</b>	<b>26</b>	<b>2%</b>

## Cash flow statement

£m	Year to date, 2023/24			Year to date, 2022/23		
	Actuals	Variance to Budget		Actuals	Variance to last year	
<b>Operating surplus before capital renewals and interest</b>	<b>726</b>	<b>42</b>	<b>6%</b>	<b>902</b>	<b>(176)</b>	<b>-19%</b>
Less Places, LTIG and LTM	(28)	(17)	149%	(53)	25	-47%
<i>Cash generated / (used) from operating activities</i>	<b>698</b>	<b>26</b>	<b>4%</b>	<b>849</b>	<b>(150)</b>	<b>-18%</b>
Capital renewals	(360)	17	-4%	(287)	(73)	25%
New capital investment	(512)	86	-14%	(393)	(119)	30%
Investment grants and ring-fenced funding	503	25	5%	35	468	1324%
Working capital movements	(74)	(122)	-252%	45	(119)	-263%
<i>Cash generated / (used) from investing activities</i>	<b>(442)</b>	<b>6</b>	<b>-1%</b>	<b>(599)</b>	<b>157</b>	<b>-26%</b>
<b>Free cash flow</b>	<b>256</b>	<b>32</b>	<b>14%</b>	<b>250</b>	<b>6</b>	<b>3%</b>
Net interest costs	(224)	(1)	0%	(231)	6	-3%
Existing debt maturing	(129)	0	0%	(634)	505	-80%
New debt issued	0	(94)	-100%	554	(554)	-100%
Short-term net borrowing change	(9)	(9)	N/A	(121)	112	-93%
<i>Cash generated / (used) from financing activities</i>	<b>(362)</b>	<b>(104)</b>	<b>40%</b>	<b>(432)</b>	<b>69</b>	<b>-16%</b>
<b>Change in cash balance</b>	<b>(106)</b>	<b>(72)</b>	<b>212%</b>	<b>(182)</b>	<b>76</b>	<b>-42%</b>

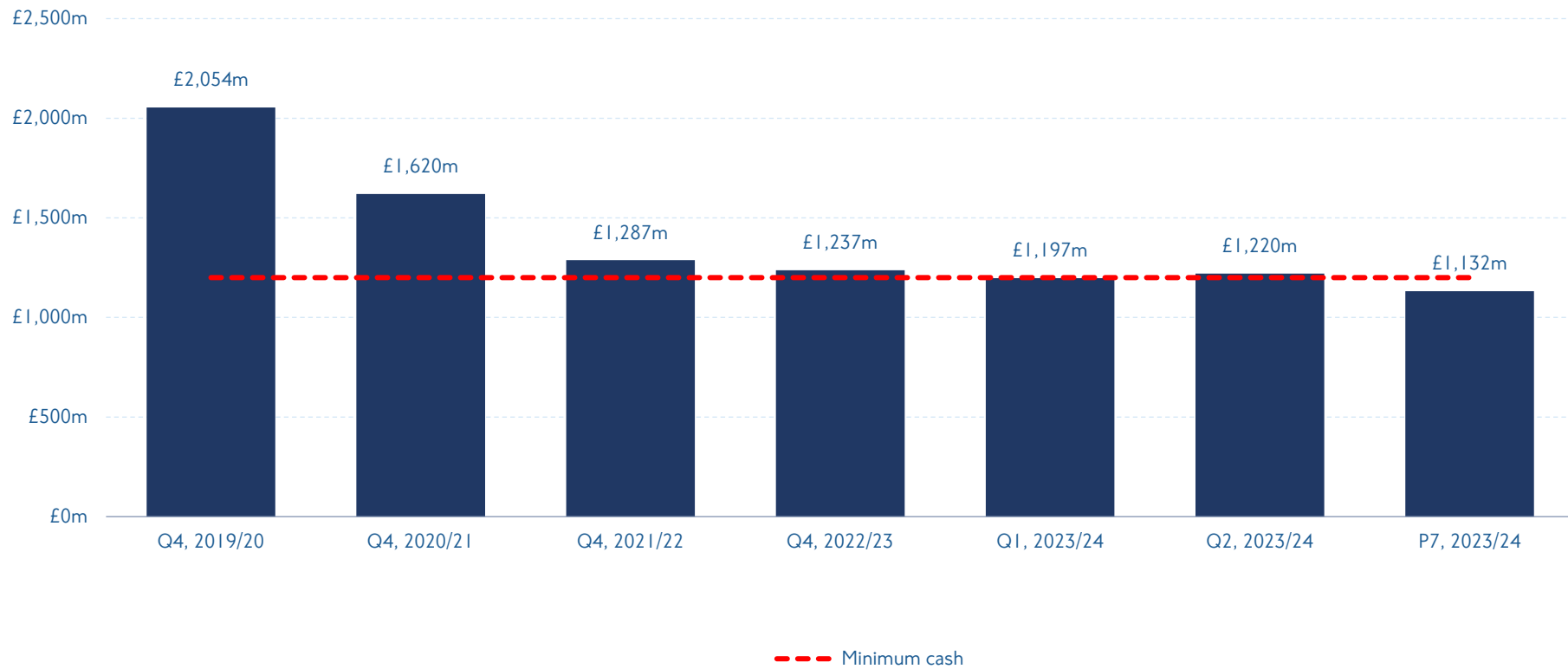
# Cash balances

Total cash balances (excl. cash balances identified for Crossrail construction) are just over £1.1bn at the end of Period 7, around £100m lower than at the end of last year. This is driven from timing of new borrowing and working capital.

A requirement of the current funding agreement is that our cash balances will average no more than £1.2bn for the duration of the agreement.

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## Cash balances



Cash balances reduced from £2,054m at the end of 2019/20 to £1,237m at the end of 2022/23 and is now £1,132m at the end of Period 7, 2023/24



# Reserves

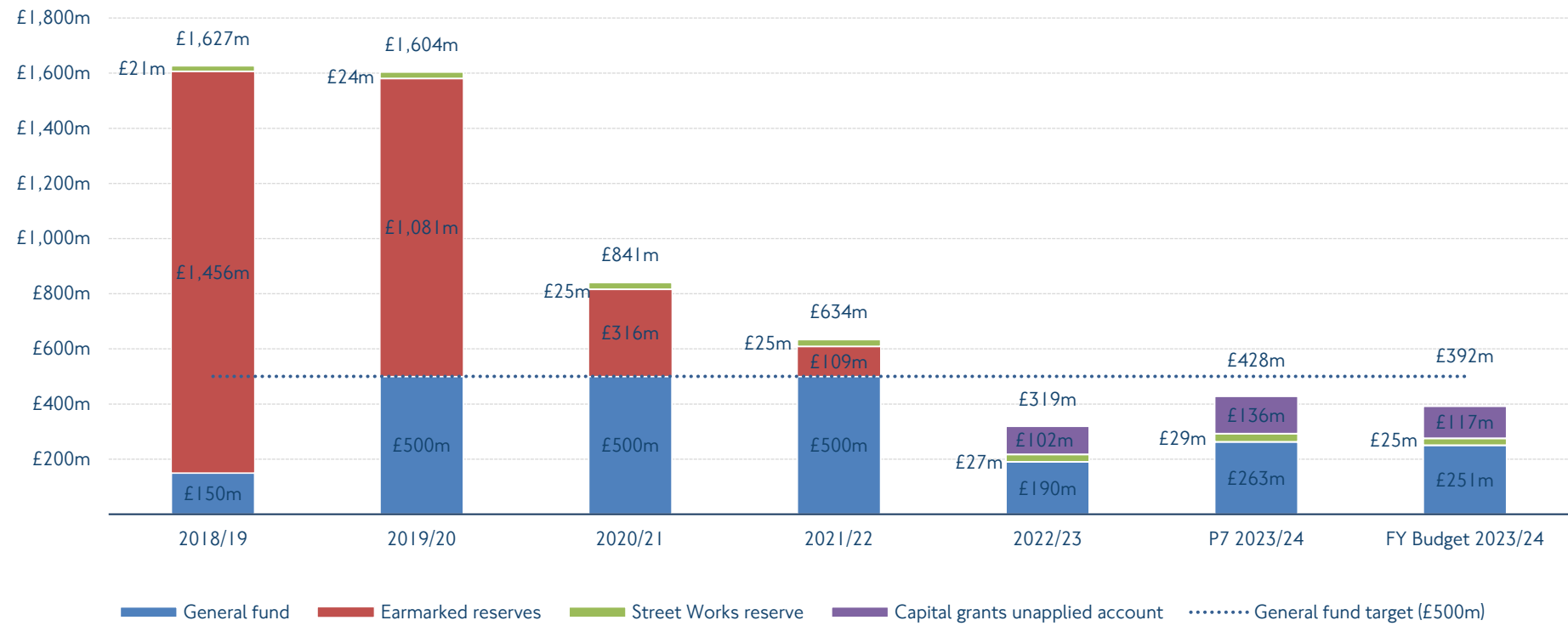
The pandemic has seen a material reduction in TfL’s useable reserves, which consist of its General Fund and Earmarked Reserves.

Usable reserves are generally lower than TfL’s cash balance, as elements of cash will be restricted for certain purposes and because cash payments are made in arrears in-line with supplier payment terms.

At the end of 2022/23, TfL’s General Fund reserves fell below our target of £500m, although this was largely driven by the purchase of the Class 378 rolling stock. The savings from this purchase will further support TfL as it rebuilds its usable reserves.

As part of the 2024 Business Plan process, we will be setting out the plan that shows useable reserves growing back to target levels by 2025/26.

Usable reserves (£m)



- Usable reserves of the Corporation are those that can be applied to fund future expenditure. They are made up of the General Fund, Earmarked Reserves, the Capital Grants Unapplied Account and the Street Works Reserve
- The General Fund represents sufficient cash-backed reserves held by the Group to cover risks that may arise. The Group has a target General Fund balance of £500m, which was increased from £150m at the start of the pandemic in March 2020
- The primary reason for falling below the benchmark at the end of the 2022/23 financial year was the transaction in March 2023 to purchase the Class 378 rolling stock for £277m. The saving in lease financing over the life of the asset will further support TfL as it rebuilds its usable reserves
- At P7, usable reserves are tracking above the full year figure due to timing of the DfT capital grant receipts of £480m to P7 (of FY Budget £696m), which are recognised in usable reserves when received rather than straight lined.

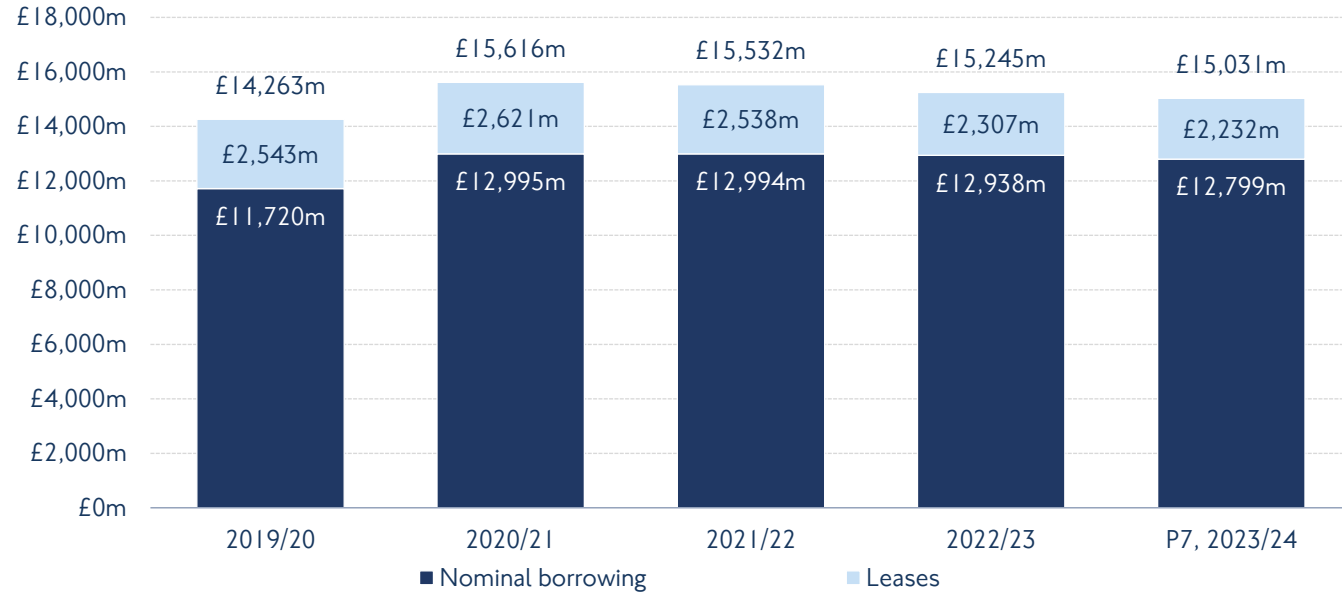
# Debt

We have borrowed from a range of sources to help fund our capital programme, including Crossrail and major upgrades to our tube network.

Our level of outstanding borrowing has decreased by £138m for the year up to Period 7, bringing our total borrowing balance to £12,799m. This is largely driven by a reduction in our short-term borrowing, to suit our cash and liquidity needs.

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## Total debt (£m)



# 93%

93% of our borrowing is at a fixed rate of interest

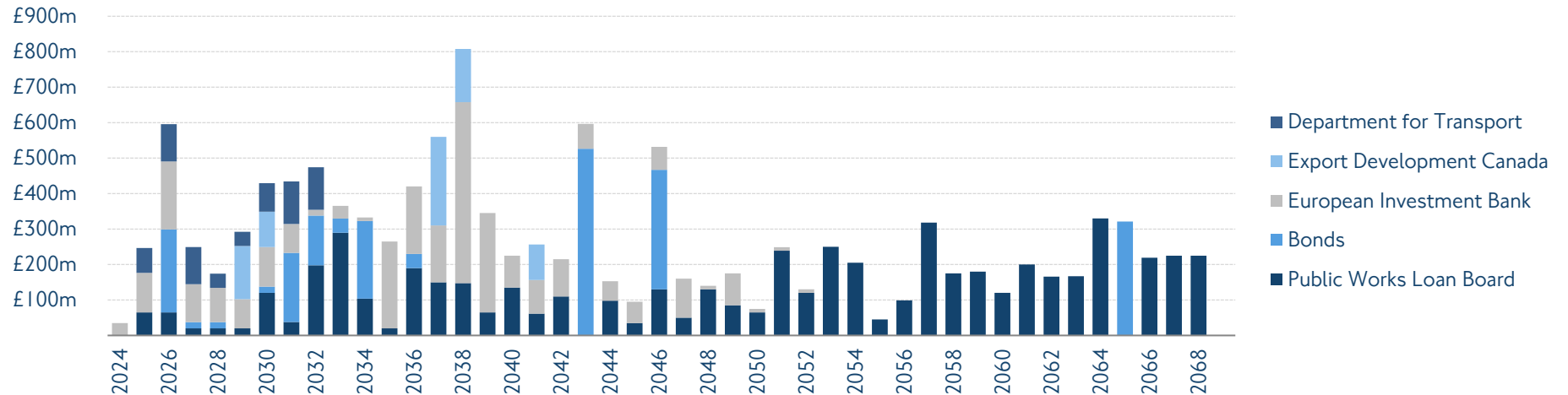
# 3.5%

The weighted average interest rate on our borrowing is 3.5%

# 19.3 years

The weighted average tenor of our borrowing is 19.3 years

## TfL borrowing maturity profile



The borrowing maturity profile excludes £526m of short-term borrowing, which we generally continue to re-issue on a rolling basis.



# Credit ratings

We are rated by three major credit rating agencies. This allows us to attract interest from a wide pool of investors and gives us access to a range of funding sources.

Moody's upgraded our LT rating to A3 and changed the outlook from stable to positive, in November.

There have been no other changes since our last Finance Update to the Finance Committee.

	Standard & Poor's	Moody's	Fitch
Long-term rating	A+	A3	AA-
Outlook	Positive	Positive	Negative
Short-term rating	A-1	P-2	F1+
Last changed/affirmed	May 2023	November 2023	January 2023

## Standard and Poor's (S&P)

- S&P affirmed our credit rating at A+/A-1 in May 2023 and revised the outlook to positive (from stable). This is a positive movement on the outlook and reflects S&P's view that recovering ridership and cost controls should result in higher financial flexibility.

## Moody's

- On 15 November 2023, Moody's upgraded our long-term credit rating from Baa1 to A3 and changed the outlook from stable to positive. This reflects the recovery to date and the work into achieving ongoing financial sustainability. The positive outlook reflects Moody's expectation that we will continue to build our financial surplus. A sustained improvement in operating performance and a multi-year funding agreement with government with minimal conditions could lead to a further upgrade.

## Fitch

- On 26 January 2023, Fitch upgraded our long-term credit rating from A+ to AA-. This reflects our improving financial profile and Fitch's assessment of the link between TfL and the UK Government. Fitch have assigned a negative outlook, which reflects the negative outlook they have assigned to the UK Government's credit rating.

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**Board**



**Date:** 13 December 2023

**Item:** Travel in London 2023 Annual Overview Report

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to present the Travel in London 2023 Annual Overview Report. The final report will be published on the TfL website a few days after this meeting of the Board.

### **2 Recommendation**

- 2.1 **The Board is asked to note the Travel in London 2023 Annual Overview Report.**

### **3 Background**

- 3.1 Travel in London reports are produced annually. They provide an interpreted summary of key trends and developments affecting travel in London, in the context of the aims of the Mayor's Transport Strategy.
- 3.2 The report also provides an evidence and analysis base for the general use of stakeholders and policymakers.
- 3.3 The report sets out data, analysis and commentary on:
- (a) how travel in London is recovering from the coronavirus pandemic and the lasting legacies continuing to affect travel demand across the modes;
  - (b) updates on progress towards our key transport aims, including how the pandemic has affected progress;
  - (c) consolidated estimates of travel demand and mode shares in 2022;
  - (d) active travel and the pandemic, including a 20 per cent increase in cycling between 2019 and 2023;
  - (e) trends in travel behaviour among London residents, including hybrid working;
  - (f) key trends for public transport and road traffic in London;
  - (g) improving London's air quality and reducing our CO<sub>2</sub> emissions; and
  - (h) supporting new homes and jobs and new transport infrastructure for London, including updates on the Olympic transport legacy and the Elizabeth line.

**List of appendices to this report:**

Appendix 1: Travel in London 2023 Annual Overview Report

**List of Background Papers:**

Mayor's Transport Strategy Tracker Dataset  
Datasets underlying graphics presented in the report

Contact Officer: Alex Williams, Chief Customer & Strategy Officer  
Email: [AlexWilliams@tfl.gov.uk](mailto:AlexWilliams@tfl.gov.uk)



# Travel in London 2023

## Annual overview

TfL Board Meeting 13 December 2023

# Travel in London 2023

## Annual overview

### TfL Board Meeting 13 December 2023

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## Introduction

Travel in London is Transport for London's (TfL's) annual publication that summarises trends and developments relating to travel and transport in London. Its principal function is to describe how travel is changing and to provide an overview of progress towards implementing the Mayor's Transport Strategy (MTS). It also provides an evidence and analysis base for the general use of stakeholders and policymakers.

This sixteenth report covers trends and developments up to 2022 and into 2023, including historical series and, more recently, reflecting the disruption brought about by the coronavirus pandemic from early 2020 and London's subsequent recovery. The report is broadly structured around the Mayor of London's key aims for transport, as set out in the MTS.

For more information about any of the items featured in this report, please contact [TiLEnquiries@tfl.gov.uk](mailto:TiLEnquiries@tfl.gov.uk).

## Changes to Travel in London reports

There are some changes to the format of these publications. This will allow us to be more responsive to the availability of new data and developments throughout the year and to be more flexible in terms of content and the provision of data.

**Annual overview** reports (this report) will continue to be published towards the end of each calendar year. They will cover the broad scope of the MTS and provide an evidence-based interpretative summary of trends and developments. In this way they will complement our delivery-based [Annual Reports](#), also published on the TfL website. These reports will continue to be structured around the Mayor's key aims for transport set out in his strategy, these being:

- Eighty per cent of trips in London to be made by active, efficient and sustainable modes by 2041
- Healthy Streets and healthy people
- A good public transport experience
- New homes and jobs

More detailed material on specific topics will now be released at intervals throughout the year in the form of shorter reports as the data becomes available during the year.

## 2022-2023: an overview

- The last eighteen months have seen a continued recovery of travel demand from the unprecedented lows of the coronavirus pandemic. Overall public transport demand across all modes was estimated at 90 per cent of the pandemic baseline in October 2023. It is now clear, however, that the pandemic and the adaptations that went with it have left some important legacies for transport in London.
- Most significant of the pandemic legacies is the more widespread adoption of hybrid working among those for whom this is a viable option, and the resulting continuing shortfall in public transport demand relative to before the pandemic, setting back

progress towards the MTS key sustainable mode share aim. Across the whole of 2022, the proportion of all trips in London made by active, efficient and sustainable modes was 62.3 per cent. Data for 2023 covers the first three quarters of the year and if the trends seen so far continue, then the mode share could increase to 64 per cent for 2023. This compares to 63.6 per cent in 2019 before the pandemic and to the MTS aim of 80 per cent of trips by 2041.

- More widely, changes to travel behaviour such as a relative concentration of commuter trips on the middle days of the week and different travel patterns (for example more local trips) on working-from-home days can have both positive and negative effects on the transport aims, and it is important that these opportunities and challenges are fully taken account of in future policy.
- Because public transport trips usually involve an active travel stage to access the network (for example, the morning walk to the station), this in turn is also holding back progress towards the MTS active travel aim in aggregate terms, despite the pandemic bringing some notable gains in terms of the use of active travel modes and the provision that is made to encourage their use. For example, cycling in 2022 was estimated to account for 4.5 per cent of all trips in London (up from 3.6 per cent in 2019).
- A larger proportion of vehicles driving in London are cleaner. The London-wide compliance rate for vehicles subject to the Ultra Low Emission Zone (ULEZ) standards in the first month of operation was 95.3 per cent, up from 91.6 per cent in June 2023 and 39 per cent in February 2017 when changes associated with the ULEZ began.
- Although the impacts of the London-wide ULEZ on air quality are still being worked through, this and other complementary measures should mean that concentrations of nitrogen dioxide (NO<sub>2</sub>) are expected to be 30 per cent lower in 2025 compared to 2019. Population exposure to illegal levels of nitrogen dioxide pollution means that nearly two million more people are now living in areas which meet the standards compared to 2016. However, challenges remain in meeting the tighter World Health Organization guidelines for nitrogen dioxide and fine particulate matter (PM<sub>2.5</sub>).
- Pandemic impacts are also relevant to progress with some of the other MTS aims. In terms of safety, good progress has been made as a reflection of many road safety initiatives and several interim casualty reduction targets for 2022 have been met. However, the total number of people being killed or seriously injured on London's roads or killed or seriously injured by or while in a bus remain above the interim targets required to achieve the Vision Zero aim by 2041. On the public transport networks the return of customers after what might have been a lengthy interruption was accompanied by an increase in customer injuries, so action was quickly taken to reinforce safe behaviours.
- Pandemic-related reductions in travel demand have contributed to reductions in public transport crowding and, temporarily at least, increases in average bus speeds. Although the transformative Elizabeth line has also contributed to the former, pressures affecting both these aims are expected to reassert themselves in the medium-term. Progress against the MTS aim to reduce the journey time differential for those using the step-free public transport network has been notably rapid, with a 39 per cent reduction achieved by the end of 2023, compared to the 2041 target of a 50 per cent reduction.
- The year 2022 was also marked by the full opening of the Elizabeth line, a truly transformative addition to London's public transport network that, during 2022/23, carried 128.5 million journeys (and 155.2 million in the first full year of operation).

## Monitoring progress towards the Mayor’s Transport Strategy

Travel in London reports are the principal means of tracking progress towards the aims of the MTS. In his strategy and subsequent documents, the Mayor identifies specific outcomes, each having a quantified ambition for 2041 (see table I below). Progress towards these is tracked using the MTS Tracker dataset, which is published alongside this Overview.

Table I Mayor’s Transport Strategy outcomes and measures.

Outcome	Measure	2041 aim
Mode share	Proportion of trips undertaken by active, efficient and sustainable modes	80% of all trips
Active	Proportion of Londoners achieving 20 minutes of active travel per day	70% of Londoners
Safe	Number of people killed or seriously injured on London’s roads	Zero
Safe	Number of customers killed or seriously injured on TfL services	Zero
Efficient	Number of car trips crossing cordons bounding central, inner and outer London	Three million fewer daily
Green	Average roadside nitrogen dioxide (NO <sub>2</sub> ) concentration in central, inner and outer London	60-70% reduction, 2016 to 2040, equivalent to a 94% emissions reduction
Green	All carbon dioxide (CO <sub>2</sub> ) emissions from London’s transport network	72% reduction
Connected	Proportion of Londoners living within 400 metres of a bus stop	Assumed maintained at existing high level
Accessible	Additional journey time by step-free routes	50% reduction
Quality	Proportion of TfL rail journeys travelled in standing densities above two people per square metre	10-20% reduction
Quality	Average bus speed (within safety and speed limits)	5-15% improvement
New homes and jobs	Proportion of population living in areas with public transport accessibility level of four or higher	36% for Greater London, 56% for Opportunity Areas (by 2030)

Source: Transport for London.

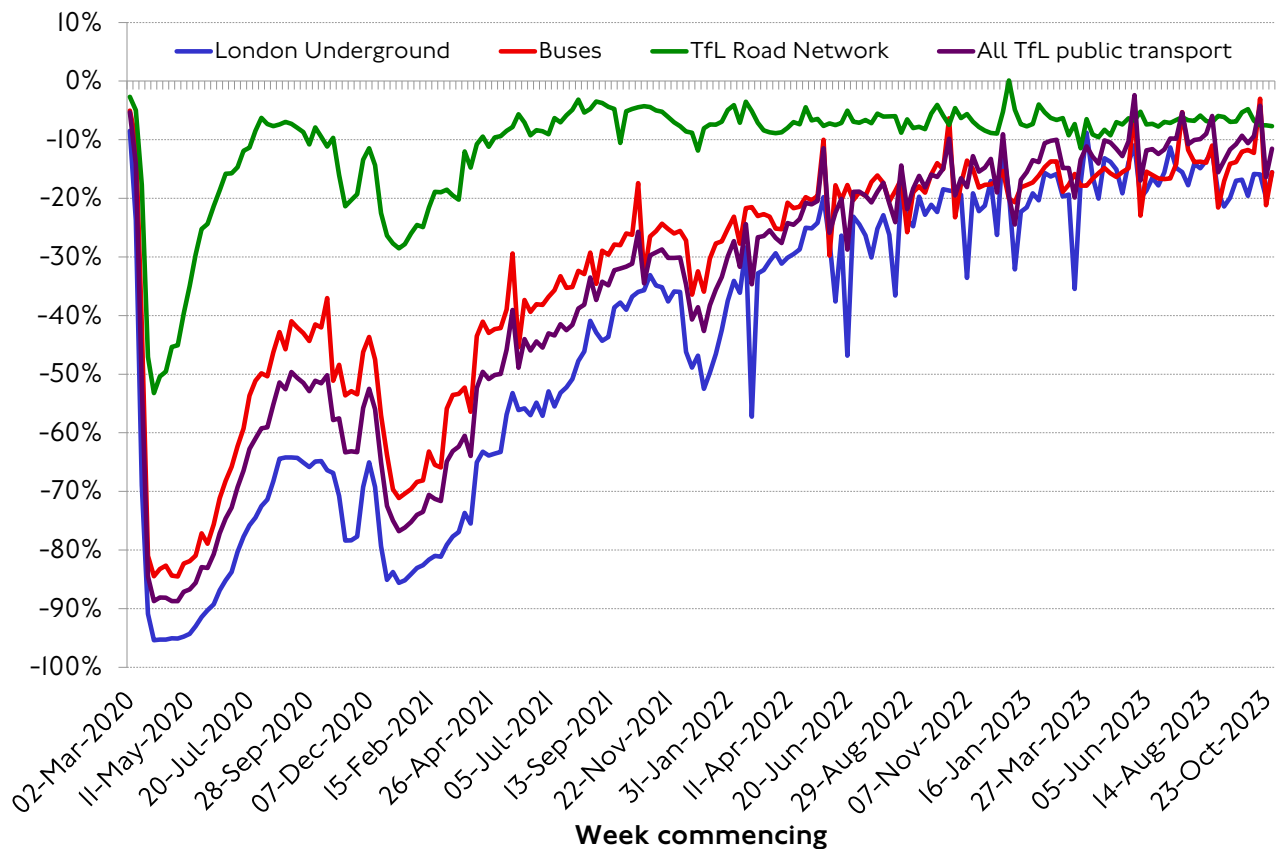
Alongside these specific aims, this report covers the broader scope of the MTS and aspects of other strategies related to it, mainly the London Plan and the London Environment Strategy, including a broad range of content as appropriate.

# Overall travel demand and mode shares

## Recent travel demand trends and the pandemic recovery

The last eighteen months have seen a continued recovery of travel demand in London from the unprecedented lows of the coronavirus pandemic. Overall travel demand, however, remains short of pre-pandemic levels, particularly on public transport.

Figure I Average weekly demand on the main transport networks compared to the equivalent week before the pandemic, Mar 2020-Oct 2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL operational data.

Note: Public transport trends are calculated as change in seven-day average journeys from the equivalent week in 2019, where the averages have been adjusted to account for bank holidays on a like-for-like basis. The TfL Road Network trend, on the other hand, is an average of the day-to-day change from the equivalent date in 2019 for each of the weeks, adjusted to account for bank holidays in the same way. From 1 April 2023, the TfL Road Network trend source data was re-baselined to the equivalent week in financial year 2022/23 instead of before the pandemic. However, for comparability with earlier data and with the other modes the trend presented in the graph has been adjusted to represent change from the equivalent week before the pandemic.

Figure I shows the trend in travel demand throughout the pandemic and the subsequent recovery, in terms of values indexed against representative pre-pandemic baselines for the principal mechanised modes. The key point of interest is the trend from mid-2022 to date, representing the sustained recovery from the pandemic. By October 2023:

- Road traffic volumes on the TfL Road Network had recovered to around 92 per cent of the pre-pandemic levels. The relatively earlier return of road traffic and relatively higher levels during the pandemic itself have previously been noted.

- Overall public transport demand across all modes was estimated at 90 per cent of the pre-pandemic baseline in October 2023. Generally, public transport demand has been slower to return. As of late October, London Underground demand was around 84 per cent of the pre pandemic level, with bus demand also around 84 per cent.

The year 2023 has been particularly notable for a variety of external factors potentially affecting travel demand. For example: prolonged industrial action on transport services across the country, international and ceremonial events, and increased cost-of-living pressures. Despite these factors, figure 1 suggests a relatively stable picture and it is therefore increasingly likely that patronage at about these levels relative to before the pandemic represents settled, medium-term post-pandemic conditions.

It is however still too early to conclude that the transport recovery from the pandemic has fully run its course, or the extent to which other factors such as cost-of-living pressures are holding back this recovery. It is increasingly clear that there are some important legacies from the pandemic that will continue to affect travel demand in London for some time. The growing facility for hybrid working is key among these, particularly affecting commuter and business travel demand on public transport, and perhaps also having other consequences for the nature of trips made, such as trip purpose, trip length and travel demand on different days of the week.

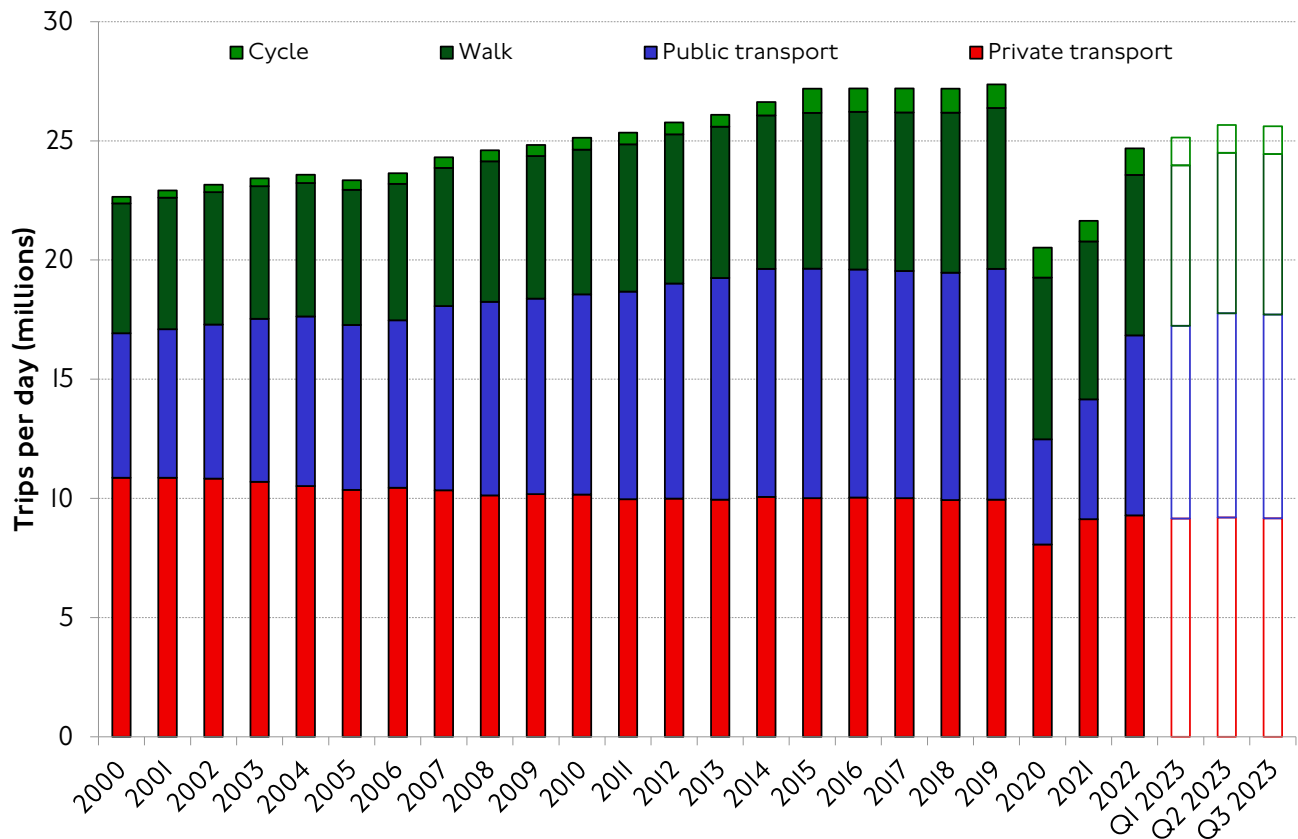
## **Total travel demand during 2022 and into 2023**

An average of 24.7 million trips per day were made in London by all modes in 2022, some 9.8 per cent lower than the 27.4 million in 2019 (before the pandemic). However, this includes early 2022, when the pandemic restrictions had just been lifted. Furthermore, various other disruptions like international events and challenging cost-of-living pressures continued to disrupt travel throughout the remainder of the year.

The recovery continued into 2023, with provisional quarterly estimates up to the end of September 2023 shown in figure 2. The unprecedented impact of the pandemic on travel demand in London during 2020 and 2021 is also clear from the figure, although the relative resilience of active modes was noteworthy.

Travel demand continued to increase into 2023, up to 25.7 million trips per day in quarter 2 (April to June), just six per cent lower than in 2019 and a four per cent increase on 2022. The largest increases were seen on public transport. So far, bus demand in 2023 is eight per cent higher than in 2022, and London Underground demand is 20 per cent higher. Cycling trips are estimated to have increased by five per cent in 2023.

Figure 2 Estimated daily trips by mode, seven-day week average, 2000-2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Notes: Trips are complete one-way movements. They may include several modes and journey stages but are classified by the mode that is typically used for the longest distance. Round trips are counted as two trips: an outward and an inward leg. Cycle trips have been revised back to 2015 following a change in methodology. The 2023 quarterly estimates are provisional.

### Active, efficient and sustainable mode share

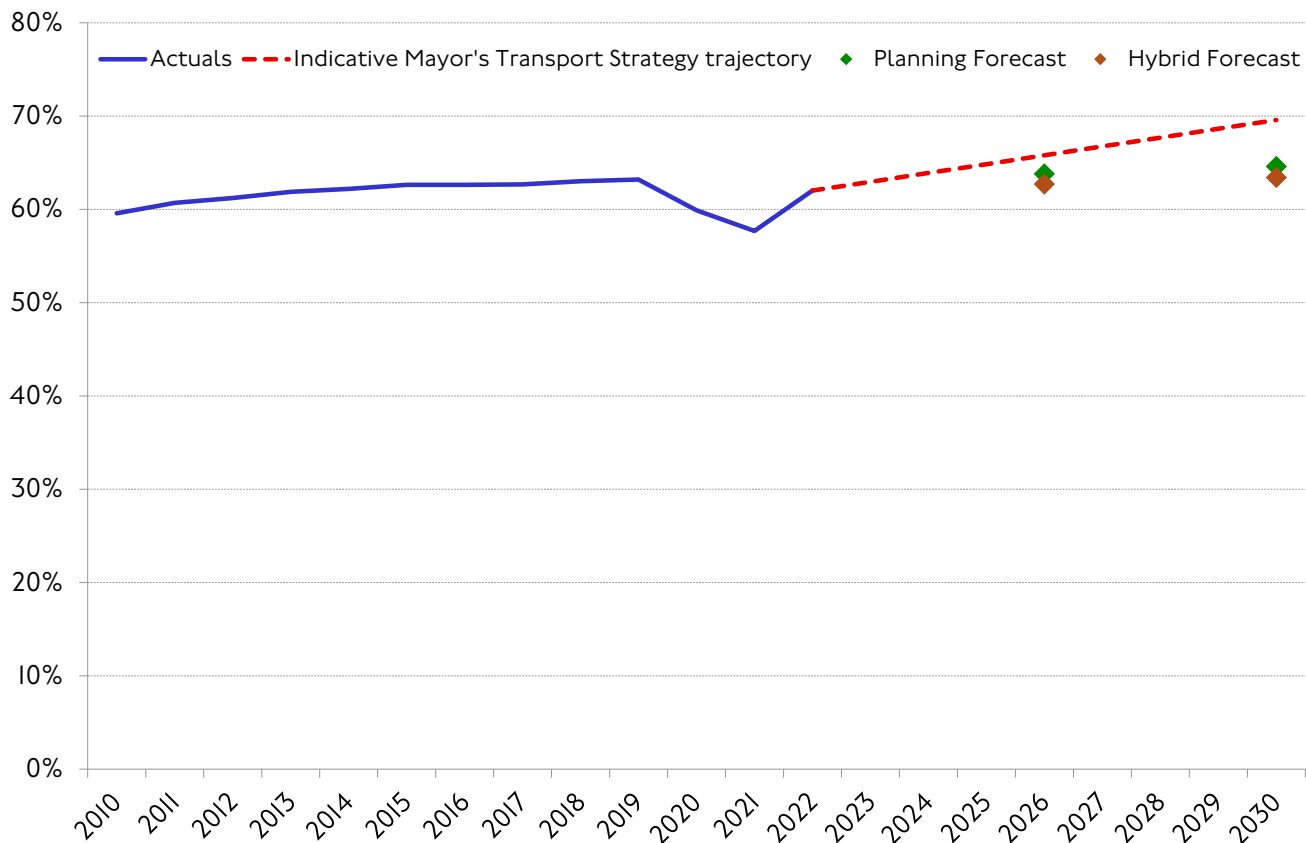
A central aim of the MTS is to increase the active, efficient and sustainable mode share for all trips in London to 80 per cent by 2041. This will enable us to support growth in the Capital’s population and economy in a sustainable manner. During 2022 the sustainable mode share was 62.3 per cent, up from 57.8 per cent in 2021. This compares to 63.6 per cent in the last pre-pandemic year (2019). While progress towards this aim before the pandemic was slower than required to meet the target, it is also clear that the pandemic legacy of lower overall demand for public transport is now adversely affecting progress towards this aim.

Initial estimates based on the trend in figure 2 suggest that the active, efficient and sustainable mode share in 2023 could be around 64 per cent.

Figure 3 shows the historic trend in the context of the trajectory required to meet the Mayor’s 2041 aim (shown as a straight line to 2031). Two features stand out from the figure. The first is that, compared to the overall scale of the pandemic impact on travel demand, the pandemic impact on active, efficient and sustainable mode share was relatively modest. This reflected a combination of much lower overall mobility, and a relative increase in the share of trips that were made by active modes, notably walking

and cycling, particularly during periods of formal restrictions. The second is that, into the recovery, the continuing relative shortfall of public transport trips is acting as a drag on the overall proportion of trips made by active, efficient and sustainable modes.

**Figure 3** Active, efficient and sustainable trip-based mode share in London, 2010-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Note: The Planning Forecast represents our best modelled assessment of the future taking into account macroeconomic trends (population, economy, etc.) as well as committed and funded changes to the transport network. The Hybrid Forecast also incorporates our best assessment of the current position within the envelope of uncertainty defined by our forecasting scenarios.

## Trends in the principal drivers of travel demand

Travel demand is primarily a reflection of the number of people living in London and economic activity. Both these underlying drivers have been affected by significant developments during the pandemic and in the post-pandemic period.

### London's population

The latest census of population was conducted across the UK in March 2021, during the latter stages of the pandemic restrictions. The population in London was estimated at 8.8 million (figure 4). Although this was an increase of 7.7 per cent compared with 2011 (8.2 million), this rate of growth was slower than between 2001 and 2011 (14 per cent). At face value, this suggests that the rate of population growth may have been relatively overestimated in the latter years of the last decade, which has implications for key indicators such as the active, efficient and sustainable mode share, progress against

which was partly predicated on relatively higher population growth resulting in higher densities favouring trips by active, efficient and sustainable modes.

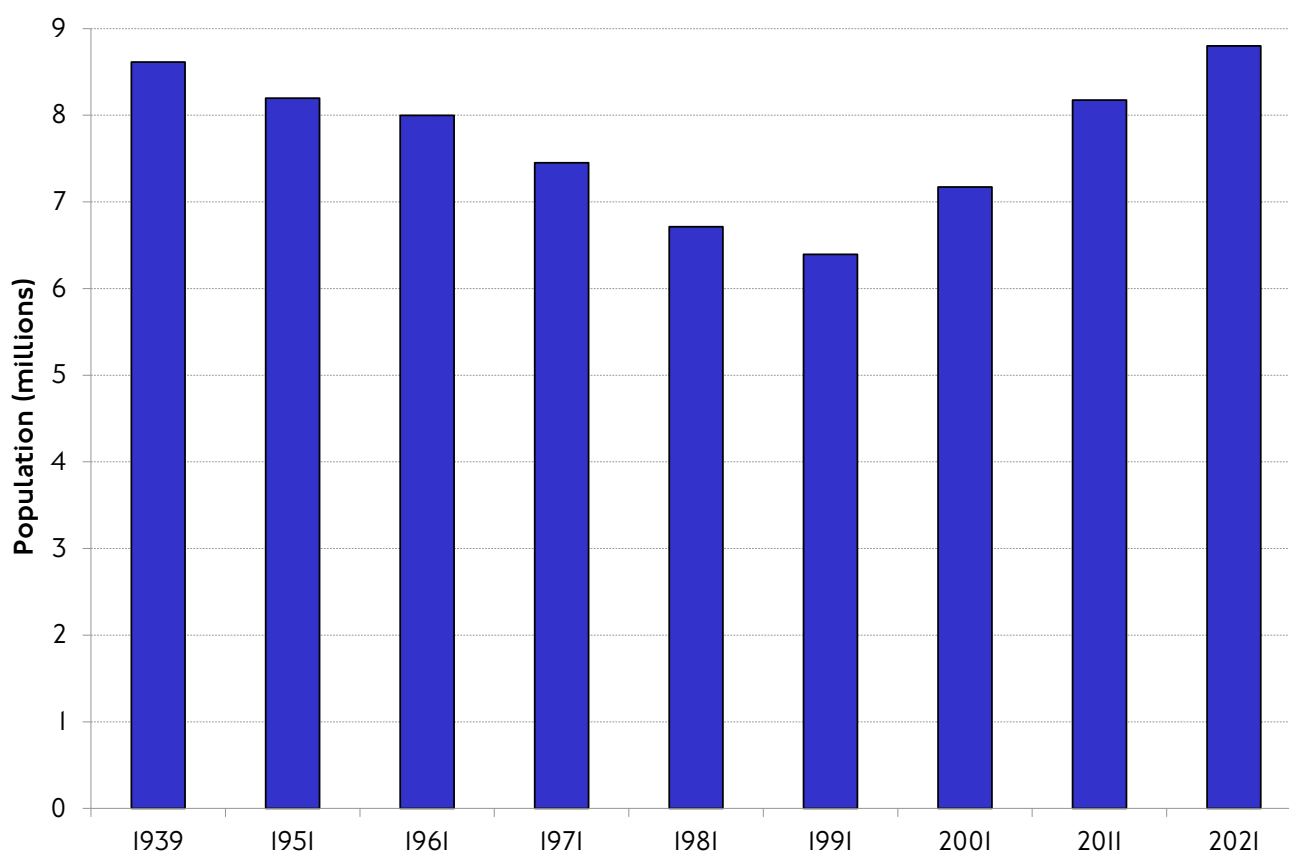
Other features revealed by the census, such as the relative ageing of London's population and spatial differences in the rate of population growth may also have implications for our plans.

London remains a young city, with just 11.9 per cent of the population aged 65 or over - the figure for England is 18.4 per cent. However, the highest growth rates between 2011 and 2021 were in people in their fifties, sixties and seventies, with the largest in people in their fifties. The number of people in their twenties declined, as did children under five. This may have potentially important impacts on travel, as data from our travel surveys suggests that older Londoners are more likely to drive and less likely to use public transport.

The largest percentage increases in population over 2011 occurred mainly in east London, with Tower Hamlets increasing by 22 per cent since 2011. Barking & Dagenham, Newham, City of London, Greenwich and Hounslow all increased by more than 13 per cent, well above the London average. In contrast, Richmond upon Thames, Lambeth, Haringey and Hammersmith & Fulham all had population increases below five per cent. The populations of Camden, Westminster and Kensington & Chelsea all declined, although this could have been affected by temporary changes to living arrangements during the pandemic.

For more information about London's population trends visit the [demography pages](#) on the Greater London Authority's website.

Figure 4 Long-term trend in London's population, 1961-2021.



Source: Office for National Statistics.



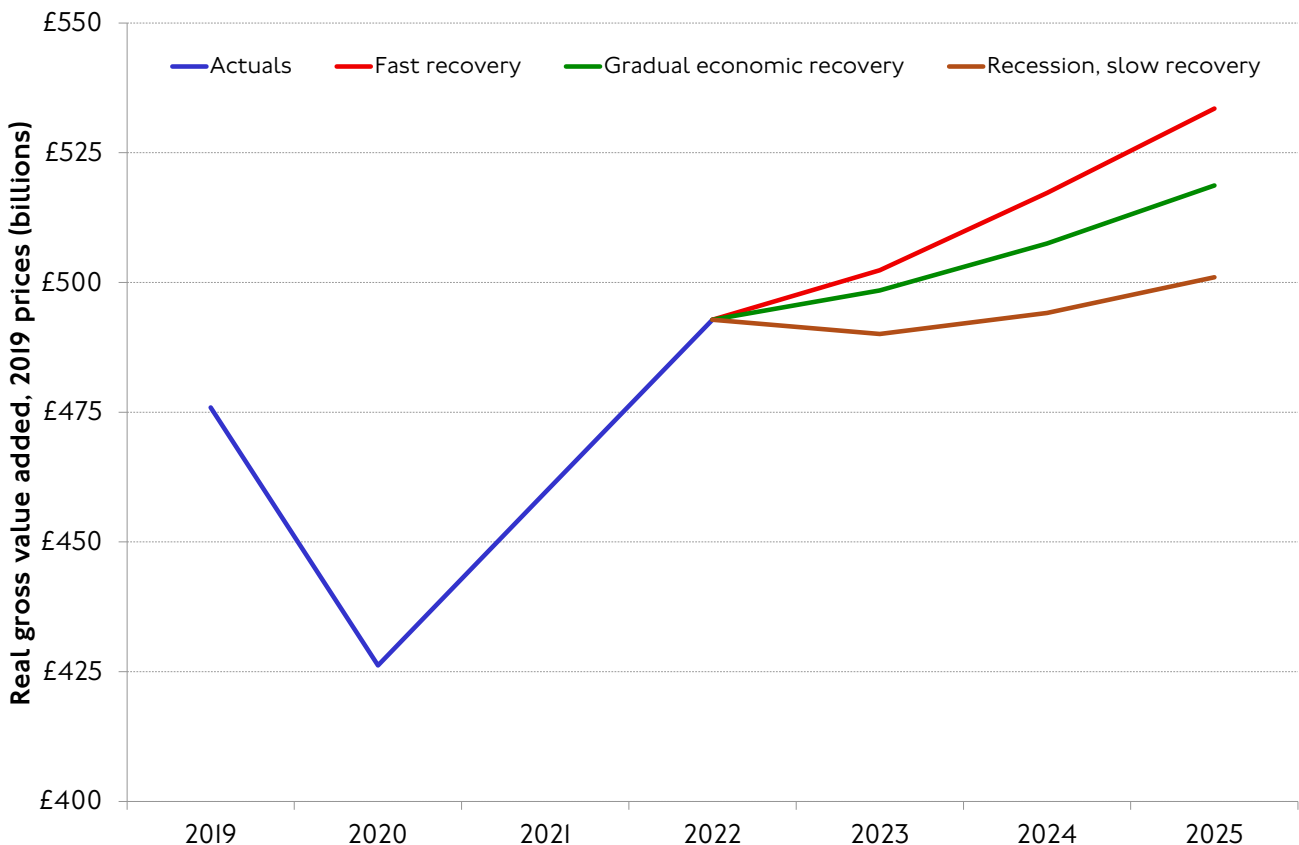
## London's economy

London accounts for 23 per cent of the UK's economic output, based on the 2021 Gross Value Added (GVA), and is home to one million private sector businesses (19 per cent of the UK total). London's post-pandemic economic recovery has been strong, with GVA at the end of 2022 four per cent higher than in 2019.

However, inflationary pressures and the resulting cost-of-living crisis are expected to dampen growth in the medium-term. Consumer confidence in London decreased from 25 points in September 2023 to (negative) nine points in October 2023, indicating a negative outlook over the coming year.

Figure 5 shows a range of medium-term forecasts of London's GVA from the Greater London Authority's [Macroeconomic scenarios for London's economy](#) report. In the 'gradual economic recovery' scenario, it is estimated that GVA will grow between one and two per cent annually to 2025. In this scenario, London's economy closes some of the gap with the pre-pandemic trend but remains below pre-pandemic forecasts over the next decade, demonstrating a degree of economic scarring in the medium to long-term.

Figure 5 Gross Value Added (GVA) in London, 2019-2025.



Source: Greater London Authority.

Around 6.4 million workforce jobs are located in London, a figure which has recovered strongly since the pandemic. Workforce jobs in London were 6.6 per cent higher in June 2023 compared to December 2019 and in the context of 2.8 per cent growth nationally over the same period. The growth in workforce jobs in London over this period varied by sector, with jobs in some sectors (information and communication and finance and

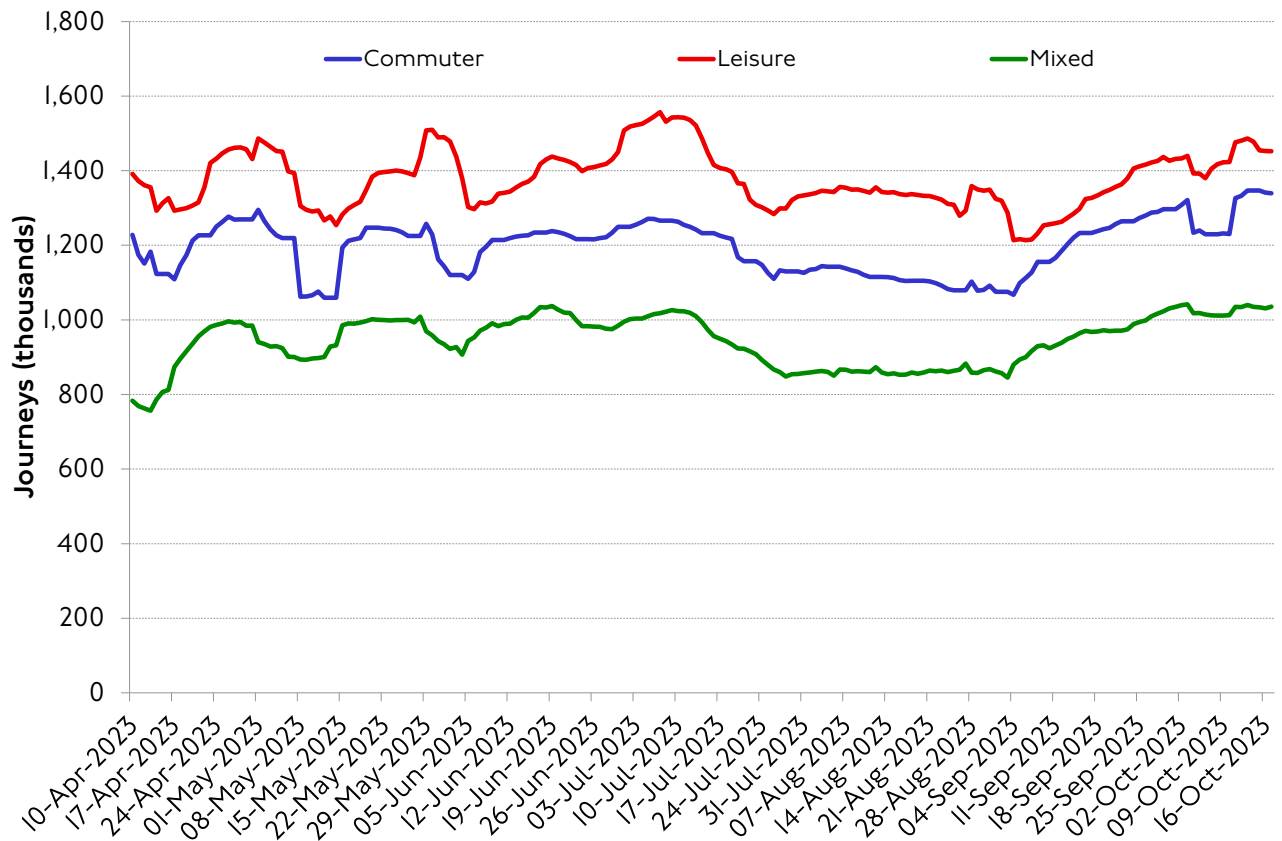
insurance) increasing by over 15 per cent compared to a 1.8 per cent increase in others such as the accommodation and food services sector.

In August 2023, a fifth of Londoners were reported to be financially struggling. This increases to 30 per cent of Londoners aged 25 to 34. Low-income Londoners are facing the largest squeeze on their finances, with 45 per cent of low-income households (those with household incomes below £20,000) reporting to be struggling financially.

Londoners are adapting their habits to cope with cost-of-living pressures. Some 26 per cent are buying less food and essentials, with 34 per cent buying less and 59 per cent spending less on non-essentials. Nationally, 43 per cent of people report reducing social or leisure activities and 34 per cent reduced travel or petrol use.

This squeeze on disposable incomes will impact retail and entertainment industries in London, and this will likely impact travel demand as well. This is particularly important since the return of leisure travel has been a key feature of post-pandemic travel patterns. For example, London Underground demand data categorised by trip purpose (figure 6) shows that (at mid-October 2023) trips made for commute purposes were 10 per cent higher than in mid-April 2023. Trips for leisure purposes remained at a similar level to mid-April and on weekends they have fallen by seven per cent.

Figure 6 London Underground demand by journey type, seven-day moving average, Apr-Oct 2023.



Source: TfL Data & Analytics, Technology & Data.

## Travel behaviour of London residents

TfL conducts a rolling annual survey of London residents' travel behaviour (the London Travel Demand Survey (LTDS)). This provides a detailed view of London residents' travel alongside comprehensive socio-demographic data, allowing trends to be examined by social group. Pandemic-related restrictions meant that the full survey could not be conducted in 2020/21 and 2021/22, although data from a revised version of the survey for these years is described in previous Travel in London reports (this data is not comparable with the established series).

The year 2022/23 was the first in which the full survey methodology was restored and data from this year therefore gives a good view of post-pandemic conditions. However, the year itself was marked by several factors unrelated to the pandemic that would have affected travel demand and it is not clear that fully representative post-pandemic conditions had been achieved. This data can be compared to the last full pre-pandemic year (2019/20) and to the longer historic series.

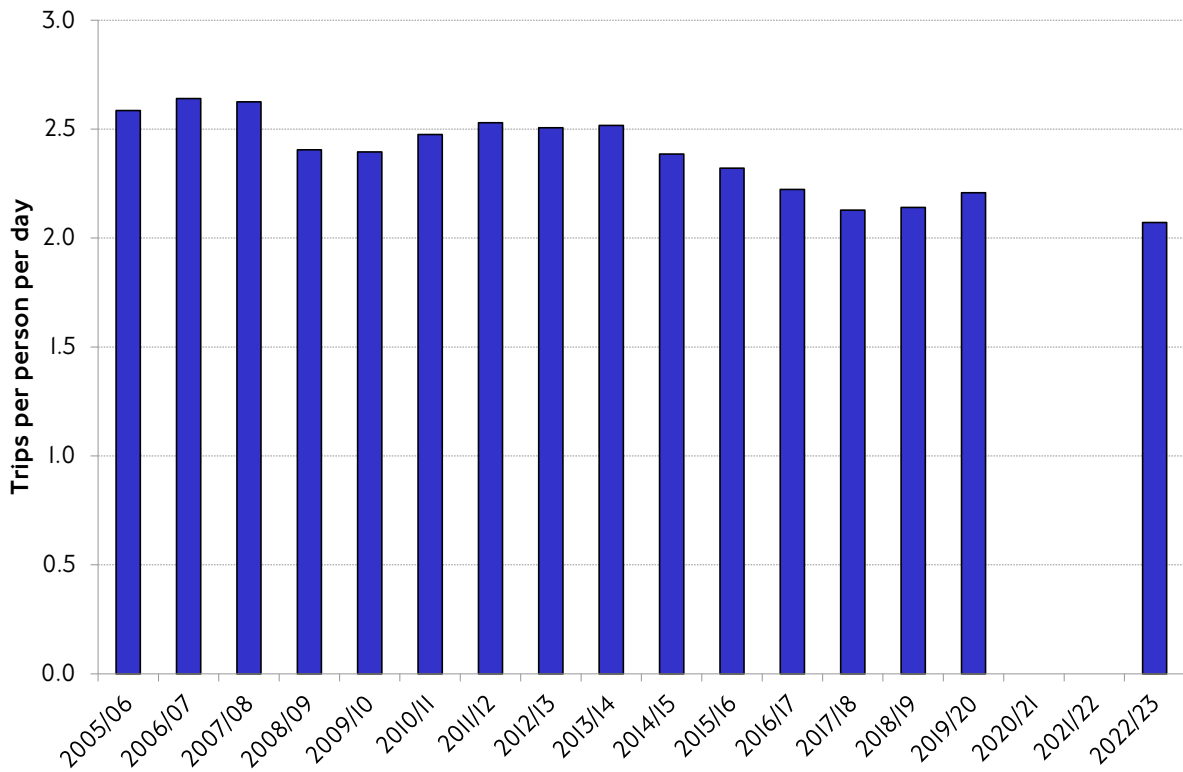
During 2022/23, overall travel by London residents began to approach pre-pandemic levels. However, there remained distinct shortfalls in some areas and there is evidence that some adaptations, intensified by the pandemic, were continuing to persist.

### Trip rates and trip lengths

During the pandemic, trip rates reached unprecedented lows. The recovery has not yet been complete, with average trip rates in 2022/23 being 6.2 per cent lower than in 2019/20 and 22 per cent lower than in 2006/07. This latter comparison also reflects a background trend of falling demand for travel overall going back approximately two decades (figure 7), and so the proportion of the shortfall associated with the pandemic is not clear.

The average distance travelled per London resident per day in 2022/23 was 11.9km, this including all trips to/from/within London. This was a reduction of nine per cent compared with 2019/20. For trips wholly within London, the average distance travelled per person decreased by 15 per cent to 7.0km per day, with the average distance per trip decreasing by eight per cent (figure 8).

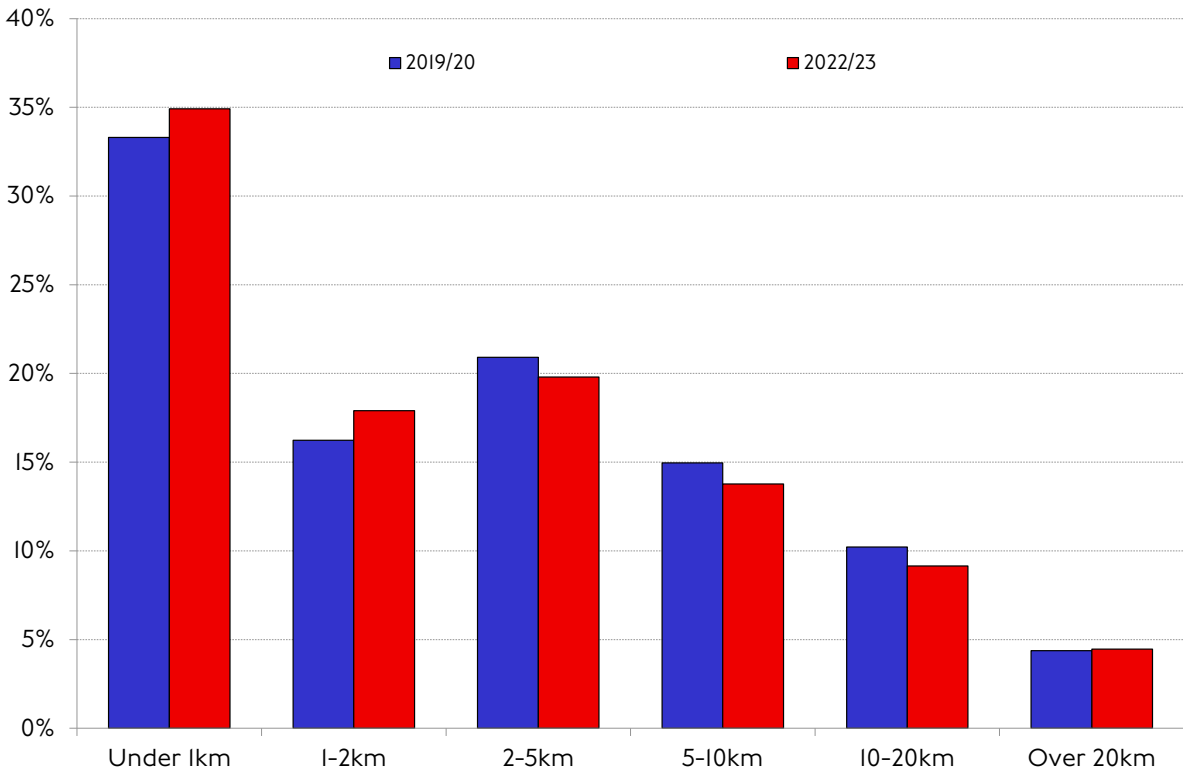
Figure 7 Trip rate among London residents, LTDS, 2005/06-2022/23.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Note: Comparable data is missing for 2020/21 and 2021/22 due to the disruptions that the coronavirus pandemic caused on the LTDS on those two years.

Figure 8 Proportion of trips to/from/within London, by length, LTDS, 2019/20 versus 2022/23.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

## Mode shares for London residents' travel

Inner London residents now make 11 per cent more trips per day than outer London residents. Before the pandemic the difference was only three per cent, and up to 2009/10 outer London residents' trip rates were higher than those of inner London residents. This may reflect hybrid working by outer London residents.

In 2022/23 there was a slight increase in London residents' active, efficient and sustainable mode share, up to 66.7 per cent from 66.6 per cent in 2019/20. Note however that this is not the same as the MTS Tracker measure, which relates to all trips in London.

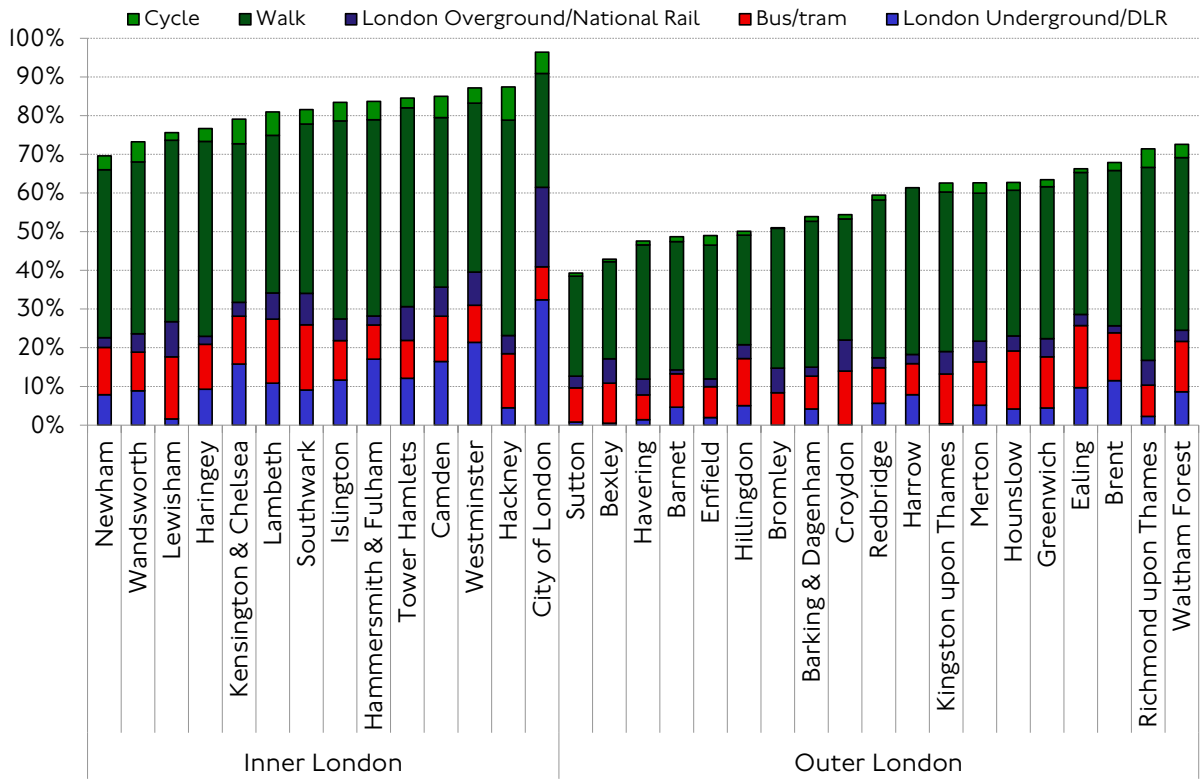
The key changes for London residents in travel by mode in 2022/23 compared to before the pandemic were a decrease in public transport mode share, no change in the share of trips made by private modes and an increase in the share of trips made by active modes, particularly walking, all within a reduced overall number of trips. Increased relative active travel (walking and cycling) was a key feature of the pandemic, although wider restrictions on mobility meant that there were fewer trips overall.

Figure 9 shows this at the borough level (for trips by London residents only that start in each borough) and highlights the scope that exists to improve this measure. The proportion of residents' trips made by active, efficient and sustainable modes starting in inner London boroughs ranges from 70 to 87 per cent, while in outer London boroughs the range is 39 to 73 per cent. Although each borough has a unique set of circumstances that determine these shares and affect the ability to change them, the scope for change, from smallest to largest, is evident.

## Hybrid working

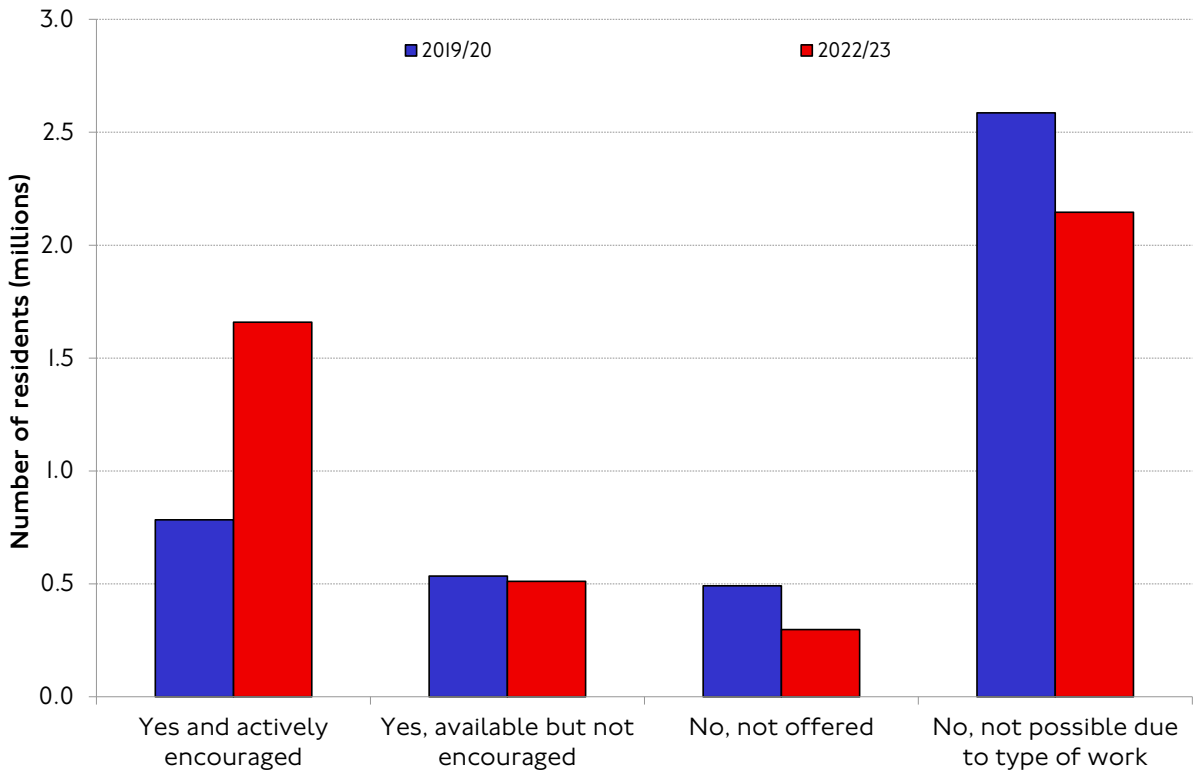
Figure 10 shows the ability of London residents to work from home. There has been a substantial increase in the proportion of residents who are able and encouraged to work from home at least on some days of the week and a corresponding decrease in those for whom this was not possible before the pandemic. While the post-pandemic increase in the ability to work in a hybrid manner remains a significant influence on travel patterns in London, particularly on weekdays and for trips to/from central London, it should be seen in the context that only 26 per cent of all London residents have the option to work from home, reflecting a 'blue collar' versus 'white collar' difference on this issue.

Figure 9 Indicative trip-based active, efficient and sustainable mode share by borough, trips starting in the borough, LTDS, 2022/23.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Figure 10 Ability of London resident workers to work from home, LTDS, 2019/20 versus 2022/23.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

# Healthy streets and healthy people

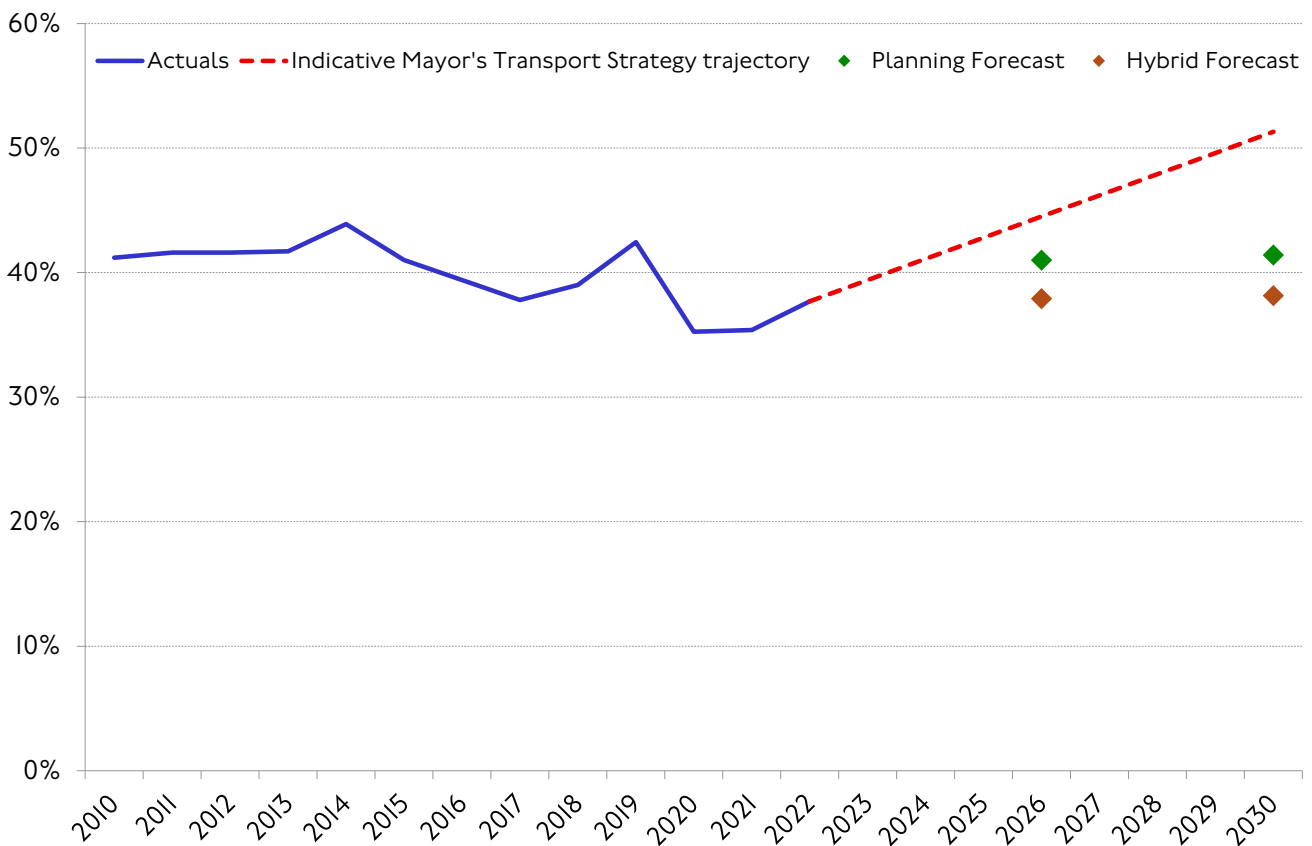
## Active travel

Active travel is good for both the environment and people’s health. The Mayor aims for 70 per cent of all Londoners to do 20 minutes of active travel (defined as walking or cycling) per day by 2041. Walking and cycling can be used exclusively for many trips, but walking is often used incidentally to access public transport, for example on the daily walk to the local station to catch a train as part of a longer trip for which the train would be the main mode.

## Physical activity and travel

Even in the context of significant investment, historically this measure has been around 40 per cent. The pandemic itself had a mixed effect on this indicator. A relative uplift in local and active travel, most notably as part of permitted activities during periods of lockdown, was countered by more general restrictions on mobility, particularly a dramatic reduction in public transport trips. So, achievement against this measure fell slightly during the pandemic, although this reflected a resilient performance in the circumstances (figure II).

Figure II Proportion of London residents achieving at least 20 minutes of active travel per day, 2010-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy.  
Note: For a definition of the Planning and Hybrid Forecast see note on figure 3.

Recovery from the pandemic has again been incomplete, with the value for 2022/23 being 38 per cent of Londoners despite advances made during the pandemic in promoting and facilitating increased walking and cycling, as described in previous Travel in London reports.

This indicator is thought to be particularly affected by the continuing relative shortfall of public transport trips, which often include an active travel component. The LTDS suggests that, where these trips are not made, for example as part of a hybrid working pattern, other trips made at equivalent times are not sufficient to compensate in terms of daily recommended active travel overall, and this development should be viewed as a particular concern for achievement of the Mayor's aim.

More detailed data on walking and cycling is described below, where it is seen that there have been sustained increases in cycling across the pandemic, and that there are signs of a small but potentially significant shift towards more local travel which could be beneficial in other ways.

## Cycling

Cycling levels in London rapidly increased in the 2000s and early 2010s, and then plateaued in the late 2010s. However, the coronavirus pandemic acted as a catalyst for cycling, boosting growth again in 2020 and helping many people rediscover this mode.

The year 2022 saw a consolidation of this trend, with the most recent data from 2023 showing a 20 per cent increase in cycling in 2023 from the 2019 pre-pandemic baseline.

However, there have been important changes in the characteristics of those journeys (for example, shorter average length) and some pandemic legacies persist, particularly subdued cycling volumes in central London (likely related to reductions in commuter cycling reflecting hybrid working practices) and relatively less 'peakiness' in the daily demand profile, which shows relatively higher off-peak travel than before the pandemic.

### Overall trends in cycling

Our best estimates of cycling in London stem from a programme of representative cycle counts across London from which it is possible to derive estimates of daily cycle journeys (journey stages), which is the agreed metric to monitor cycling against the target set in the [Cycling Action Plan 2](#) published in June 2023.

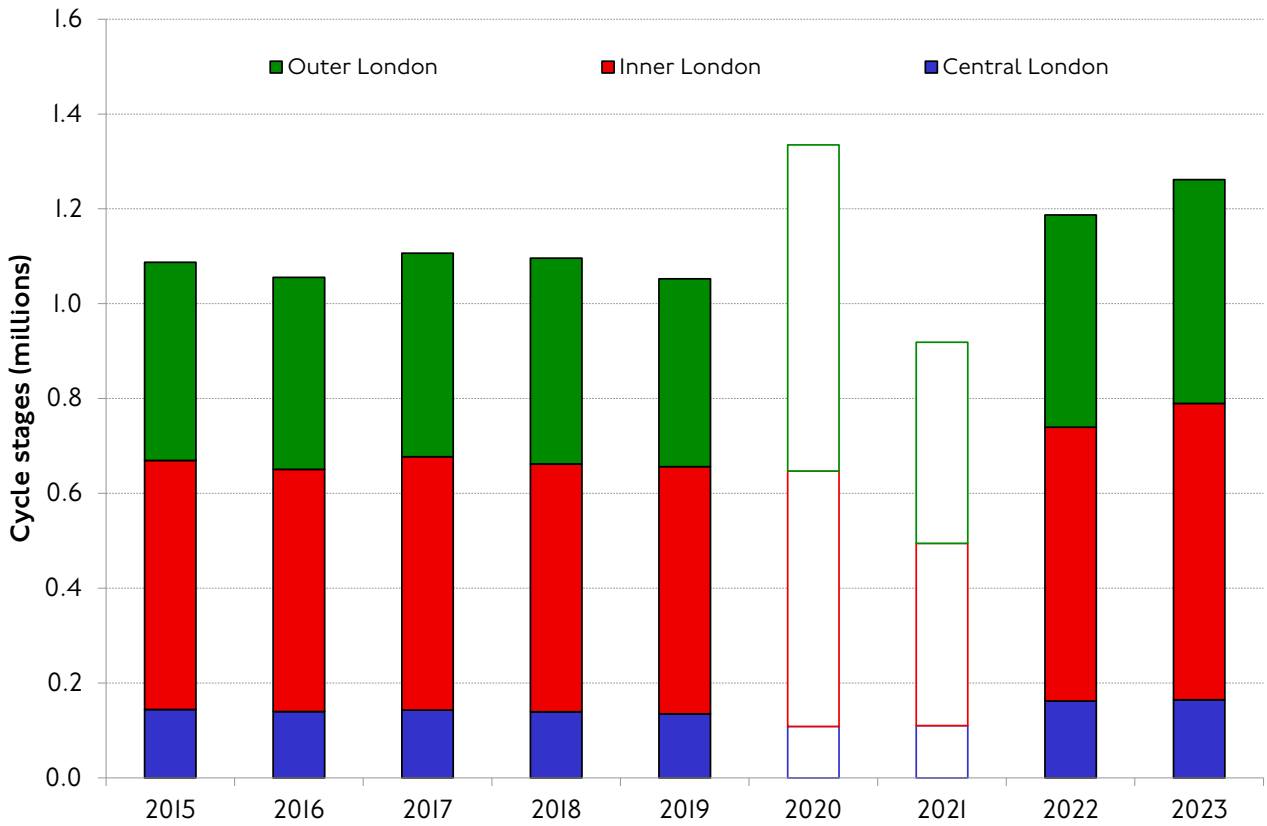
Figure 12 shows the trend in daily cycle stages by area since 2015. Note that due to the severe disruptions and rapid changes in travel caused by the successive coronavirus pandemic waves in 2020 and 2021 the estimates for these years are tentative.

In 2023, daily cycle stages across London increased by 6.3 per cent from 1.19 million in 2022 to 1.26 million, a level of growth not seen before the pandemic. This corresponds to a 20 per cent increase since 2019.

Looking at each area separately, between 2022 and 2023 there was an increase of 1.7 per cent in daily cycle stages in central London, 8.2 per cent in inner London (where for the first time the daily number of cycle stages exceeded 600,000) and 5.5 per cent in outer London.

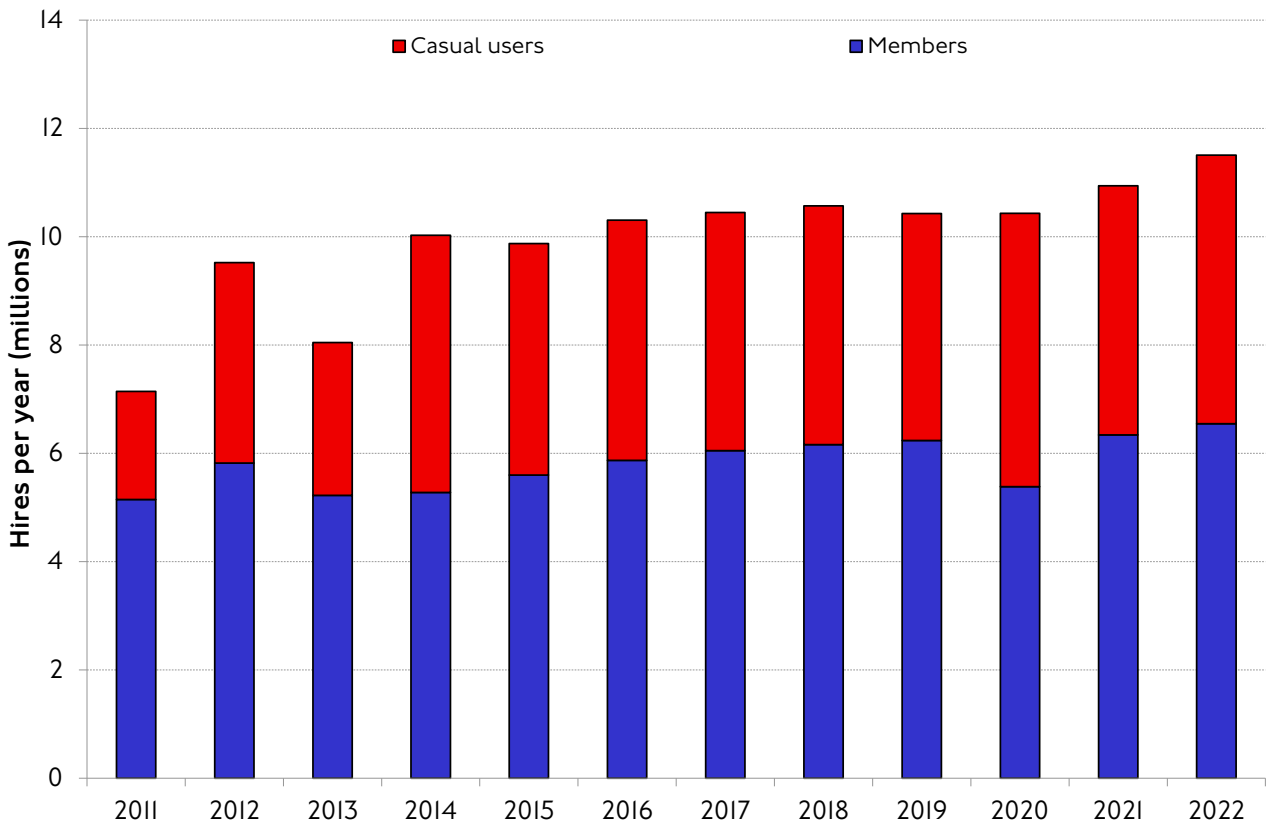


Figure I2 Daily cycle stages in London by area, seven day-week average, 2015-2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Figure I3 Annual demand on Santander Cycles by user type, 2011-2022.



Source: TfL Cycle Hire.

## Santander Cycles

TfL's cycle hire scheme (currently under the Santander Cycles brand) continued to expand in 2022 (see figure 13).

In 2022 as a whole the annual demand on Santander Cycles increased by five per cent from 2021 (an equivalent of 10 per cent since before the pandemic in 2019), making it another record-breaking year. There was no significant change in the proportion of casual users and members.

In autumn 2022 some changes were made to the scheme:

- The introduction of e-bikes for hire by members
- A restructure of the fare system (the first since 2013), including:
  - A flat fare for each 30-minutes ride, replacing the prior daily access charge which allowed unlimited rides of up to 30 minutes within 24 hours.
  - A monthly membership option, allowing unlimited 60-minutes rides in the month.
  - An increase in the allowance of annual memberships to unlimited 60-minutes rides (previously 30 minutes), with an increase in the membership price.

These changes appear to have led to a drop in overall demand from autumn 2022, largely driven by a large reduction in casual user hires, with hires by members remaining at a similar or slightly higher level than before.

However, the introduction of e-bikes has proven to be a success with customers. In the first year since their introduction in autumn 2022 more than 684,000 trips have been made on e-bikes by more than 50,000 different customers (with 65 per cent of trips done by annual members). This represents an average of more than four trips per e-bike per day compared to around two for conventional cycles.

While the fare changes are likely to have been a contributing factor in this recent drop in demand on Santander Cycles, there are other compounding factors, notably the increased competition from private operators of dockless e-bike rental schemes. These services have been growing in popularity in recent years, although TfL does not have access to demand data on them.

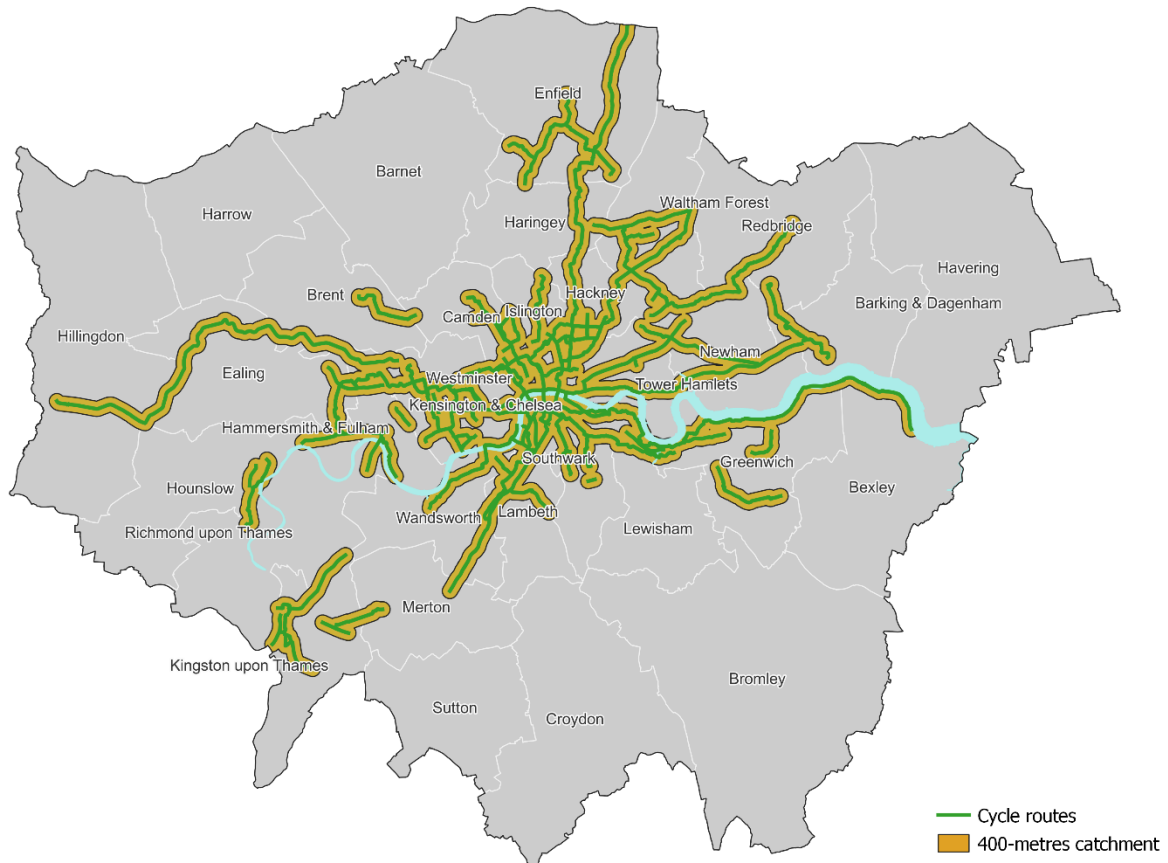
Alongside Santander Cycles, TfL is jointly running an e-scooter trial scheme with London Councils and authorised by the department for Transport. The scheme currently covers 10 boroughs and has enabled over 3.1 million journeys through a fleet of over 5,200 e-scooters and more than 780 parking bays.

## Access to the Cycleway network

The [Cycling Action Plan 2](#), published in June 2023, sets a target for 40 per cent of Londoners to live within 400 metres of the strategic cycle network by 2030. As of November 2023, 24.2 per cent of Londoners lived within 400 metres of the strategic cycle network, up from 21.9 per cent in autumn 2022 and an estimated five per cent in 2016.

Figure 14 shows the current extent of the network, which has more than tripled in size since 2016, from an estimated 90 kilometres in 2016 to 352 kilometres in 2023.

Figure I4 London's strategic cycle network, autumn 2023.

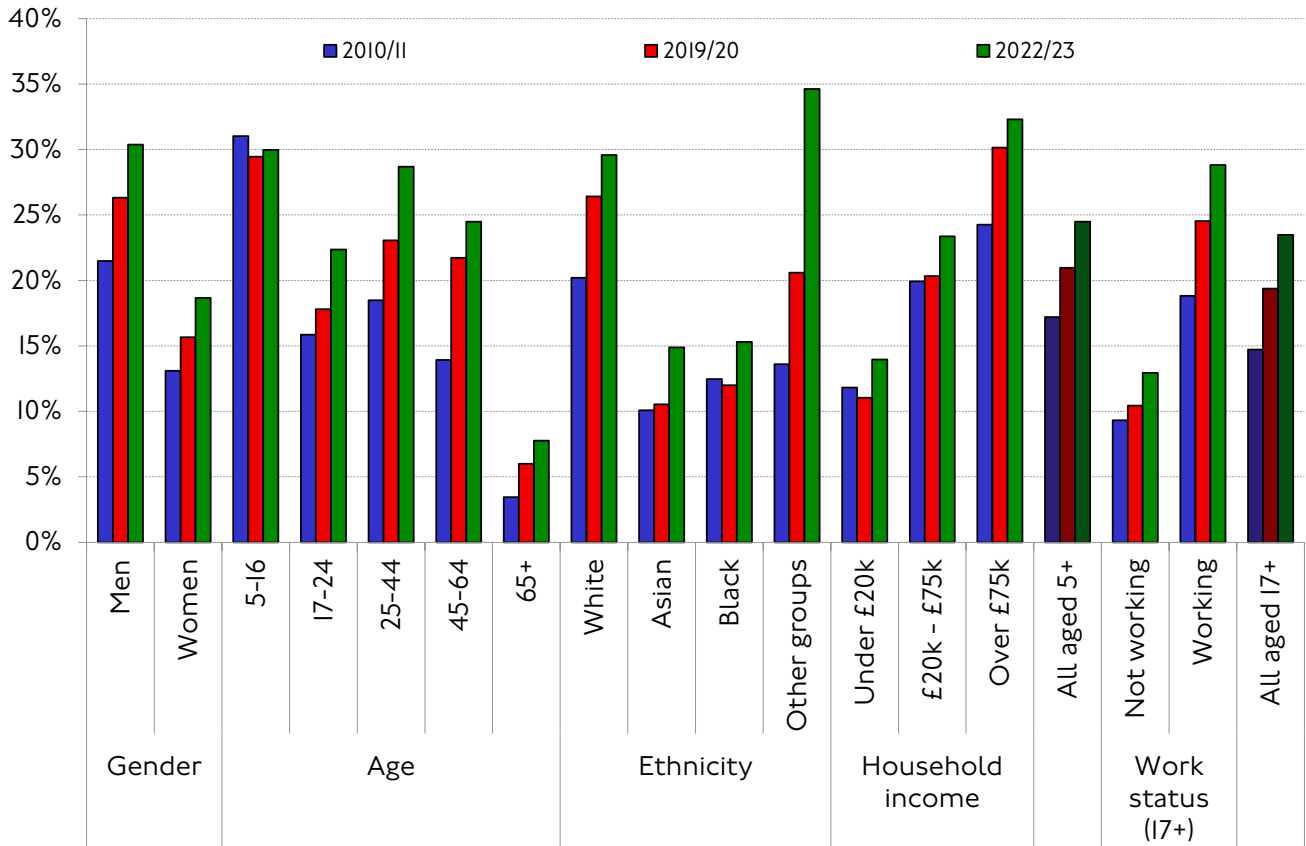


Source: TfL Strategic Analysis, Transport Strategy & Policy.

### Sociodemographic profile of people who cycle

The LTDS allows exploration of the sociodemographic attributes of those London residents who cycle. Figure I5 shows the proportion of people from various sociodemographic groups who cycled at least once a year in 2022/23 compared to the immediate pre-pandemic baseline (2019/20) and a reference year at the beginning of the previous decade (2010/11).

Figure I5 Proportion of London residents who cycled at least once in the last year, by selected sociodemographic groups, LTDS, 2010/11, 2019/20 and 2022/23.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Note: For all sociodemographic categories except work status the base is all LTDS respondents (that is, London residents aged five and over). For work status the base is those in working age (London residents aged 17 and over). The 2010/11 cycling frequencies stem from an LTDS question that specifies cycling 'in summer', while in later years the question is phrased in general terms that are not season specific.

The main feature is that over time the proportion of London residents who cycle at least once a year has increased across all demographic groups. However, in relation to the sociodemographic profile of all London residents there is still under-representation of many of these groups and cycling continues to be more prevalent among men, White people and people who are working.

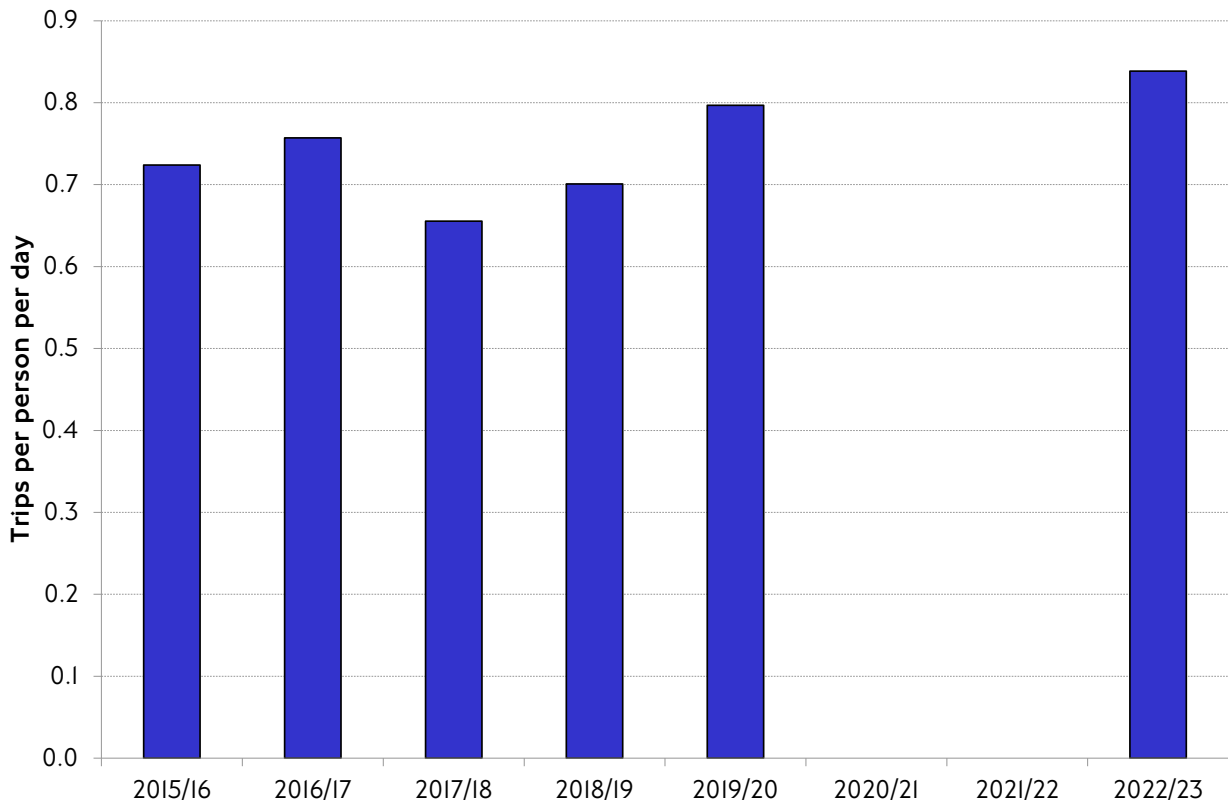
## Walking

Walking is the most frequently used mode in London, accounting for an estimated 39 per cent of all trips by London residents. About half of all walking in London takes place as part of a longer public transport journey, for example walking to a bus stop.

### Walking by London residents

Trip rates (the average number of trips made per person on an average day) are a useful indicator of walking demand. Despite fluctuations between 2015/16 and 2017/18, since 2017/18 there has been a consistent increase in walking (all the way) trip rates from 0.66 trips per person per day on average in 2017/18 to 0.84 in 2022/23, but the growth rate has slowed down since the pandemic (figure I6).

Figure 16 Walking trip rate among London residents, LTDS, 2015/16-2022/23.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Note: Comparable data is missing for 2020/21 and 2021/22 due to the disruptions that the coronavirus pandemic caused on the LTDS on those two years.

### Walking demographics

Given the importance of walking as the most frequently used mode by London residents, it is of interest to understand its sociodemographic aspects (figure 17).

Over time, London residents' walking trip rates have been increasing among most groups, the only exception being Black residents whose trip rate has remained constant. Several groups saw fluctuations in 2019/20, still resulting in a longer-term increase. These groups being 17-24, 45-64, Asian, part-time and non-workers and retired, perhaps indicating underlying behaviour change.

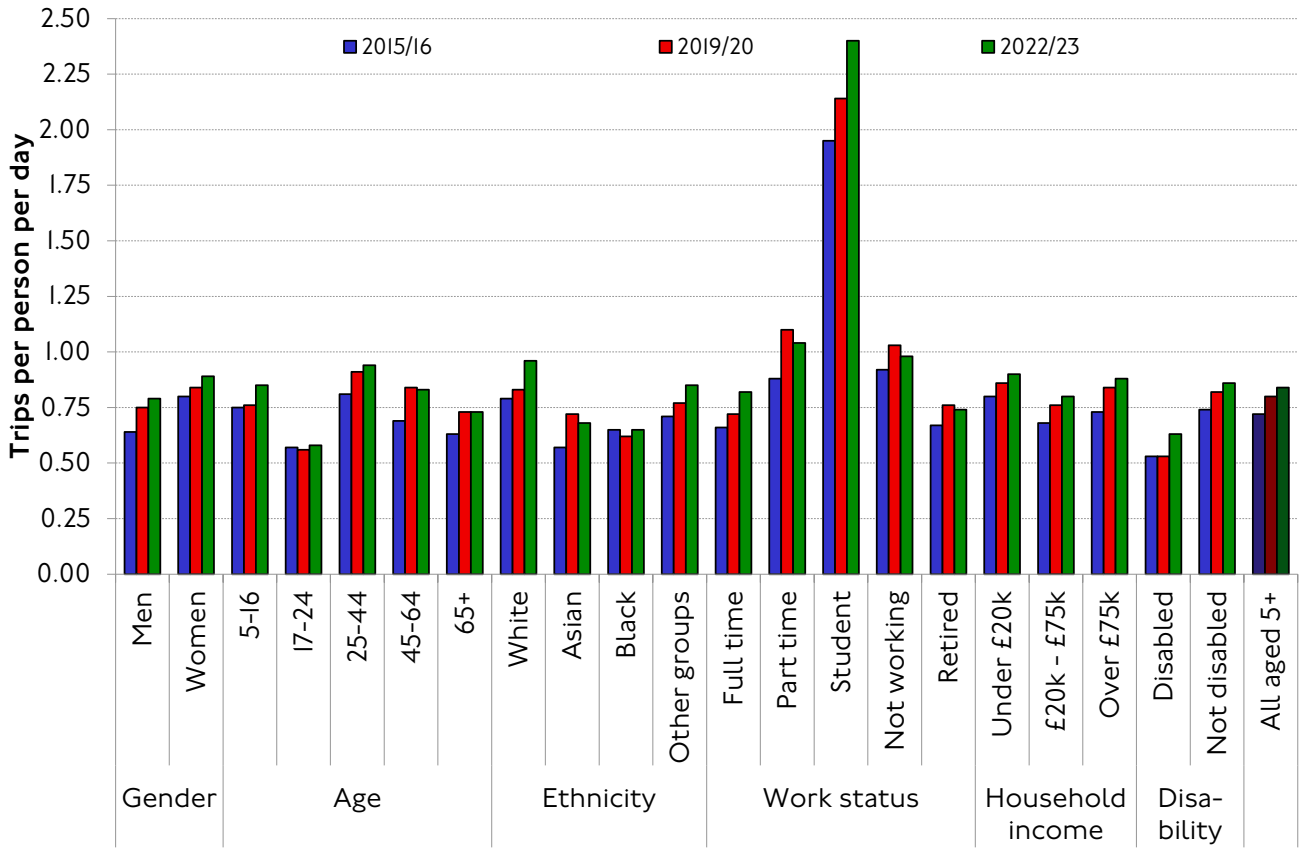
In terms of gender, women continue to do more walking trips than men.

Among the different age groups, those between 25 and 44 years of age have the highest walking trip rates, followed by those in the 5-16 and 45-64 groups. Walking trip rates have remained fairly constant over time among young adults (17-24) and since the pandemic among people of retirement age (over 65).

Ethnicity shows disparities among groups, with White London residents showing the greatest increase in walking trip rates, of which only 'Other groups' saw a similar increase in walking trip rates over time.

In terms of employment, students have much higher walking trip rates than any other group, and they have seen the largest increase of any group since the pandemic, which may be correlated with changes in education practices such as hybrid learning.

Figure 17 Walking trip rates among London residents, by selected sociodemographic groups, LTDS, 2015/16, 2019/20 and 2022/23.

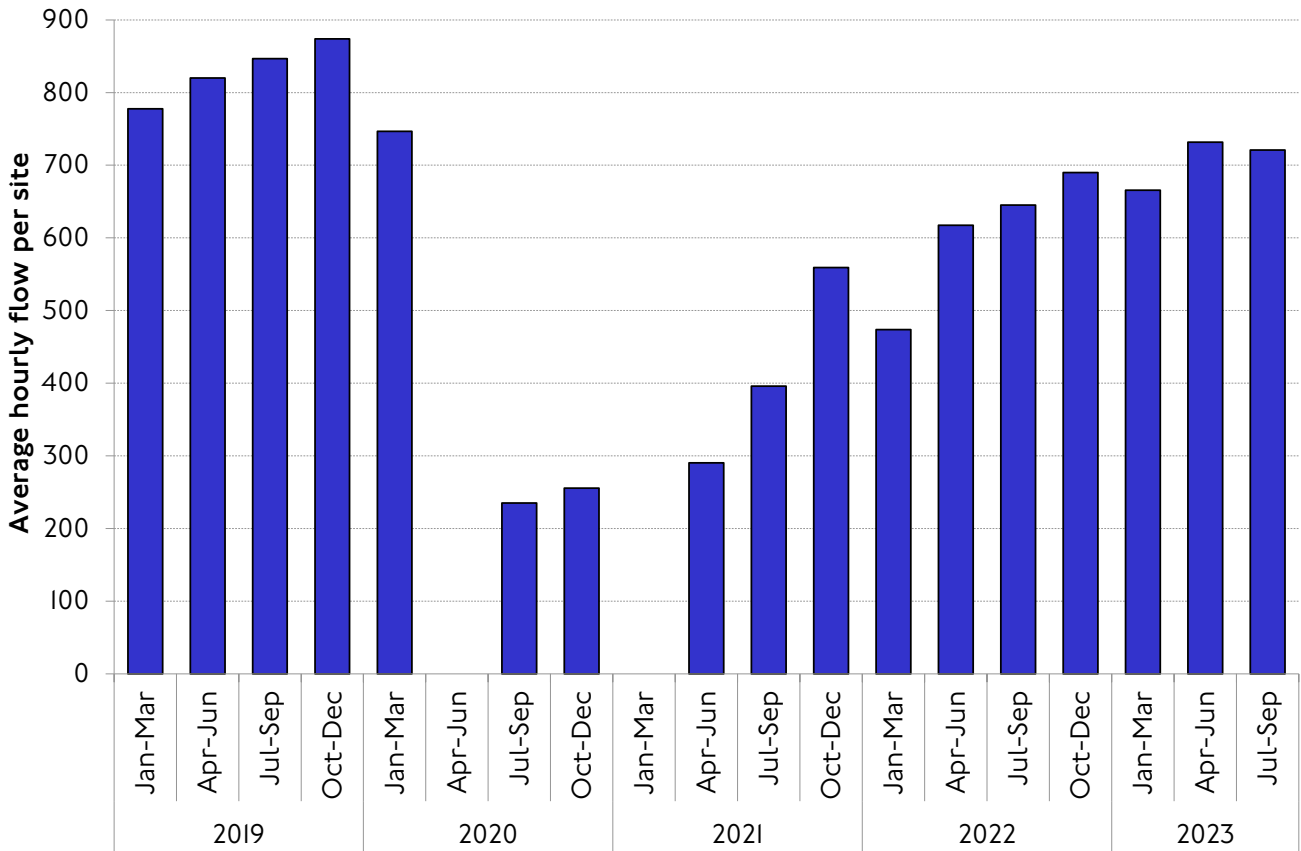


Source: TfL Strategic Analysis, Transport Strategy & Policy.

### Pedestrian activity in central London

Travel to and around central London was particularly affected by the pandemic. Our continuing (quarterly) survey of pedestrian activity in central London provides an interesting trend view of both the pandemic impact and the recovery (figure 18). During 2023, the number of pedestrians observed in central London settled at about 15 per cent short of pre-pandemic levels, comparable to the ongoing relative patronage shortfall on public transport.

Figure 18 Average hourly pedestrian flow per site in central London, by quarter, 2019-2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

## Reducing road danger

### Vision Zero

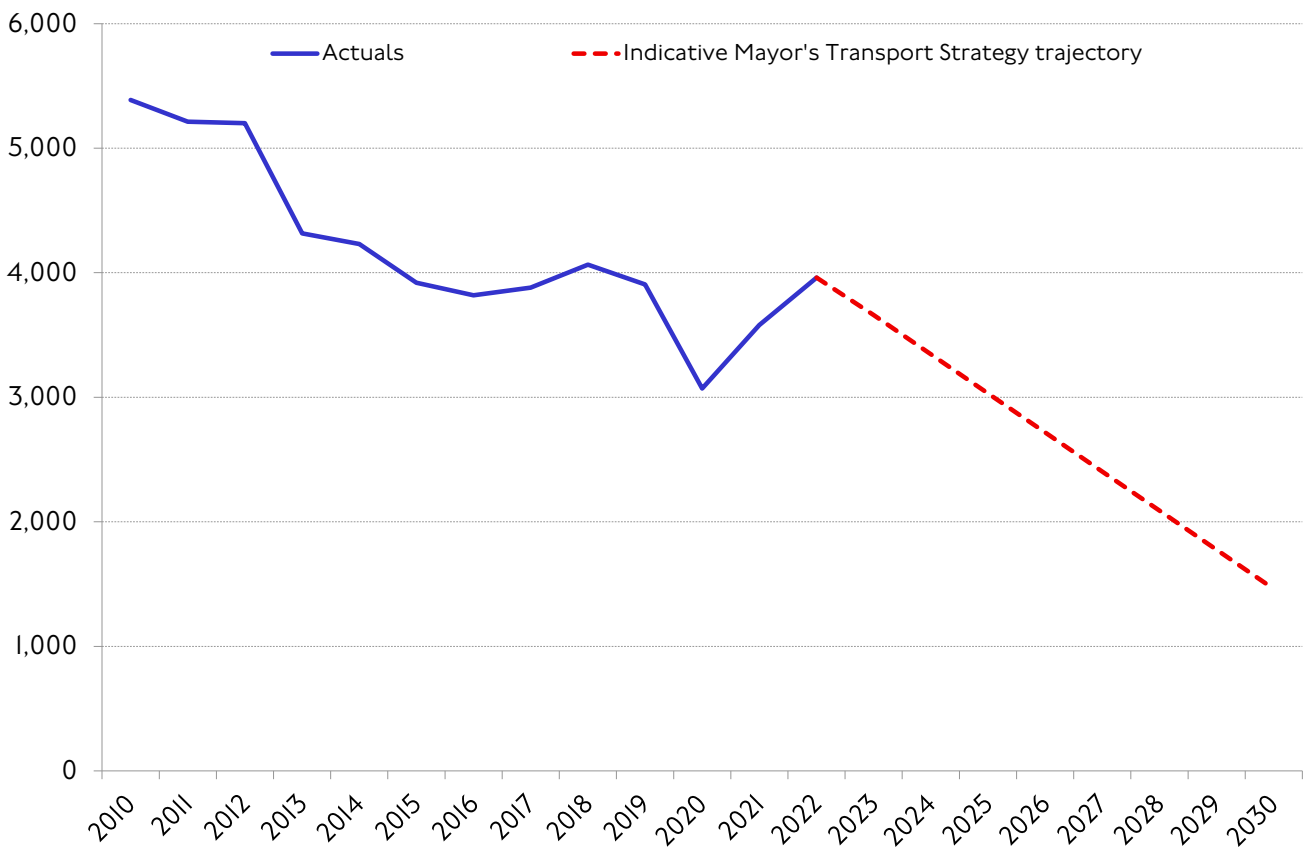
The Mayor’s [Vision Zero Action Plan](#) sets out the ambition to reduce road danger in London by eliminating all deaths and serious injuries from London’s streets by 2041.

Interim targets have been set to reduce road deaths and serious injuries by 65 per cent by 2022 (against a 2005-09 baseline) and 70 per cent by 2030 (against a 2010-14 baseline). Even more ambitious targets have been set for buses, including the 2022 interim target to reduce the number of people killed or seriously injured on or by a bus by 70 per cent against a 2005-09 baseline and a 2030 target to reduce the number of people killed in, or by, London buses to zero. Progress towards this aim is tracked through collision and casualty statistics collated on an annual basis and published as an annual [Factsheet](#).

### Trend in casualties to 2022

In 2022, deaths and serious injuries compared to the 2005-09 baseline were 38 per cent lower for all casualties (figure 19) and 54 per cent lower for those on or involving a London bus (figure 20). While this is positive and welcome progress, it did not reach our ambitious targets of a 65 and 70 per cent reduction, respectively.

Figure 19 People killed or seriously injured on London's roads, 2010-2030.



Source: TfL Insights & Direction, Safety, Health & Environment.

During 2022 there were 23,465 reported collisions in London, resulting in 102 people being killed, 3,859 being seriously injured and 23,246 being slightly injured. Within the overall performance there were some particularly positive areas including (against a 2005-09 baseline):

- The number of people killed in collisions reduced by 52 per cent and was the lowest on record, excepting the pandemic-affected years of 2020 and 2021.
- The number of people killed in collisions involving London buses reduced by 61 per cent.
- The number of children killed or seriously injured reduced by 63 per cent.
- The number of people killed or seriously injured in collisions involving car occupants reduced by 70 per cent.

During the pandemic in 2020 and 2021, traffic levels dropped significantly and therefore so did the number of people killed and seriously injured on London's roads. However, 2022 has seen a reversion to more typical numbers and patterns of injury as travel has recovered. These changes led to a two per cent increase in the number of people injured (all severities) in road traffic collisions in London relative to 2021. The number of people that were killed or seriously injured increased by 11 per cent compared to 2021. However, compared to the pre-pandemic 2017-19 average, the number of people killed reduced by 17 per cent and the total number of injuries was down by 12 per cent.

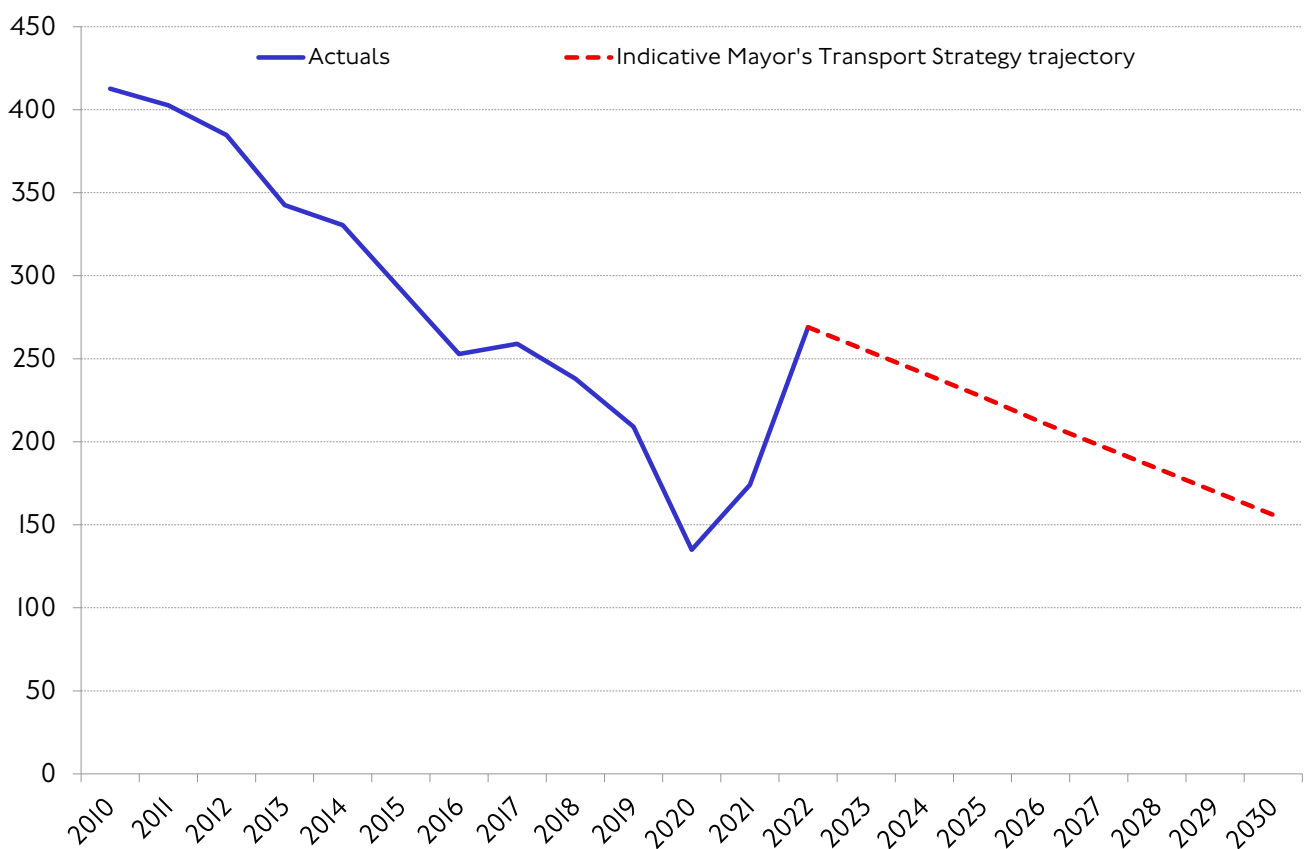


## Casualties involving TfL buses

For 2022, the number of people killed or seriously injured in or by a London bus was 54 per cent lower than the 2005-09 baseline (figure 20), with the number of bus occupants injured down by 41 per cent.

In 2022 nine people were killed in or by a London bus compared to the 2005-09 baseline average of 23, a reduction of 61 per cent. In 2022, people killed or seriously injured resulting from collisions involving buses increased by 14 per cent against the 2017-19 pre-pandemic average. This has been driven largely by bus passengers who suffered serious injuries, often from slips, trips and falls. More information on TfL's initiatives to improve bus safety, including the design of bus interiors, are set out in our new [Bus Safety Strategy](#).

Figure 20 People killed or seriously injured on or by a London bus, 2010-2030.



Source: TfL Insights & Direction, Safety, Health & Environment.

## Air quality

London's air quality remains a threat to the health of all Londoners, particularly some of the more vulnerable or otherwise disadvantaged. Although significant improvements have been made in recent years following the general clean-up of the vehicle fleet encouraged by policies such as the Ultra Low Emission Zone (ULEZ), there is still much to do, particularly in light of the new recommendations by the World Health Organization (WHO) for more stringent limits on a range of ambient air pollutants, including nitrogen dioxide (NO<sub>2</sub>), set out in the [WHO global air quality guidelines](#).

## Expansion of the Ultra Low Emission Zone (ULEZ) to outer London

On 29 August 2023 TfL expanded the ULEZ across all London boroughs. The London-wide zone measures 1500km<sup>2</sup> and covers nine million people, making it the largest zone of its kind in the world.

A [First month report](#) provides an evaluation of the extended scheme based on one month of operation. At this early stage, key indicators relate primarily to the compliance rate of vehicles that are subject to ULEZ standards travelling in the zone. The compliance rate is the proportion of vehicles detected in the zone that meet the ULEZ standards. The higher the compliance rate, the more successful the scheme has been in accelerating the transition to cleaner vehicles. Key findings from the first month report include:

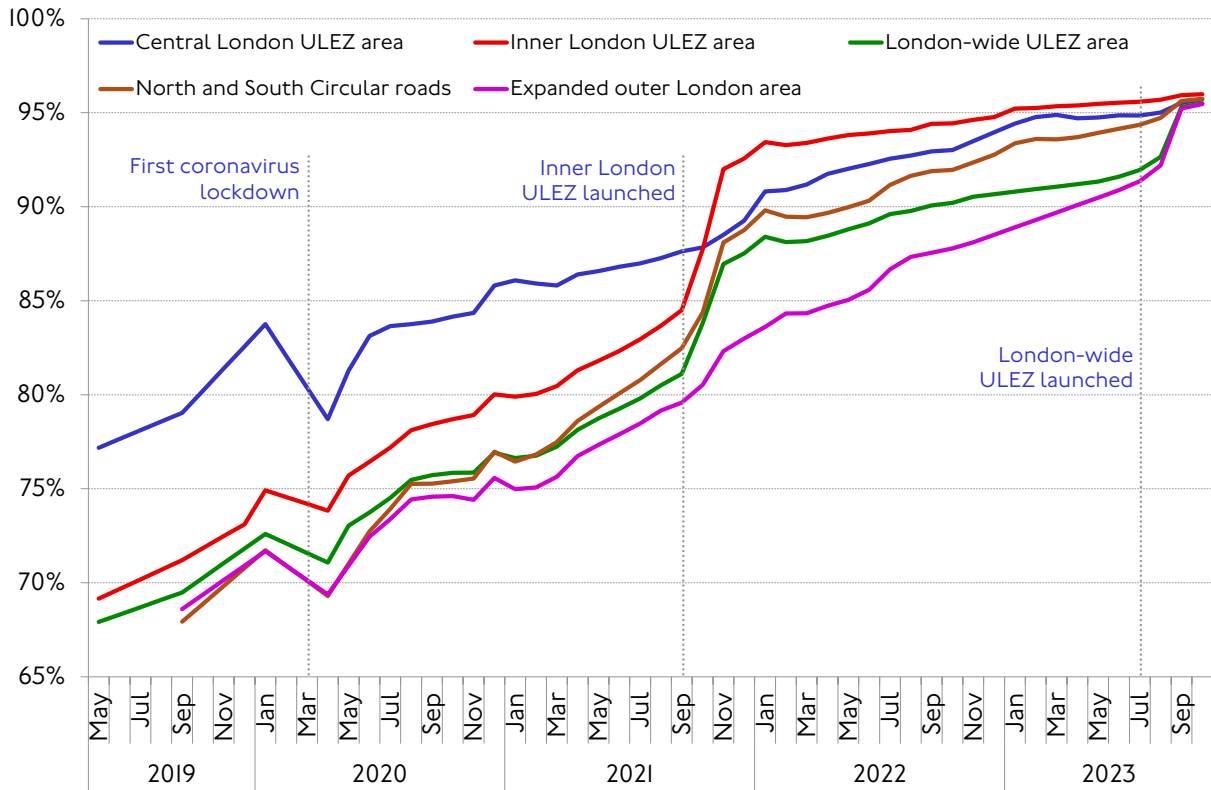
- A larger proportion of vehicles driving in London are cleaner. The London-wide compliance rate for vehicles subject to the ULEZ standards during the first month of operation was 95.3 per cent, up from 91.6 per cent in June 2023 and 39 per cent in February 2017 when changes associated with the ULEZ began (confirmation of the introduction of the T Charge to central London from October that year).
- Compliance rates have increased for both cars and vans. Some 96.4 per cent of cars and 86.2 per cent of vans driving in London met the standards in the first month of operation, up from 93 and 80.2 per cent respectively in June 2023 and 44 and 12 per cent in February 2017.
- There are fewer older, more polluting vehicles driving in the zone. On an average day there were 77,000 fewer unique non-compliant vehicles driving in the zone compared to June 2023, a 45 per cent reduction in the number of non-compliant vehicles.
- In the expanded outer London area, vehicle compliance increased by 10 percentage points since the launch of the consultation to expand the ULEZ to the whole of London. Vehicle compliance in the expanded outer London area is now 95.2 per cent, up from 85.1 per cent in May 2022 when the consultation on proposals to expand the ULEZ to the whole of London began, and from 90.9 per cent in June 2023 (figure 21).
- On an average day, of all vehicles subject to the ULEZ standards driving in London, only 2.9 per cent pay the charge, 1.7 per cent are non-chargeable and 0.2 per cent are issued with a warning notice or, from 26 September 2023, a penalty charge notice. The rest meet the ULEZ standards.

## Trend in ambient concentrations of nitrogen dioxide (NO<sub>2</sub>)

Figure 22 shows historic progress in reducing concentrations of nitrogen dioxide at roadside monitoring sites. The working aim is to reduce these concentrations by between 60 and 70 per cent against 2016 levels by 2040 (note that the figure does not yet include the impacts of the most recent expansion of the ULEZ to outer London, which happened in August 2023).

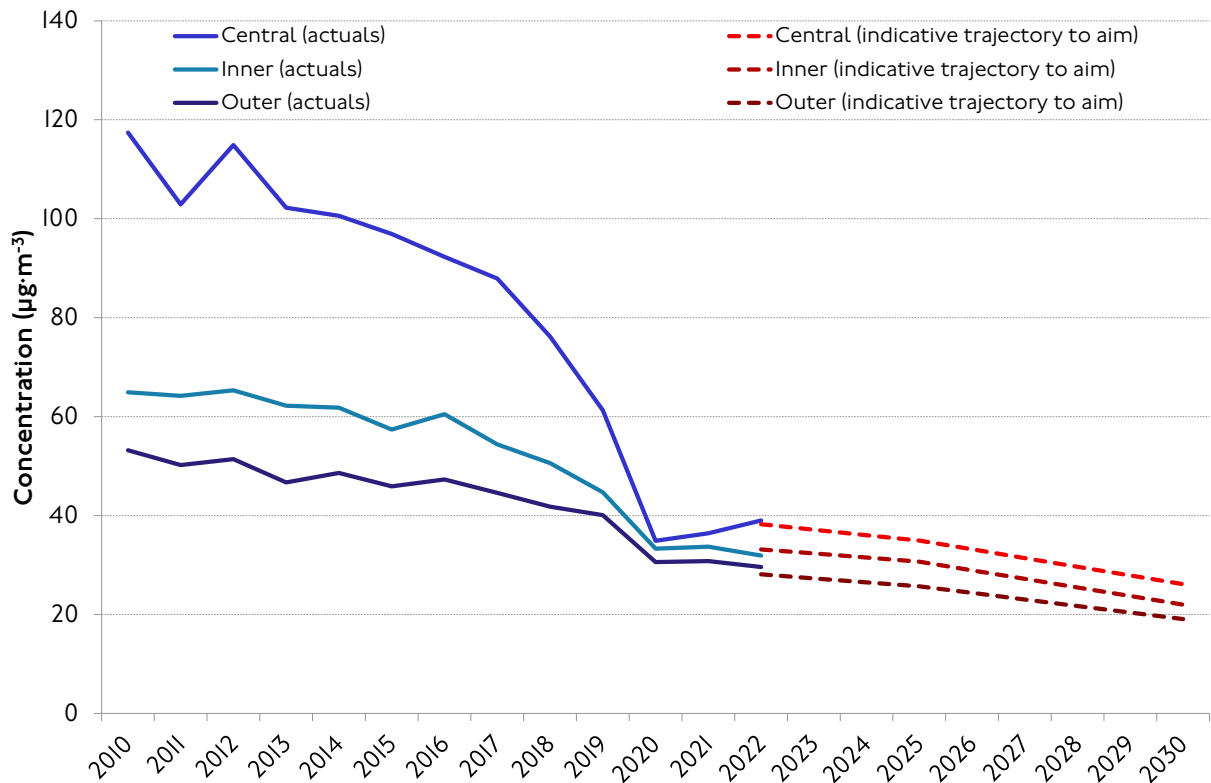
Average concentrations reduced from 92  $\mu\text{g}\cdot\text{m}^{-3}$  in 2016 to 39  $\mu\text{g}\cdot\text{m}^{-3}$  in 2022 at roadside sites in central London (58 per cent), despite the recovery from the pandemic leading to a small increase in concentrations from 2021. The expansion of the ULEZ to inner London in 2021 resulted in an estimated reduction of 21 per cent in roadside nitrogen dioxide concentrations here, this also benefiting concentrations more widely across London. Nitrogen dioxide concentrations at roadside monitoring sites in inner London reduced from 61  $\mu\text{g}\cdot\text{m}^{-3}$  in 2016 to 32  $\mu\text{g}\cdot\text{m}^{-3}$  in 2022 (47 per cent). During the same period, nitrogen dioxide concentrations at roadside sites in outer London reduced from 47  $\mu\text{g}\cdot\text{m}^{-3}$  to 30  $\mu\text{g}\cdot\text{m}^{-3}$  (37 per cent).

Figure 21 Monthly average ULEZ compliance rates by area, vehicles subject to the ULEZ standards, May 2019-Oct 2023.



Source: Greater London Authority.

Figure 22 Average roadside nitrogen dioxide (NO<sub>2</sub>) concentrations in London, by area, 2010-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL traffic data.

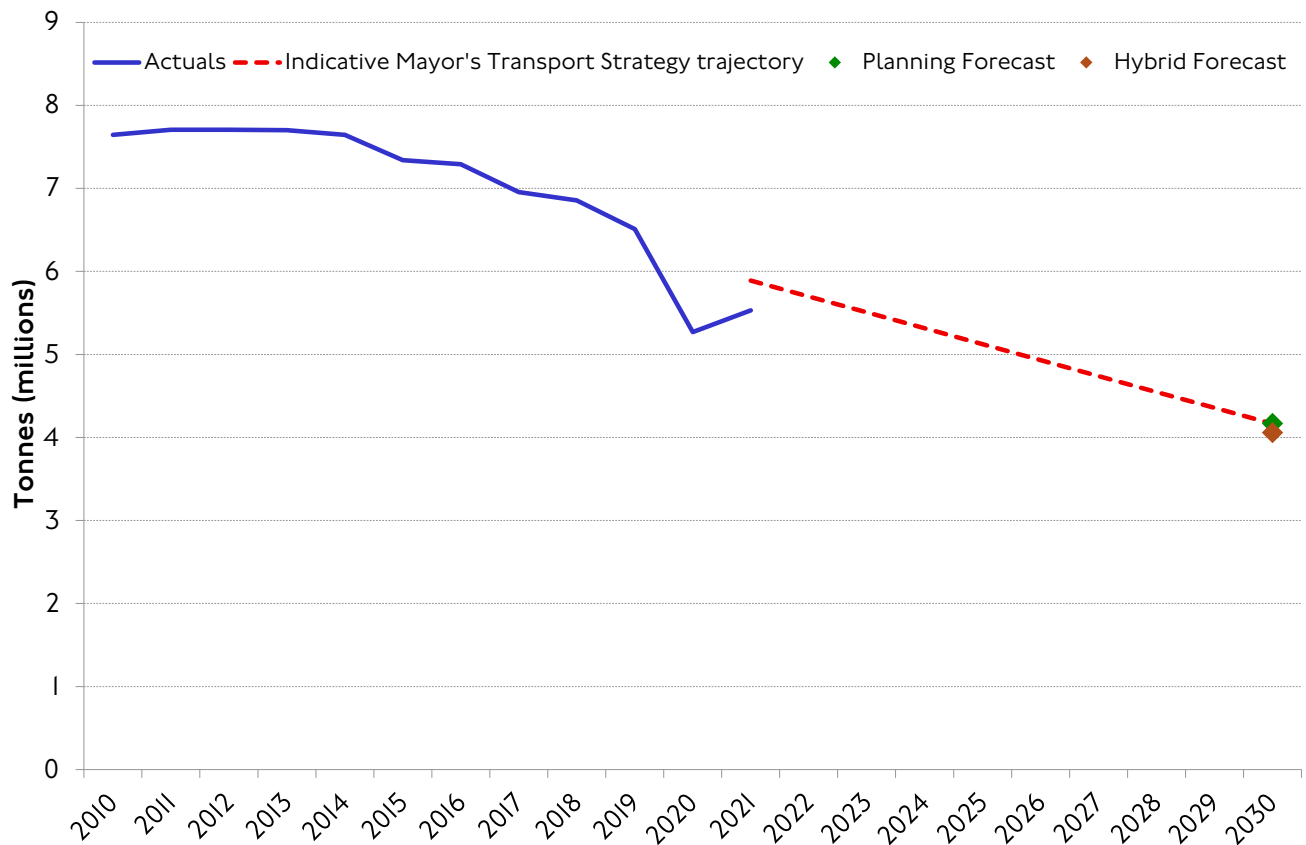
## Carbon net zero 2030

The MTS set a target for London to be a zero-carbon city by 2050. However, the Mayor has stated his ambition for London to be net zero by 2030, recognising the urgency of the climate change emergency. Addressing carbon dioxide (CO<sub>2</sub>) emissions generated by road transport will be central to meeting the 2030 net-zero target, as road transport is the second largest contributor to London’s carbon dioxide emissions.

### Overall trend in carbon dioxide (CO<sub>2</sub>) emissions

Figure 23 shows the trend in total carbon dioxide emissions from transport activities in London. While we are broadly on track to meet the original 2050 ambition, urgent and large-scale action at all levels of Government is needed to meet the accelerated 2030 target.

Figure 23 Carbon dioxide (CO<sub>2</sub>) emissions from surface transport in London (excludes aviation), London Energy and Greenhouse Gases Inventory (LEGGI), 2010-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on Greater London Authority data.

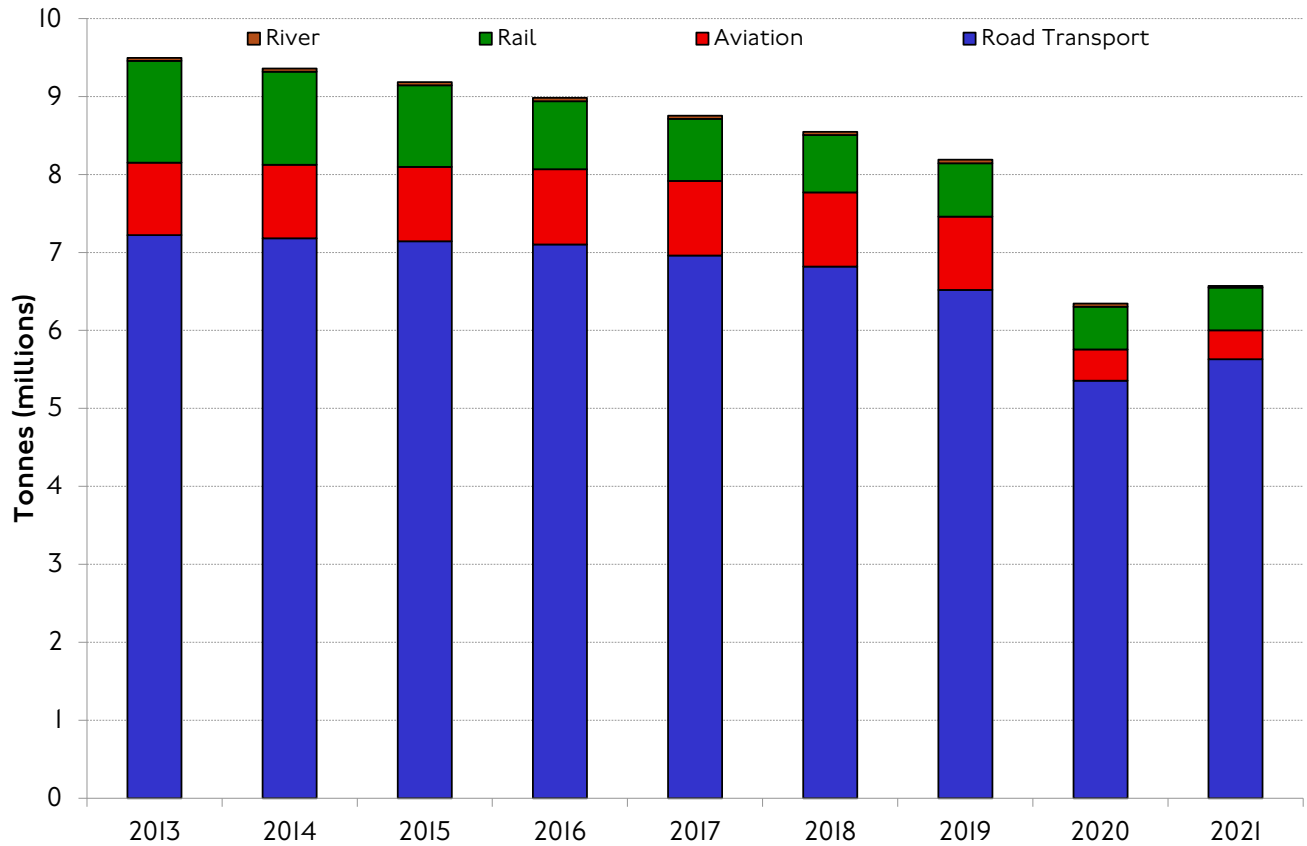
Note: The data in this graph includes transport emissions from road, rail and shipping, but not aviation. For a definition of the Planning and Hybrid Forecast see note on figure 3.

For example, the Mayor’s preferred pathway to achieving his net-zero target (the Accelerated Green scenario on [London Net Zero 2030: An Updated Pathway](#)) would require a 27 per cent reduction in car vehicle kilometres across London. In the interim, we are continuing to cut carbon emissions from our operations and estate, as reported in our [Safety, health and environment annual report 2022/23](#).

## London’s transport carbon dioxide equivalent (CO<sub>2</sub>e) emissions

Figure 24 shows the principal components of London’s transport carbon dioxide equivalent emissions and how they have changed over recent years.

Figure 24 Carbon dioxide equivalent (CO<sub>2</sub>e) emissions from transport in London, by sector, London Energy and Greenhouse Gases Inventory (LEGGI), 2013-2021.



Source: Greater London Authority.

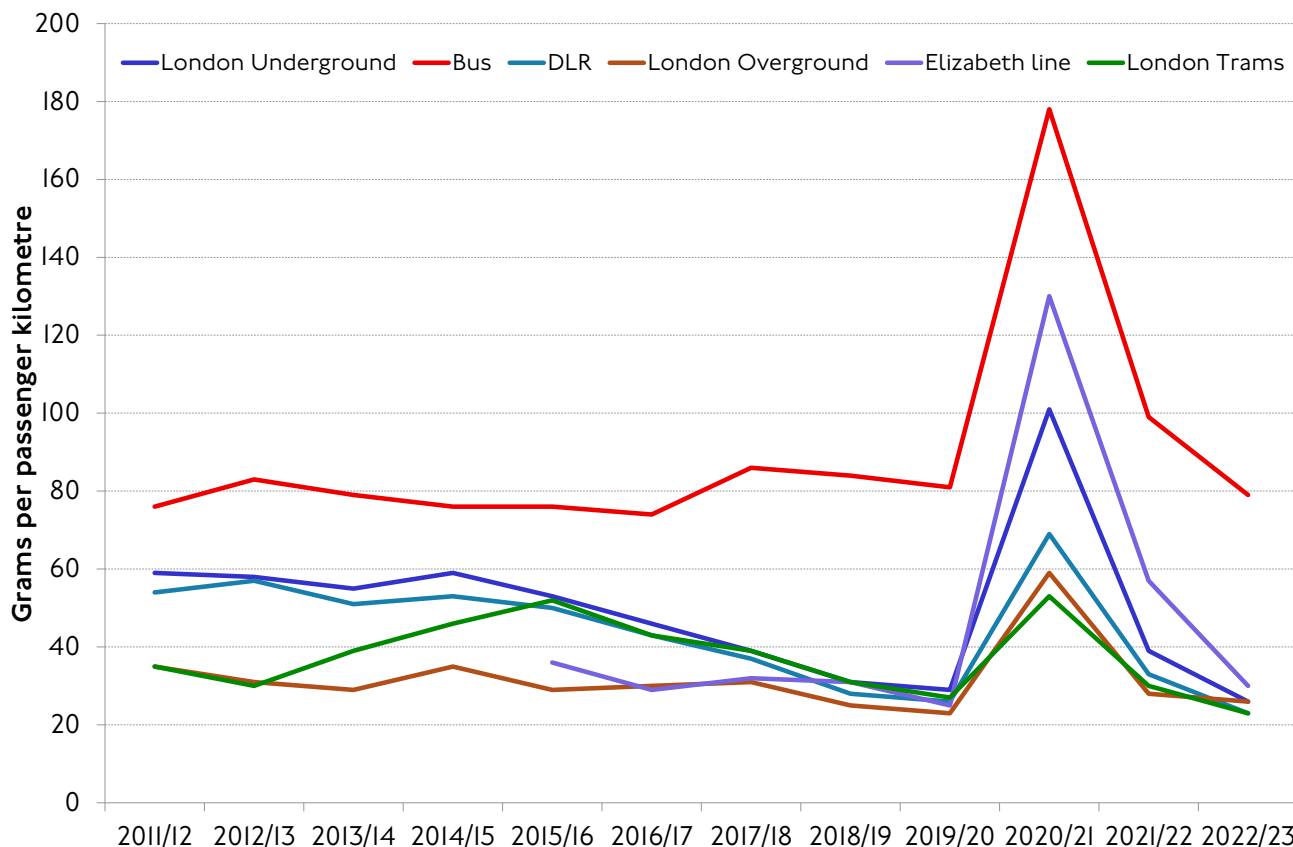
London’s road transport carbon dioxide equivalent emissions have gradually reduced since 2013 from 7.3 million tonnes to 5.7 million tonnes in 2021, a 22 per cent reduction. However, this significant reduction is partly due to the impact of the pandemic. By comparison, in 2019 road transport emissions were 6.6 million tonnes (a 10 per cent reduction compared to 2013), and the 2021 emissions are up by five per cent compared to 2020.

## Carbon dioxide equivalent (CO<sub>2</sub>e) emissions per passenger kilometre on TfL services

Figure 25 shows the emissions of carbon dioxide equivalent (CO<sub>2</sub>e) by passenger kilometre for each TfL service, over the past 12 financial years. During the 2022/23 financial year, bus services emitted the most (about 80 g CO<sub>2</sub>e/passenger.km), compared to other services, all emitting within the range 25-30 g CO<sub>2</sub>e/passenger.km. Average emissions per passenger kilometre from bus and London Overground services have remained constant over the years, while the London Underground and DLR emission trend shows a reduction of about 50 per cent in emissions, from 55-60 g CO<sub>2</sub>e/passenger.km in 2011/12 to 25-30 g CO<sub>2</sub>e/passenger.km in 2019/20, before the pandemic.

The impact of the coronavirus lockdowns is clearly visible during the 2020/21 financial year, where a peak in emissions can be seen for all TfL services, especially for buses (180 g CO<sub>2</sub>e/passenger.km), the Elizabeth Line (130 g CO<sub>2</sub>e/passenger.km) and the London Underground (100 g CO<sub>2</sub>e/passenger.km), as services continued operating with much lower passenger numbers. All services progressively reverted to their pre-pandemic emission levels over the past couple of years.

Figure 25 Carbon dioxide equivalent (CO<sub>2</sub>e) emissions per passenger kilometre on TfL public transport services, 2011/12-2022/23.



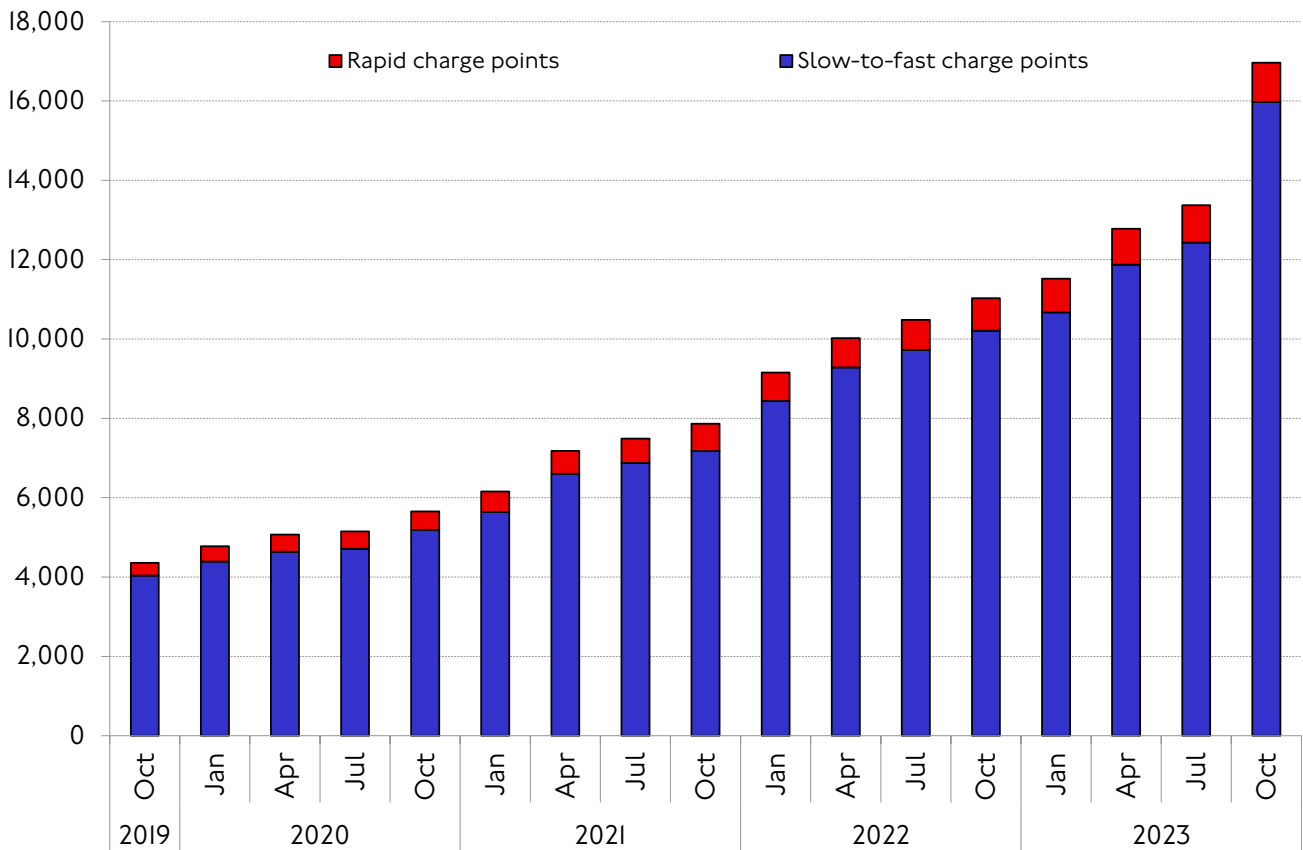
Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL operational data.

### Supporting the transition to electric vehicles

Electrification of the vehicle fleet will be a key mechanism helping to achieve net zero and TfL is working to help support and accelerate progress. Battery electric vehicles (BEVs) vehicles make up an increasing proportion of vehicles being registered for the first time in London. BEV cars accounted for 23.2 per cent of cars registered for the first time in 2022, up from 1.3 per cent in 2018. First-time registrations of petrol and diesel cars have continued to fall, with diesel cars making up 4.6 per cent of new registrations in 2022 compared to 23.6 per cent in 2018.

Providing suitable charging infrastructure is key to underpinning this transition. Our electric vehicle infrastructure strategy sets out that London will need between 40,000 and 60,000 public charge points by 2030. In October 2023, there were almost 17,000 public electric vehicle charging points in London, around one third of all public charging points in the UK, which is a 235 per cent increase in charging infrastructure since April 2020 (figure 26).

Figure 26 Number of electric vehicle charge points, by type, 2019-2022.



Source: Zapmap, via Department for Transport.

London has been allocated almost £39 million from the Government’s Local Electric Vehicle Infrastructure fund. This funding will enable London boroughs to substantially increase delivery of local, primarily low-power, on-street charging infrastructure, meeting the needs of drivers without access to home charging, and addressing existing unequal charge point deployment across London. Funding will be made available to boroughs in either 2023/24 or 2024/25.

TfL is also continuing its delivery of rapid and ultra-rapid charge points, with contracts awarded to deliver 100 electric vehicle charging bays on the TfL Road Network and plans for electric vehicle charging hubs on TfL land.

### Zero-emission bus and taxi fleets

We are also continuing to expand our zero-emission bus fleet, which is now one of the largest in western Europe. By the end of 2023, we expect to have over 1,180 zero-emission buses on 73 bus routes. London is expected to have a fully zero-emission bus fleet by 2034, which could be accelerated with additional government funding to be completed by 2030.

We are also continuing to expand our zero emissions-capable taxi fleet. By the end of 2023, we expect to have nearly 8,000 zero emission-capable plug-in taxis operating across London, about half the taxi fleet. London is rapidly working towards delivering a zero emissions-capable taxi fleet and we continue to work with the taxi industry to deliver cleaner taxis.

## Road traffic

Despite rising population, road traffic volumes in London have been broadly stable over the last couple of decades. Towards the end of the decade however, traffic growth started to reassert itself particularly in outer London (which hosts over two thirds of London's traffic by distance driven) and in relation to certain types of vehicles, most notably vans. During the pandemic, traffic volumes fell in line with restrictions but to a much lesser extent than public transport demand, reflecting long periods of working from home and the relative attractions of private transport in the pandemic context. Road traffic volumes also recovered much more rapidly once pandemic restrictions were eased. However, they also soon levelled out at just below pre-pandemic levels and have been relatively stable since.

### Overall trends in road traffic

The most comprehensive indicator of road traffic volumes in London is provided by the Department for Transport (DfT). Travel in London report 15 described how this series had recently been re-based, resulting in an increase to the vehicle kilometres assessed to have been driven in London relative to previous estimates from 2009. It is important to recognise that the revisions to the DfT's estimates were mostly due to methodological improvements in the calculation of benchmark estimates for 2009 and 2019, and not due to a change in observed year-on-year trends.

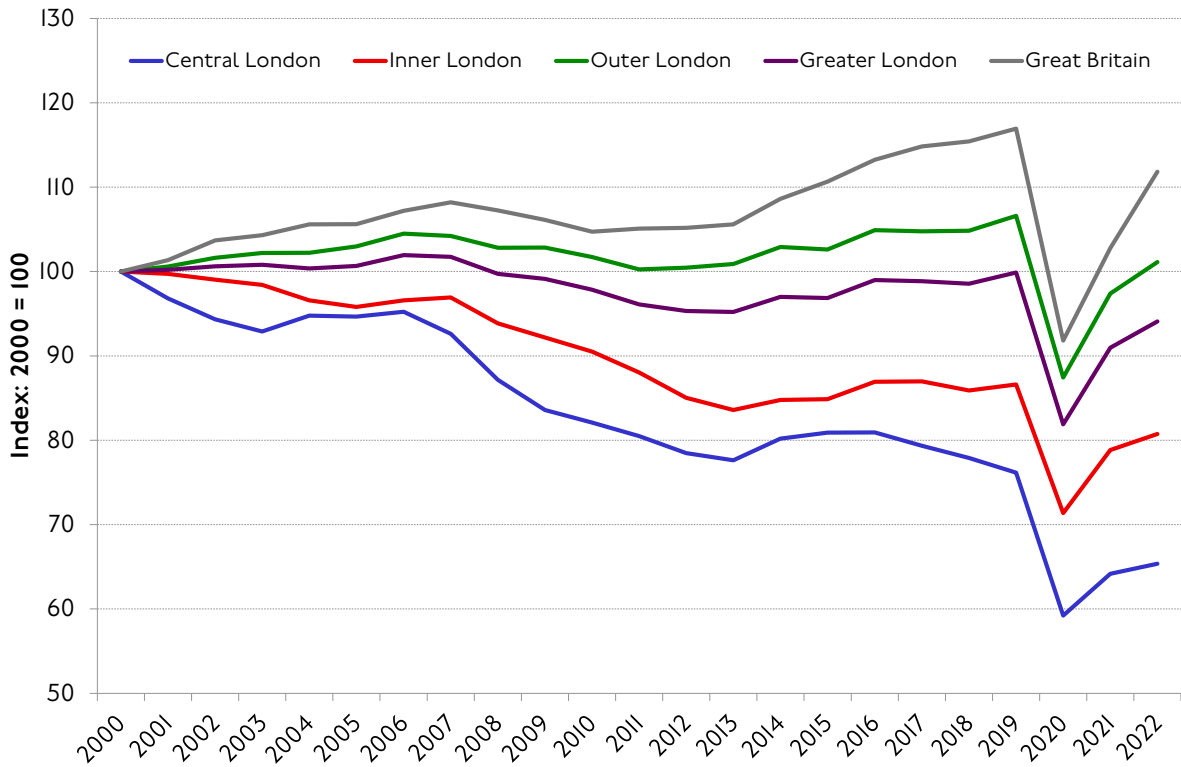
Figure 27 shows the revised long-term trend indexed to year 2000. The relative stability of the amount of traffic in London through the early part of the period and increases around the end of the last decade are visible. Values for 2022 had not yet recovered fully from the pandemic, total traffic in London being six per cent lower than in 2019.

Of particular interest is the diverging trend in traffic growth between different areas of London. Traffic volumes in central London (using a definition different to, and larger than, the central London Congestion Charge zone) have fallen relatively consistently year on year, and in 2022 were 35 per cent below 2000 and 19 per cent below 2016 levels. Equivalent values were 19 and seven per cent for inner London. Traffic volumes in outer London were one per cent higher than 2000 levels in 2022 and four per cent below 2016. Although incomplete recovery from the pandemic in 2022 was a factor, the tendency for traffic growth to reassert itself, particularly in outer London, is evident.

Another measure of traffic trends in London is provided by TfL's counting cordons, surrounding central (again, a definition larger than, and not aligned to, the Congestion Charge zone), inner and outer London. Data from these cordons contribute to an MTS Tracker metric and is shown in figure 28, with an aim to reduce the number of car journeys by three million on an average day by 2041. Although these are less-comprehensive measures than those provided by the DfT, the long-term picture is broadly similar.

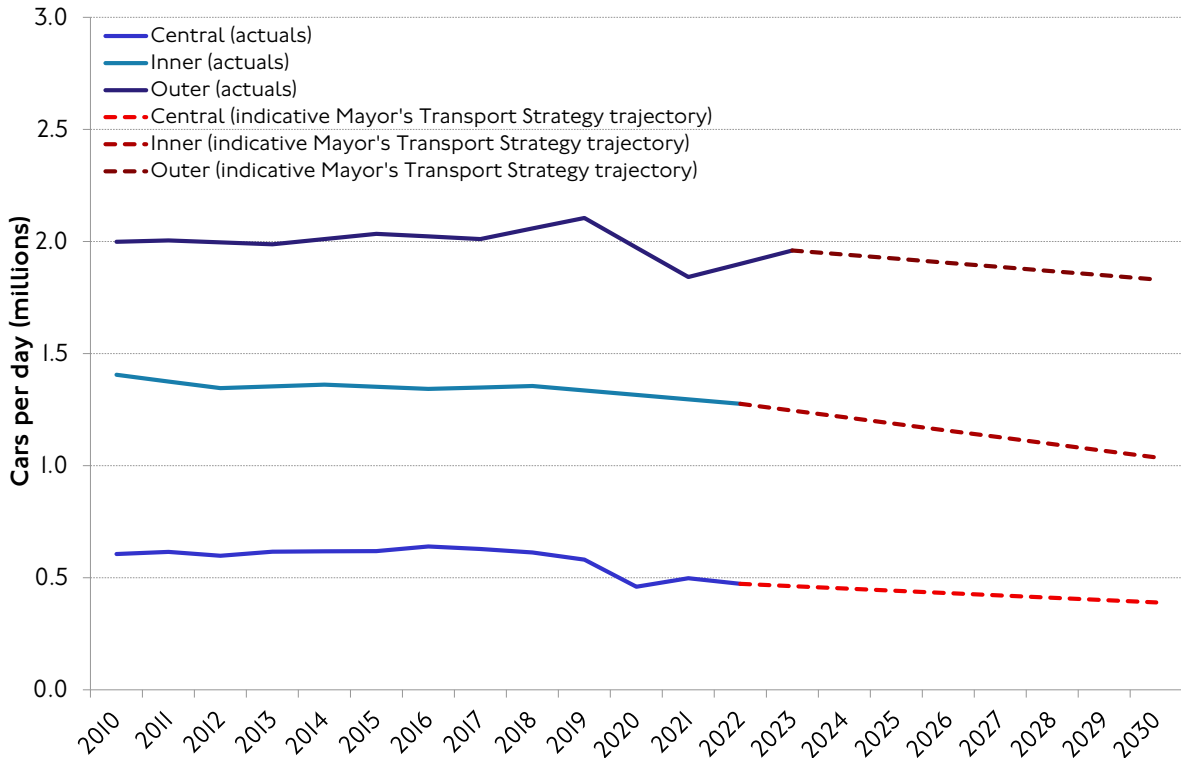


Figure 27 Change in vehicle kilometres driven by motorised modes, by London area and Great Britain, 2000-2022.



Source: Department for Transport.

Figure 28 Cars crossing London's strategic cordons per day, 2010-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL traffic data.

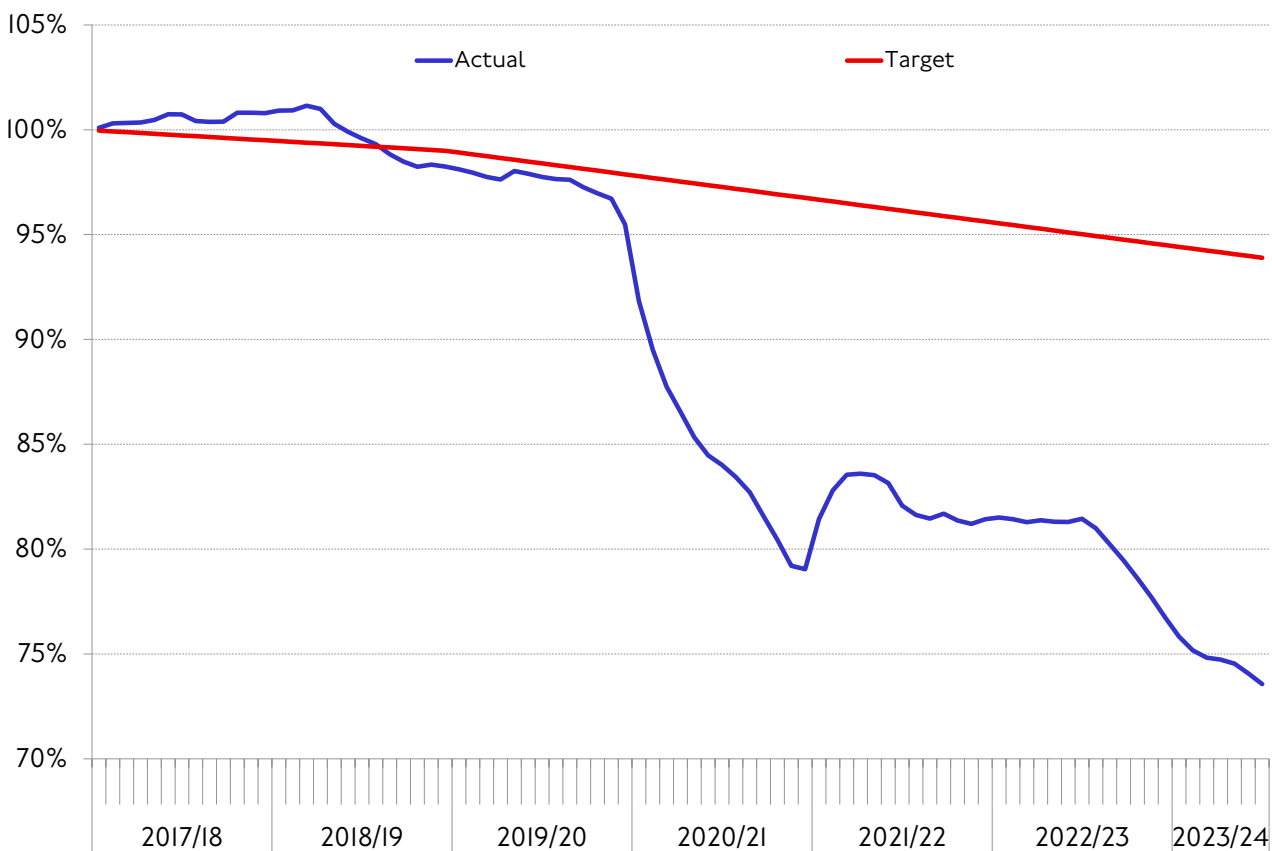
Note: Counts were not undertaken in 2020 across the outer cordon and in 2020 or 2021 across the inner cordon, therefore the data reported are interpolated from adjacent years.

## Freight vehicles entering central London in the weekday morning peak

A specific aim of the MTS is to reduce the number of goods vehicles (HGVs and LGVs) circulating in the central London Congestion Charge zone during the weekday morning peak by 10 per cent from 2016 levels by 2026. This reflects pressures on the road network at this time and would help to reduce road danger.

Figure 29 shows the observed trend over recent years and sets this in the context of the nominal trajectory required to meet the target. The impact of the pandemic is clearly visible but, as traffic recovered, the number of freight vehicles remained well below the 2026 target. During 2023, the number of goods vehicles entering central London in the weekday morning peak started to decline again, with the reduction currently greater than 25 per cent.

Figure 29 Change in freight vehicles entering the Congestion Charge zone compared to 2016, 13-period moving average, 2017/18-2023/24.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL traffic data.

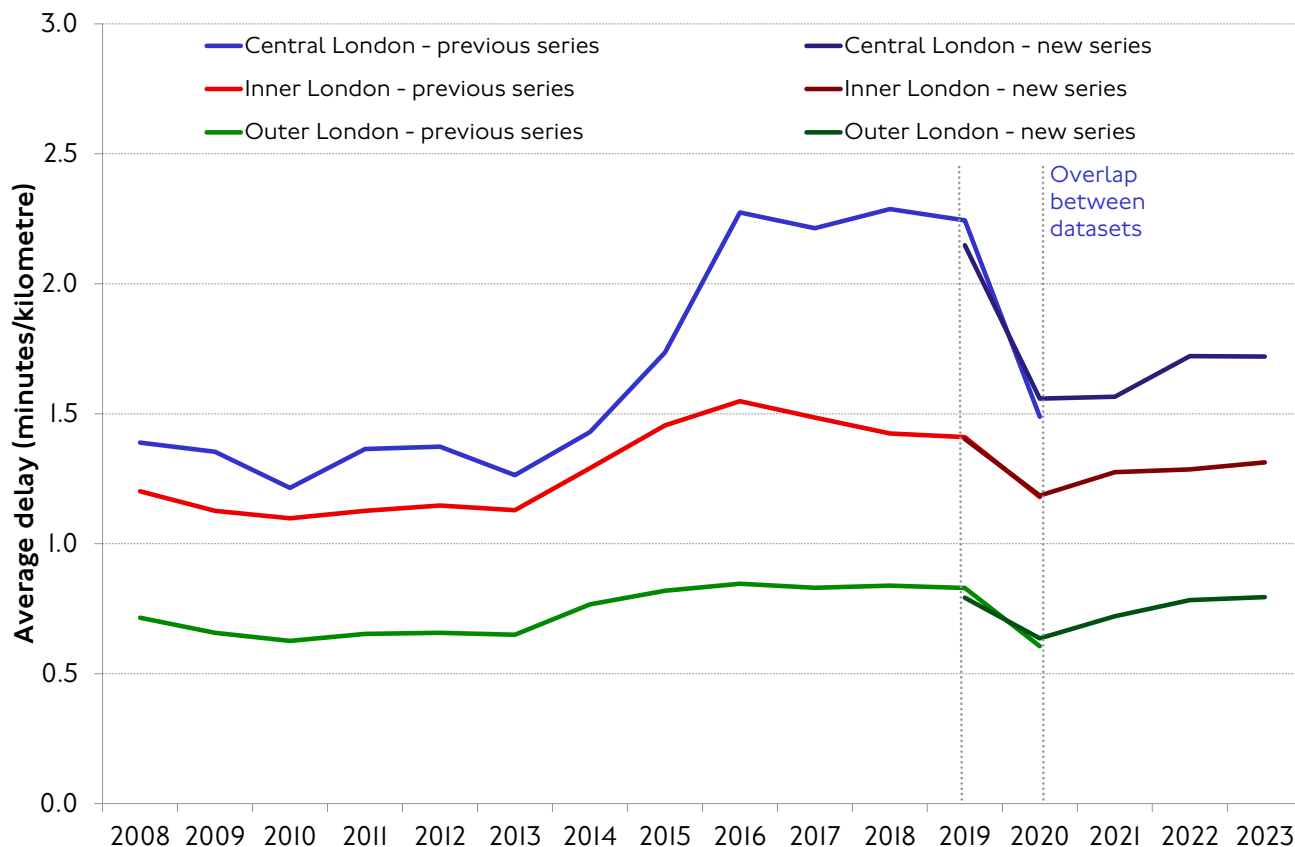
## Road traffic congestion

Travel in London report 15 described how a re-basing of the DfT's congestion dataset had interrupted the continuity of the long-term time series, with the previous series running until 2020 and the new series starting from 2019. Congestion is conventionally defined in terms of a travel rate (minutes per kilometre) over and above that which might be expected if the network operated under free-flow conditions (for practical reasons this is taken as the night-time period), that is, an excess delay.

Figure 30 shows a re-based long-term trend for congestion by area of London. While the absolute values between the two data sources should not be regarded as strictly

comparable, the long-term trends are of interest. They show a sustained rise in congestion in all parts of London during the years leading up to the pandemic. Following reductions associated with the pandemic, with lower traffic levels, the trend over more recent years has been slowly upward. It is not yet clear from the available time series of data whether the relatively lower values shown by the more recent dataset are reflective of lower overall road traffic demand following the pandemic or recent operational initiatives designed to better manage congestion.

Figure 30 Morning peak average weighted road vehicle excess delay, by area, 2008-2023.



Source: TfL Operational Analysis, Network Performance.

# A good public transport experience

## Public transport demand and operational performance trends

### Pandemic recovery and legacy

The 2022/23 financial year was the first since the pandemic in which travel demand in London had the opportunity to reach a stable post-pandemic state. However, it was atypical for other reasons affecting public transport availability and demand, including the opening of the Elizabeth line, the cost-of-living crisis, widespread industrial action on several public transport networks across the country and periods of extreme weather (for example, a historically very hot summer in 2022). Nevertheless, the broad dimensions of post-pandemic demand, and the differences to pre-pandemic patterns, became increasingly clear.

Over the previous decade, public transport demand had fluctuated within a small margin of around four billion journeys per year. It peaked around 2015/16 at 4.03 billion journeys and then decreased slightly until 2019/20, this thought to reflect primarily a combination of cost-of-living pressures and some reductions in service provision, most notably affecting buses. With the outbreak of the pandemic in 2020, public transport demand fell to historic lows and pandemic disruption continued throughout 2021, so that recovery only started in earnest in early 2022.

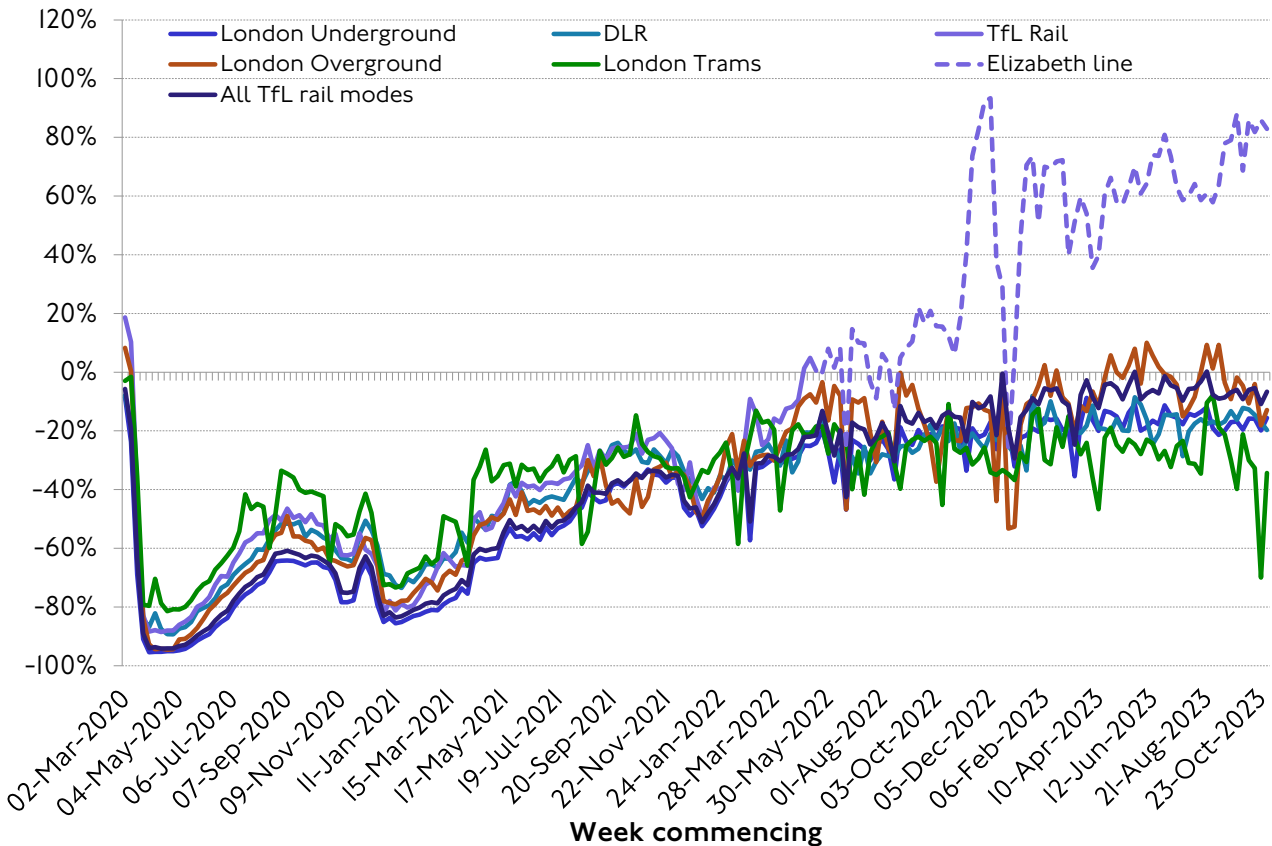
Across 2022/23 (averages), public transport journeys recovered to 87 per cent of the 2019/20 pre-pandemic baseline, with individual modes within a range from 77 to 89 per cent. Data from recent weeks (figure 31) shows most modes around 80-90 per cent, which is a positive sign of consolidation and continuing demand recovery.

Particularly notable over this period was the phased opening of the Elizabeth line. A summary of the key transport impacts of this line, reflecting approximately one year of full operation, is given below.

These aggregate demand statistics, however, conceal some important post-pandemic trends in terms of the way that people travel. This includes a consolidation of weekday travel on Tuesdays to Thursdays, where demand is typically higher than on Mondays and Fridays (particularly on rail modes). There is also more travel on weekends than on some weekdays, and slightly longer average journey lengths, all of which appear to be becoming established features of post-pandemic demand.

Finally, the Department for Transport reports that, as of October 2023, rail journeys across Great Britain had recovered to around 80 to 90 per cent of the pre-pandemic baseline, having fluctuated around this range since the beginning of the year. However, the impact of industrial action should also be noted.

Figure 31 Average weekly demand on TfL's rail networks compared to the equivalent week before the pandemic, Mar 2020-Oct 2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL operational data.  
 Note: The TfL Rail trend is provided until the opening of the Elizabeth line in May 2022, where a comparison with a pre-pandemic baseline is no longer relevant. The Elizabeth line trend uses the demand on its first week of operation as a basis for the relative comparison.

### Key trends in the 2022/23 financial year

Looking at averages for the 2022/23 financial year, and bearing in mind the continuing pandemic recovery, total journeys on TfL's main public transport networks recovered to 87 per cent of the 2019/20 pre-pandemic level (passenger kilometres to 88 per cent). However, this aggregate figure includes the opening of the **Elizabeth line**, which unlocked new journey opportunities, meaning that the recovery on established modes was relatively lower.

- On **buses**, the number of journeys in 2022/23 recovered to 84 per cent of the pre-pandemic baseline (passenger kilometres to 88 per cent).
- **London Underground** journeys in 2022/23 were at 80 per cent of the pre-pandemic baseline (passenger kilometres at 81 per cent).
- On the **DLR**, journeys in 2022/23 were 79 per cent of the pre-pandemic baseline (passenger kilometres 74 per cent).
- On **London Overground**, both journeys and passenger kilometres had recovered to 84 per cent of the pre-pandemic level in 2022/23.
- **London Trams** journeys and passenger kilometres both were at 77 per cent of the pre-pandemic baseline in 2022/23.

- On **London River Services**, the number of journeys recovered to 89 per cent of the pre-pandemic baseline.
- Finally, the **IFS Cloud Cable Car** reports a full patronage recovery, with 25 per cent more journeys in 2022/23 than before the pandemic.

Table 2 Demand (million journeys) on TfL's public transport modes, 2012/13-2022/23.

Year	Buses	LU	DLR	LO <sup>1</sup>	EL <sup>1,2</sup>	Trams	Total <sup>3</sup>	River Services	IFS Cloud Cable Car
2012/13	2,311	1,229	100	125	-	30	<b>3,795</b>	6.3	2.0
2013/14	2,382	1,265	102	136	-	31	<b>3,916</b>	8.4	1.5
2014/15	2,385	1,305	110	140	-	31	<b>3,972</b>	10.0	1.5
2015/16	2,314	1,349	117	183	37	27	<b>4,028</b>	10.2	1.5
2016/17	2,262	1,378	122	189	45	30	<b>4,025</b>	10.4	1.5
2017/18	2,247	1,357	120	190	42	29	<b>3,985</b>	10.0	1.4
2018/19	2,220	1,385	122	188	51	29	<b>3,995</b>	9.8	1.4
2019/20	2,112	1,337	117	186	56	27	<b>3,835</b>	9.6	1.2
2020/21	865	296	40	59	18	12	<b>1,290</b>	1.6	0.4
2021/22	1,491	748	77	127	37	19	<b>2,499</b>	5.3	1.4
2022/23	1,785	1,065	92	157	204	21	<b>3,324</b>	8.5	1.5
Change 2019/20-2022/23	-16%	-20%	-21%	-16%	+268%	-23%	<b>-13%</b>	-11%	+25%

Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL operational data and Office of Rail and Road.

1: The demand figures on London Overground and the Elizabeth line are estimates from the Office of Rail and Road based on National Rail's LENNON ticketing system. There are known limitations with this method for the Elizabeth line in particular, and therefore these estimates should be considered only as indicative. However, TfL estimates for the Elizabeth line are only available from 2022/23 onwards and for comparability with the historic trend the Office of Rail and Road series is useful. Official TfL estimates of journeys on the Elizabeth line have been provided elsewhere in this report.

2: The Elizabeth line opened in May 2022 so the results up to 2021/22 refer to the previous TfL Rail services.

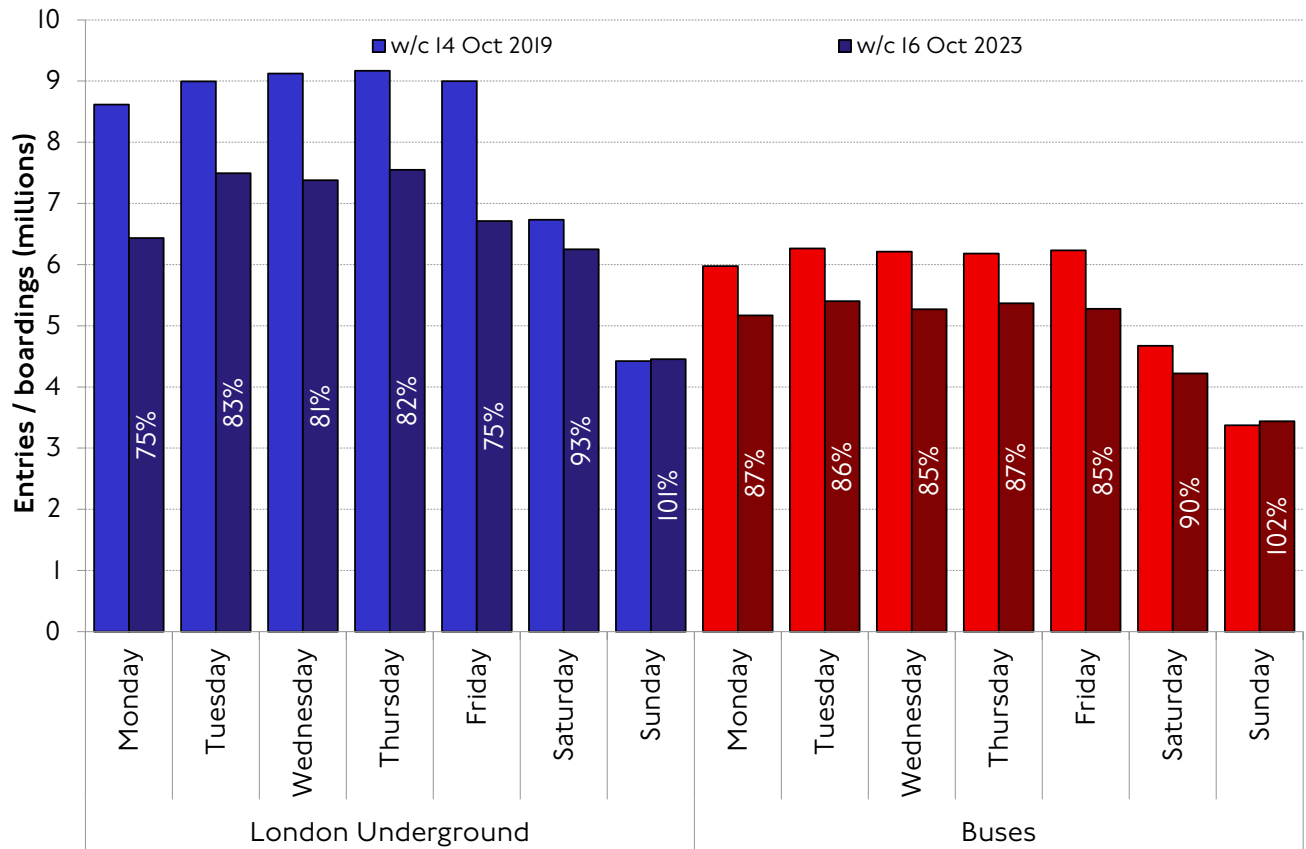
3: This total is calculated for the main modes only for easier comparison of the overall change with table 2 below, given that passenger kilometres values are only available for a subset of modes.

### Changes in the distribution of travel demand throughout the week and the day

One of the main post-pandemic legacies is the change in public transport demand across the week (particularly on rail modes), likely arising from the consolidation of hybrid working patterns among the section of the travelling public for which this is available.

Figure 32 shows this in terms of the absolute demand on each weekday of a recent week compared to the equivalent week before the pandemic. The percentages inside the bars for the most recent week represent the relative recovery against that same day in the baseline week.

Figure 32 London Underground and bus demand by day of week, week commencing 16 Oct 2023 versus week commencing 14 Oct 2019.

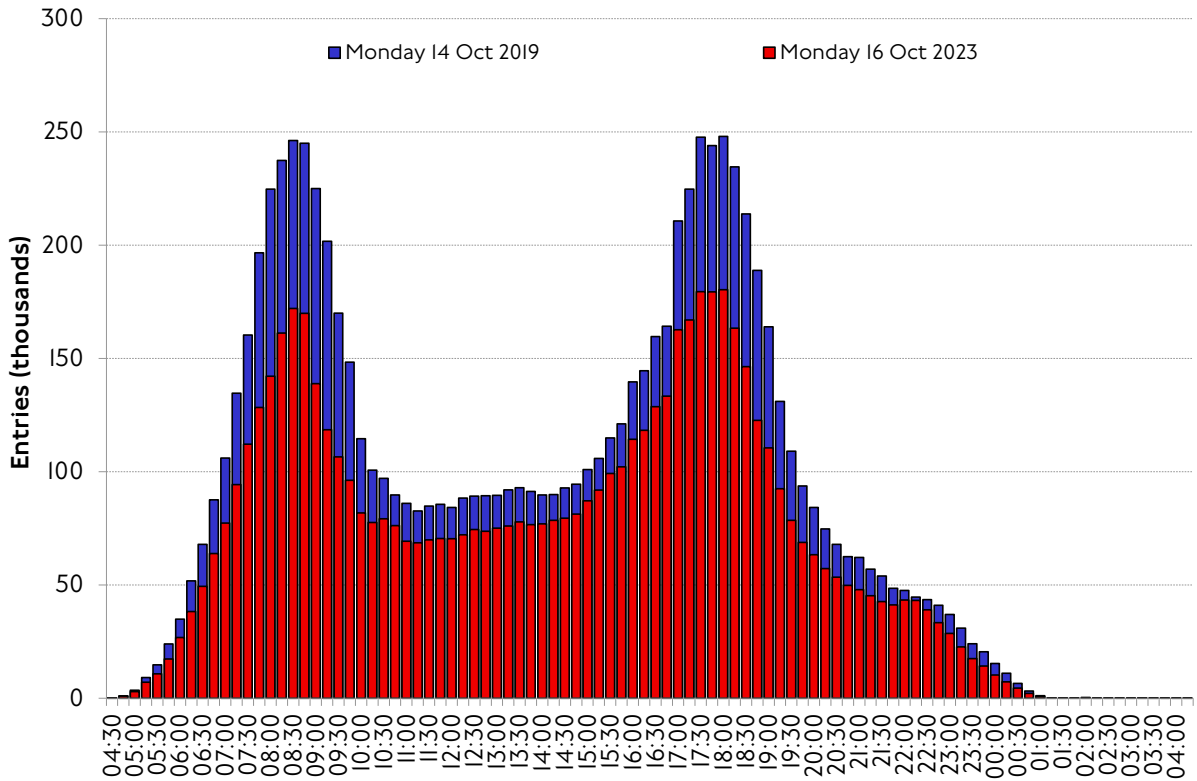


Source: TfL Data & Analytics, Technology & Data.

Alongside the shortfall in demand that persist across both modes in all days of the week (except Sunday for the sample weeks), it is noteworthy that the relative recovery has been largest on weekends, which exceed 90 per cent. This is in line with the observation of a faster and more consolidated recovery in the leisure travel market.

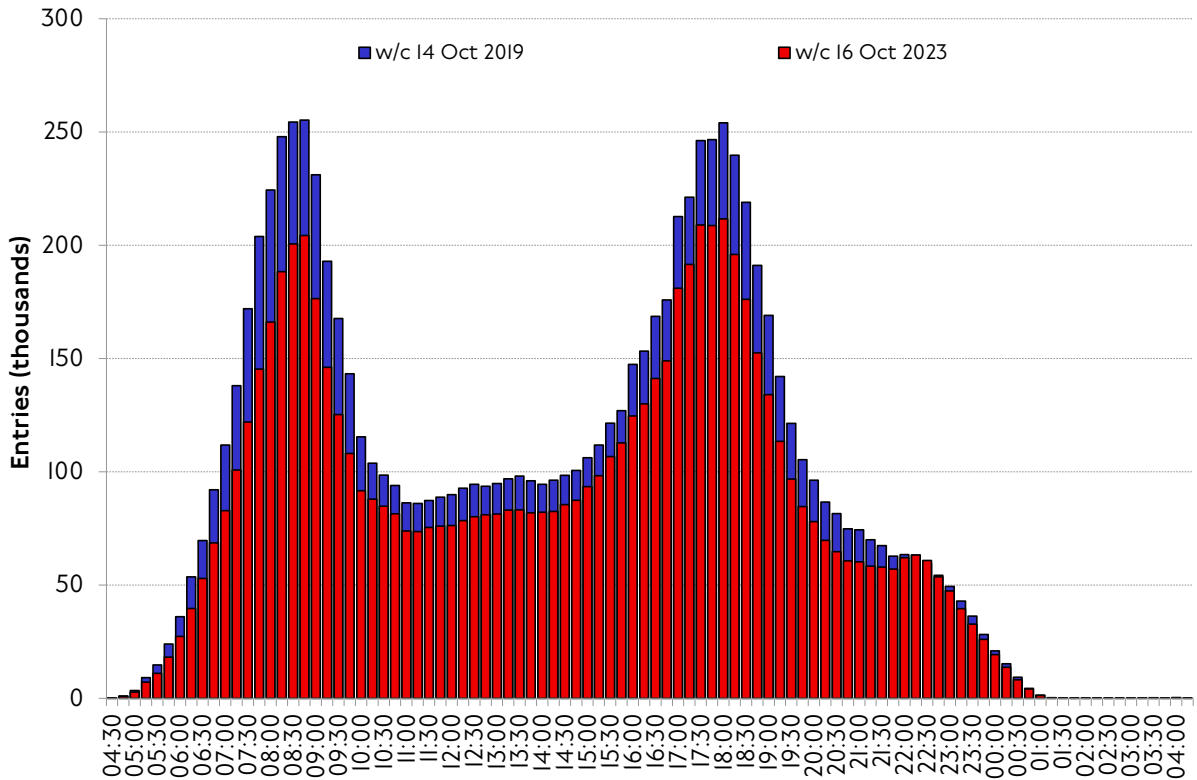
Shifts in the timing of travel since the pandemic can also be seen when looking at demand throughout the day. For the London Underground, figures 33, 34 and 35 contrast the demand profiles before and after the pandemic on Mondays, Tuesday-Thursday and Fridays, respectively, based on representative weeks in each year.

Figure 33 Monday London Underground entries, by quarter hour, week commencing 16 Oct 2023 versus week commencing 14 Oct 2019.



Source: TfL Data & Analytics, Technology & Data.

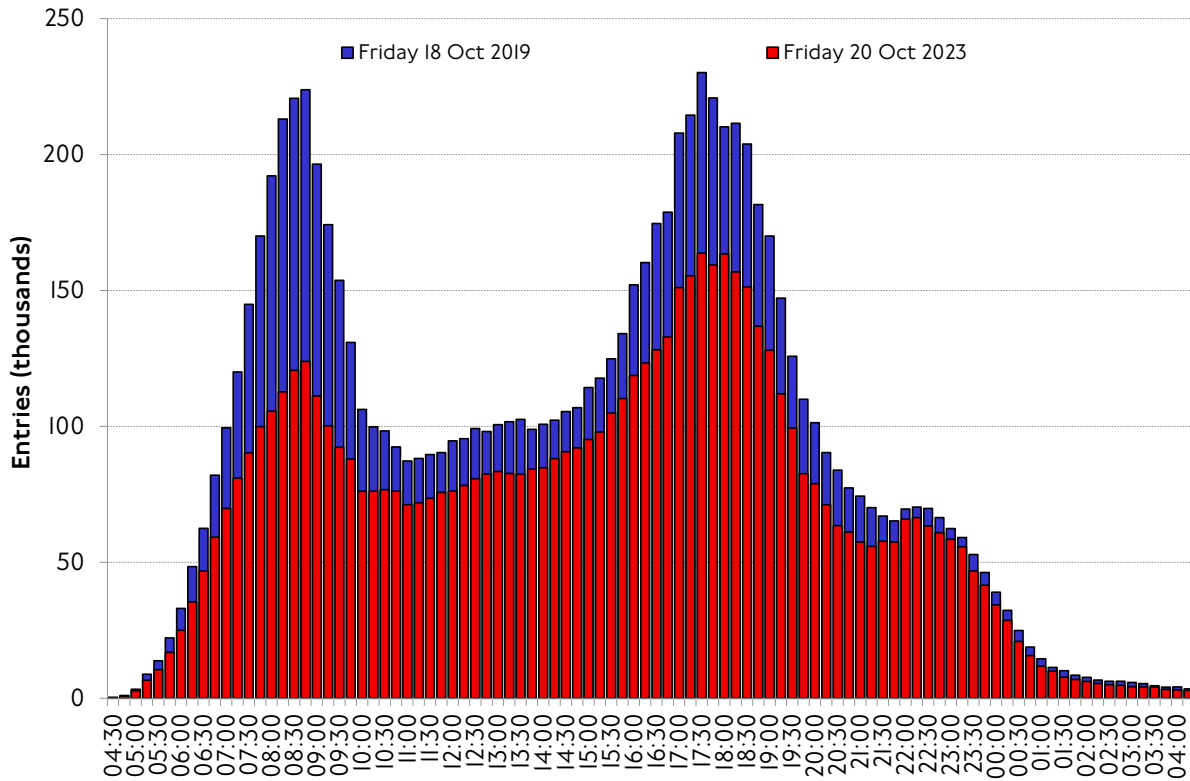
Figure 34 Tuesday to Thursday London Underground entries, by quarter hour, week commencing 16 Oct 2023 versus week commencing 14 Oct 2019.



Source: TfL Data & Analytics, Technology & Data.



Figure 35 Friday London Underground entries, by quarter hour, week commencing 16 Oct 2023 versus week commencing 14 Oct 2019.



Source: TfL Data & Analytics, Technology & Data.

### Service provision

Public transport service provision was maintained at a relatively high level on TfL services during the pandemic to cater for essential journeys and to facilitate social distancing, and rapidly returned to pre-pandemic levels following the removal of pandemic restrictions.

The year 2022/23 was, however, a particularly challenging one for operational performance, with a small net decline across most modes due to several factors, including long-running industrial action on public transport networks across the country as well as other staff- and asset-related causes.

Table 3 provides a summary of selected performance indicators (mostly proportion of kilometres or services operated over those scheduled, unless stated otherwise) on TfL-operated public transport modes. In general, and although all indicators show positive signs of recovery towards the pre-pandemic baseline, there remain gaps in both demand, service provision and performance against pre-pandemic norms.

Table 3 Selected indicators of service provision and reliability on TfL-operated public transport modes, 2012/13–2022/23.

Year	Buses: km operated	Buses: Average speed (mph)	LU: km operated	DLR: Services operated	Trams: Services operated	LO: PPM <sup>1</sup>	EL: PPM <sup>1</sup>
2012/13	97.6%	-	97.6%	98.5%	97.3%	96.1%	
2013/14	97.7%	9.6	97.5%	99.2%	98.9%	95.8%	
2014/15	97.1%	9.5	97.6%	99.3%	97.9%	95.0%	
2015/16	97.2%	9.3	97.5%	98.5%	99.0%	94.4%	91.4%
2016/17	97.4%	9.2	96.9%	99.0%	97.1%	94.5%	91.8%
2017/18	98.1%	9.3	96.6%	98.4%	98.5%	94.4%	89.8%
2018/19	98.1%	9.3	96.8%	99.0%	98.5%	93.8%	93.8%
2019/20	97.8%	9.3	94.0%	99.0%	98.2%	92.6%	95.2%
2020/21	98.7%	10.3	87.2%	99.3%	98.3%	96.2%	96.0%
2021/22	97.9%	9.6	88.2%	98.5%	98.5%	95.2%	94.2%
2022/23	96.0%	9.4	88.3%	98.3%	92.2%	93.5%	92.8%

Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL service performance data and Office of Rail and Road.

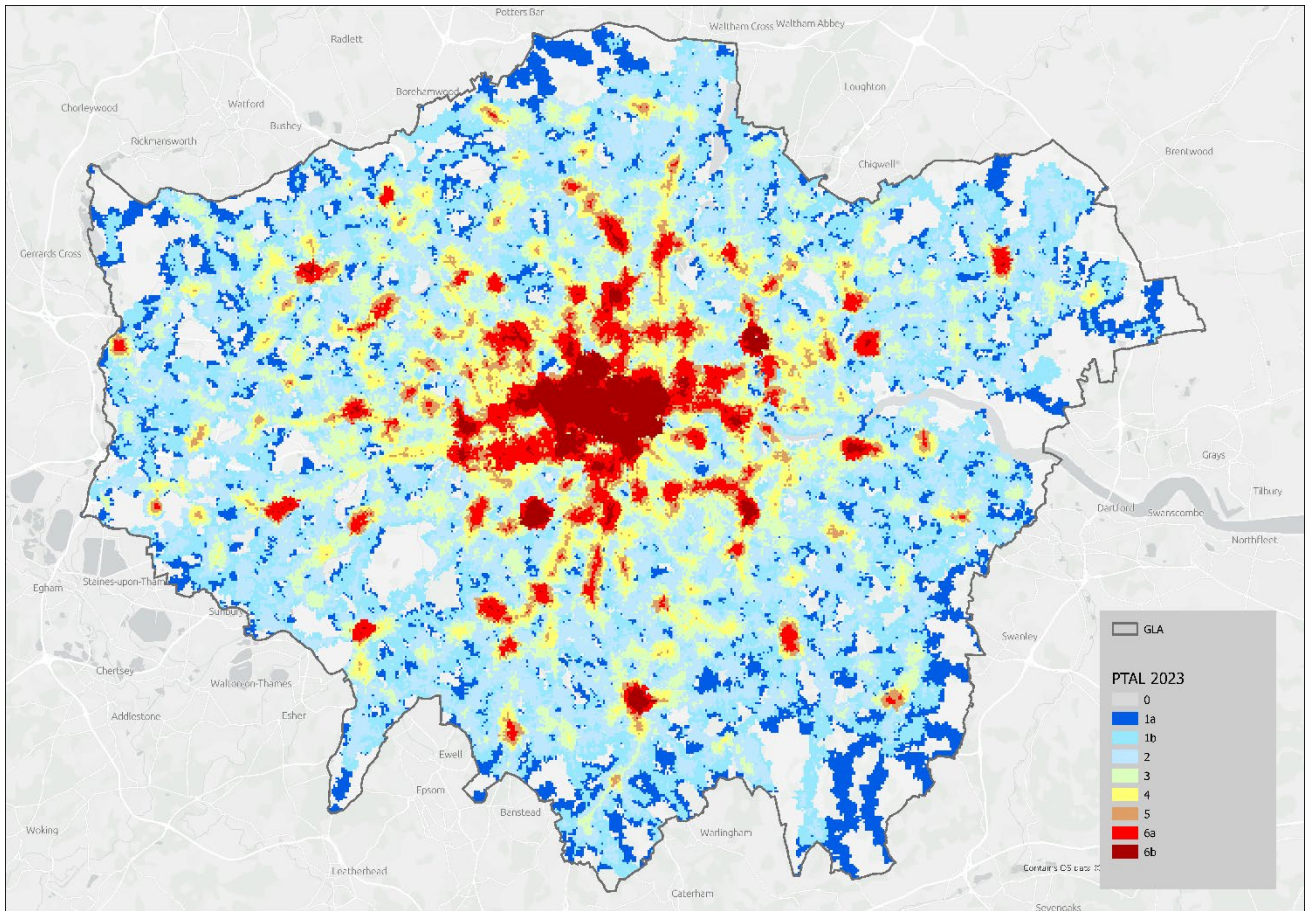
1: Annual average of the Public Performance Measure (PPM), which is a metric that combines punctuality and reliability to represent the proportion of all scheduled trains that are 'on time', which for operators in the London and South-East region means arriving at the destination no later than five minutes after the scheduled arrival time.

## Connectivity

The key connectivity metric we use for public transport is the proportion of Londoners living within 400m of a bus stop, which represents the ability of Londoners to access bus services within five minutes of where they live. The Mayor's aim is to maintain this broadly at the high level of 96.5 per cent seen in 2016. As this is a population-dependent measure there was no effective change in the period up to 2023. Re-calculation of this measure using population data for 2023 has however slightly increased the proportion of Londoners meeting this criterion, to 96.65 per cent.

Our Public Transport Access Level PTAL metric provides a wider measure of Londoner's access to public transport (figure 36). The familiar pattern of relatively higher connectivity towards inner and central London, town centres and radial rail lines is visible. As of October 2023, 33 per cent of London's population lived in areas with a PTAL connectivity score of four or above, which is considered to represent 'high' connectivity.

Figure 36 Public Transport Access Levels (PTALs) in London, autumn 2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

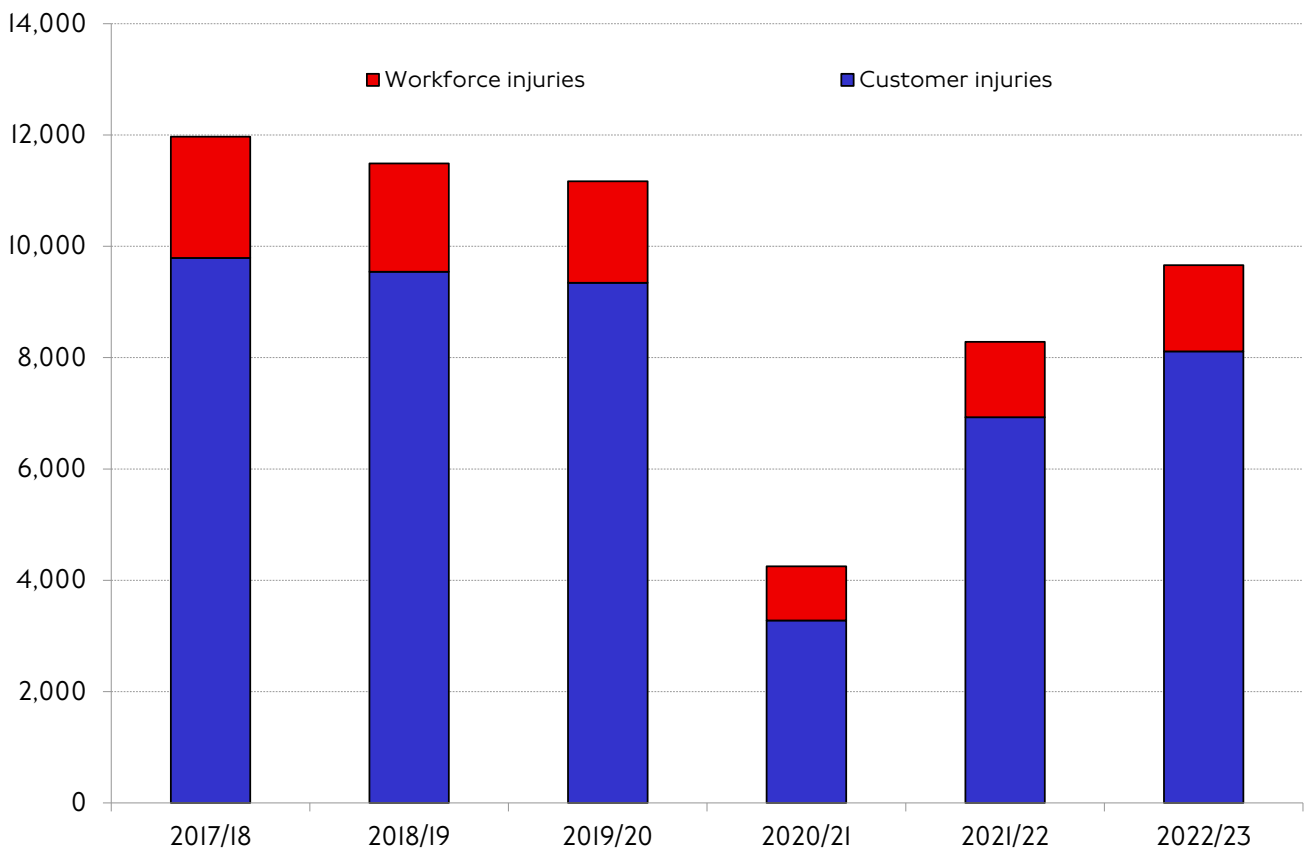
## Public transport safety

### Customer and workforce injuries

In 2022/23 there were 8,112 customer injuries and 1,550 injuries among our workforce, both of which remain lower than before the pandemic (figure 37). Eighteen customers were seriously injured, and four customers were killed.

We have focused on understanding the main causes of slips, trips and falls, which account for most injuries. This has resulted in actions to reduce incidents such as improved signage to encourage customers carrying luggage to use lifts. On our bus network, we have started a pilot with several bus operators to gather additional information about slip, trip and fall incidents. This will help to create a more comprehensive dataset to help us understand the common factors that lead to an incident and take appropriate action. We aim to build a shared understanding of why slip, trip and fall incidents happen and what further interventions are feasible. More information about trends in customer and workforce safety as well as recent initiatives to improve both can be found in TfL's [Safety, health and environment annual report 2022/23](#).

Figure 37 Customer and workforce injuries (all severities), 2017/18-2022/23.



Source: TfL Insights & Direction, Safety, Health & Environment.

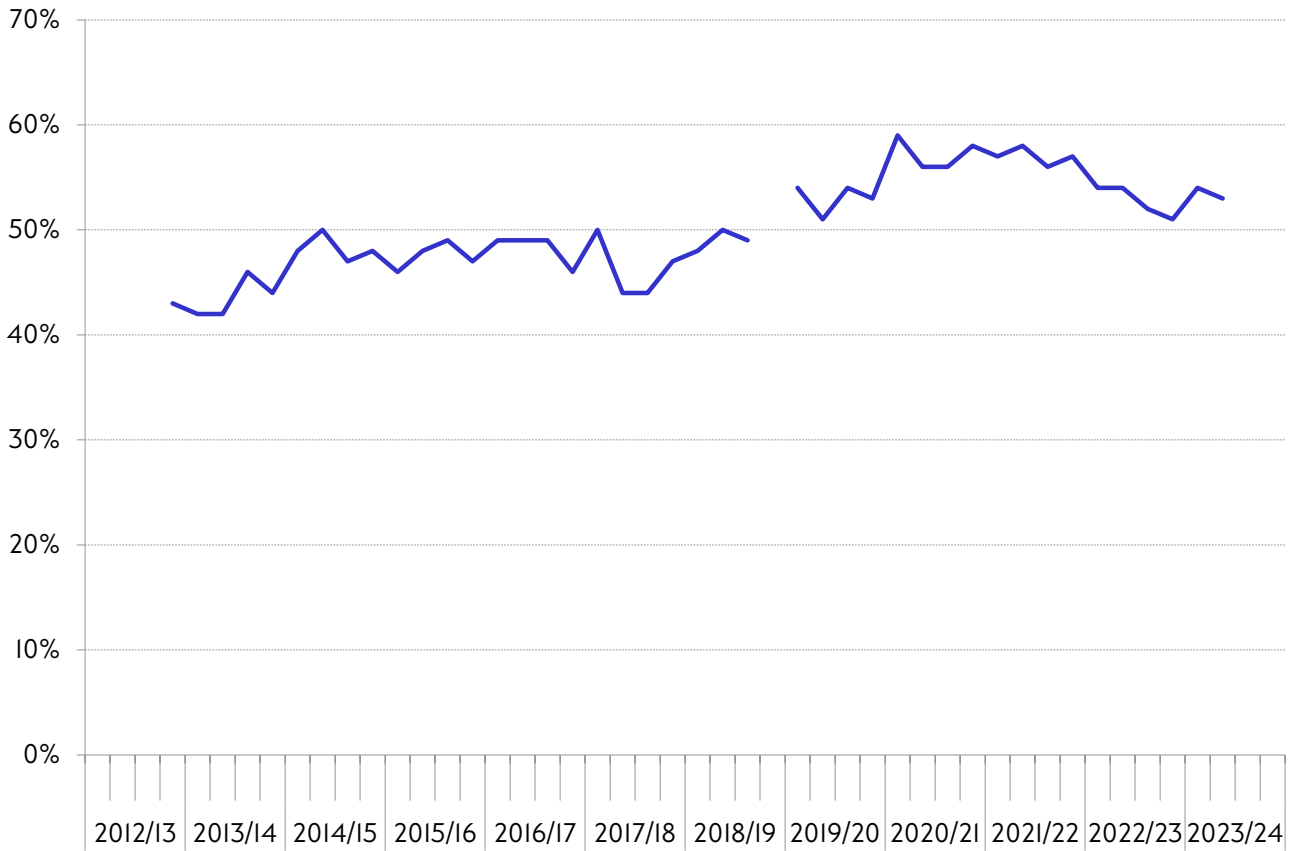
## Customer Care

Care and customer satisfaction are our primary measures for understanding the quality of the customer experience that TfL delivers, from a customer perspective. They are complementary elements in determining how TfL is working for our customers, providing a rounded picture of our performance.

'TfL cares about its customers' is the measure used to understand whether TfL is meeting expectations and making Every Journey Matter for our customers. Care measures Londoners' overall perceptions of TfL and is the best reflection of how TfL meets expectations in every interaction with customers (for example all journeys, interactions with the Contact Centre and communications such as email updates), not just the last journey. A continuing focus on Care helps TfL understand, in the short-term, how TfL works for our customers, and in the longer term, how to encourage greater use of active, efficient and sustainable modes.

Our key care measure has maintained an encouraging trend throughout the pandemic, with quarterly results lying in the range of 50 to 60 per cent of our customers agreeing that 'TfL cares about its customers' (figure 38). Longer term, there is a clear trend of improvement, with peaks and troughs tending to reflect new customer-facing initiatives, such as the Night Tube announcement in Q2 2014/15, or events that impact service, such as several industrial action days on the London Underground in 2017.

Figure 38 Agreement with 'TfL cares about its customers' (Care score), by quarter, 2012/13-2023/24.



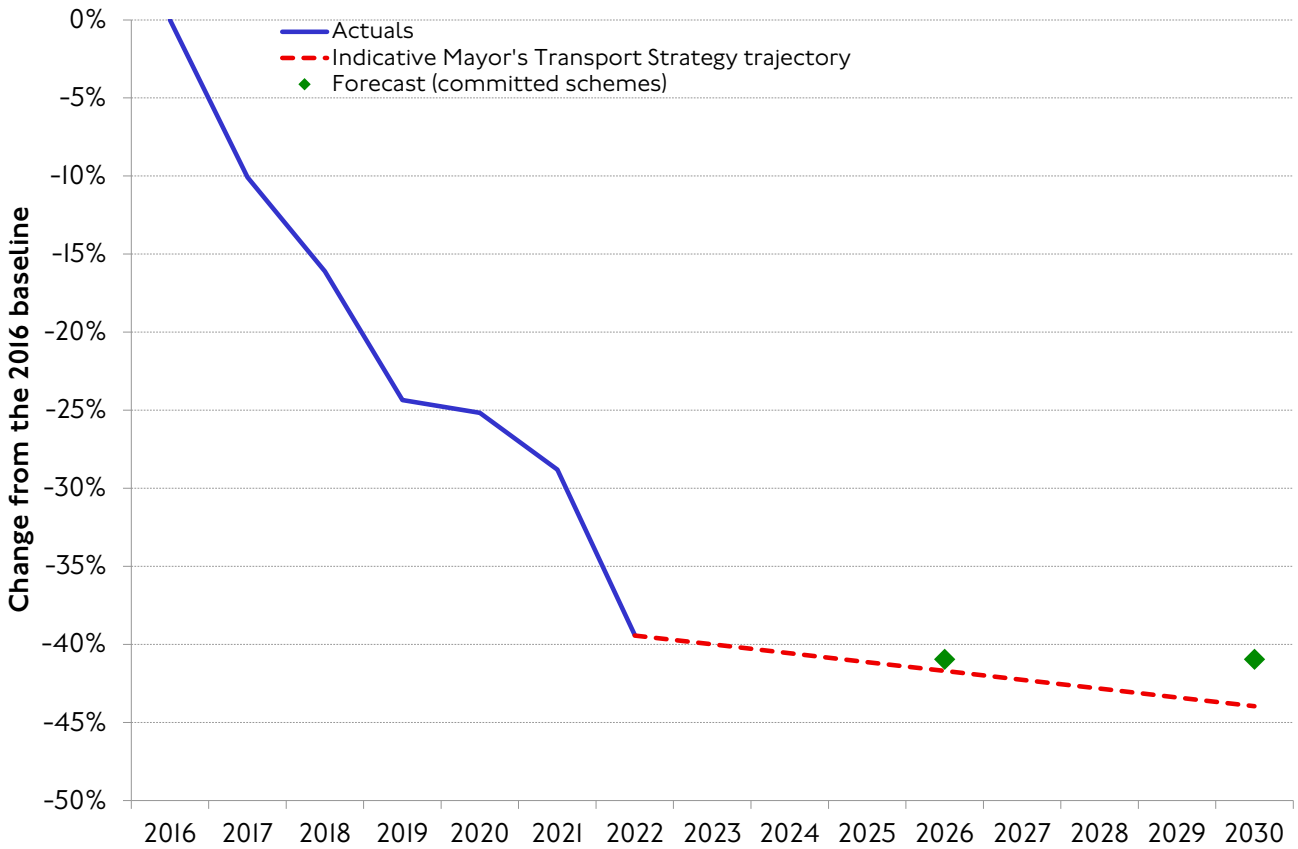
Source: TfL Customer Insight, Customer.

Note: The series break in 2018/19 reflects a change of data supplier.

### Physical accessibility

Improving the accessibility of public transport is key to creating a fully inclusive network for all. People who are older or disabled or who are travelling with luggage or young children can sometimes find it hard to get around and often face longer journeys if they are only able to use the step-free network. The MTS aims to reduce this journey time differential, with a working aim of a 50 per cent reduction from a 2016 baseline by 2041. With the launch of the Elizabeth line and other improvements to the London Underground network, the differential has now reduced by 39 per cent (figure 39), placing us ahead of target in terms of the long-term trajectory.

Figure 39 Reduction from the 2016 baseline in the additional journey time using only the step-free transport network, 2016-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Table 4 shows the change in step-free provision at stations in 2022/23 and since 2016.

Table 4 Step-free stations on TfL's network.

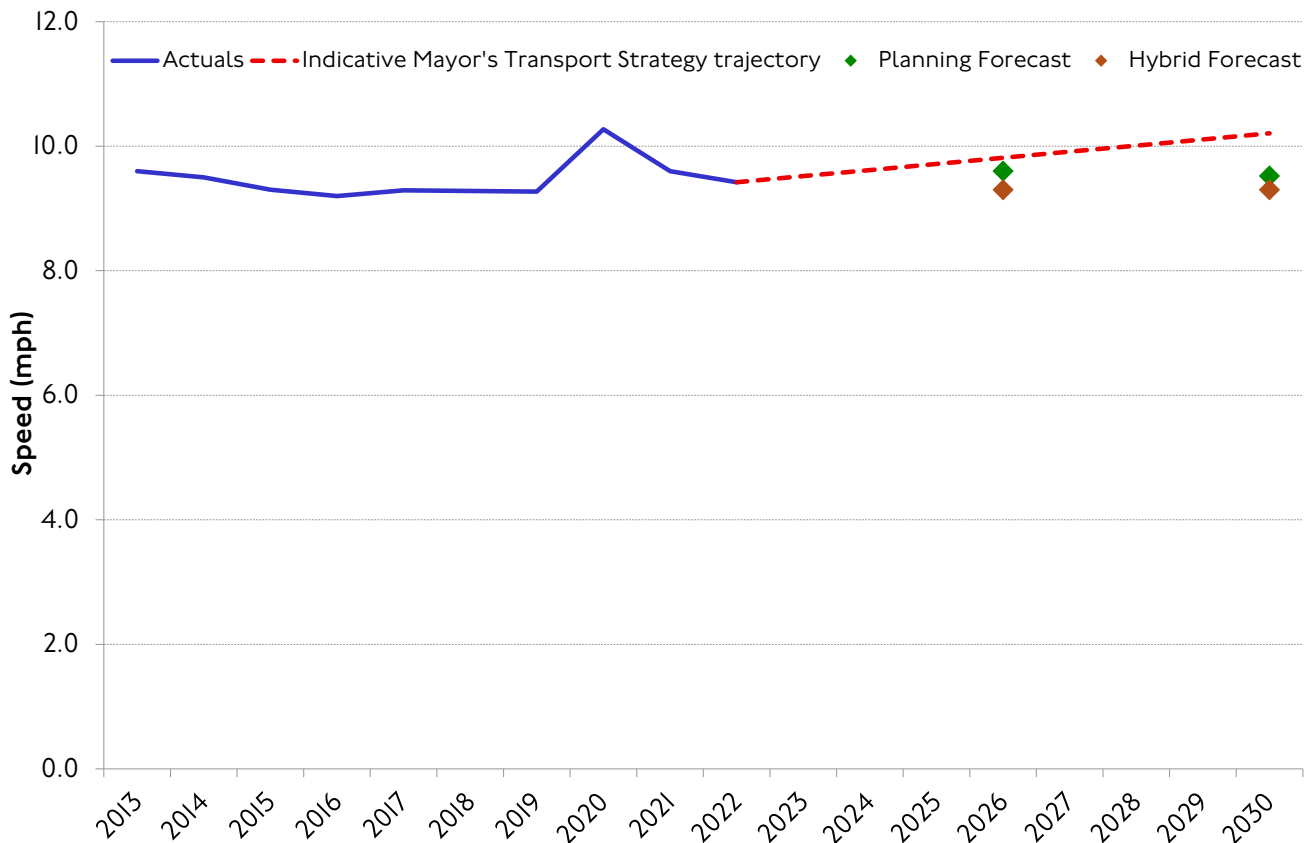
Network	Current step-free stations	Stations made step free in 2022/23	Proportion of step-free network	Change since 2016
London Underground	92	1	34%	+22 (+8%)
London Overground	62	1	55%	+6 (+5%)
Elizabeth line	41	8	100%	+27 (+60%)
DLR	45	n/a	100%	None
Tram (stops)	39	n/a	100%	None

Source: TfL Strategic Analysis, Transport Strategy & Policy.

## Bus speeds

Bus speeds are a key indicator for perceived quality of service and are increasingly affected by general traffic congestion. Figure 40 shows a historical trend of slow decline.

Figure 40 Average bus network speed in London, 2013-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy, based on TfL service performance data.  
 Note: For a definition of the Planning and Hybrid Forecast see note on figure 3.

A more holistic measure of bus performance is based on a generalised journey time metric that reflects the customers' perception of the average time taken to make a journey, including waiting, travel and interchange times, also considering crowding and bus journey time variability. The value of this metric in 2022/23 was 34 minutes, which was slightly higher than our target of 33.5 minutes. This was mainly due to operational and supply constraints, which are now easing.

Falling bus speeds are driven by delays and incidents associated with the impact of street works, traffic congestion, staff shortages, vehicle breakdowns and passenger impacts, among many others. They are improved for example by giving buses priority through techniques such as technology to optimise traffic signal cycles, infrastructure such as dedicated bus lanes for some or all of the day, bus gates or by operating limited-stop services.

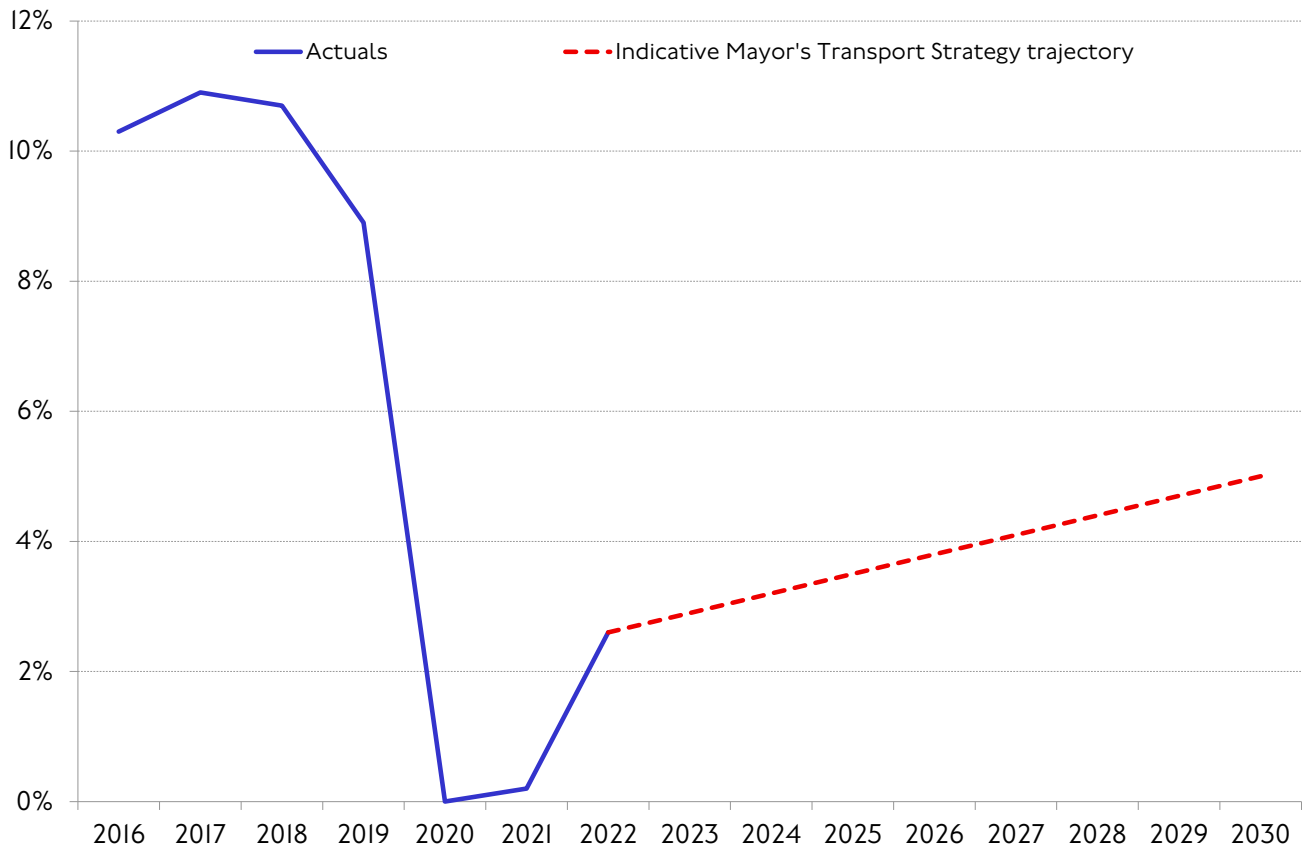
### Public transport crowding

The MTS sets an ambition to reduce the proportion of rail kilometres travelled in crowded conditions by 10-20 per cent compared to a 2016 baseline. This measure has proven to be highly sensitive to pandemic demand fluctuations. In 2020 it fell to effectively zero, but in 2022 it recovered to three per cent (figure 41).

Post-pandemic patterns of customer demand, particularly during the peak period, are driving this reduction in crowding compared to the pre-pandemic levels. Furthermore,

the introduction of the Elizabeth line provided additional capacity and is also alleviating crowding on the London Underground network. However, without further investment in capacity on our network, it is expected that crowding will increase with population growth.

Figure 4I Proportion of passenger kilometres travelled on TfL rail services in standing densities above two people per square metre, 2016-2030.



Source: TfL Public Transport Service Planning.

Note: The method for calculating this metric was updated this year and retrospectively applied to the figures for previous years for consistency. This led to a slight decrease in the proportion of passenger kilometres in crowded conditions compared to previously reported figures. Since the 2041 target is based on the 2016 baseline, this has now been revised downwards to account for the method change.



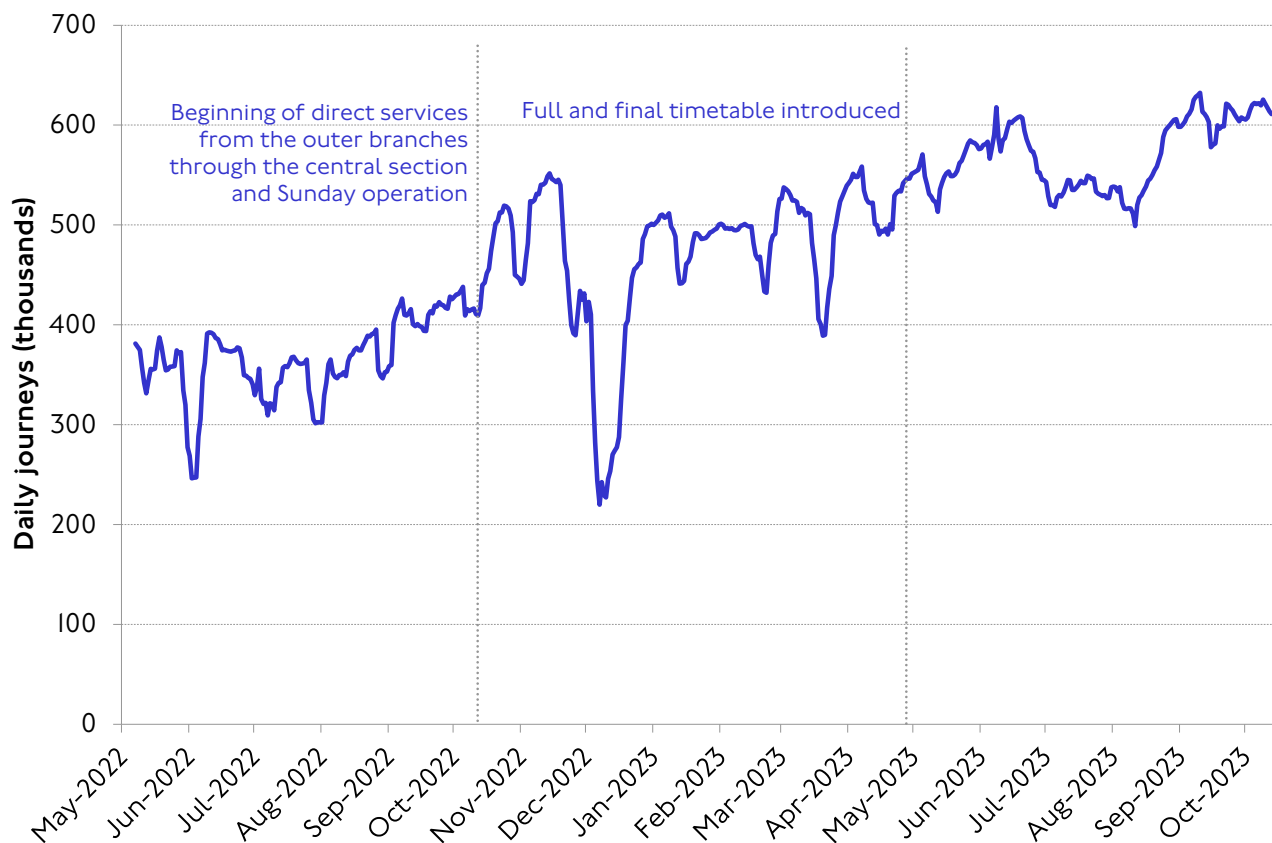
# New homes and jobs

## The Elizabeth line

The central section of the Elizabeth line from Paddington to Abbey Wood opened to passengers on 24 May 2022, marking the start of service of London’s newest railway. After that initial milestone, Bond Street station opened on 24 October 2022; regular Sunday services and direct trains between Reading/Heathrow airport and Abbey Wood and between Shenfield and Paddington started on 6 November 2022 and, on 22 May 2023, a full timetable was introduced providing direct services between the outer branches with increased peak frequencies through the central section.

As shown in figure 42, demand has continued to increase since the opening, with noticeable boosts around some of those milestones. Despite the unexpected challenges and disruptions posed by the coronavirus pandemic and other circumstances of the last couple of years (most notably, the impact of prolonged industrial action on rail networks across the country, including those directly interacting with the Elizabeth line), the observed level of demand is broadly in line with what was expected in the original business case. In the first year of operation, the Elizabeth line saw 155.2 million journeys, which is equivalent to 128.5 million journeys in financial year 2022/23. Note that these figures may differ slightly from others previously published. This is due to improvements to our estimates that led to some adjustments applied retrospectively.

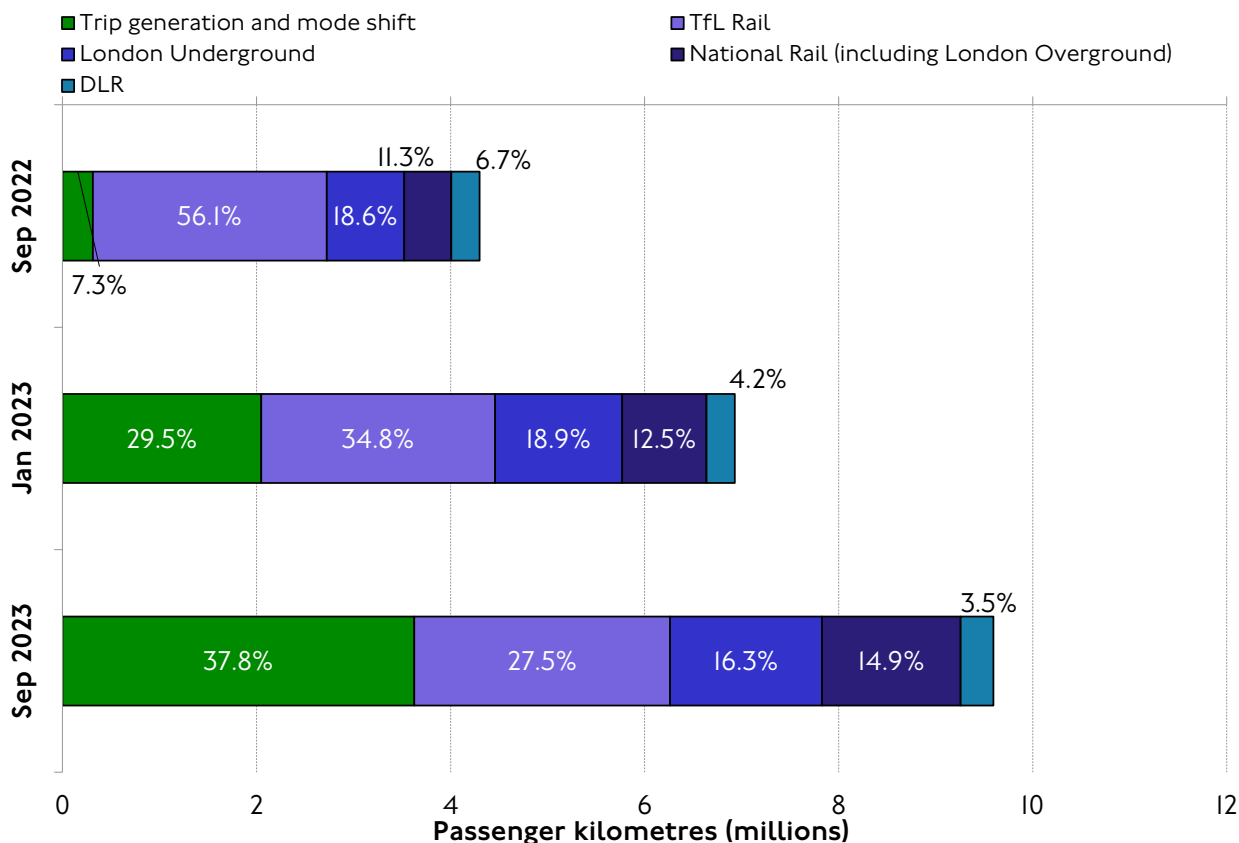
Figure 42 Daily journeys on the Elizabeth line, seven-day moving average, May 2022–Nov 2023.



Source: TfL Public Transport Service Planning.

A key part of the evaluation of the Elizabeth line is understanding to what extent (how many trips, in what proportion) the current demand on the Elizabeth line stems from trip generation (new trips that would have otherwise not taken place at all) and trip abstraction (trips that took place before on other rail lines or modes of transport). Figure 43 provides our best estimates of passenger volumes (expressed as passenger kilometres) on the Elizabeth line by source at various stages of the phased opening.

Figure 43 Sources of patronage (passenger kilometres) on the Elizabeth line, Sep 2022, Jan 2023 and Sep 2023.



Source: TfL Public Transport Service Planning.

As of September 2023, the largest share (37.8 per cent) of the Elizabeth line’s demand is estimated to have been generated or abstracted from other non-rail modes (including buses). In this context, generation includes new demand that did not exist prior to the line being opened as well as ‘accelerated pandemic recovery’, that is, demand encouraged back on to the network after the pandemic more quickly than it would have otherwise without the Elizabeth line.

As would have been expected, most of the abstraction (27.5 per cent in September 2023) is from the former TfL Rail services, followed by other London Underground lines (in total 16.3 per cent in September 2023), mostly the Central line (5.9 per cent) and the Jubilee line (4.2 per cent). There has also been significant abstraction (14.9 per cent in September 2023) from National Rail operators, in particular Heathrow Express (2.9 per cent) and Southeastern (2.8 per cent), with a smaller proportion of abstraction from other TfL rail services like the DLR (3.5 per cent) or the London Overground (0.3 per cent).

Looking at this over time, the opening milestones triggered step increases in the amount of demand generation and mode shift, which continued and consolidated up to September 2023. Of note is that the total demand in September 2023 exceeds the

forecast, with differences as well in the distribution of the sources of demand whereby there more demand generation and mode shift than expected and less abstraction from London Underground.

In interpreting the results above it is important to note that during this period, overall travel demand in London continued to increase as part of the pandemic recovery and this would have concealed some of the abstraction. Furthermore, some services (notably the Jubilee and Central lines and the DLR) have had timetable changes at some point through this period (partly in response to demand reductions prompted by the opening of the Elizabeth line) and this would have also affected the estimates.

Another key impact of the Elizabeth line has been its power to unlock development around its catchment area, thanks to the improved connectivity and journey time savings achieved with the new services. This is the subject of a longer-term [evaluation study](#) jointly sponsored by TfL and the Department for Transport. Initial findings suggest that, between 2008 and 2021, prior to full opening, 54,725 new homes were delivered within one kilometre of future Elizabeth line stations.

## The Northern Line Extension

In autumn 2021 two new London Underground stations (Battersea Park Station and Nine Elms) opened on a new section of the Northern line from Kennington. Figure 44 shows the trend in station entries and exits on those two new stations since their opening. The main feature of the graph is a step change in entries and exits to both stations (but particularly Battersea Power Station) in October 2022, coinciding with the opening of the renovated Battersea Power Station as a shopping and leisure destination. The impact of the Christmas holiday periods and of the latest coronavirus lockdown in late 2021 and early 2022 are also evident.

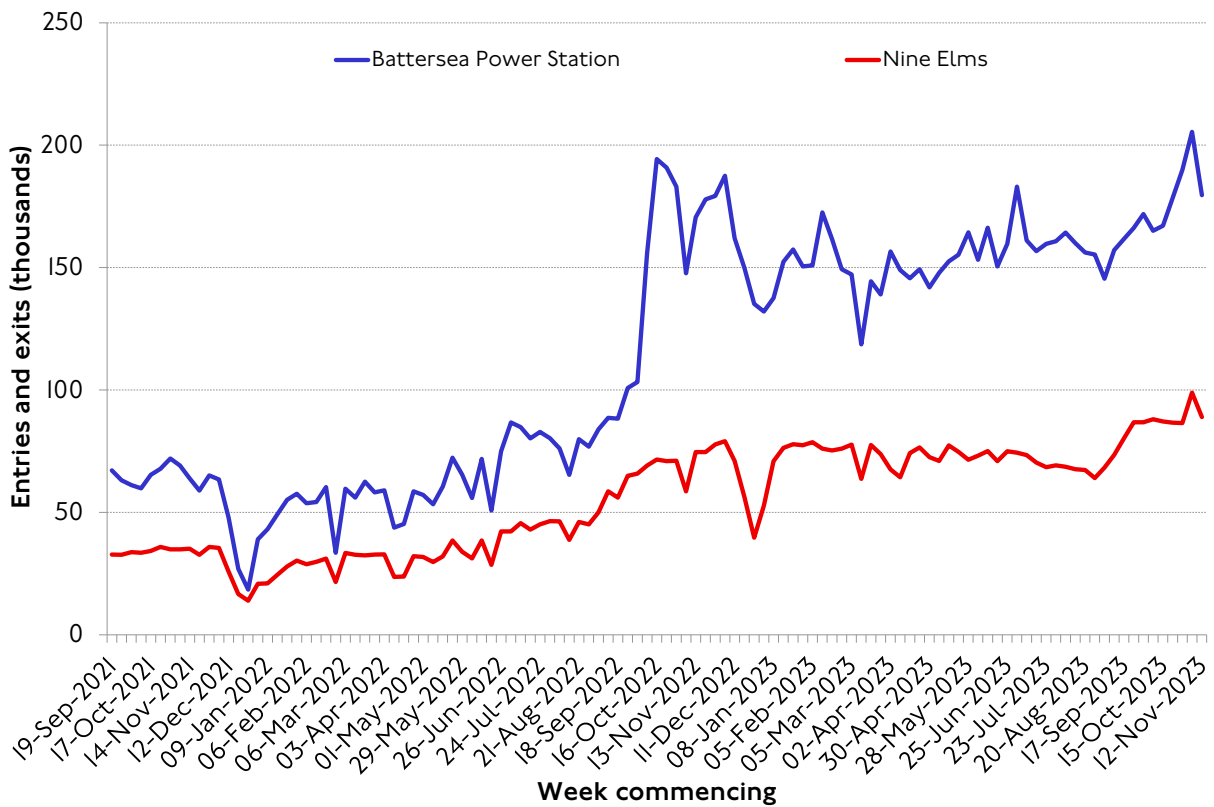
The Northern line extension is a good example of the role of transport infrastructure in enabling the development of new homes and jobs, in this case in the Vauxhall Nine Elms Battersea Opportunity Area. Since designation of the opportunity Area in 2004, over 12,000 new homes have been completed, of which 2,530 are affordable, with an indicative London Plan target of 18,500 by 2041.

## The Barking Riverside Extension

In summer 2022 a new station (Barking Riverside) was opened on the extended London Overground line from Gospel Oak to give service to the district centre at the heart of the Barking Riverside development. This is a further example of the potential of new transport infrastructure to unlock new homes and jobs, with the masterplan for the site including 10,800 new homes, half of which would be affordable. As of mid-2023, 2,000 of these homes had been completed, with 1,400 under construction or due to start shortly, and 3,500 with full planning permission.

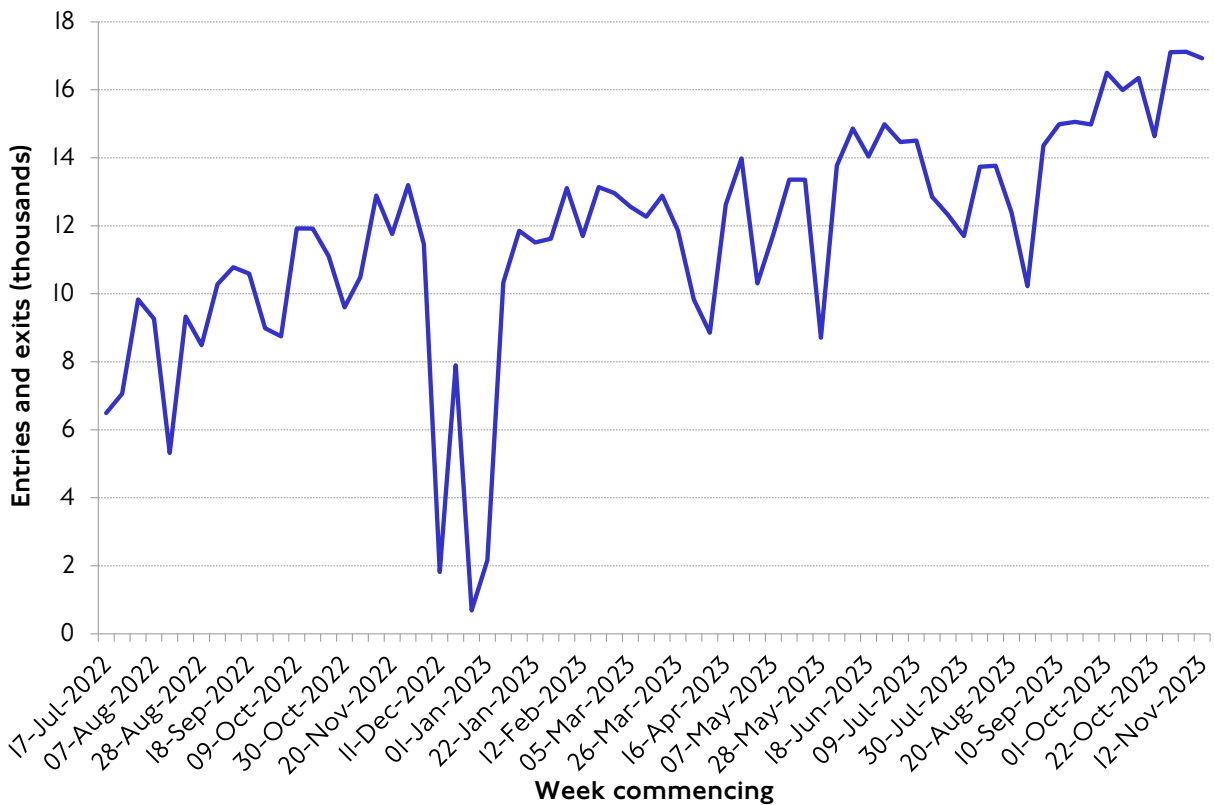
Figure 45 shows the trend in station entries and exits at Barking Riverside station since its opening. Save for a period of instability in December 2022 due to the festive period and Network Rail industrial action (affecting this London Overground line which operates on Network Rail infrastructure), the main feature is steadily increasing demand over time.

Figure 44 Entries and exits to the Northern line extension stations, Sep 2021-Nov 2023.



Source: TfL Data & Analytics, Technology & Data.

Figure 45 Entries and exits to Barking Riverside station, Jul 2022-Nov 2023.



Source: TfL Data & Analytics, Technology & Data.

## Opportunity Areas

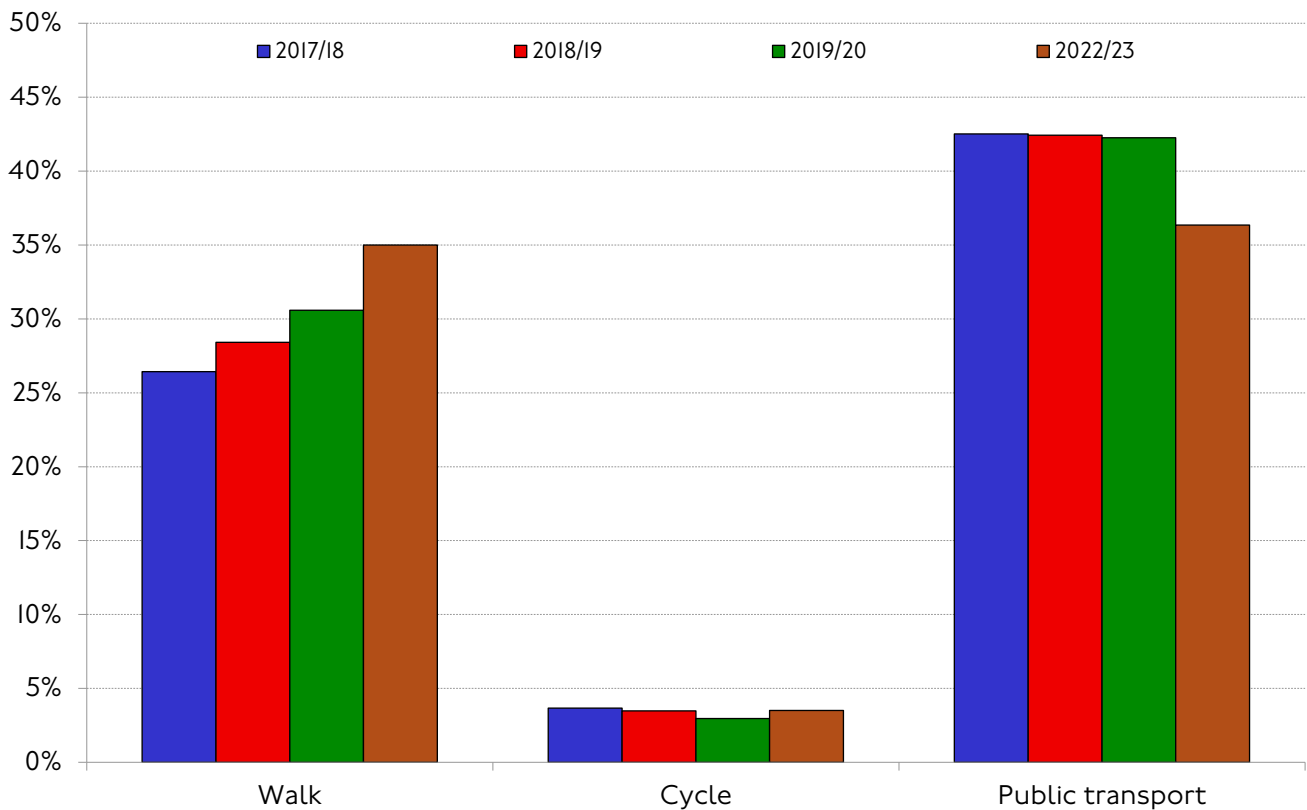
[Opportunity Areas](#) are designated through the London Plan as areas with particular development potential. They have an important role in delivering the 66,000 extra homes per year that London needs. TfL's monitoring work in Opportunity Areas is based around the MTS principles of Good Growth, focusing on housing delivery, access to public transport and travel by active, efficient and sustainable modes.

### Mode shares

Figure 46 shows the active, efficient and sustainable mode share of London resident trips with an origin or destination in an Opportunity Area. Prior to the pandemic, there was a steady increase in the walk mode share in Opportunity Areas. By 2022/23 there was a noticeable step change compared to 2019/20, increasing by four percentage points to 35 per cent. Cycle mode share in Opportunity Areas also increased slightly compared to 2019/20, comprising 3.5 per cent of trips in 2022/23, which compares to three per cent in London as a whole. Public transport mode share fell in 2022/23 compared to before the pandemic, following the London-wide trend.

Overall, the active, efficient and sustainable mode share in 2022/23 was 75 per cent, a slight decrease compared to 2019/20 (76 per cent), but higher than the London resident trip mode share of 67 per cent.

Figure 46 Walking, cycling and public transport mode share in London's Opportunity Areas, LTDS, 2017/18-2022/23.



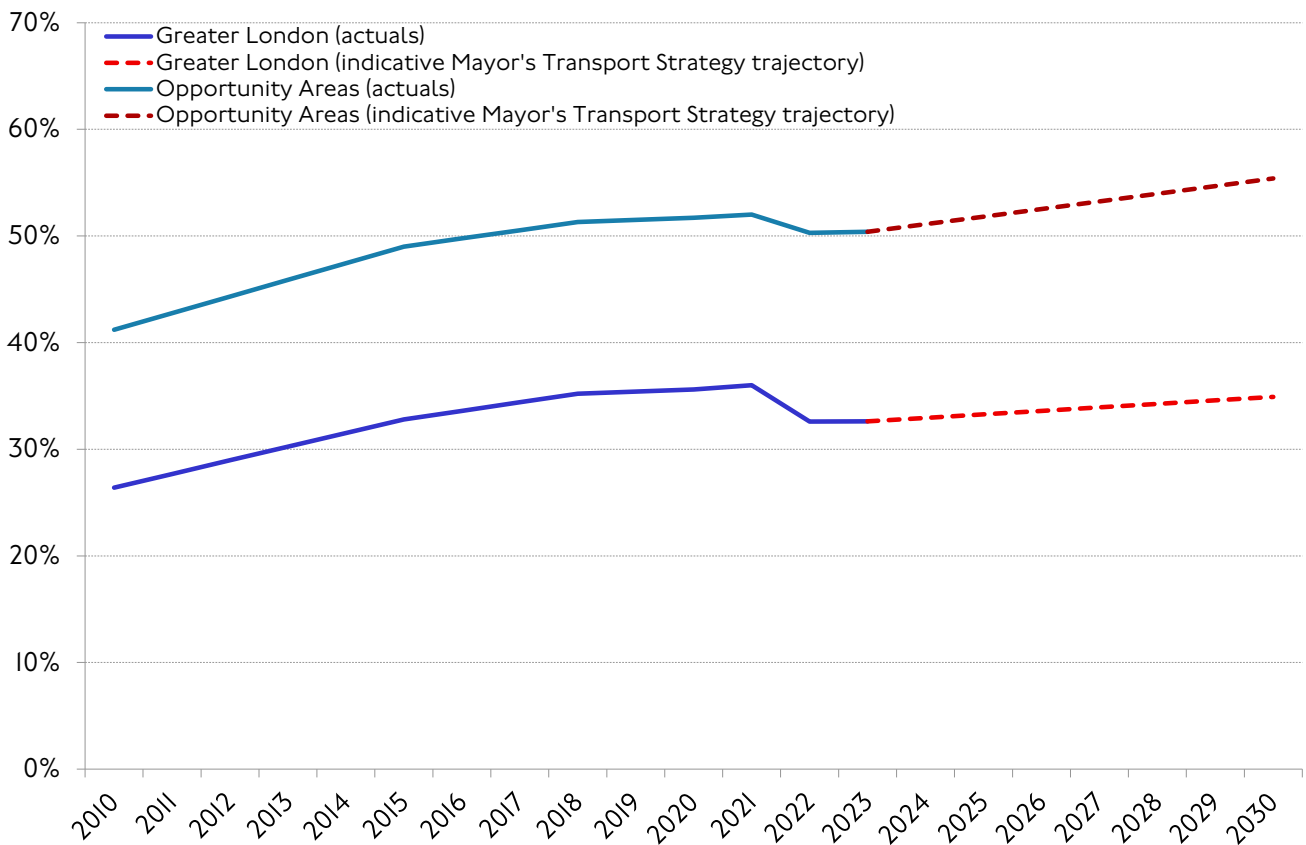
Source: TfL Strategic Analysis, Transport Strategy & Policy.

## Public Transport Access Level

The Mayor’s ambition is to increase the number of Londoners living in areas that are well connected by public transport, as measured by PTAL. To monitor this, we have developed a measure of the proportion of Londoners living in areas with ‘high’ PTAL (four or higher), both in London and specifically in Opportunity Areas, where substantial housing growth is expected, and the principles of Good Growth should be applied to new developments.

Figure 47 shows that, prior to 2022, the proportion of London residents and residents of Opportunity Areas living in high PTAL areas had been steadily increasing due to improvements to the public transport network as well as delivery of homes in well-connected locations. However, in 2022 the proportion of Londoners living in areas with a high PTAL decreased, mainly due to timetable changes on the National Rail network and, to a lesser degree, on the bus network. This continued into 2023, resulting in a similar proportion of Londoners living in high PTAL areas as in 2022.

Figure 47 Proportion of the population living in areas of high (4-6) PTAL, London’s Opportunity Areas versus Greater London, 2010-2030.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

## Housing delivery

A total of 49,369 homes have been delivered in adopted Opportunity Areas over the period from April 2019 to March 2022, which represents 14 per cent of the 2041 London Plan target for adopted Opportunity Areas. This is in line with the rate required to deliver the target by 2041.

The Opportunity Areas with the highest number of homes delivered over this period are Isle of Dogs (6,494), Olympic Legacy (5,188), Wembley (4,753) and Lee Valley (4,715). The highest number of affordable homes were delivered in Wembley (1,405 homes), accounting for 30 per cent of all homes delivered in the Opportunity Area. Overall, 23 per cent of the homes delivered in Opportunity Areas between April 2019 and March 2022 were affordable, totalling 11,209 homes.

## **The legacy of the London 2012 Olympic and Paralympic Games: travel to the Olympic Legacy Opportunity Area.**

### **Travel to and from the Olympic Park and the wider surrounding area**

A key element of the London 2012 Olympic and Paralympic Games was the transport and wider development legacy. Travel in London report 6 set out baselines for assessing achievement against some key transport legacy outcomes. Travel in London report 15 examined the provision of new homes and jobs in the Olympic Legacy Opportunity Area.

A key transport legacy indicator is provided by a set of counting cordons surrounding the Opportunity Area, which had previously been counted in 2013 and 2015. This cordon was again counted in spring 2023. These cordon counts allow the development of the area to be tracked through indicators such as the number of trips and the mode share of those trips, and in turn to assess the extent to which substantial development in this area was compatible with the principles of Good Growth.

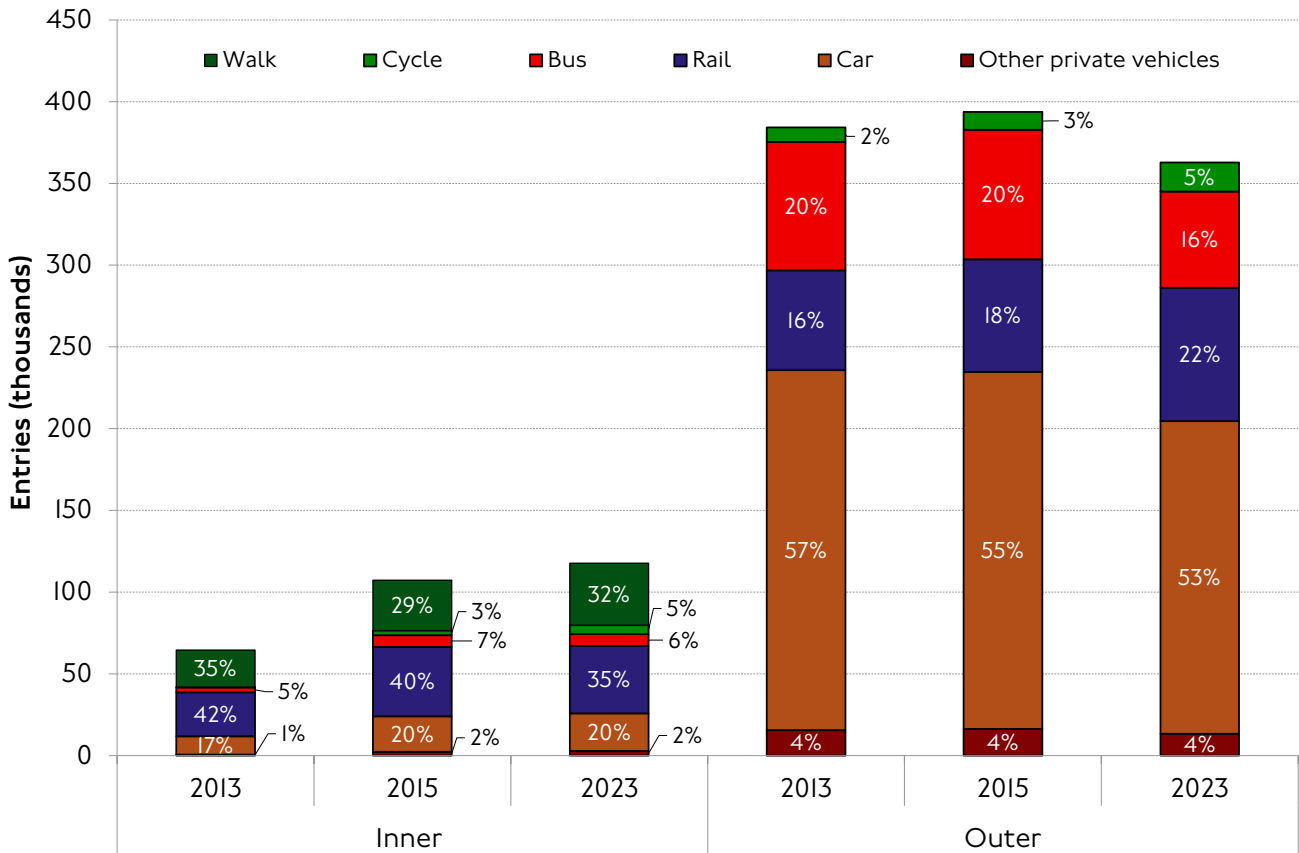
Figure 48 summarises the results from the spring 2023 count against previous counts at the same set of cordons.

At the inner cordon, which tightly surrounds the Olympic Park itself, there was a steady increase in the number of trips, with a growth of 82 per cent between 2013 and 2023, although with just 9.7 per cent growth between 2015 and 2023, to 117,700 trips in 2023. The proportion of these trips made by active, efficient and sustainable modes was 78 per cent in 2023, the same as in 2015, both slightly under the 82 per cent recorded in 2013.

At the outer cordon, which encloses a much larger area broadly corresponding to the Olympic Legacy Supplementary Planning Guidance boundary and includes key highway corridors carrying 'through' trips not otherwise interacting with this area, the trend in total travel is less clear, with fluctuations across the three counted years.

Total inbound trips (this cordon excludes walking trips) in 2023 were 362,700, compared to 393,800 in 2015 and 384,300 in 2013. At this cordon private car accounts for over half of all trips: 52.7 per cent of all inbound trips in 2023 compared to 55.4 per cent in 2015 and 57.3 per cent in 2013. The absolute number of car trips also decreased by some 29,000 between 2013 and 2023, a reduction of 13.2 per cent. A feature of the 2023 data is a reduction in bus trips from 20.1 per cent in 2015 to 16.2 per cent in 2023, but this is in line with a wider decline in bus trips across London between 2013 and 2023. However, the growth in cycle trips is noteworthy, from 8,890 inbound trips (2.3 per cent) in 2013 to 17,709 trips (4.9 per cent) in 2023.

Figure 48 Trips entering the counting cordons surrounding the Olympic Legacy Opportunity Area and mode shares, 2013-2023.



Source: TfL Strategic Analysis, Transport Strategy & Policy.

Note: The inner cordon tightly encloses the Queen Elizabeth Olympic Park itself, including the Stratford City complex, Stratford station and Westfield Stratford City shopping centre. The outer cordon roughly traces the Olympic Legacy Supplementary Planning Guidance boundary and allows enumeration of all people movements in and out by road vehicle. Both were counted 06:00-20:00 on a typical weekday.

### Travel to and from the Olympic Growth boroughs

It is possible to extend this analysis by looking specifically at the active, efficient and sustainable mode share by either Olympic Growth borough residents or, as in this case, by all London residents making trips that originate in the Olympic Growth boroughs.

The general trend in the active, efficient and sustainable mode share of trips originating in the Olympic Growth boroughs has been either stable or upward. In the latest available year (2022/23) the active, efficient and sustainable mode share of trips originating in Hackney, Newham, Tower Hamlets and Waltham Forest was higher than the London average, while trips originating in Barking & Dagenham and Greenwich were lower than the London average.

The active, efficient and sustainable mode share of the Olympic Growth boroughs overall increased from 68 per cent (as an average 2006/07 – 2014/15, excluding 2012) to 74 per cent in 2022/23. This is five percentage points higher than the London average and compares to 67 per cent for non-Olympic Growth boroughs, which is two percentage points lower than the London average. This suggests that there has been a long-lasting positive effect of the London 2012 Olympic and Paralympic Games on the active, efficient and sustainable mode share of trips originating in the Olympic Growth boroughs.



## Places for London

Previously called TTL Properties Limited, Places for London Limited is already building thousands of homes across the Capital. It is also one of London's largest landowners, providing workspaces for 1,500 customers, of which over 90 per cent are small businesses. The company, which is wholly TfL-owned, has a programme to start 20,000 homes by 2031 and is targeting half of these homes to be affordable to help transform London in line with the MTS.

Places for London has identified dozens of sites that will deliver not only thousands of new homes but also a range of other benefits for communities across London, including new workspaces and improved transport facilities. Over 900 homes have already been completed at sites such as Blackhorse View and work is now underway on a further 3,350 homes across London with thousands more to come in the years ahead. All operating profits made from recurring revenues will continue to be returned to TfL as a dividend, creating a growing long-term revenue stream that can be reinvested into the transport network. More information can be found on the [Places for London website](#).

## 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 MTS 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 so people can 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 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 intel, 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.

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**Board**



**Date:** 13 December 2023

**Item:** Catford Town Centre – Compulsory Purchase Order

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 We are working together with the London Borough of Lewisham (LB Lewisham) to deliver a comprehensive set of highway improvements to Catford town centre. The Catford Town Centre Realignment Project (the Scheme) involves realignment of the A205 South Circular and removal of the gyratory to improve pedestrian and cyclist safety including reconfigured crossings, segregated cycle lanes and placemaking to support active travel as the main transport choice in LB Lewisham's wider regeneration of Catford.
- 1.2 Most of the land required for the Scheme is owned by TfL or by LB Lewisham. However, a Compulsory Purchase Order (CPO) is necessary to support the timely acquisition of the areas of land and rights required to deliver the Scheme. The land and rights (Property Interests) required are shown in Appendix 1.
- 1.3 The principle of the making of a CPO is a matter reserved for the Board. At the meeting of the Programmes and Investment Committee on 6 December 2023 (which meets after the papers for this meeting are published) the Committee will receive an update on the Catford Town Centre project, as part of the paper on the Safe and Healthy Streets Programme. The Committee is asked to approve entering into a funding agreement with the LB Lewisham to receive £10m of Housing Infrastructure Fund (HIF) funding and is made aware of the need for Board approval in principle for a CPO. The Board will receive a verbal update of the outcome of the Programmes and Investment Committee's discussion and decision.

### **2 Recommendation**

- 2.1 **The Board is asked to note the paper and approve the principle of the making of a Compulsory Purchase Order for the acquisition of the Property Interests for the Scheme, as shown on the plan at Appendix 1.**

### **3 Background**

- 3.1 Catford is a major town centre in LB Lewisham. It is located on the junction of two major roads: the A205 and the A21. TfL is the highway authority for both roads. (Figure 1 shows the Scheme location).

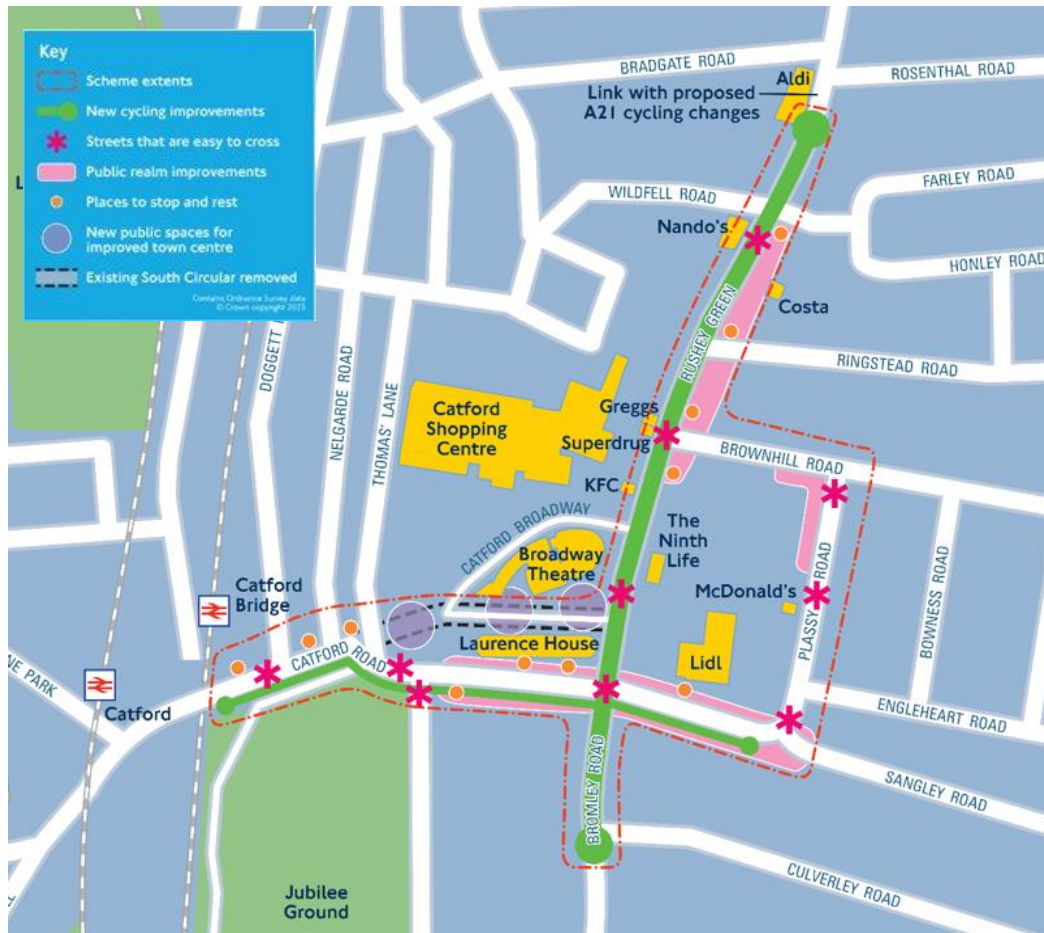


Figure 1: Location and physical scope of Catford Town Centre Realignment Scheme

- 3.2 We have been working with the LB Lewisham to support its ambition to transform and regenerate Catford town centre. In Catford, some local wards are categorised in the top 20 per cent of national deprivation levels.
- 3.3 The proposals encompass a comprehensive array of enhancements to prioritise the needs of people walking and cycling. These measures include segregated cycle lanes, several new and improved pedestrian crossings and substantial augmentation of green and blue infrastructure. Together, these initiatives are set to transform Catford into a more appealing and sustainable urban destination.



Figure 2: Catford Road looking eastwards towards Eltham, and the proposed alignment of the road to the south of Laurence House

- 3.4 The proposals align with the Mayor's Transport Strategy by supporting London's sustainable growth and promoting active travel by making it easier and safer to walk, cycle, use the bus and public transport in Catford.
- 3.5 The Scheme includes the realignment of the A205 South Circular Road to the south of the LB Lewisham's offices at Laurence House across currently owned council land shown indicatively on Figure 2. This releases the space between Laurence House and the Civic Suite, which is currently dissected by the South Circular, reducing severance of the town centre and provides an opportunity to refocus the whole town centre around a new public space. This supports the LB Lewisham's and the Mayor's good growth ambitions to help deliver up to 2,400 new homes and 33,470 square metres of commercial space in Catford town centre.
- 3.6 TfL also considers the existing pedestrian and cycle links are inadequate, convoluted, and confusing for users. People using the A205 Catford Bridge for active modes are compromised by narrow traffic lanes and footways and the dominance of traffic on the South Circular. There is also an issue with the road safety of the current highway layout, which causes a hostile environment for active travel options and public transport users. This is reflected in the high number of collisions for pedestrians and vulnerable road users. A total of 125 collisions between March 2017 and March 2020 have been recorded: 28 per cent involved pedestrians, 12 per cent cyclists and 60 per cent all other motorised modes. Included in these figures is one fatal collision, involving an HGV and a pedestrian.
- 3.7 To address these issues, the Scheme proposes the following changes:
  - (a) realignment of the A205 Catford Road;

- (b) removal of the one-way gyratory system around Plassy Island to create a two-way system;
  - (c) addition of three new crossings and improvements to the layout of existing crossings;
  - (d) widened footways and new and improved public spaces;
  - (e) pedestrianisation of the area between Laurence House and the Catford Broadway Theatre;
  - (f) bus facilities improved and bus stop arrangements updated;
  - (g) dedicated cycling tracks on the A205 and A21; and
  - (h) use of sustainable drainage systems and new tree planting.
- 3.8 A public consultation was held on the proposals from 24 April 2023 to 5 June 2023. 1,503 responses to the consultation were received, including 19 from key stakeholders. The proposals were largely supported and the response to issues raised was published last month.
- 3.9 Feedback from those who responded to the consultation showed that 75 per cent believed that the changes would make road safety slightly or much better, with 84 per cent saying that facilities for people cycling would improve. The consultation also showed that 56 per cent of respondents believed that people walking were the group most likely to benefit from the proposals.
- 3.10 The Scheme is estimated to cost £60m. This is to be met by:
- (a) £44m of Major Road Network (MRN) funding from the Government. An application is being considered by the Department for Transport for entry into the MRN programme. A decision on entry to the programme is expected shortly;
  - (b) £10m from the HIF. In December 2019, the LB Lewisham secured a £10m grant for the Scheme from the HIF. We expect to enter into a funding agreement shortly with the LB Lewisham to apply that grant to the Scheme;
  - (c) £3m as a contribution from the LB Lewisham; and
  - (d) a matched contribution of £3m from TfL.
- 3.11 The Scheme cost includes over 40 per cent risk to allow for cost increases and unplanned events. If a cost overrun is predicted to be more than the risk allowance, the funding agreement with the LB Lewisham stipulates that the parties will meet and agree how further cost overruns are covered. This will vary depending on the cause and quantum of the overrun.



## 4 Property Interests Required

- 4.1 Most of the land required for the Scheme is either owned by TfL or the LB Lewisham and no buildings are being acquired. However, it will be necessary to acquire the Property Interests, the exact extent of which can be seen coloured red (land required permanently), blue (access) and yellow (extinguishment of interests) on the plan at Appendix 1.
- 4.2 The need for the acquisition of the Property Interests mainly arises from the realignment of the A205 Catford Road, south of Laurence House from its previous position north of Laurence House. This allows the A205 to meet the A21 opposite Sangley Road creating a crossing between the A205 and the A21. This requires land and rights:
- (a) from the northern edge of Jubilee playing field which currently forms a small section of an independent school playing field shown edged red on Figure 3. This land is currently designated as metropolitan open land, but the draft local plan proposes its de-designation as metropolitan open land to facilitate the Scheme. Further rights are required over parts of the remainder of the playing field to undertake accommodation works to mitigate for the loss of an access road over land affected as well as rights of maintenance for the new highway;
  - (b) at the north-western edge of the playing field, land and rights over a small area and subway owned by Network Rail. This land is not required for operational use by Network Rail;
  - (c) to the south of Laurence House (but not Laurence House itself) shown edged yellow on Figure 3. This land is owned by the LB Lewisham. This land will only be included in the CPO to the extent it is necessary to ensure any third-party interests from the land are removed to allow the construction and operation of the Scheme. TfL and the LB Lewisham expect to enter into a property agreement allowing TfL to secure the land and rights from the LB Lewisham for the purposes of the Scheme. This land is currently used as car and coach parking; and
  - (d) the widening of Sangley Road to create a two-way road as part of the removal of the gyratory system. Much of this land is already owned by TfL or dedicated as highway. However, there is a need to relocate an electricity substation in the vicinity and to ensure ownership of the subsoil to parts of the land where TfL is not currently the owner in order to acquire the existing substation rights and grant new rights for the relocated substation.



Figure 3: Aerial view of the Jubilee playing field area proposed for CPO (red) and Laurence House Car Park where extinguishment of interests is needed (yellow) to realign the A205.

- 4.3 Government guidance for compulsory purchase states that acquiring authorities must take reasonable steps to acquire all the land and rights included in the CPO by agreement and further that it is intended as a last resort to secure the assembly of all the land needed for the implementation of projects. However, it further states that if an acquiring authority waits for negotiations to break down before starting the compulsory purchase process, valuable time will be lost. Therefore, depending on when the land is required, it may often be sensible, given the amount of time required to complete the compulsory purchase process, for the acquiring authority to plan a compulsory purchase timetable as a contingency measure and initiate procedures.
- 4.4 Positive discussions have been had with affected landowners to date, however it has not been possible to conclude voluntary agreements to secure the Property Interests prior to the point at which it is necessary to make a CPO to ensure delivery of the Property Interests for the Scheme. In particular:
- (a) we have had extensive discussions with the landowner of Jubilee playing field, St Dunstan's College, for the acquisition by agreement of the necessary land and rights over the playing field. St Dunstan's College has expressed support for the Scheme, subject to necessary mitigation arising from interference with the playing field. However, it has not been possible to conclude a voluntary agreement to date;
  - (b) discussions with Network Rail have not raised any in principle objections to the Scheme and we are continuing to engage with Network Rail to acquire the necessary land and rights by voluntary agreement; and
  - (c) we are discussions with the Royal Borough of Kensington and Chelsea for the acquisition of the subsoil at Sangley Road and no objection to its acquisition has been received. However, a voluntary agreement has not yet been concluded.

- 4.5 The Property Interests are required to commence delivery of the Scheme in spring 2025. As the CPO process and the subsequent vesting of the Property Interests is expected to take around 15 months, we are initiating procedures for the compulsory purchase process to commence through this paper to ensure the timely delivery of the Property Interests.
- 4.6 Despite initiating procedures for the compulsory purchase process, we will continue to seek voluntary agreements with the affected owners to avoid the use of compulsory purchase powers.
- 4.7 The Property Interests to be acquired do not include any residential units or other business interests to be acquired other than those listed above.
- 4.8 Delivery of the project will be dependent on the necessary consents being acquired and a decision on the CPO will consider the consents required for the Scheme and whether they form an impediment to its delivery. In particular:
- (a) the Scheme will need a positive decision on its planning application which is due to be submitted soon. A decision on the planning application is expected to be made before the Secretary of State for Transport's decision on a CPO;
  - (b) a positive decision on the application for Major Road Network (MRN) funding and entry of the Scheme into the MRN programme will be needed for the Scheme to proceed to delivery; and
  - (c) the LB Lewisham will need consent from the Secretary of State for Levelling Up, Housing and Communities for disposal of their land to TfL.
- 4.9 Should confirmation of a CPO be refused, or if TfL withdrew seeking confirmation of a CPO from the Secretary of State for Transport, TfL may be liable for costs incurred by objectors to the CPO.

## **5 Public Sector Equality Duty and human rights**

- 5.1 The Equality Act 2010 places a duty on TfL in the exercise of its functions to have due regard to the need to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) foster good relations between persons who share a relevant protected characteristics and persons who do not share it.
- 5.2 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.
- 5.3 We have considered the Equality Act 2010 and how the proposals for the Scheme will improve capacity and experience for road users, pedestrians and cyclists.

- 5.4 An Equality Impact Assessment (EqIA) has been undertaken for the Scheme including implications from the acquisition of the Property Interests and a copy is annexed at Appendix 2. It contains a detailed assessment of whether the proposals have a direct or indirect impact on groups with protected equality characteristics including positive impacts arising from the changes. In particular:
- (a) in relation to the general scheme, the EqIA sets out the impact arising from the change in the realignment of the A205 including the impact of bus stop relocations further from current civil amenities and Catford town centre; and
  - (b) in relation to the areas specifically affected by the CPO, it notes the positive impact on level access to the Jubilee playing field through the provision of improved pedestrian-controlled crossing across Catford Road.
- 5.5 A full list of actions arising from the EqIA is contained at the end of the assessment.
- 5.6 As the Scheme continues to develop, the EqIA will be kept under review and TfL's obligation under the public sector equality duty considered. Any new issues that we are made aware of that may impact protected characteristics will be reviewed, assessed and raised in accordance with the delegation for the making of a CPO that is provided under Standing Orders (see paragraph 6.2 below).
- 5.7 The Human Rights Act 1998 requires (among other things) that every public authority acts in a manner which is compatible with the Convention for the Protection of Human Rights and Fundamental Freedoms ("the Convention"). Articles 1 and 8 of the First Protocol are relevant to the exercise of compulsory purchase powers in this instance and are respectively the right to peaceful enjoyment of possessions and the respect for private and family life and home.
- 5.8 A decision to make a CPO must strike a fair balance between the public interest for the Scheme and the interference with private rights. Taking into account the exercise of compulsory purchase powers as a statutory process requiring confirmation from the Secretary of State for Transport, the provision for compensation to be paid to those affected, the limited private interests affected by the proposed CPO and the compelling case in the public interest for the Scheme to improve the highway network in Catford, it is considered that the interference with private property rights is necessary, proportionate and strikes a fair balance towards meeting TfL's objectives.
- 5.9 Those affected by the CPO will be informed and advised of their right to make representations to the relevant Secretary of State, their right to be heard as part of the confirmation process for the CPO, and of a fair entitlement to compensation (where applicable) thus ensuring compliance with Article 6 of the Convention and a right to a fair hearing.

## **6 Legal Implications**

- 6.1 The approval in principle of the making of a CPO is a matter reserved for the Board.
- 6.2 The making, withdrawing and/or amending of a CPO, including settling the detailed boundaries of the land to be acquired and doing all things necessary to

implement the CPO is delegated to the Commissioner and the Chief Officer to which the project relates. In this case it is the Chief Customer and Strategy Officer.

- 6.3 Under section 239 Highways Act 1980 (Act), the Secretary of State for Transport may authorise TfL to purchase compulsorily any land which is required by a highway authority for the construction or improvement of a highway. Further provisions under sections 246 and 250 of the Act extend the power of acquisition including for the mitigation of adverse effect of constructing or improving a highway as well as the acquisition of rights.
- 6.4 Planning permission for the Scheme is to be applied for shortly and will be run in parallel to seeking confirmation of the CPO.

## **7 Financial Implications**

- 7.1 Programme and Project Authority for the Scheme was approved on 1 March 2023 by the Programmes and Investment Committee as part of the Healthy Streets Programme (now known as the Safe and Healthy Streets Programme) and an increase in authority is being sought from the Committee, at its meeting on 6 December 2023.
- 7.2 The cost of acquiring the Property Interests will be covered by the funding received under the funding agreement from the LB Lewisham.

### **List of appendices to this report:**

Appendix 1: Plan showing the land required for the CPO

Appendix 2: Equality Impact Assessment

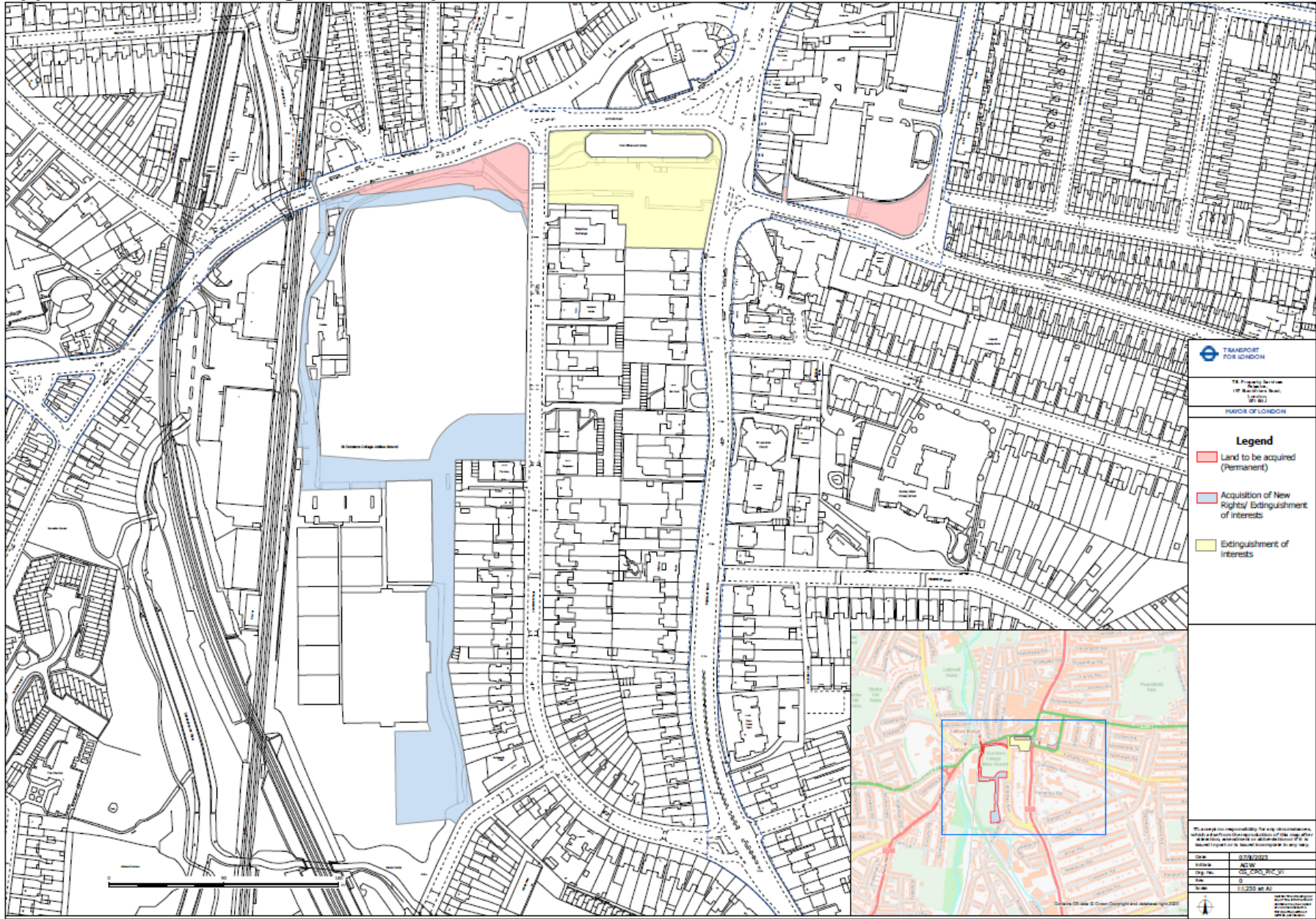
### **List of Background Papers:**

Programmes and Investment Committee, 6 December 2023: Safe and Healthy Streets Programme

Contact Officer: Alex Williams, Chief Customer & Strategy Officer

Email: [alexwilliams@tfl.gov.uk](mailto:alexwilliams@tfl.gov.uk)

# Appendix 1: Plan showing the land required for CPO



**TRANSPORT FOR LONDON**

T4 Property Services  
100 Marsh Wall, London  
E14 3PL

**MARSH OF LONDON**

**Legend**

- Land to be acquired (Permanent)
- Acquisition of New Rights/ Extinguishment of interests
- Extinguishment of interests

We warrant no responsibility for any inaccuracies, omissions or errors that may appear in this plan, whether in whole or in part, or in any reproduction of it.

Date:	07/07/2023
Version:	02/00
Proj. No.:	001_CPO_MOL_23
Rev.:	0
Scale:	1:250 at A3

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**Appendix 2**  
**Equality Impact Assessment**

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## Customer Equality Impact Assessment (EQIA) Form

The Equality Impact Assessment (EQIA) is a means by which we can demonstrate how we have considered inclusion and put people at the heart of the decisions and changes we make. It is a tool to explore the potential for a service, project, programme, or business plan to have an impact on a particular protected characteristic, inclusion groups, or community. This includes the impact on one or more of these groups:

- Protected characteristic groups (as outlined in the Equality Act 2010)
- Disadvantaged or marginalised groups or communities
- Deprivation and socio-economic disadvantage within local communities

### **Please note:**

To comply with our agreed policy on completing Equality Impact Assessment (EQIA) and meet our requirements under legislation, all new strategies, policies, business plans, change programmes or projects must be impact assessed before being introduced. Within this document, you will need to provide evidence to demonstrate:

- Consideration of the impact of your initiative for each protected characteristic and other disadvantaged groups and communities
- Assessment of the impact you have identified and a clear action plan to mitigate the issues and concerns which arise from this.

### **The steps for completing EQIA are:**

- Introduction of aims/objectives/focus
- Gather evidence in relation to all relevant protected characteristics and inclusion groups
- Engagement and consultations – consult and engage with relevant stakeholders/inclusion groups/communities and seek feedback
- Assess or identify potential impacts
- Act on the results including planning actions to mitigate potential negative impact
- Monitoring and evaluation
- Make the right decision based on the evidence and findings from the assessment
- Sign-off

Draft or completed customer EQIA should be submitted to Customer EQIA [inbox](#) and a superuser or member of the customer D&I team will be allocated to review the document. Please ensure you have read the customer EQIA guidance before using this form.

## 1. Key information and clarifying aims

<b>Title of strategy, service, business plan, programme, or project</b>	<b>Catford Town Centre - ST PJ569</b>			Unique ID No. <i>(To be assigned by the D&amp;I team)</i>	<b>D&amp;IC/22/447</b>
<b>Team/Department/Directorate</b>	Transformational Healthy Streets Programme – Investment Delivery Planning				
<b>EQIA author</b>	Tina Pancha – Principal Sponsor				
<b>Senior accountable person</b>	Thomas Holmes				
<b>Date EQIA started</b>	15/12/2022 Revised version done	<b>Date EQIA completed</b>	23 November 2023		
<b>Project Stage</b>	Stage 2				
<b>What is the focus of this EQIA?</b> <i>(Please tick which is appropriate)</i>	Service	Project	Programme	Strategy or business plan	Others <i>(please state below)</i>
		Y			
<b>Who would benefit or be impacted by your strategy, service, business plan, programme, or project</b> <i>(Please provide details of below)</i>					
<b>Customer</b>	Pedestrians, bus passengers, cyclist, car users, local businesses, and local community.				
<b>Employee</b> <i>(for workforce or employee only impact assessment, please email the D&amp;I workforce team at <a href="mailto:EQIA@tfl.gov.uk">EQIA@tfl.gov.uk</a>)</i>	Transport for London				

This project aligns with the Mayor’s Transport Strategy by supporting London’s growth whilst embedding the Healthy Streets approach to urban design. The project also supports the London Borough of Lewisham’s objectives and the Mayor of London’s good growth ambitions to deliver up to 2,700 new homes and 5,000 jobs in Catford. This project is a joint project shared equally between the London Borough of Lewisham (LBL) and Transport for London (TfL).

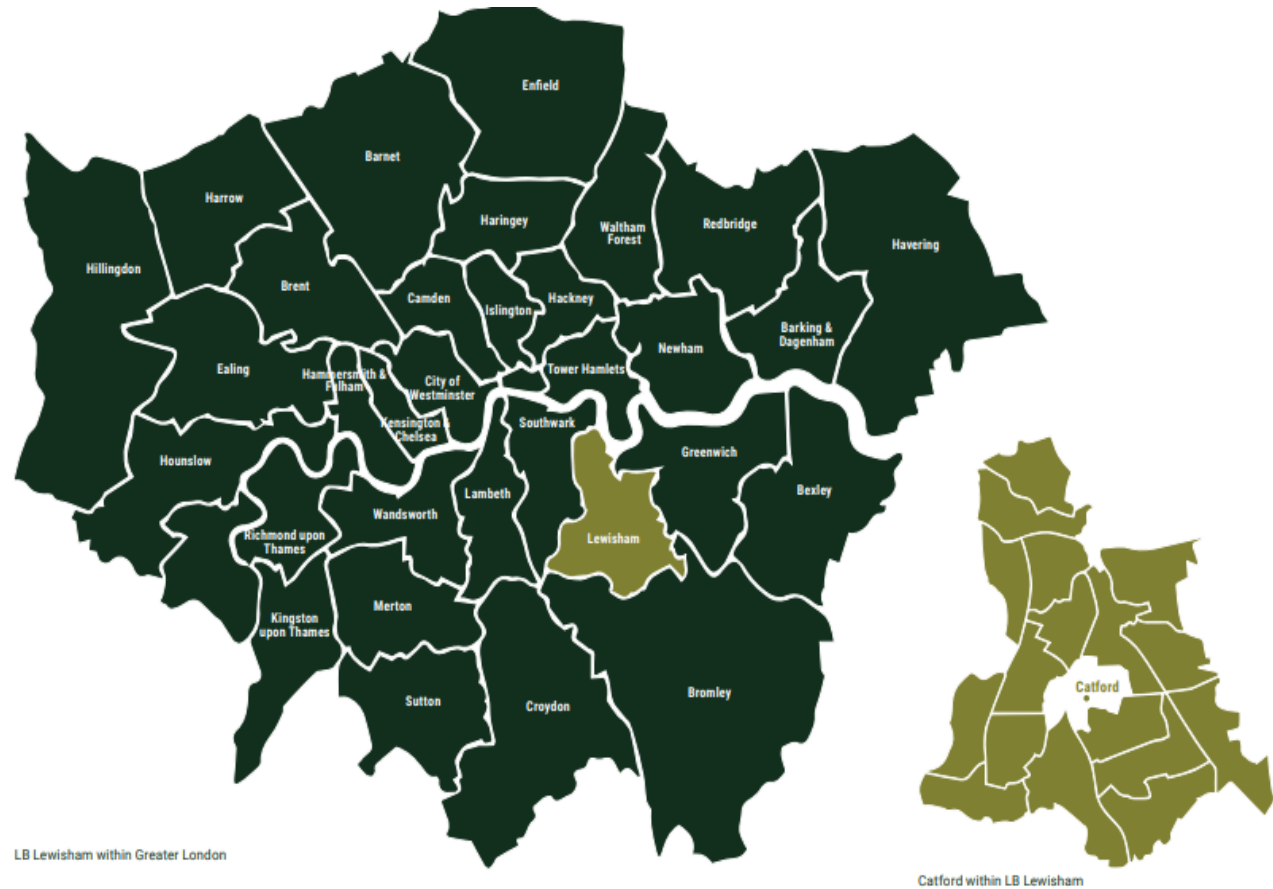


Figure 1: Location of the London Borough of Lewisham

<p><b>Provide background information and outline the aims/objectives/scope of the strategy, service, business plan, programme, or project</b></p>	<p>Lewisham is an inner London borough situated in Southeast London. Catford is LB Lewisham’s second largest town centre and its civic heart. Regeneration of the area is overdue. The proposed changes will bring improvements to Catford’s physical environment including the quality of place, transport, and housing. The town centre project will transform this major centre in South London from one dominated by motor traffic to a place that supports more people to walk, cycle and use public transport. It will help reduce vehicle traffic congestion by enabling users to switch from cars to sustainable modes.</p> <p>The case for change is driven by the existing highway gyratory arrangement. This current arrangement dominates Catford, causing severance and hostile conditions for active travel. This is reflected in high collision numbers that involved walking and cycling.</p> <p>While a road gyratory (one-way system) can be efficient for motor traffic, Catford congestion is significant throughout the day. This negatively impacts bus passengers and exacerbates poor air quality. The Council has clearly stated its preference to remove the gyratory and re-align the A205 South Circular to the south of the town centre to create better placemaking and deliver housing objectives. This scheme will also provide new pedestrian crossings and safer routes to open spaces.</p>
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**Location**



Figure 2: Lewisham Ward

The A21 (Rushey Green and Bromley Road) and A205 South Circular (Catford Road and Brownhill Road) meet at Catford town centre within a gyratory system as shown in Figure 3 (below). Both routes form part of the Transport for London Road Network (TLRN).



Figure 3

Rushey Green is centrally located within the London Borough of Lewisham (LBL) and shares ward boundaries with six wards. The Old Town Hall, Civic Suite and Laurence House, and the council's main office are based in the southern part of the ward. It has two rail stations - Catford and Catford Bridge. An expansive bus network provides excellent transport links locally, to surrounding areas and direct access to the city. The South Circular gyratory is the main route and runs directly through the ward and town centre. Over a quarter of the housing stock is social housing with Lewisham Homes as the largest social housing landlord.

Catford's physical character is heavily dominated by infrastructure for motorised vehicles:

- The A205 South Circular that crosses the area east-west.
- The one-way Gyratory system around the Plassy Island to the east.
- The main north-south route of the A21 Rushey Green and Bromley Road.

The main commercial areas are:

- The Catford Shopping Centre, situated to the north of the Catford Broadway.
- Commercial frontages on the A21 between Catford and Lewisham.

The Catford Shopping Centre and Milford Towers were built in the 1960s. They are both designated by LB Lewisham for redevelopment.

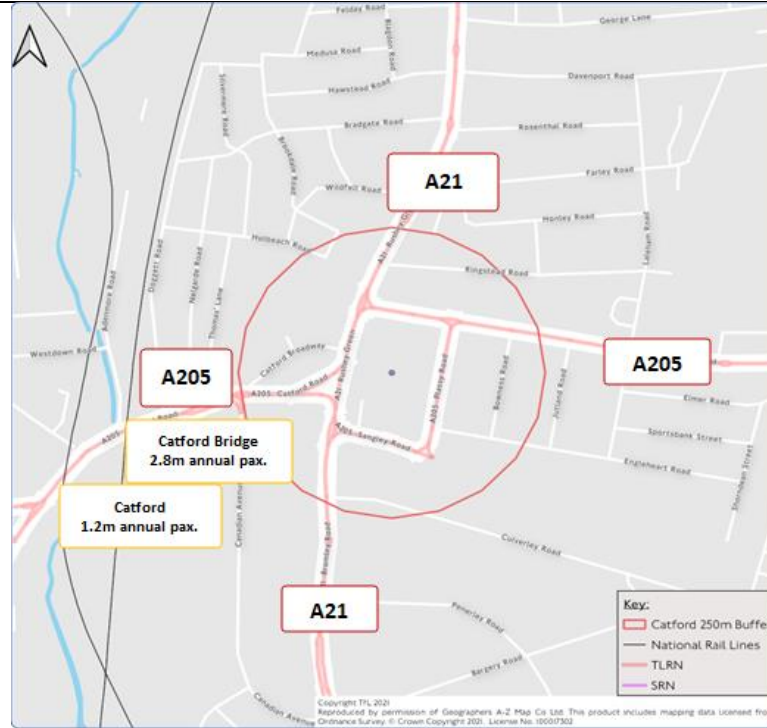


Figure 4: Catford town centre Location  
 Overview: Intersection of the A205 South Circular, A21 and two nearby National Rail Stations

Catford is an important bus and rail location for accessing services and interchanging between them. However, bus speeds have declined due to frequent congestion in the town centre. There are two Network Rail (NR) stations:

- Catford Bridge station provides services to Charing Cross, Cannon Street and Hayes.
- Catford station provides services to Blackfriars and Sevenoaks. The typical off-peak frequency to all stated destinations is 2 trains per hour, except towards Hayes at 4 trains per hour.

The high volume of traffic on the South Circular, combined with its variable widths, make it an intimidating road to cross and creates significant levels of severance. In addition, unlike other parts of the South Circular, traffic noise is not mitigated by planting, wider pavement widths, or level changes.



The gyratory system around Plassy Island also causes severance between the island and the surrounding town centre. The A21 is a key road within South London and carries a high volume of traffic. This increases the severance experienced by the retail park and limits its integration with the surrounding context.

There are 15 day-time bus routes and 3 night-time services for the Catford town centre area, as shown in Table 1- (below) There is no bus station and the stops for the various routes are located throughout the town centre, as shown in Figure 12.

Catford Bus Services	
Number	Serving route
47	Shoreditch High Street Station – Catford Garage
54	Elmers End Interchange – Plumstead Road / Burrage Road
75	Lewisham Station – Fairfield Halls
124	Stanstead Road / St Dunstons College – Southend Crescent / Southend Close
136	Grove Park Bus Station – Elephant & Castle / Newington Causeway (+ Night-time service)
160	Thomas Lane – Sidcup Station
171	Newquay Road – Holborn Station (+ Night-time service)
181	Lewisham Station – Grove Park Bus Station
185	Lewisham Station – Victoria Station
199	Canada Water Bus Station – Catford Garage (+ Night-time service)
202	Crystal Palace Parade – Blackheath / Royal Standard
208	Lewisham Station – Orpington / Perry Hall Road
284	Lewisham Station – Grove Park Cemetery
320	Biggin Hill Valley – Catford Bridge Station
336	Thomas Lane – Locksbottom / Pallant Way

Table 1: Catford Bus Service



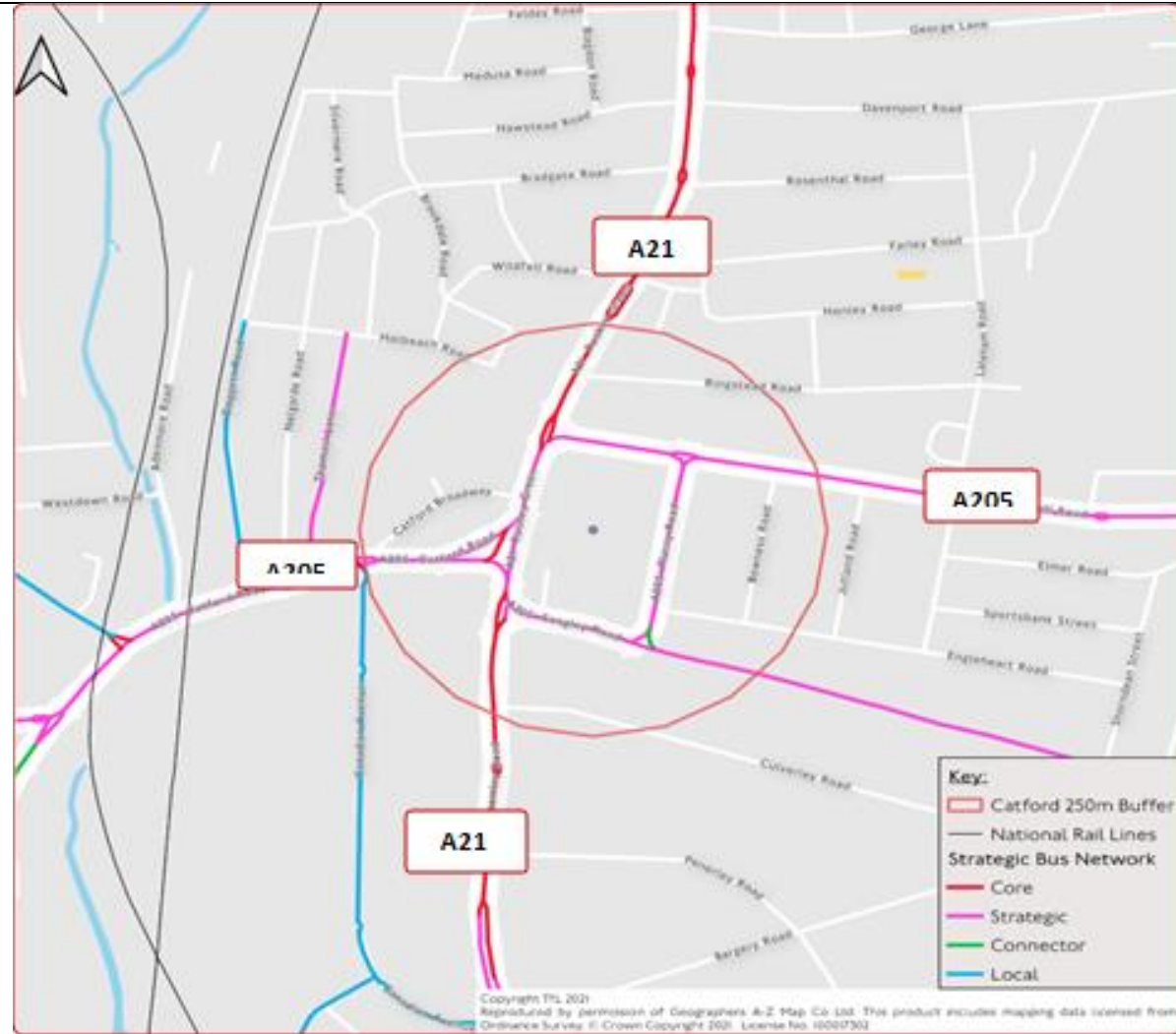


Figure 5: Catford town centre's bus routes: 15 bus routes.  
 A21 designated core bus network has the highest level of strategic importance  
 i.e., bus journey times requiring protecting the most.

The pedestrian and cycle links are convoluted, which can be confusing for users. The A205 Catford Bridge has narrow lanes and there is heavy traffic on the South Circular. The narrow pavements and road make walking and cycling along the route feel unsafe.

Cycle routes away from the main road network of A205 and A21 have been successfully delivered – the most recent notable example is the Waterlink Way. This has an almost-north-south direction, which passes by all major NR and TfL DLR stations within the London Borough of Lewisham.

Cycle Superhighways-style schemes on the main routes have not been brought forward due to technical difficulties. The only exception is TfL's Streetspace cycle scheme on the A21, between the junctions of Brownhill Road and Courthill Road. This is a temporary scheme, operating on an Experimental Traffic Regulation Order (ETRO), designed to assist with pandemic recovery.



Figure 6: The A21 Lewisham to Catford walking and cycling changes under an Experimental Traffic Regulation Order (ETRO) as of March 2022

Catford has high levels of climate vulnerability based on the Greater London Authority's climate risk mapping.

Catford town centre has a high overall climate risk, high flood risk and high heat risk. This high climate risk coincides with areas of income and health inequalities, as well as other social factors set out above.

Catford's air quality is poor. The annual mean NO<sub>2</sub> levels are greater than 50 µg/m<sup>3</sup> at the most congested parts along the main thoroughfares of A205 and A21. This exceeds the UK national statutory limit of 40 µg/m<sup>3</sup>

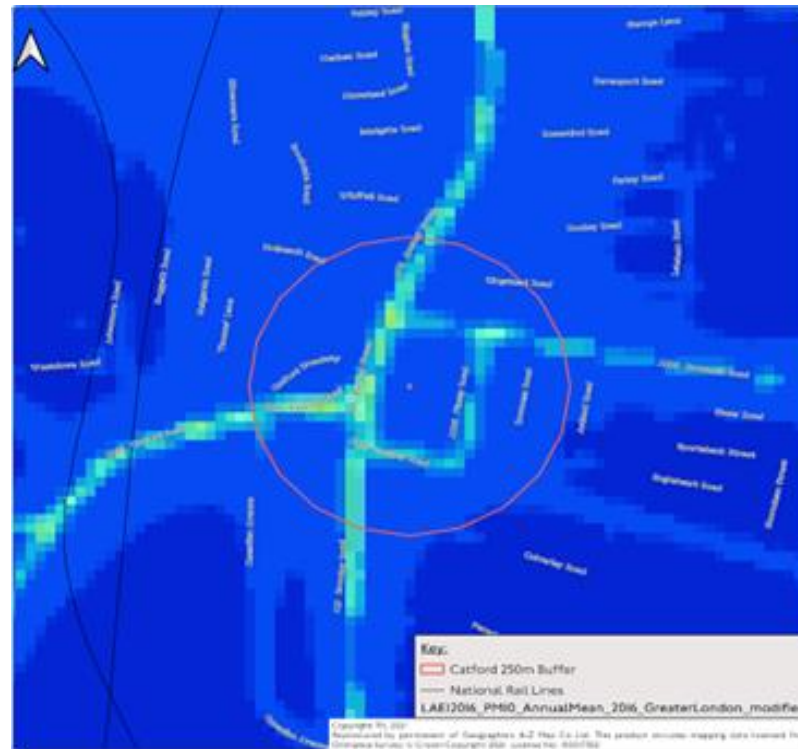


Figure 7: Catford town centre PM10 2016 modelled air pollutant levels. These align closely to the two Transport for London Road Network (TLRN) corridors and the western half of the gyratory.

The total number of cars owned by households in Lewisham increased by 12,432 (19%) to 79,270 between the 1991 and 2001 census.

The latest similar statistic of Licenced Private and Light Goods Vehicles, compiled by the Department of Transport (DfT) and the Greater London Authority (GLA) up to the end of 2020, recorded a drop to 72,360 vehicles in LB Lewisham. The same statistic for the neighbouring and geographically similar London Boroughs of Greenwich and Newham is 73,678 and 63,726 vehicles, respectively.

However, within LB Lewisham there are significant variations between wards.

They range from over 50% households without a car (in Brockley, Evelyn, and New Cross) to under 33% (in Catford South and Grove Park).

The level of car ownership can reflect the location's transport connectivity, but it is also a product of many factors, such as the level of home ownership and the type of housing available.

Percentage of Households with one or more cars in affected areas:

- Lewisham – 50.4%
- Rushey Green – 53.4%
- Catford South – 71.9%

**Proposal:**

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The proposed key transformative changes are the realignment of the A205 South Circular and removal of the Catford one-way gyratory. This will support the town centre's regeneration, as well as residential and commercial development opportunities while creating new urban realm areas.

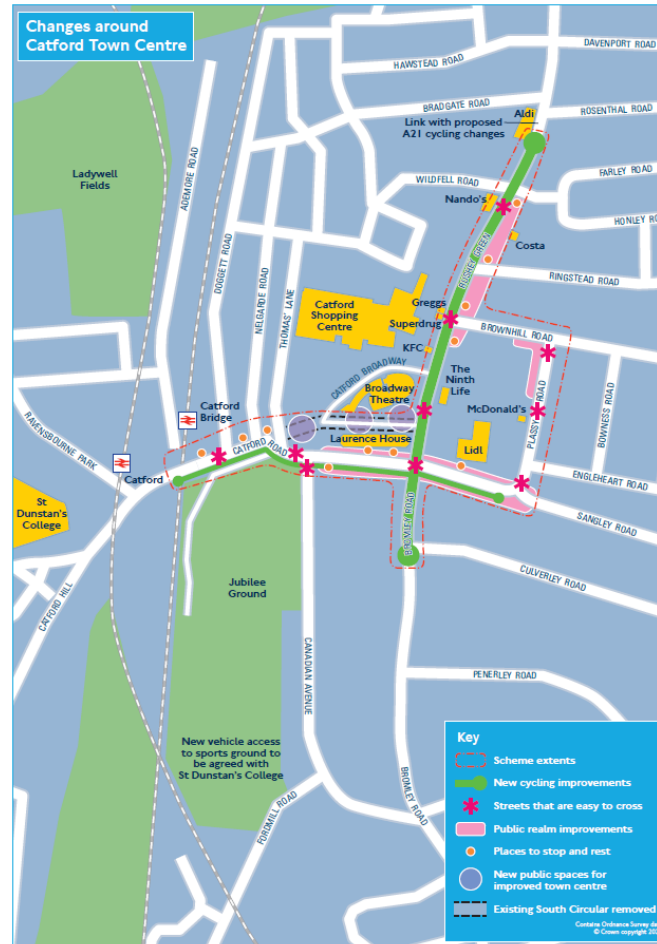


Figure 8: Visualisation of the proposal



At present a one-way system is in place around the Plassy Island Gyrotary to manage traffic on the South Circular A205 route as it passes through the town centre. Catford is heavily transport dominated, and the purpose of the scheme is to transform Catford into a green town centre through the realignment of the A205, making the area safer for cyclists and pedestrians. This aligns with LB Lewisham’s vision.

**Scheme Design:**

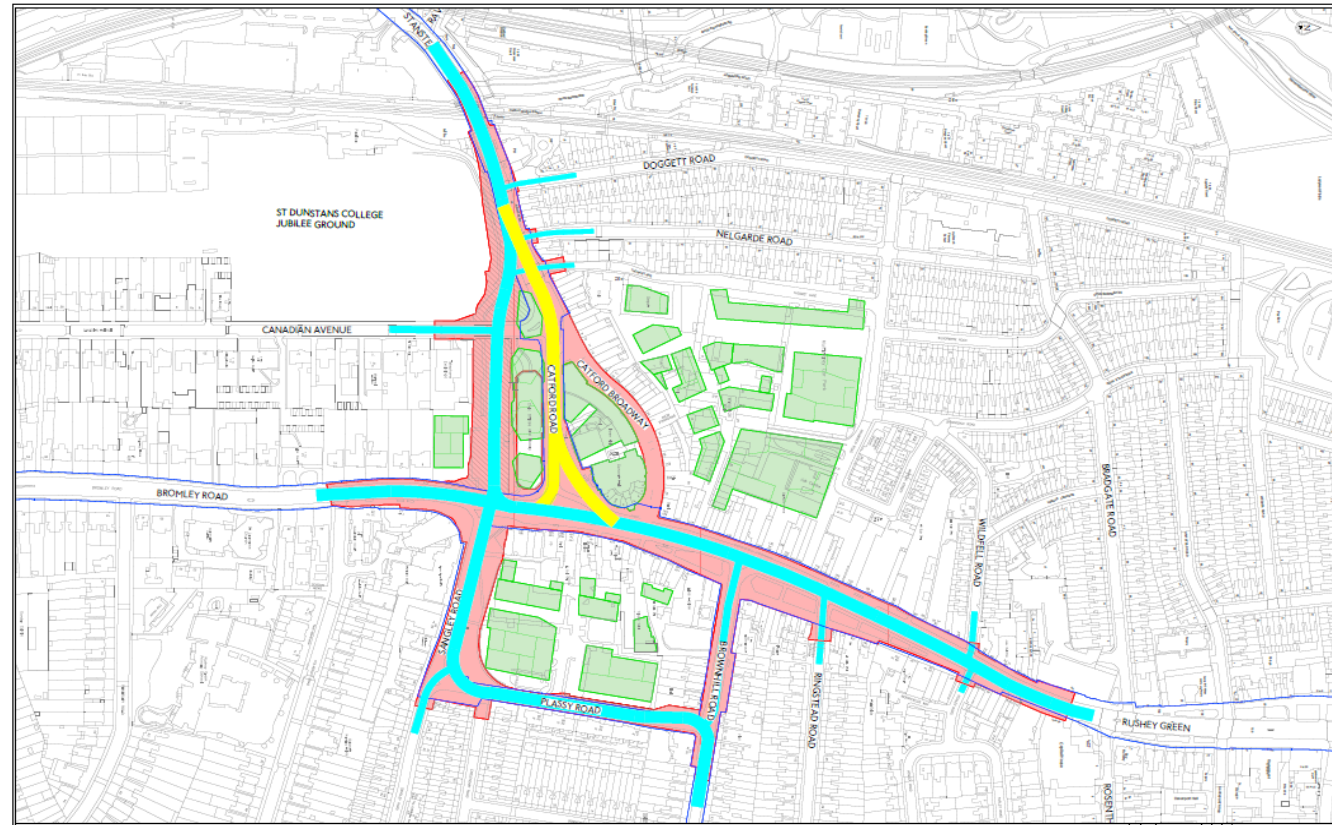


Figure 9: Scheme Design

The A205 and the A21 run as a gyratory around Plassey Island, with buses permitted southbound through the Town Centre, as shown below on Figure 10 (below)



Figure 10: A205 & A21 currently run as a gyratory

The proposed changes shown in Figure 11 (below) include construction of a new road through Metropolitan Open Land (MOL), continuing towards the rear of Laurence House. This new road replaces the one-way gyratory with two-way traffic flows both around Plassy Island, and along the A21 through the town Centre.

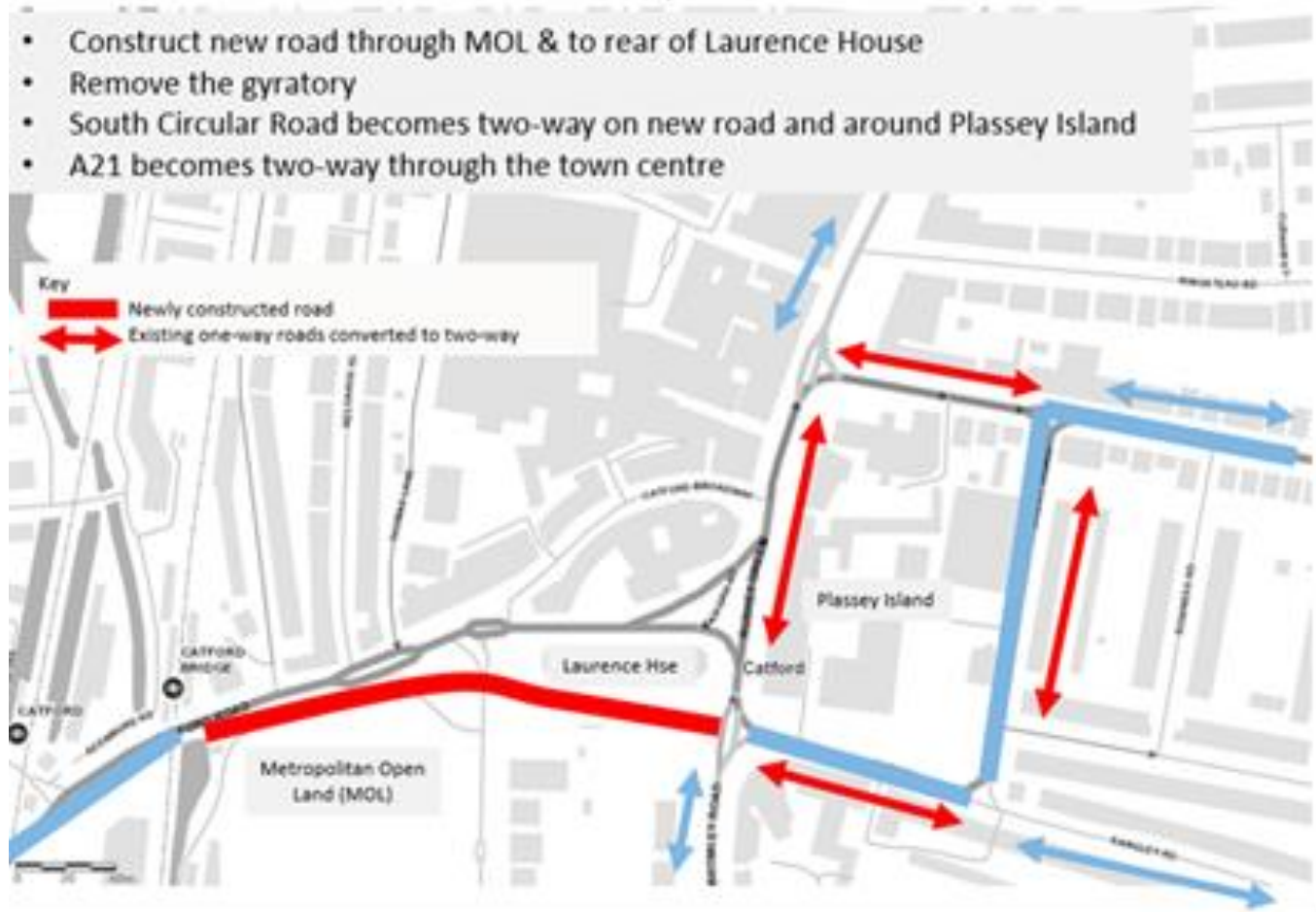


Figure 11: Proposed changes

**Summary of the proposed changes**

- Re-alignment of the A205 South Circular Road and removal of the Plassy Island Gyratory one-way system.
- New bus infrastructure and priority measures
- New & enhanced cycling facilities.
- Re-design of area for all users / modes of travel.
- Provision of more road space and direct route through area for users.
- Improved pedestrian crossing facilities and public realm improvements.
- New road surfacing.
- Purchase of third-party land.
- Changes to the road boundary.

The principal business objectives for the scheme are:

- Reduce traffic volumes through the town centre, leaving more space for buses, cyclists, and local access traffic.
- Make it easier to get around the town centre whilst reducing vehicle traffic noise, pollution, and visual intrusion.
- Enhance facilities for vulnerable road users, specifically by providing at-grade crossing facilities and improving facilities for cyclists.
- Contribute to the regeneration of the town centre by decreasing traffic dominance.
- Improvements to the urban realm, increasing the ambience of the town centre and making it a 'place'.
- Better public spaces to improve conditions for people living working or traveling through the area

The scheme is intended to bring about benefits for the road safety of all road users. Early and ongoing communication with the council and other stakeholders is essential.

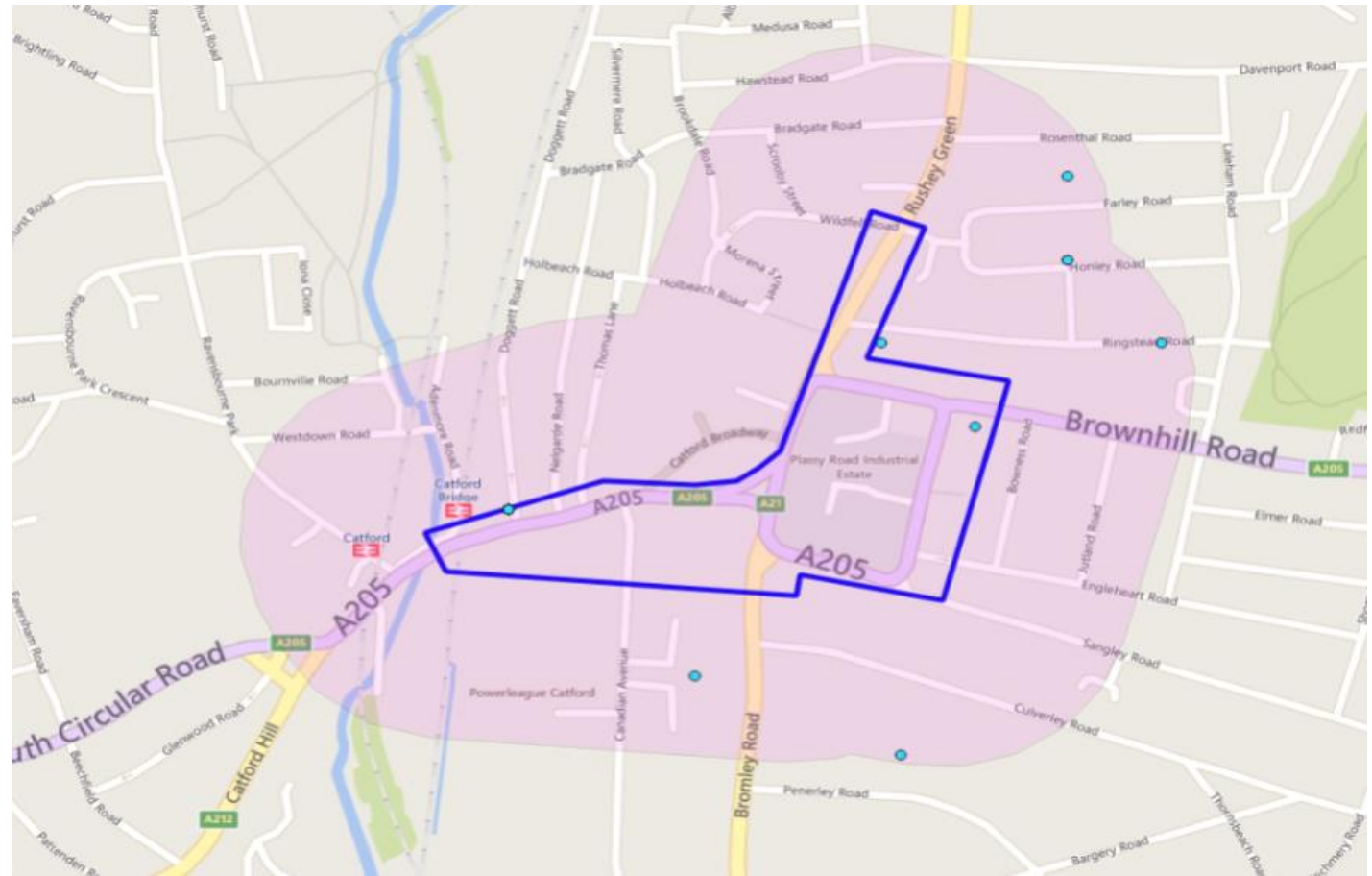


Figure 12: The A21 (Rushey Green and Bromley Road) and A205 South Circular (Catford Road and Brownhill Road) meet at Catford town centre within a gyratory system

The proposed scheme aims to:

- Improve safety for vulnerable road users by providing additional, improved crossings, wider pavements where possible and new segregated cycle routes.
- Increase active travel by providing segregated cycle facilities, improved way-finding and improved walking and cycling links, e.g., to Catford Bridge station.
- Support travel by sustainable modes by protecting bus journey times and reliability through the town centre.
- Contribute to the creation of a greener and more climate resilient town centre by planting trees, landscaping, and introduction of a Sustainable Urban Drainage Scheme.
- Support economic growth and the viability of the emerging town centre development proposals by removing severance between Laurence House and the town centre and making passive provision for the creation of a new public space by the London Borough of Lewisham.

### Bus Stops Changes

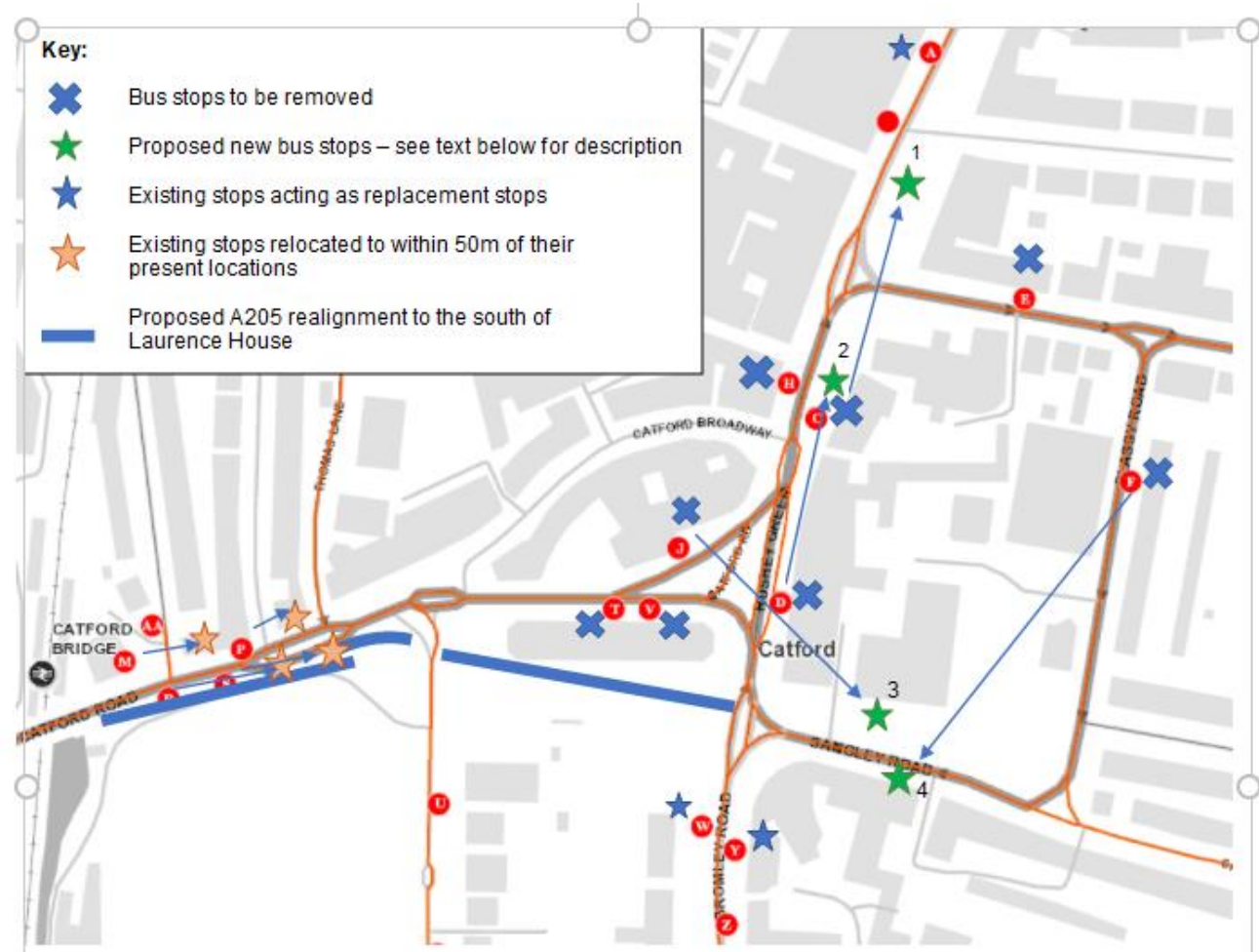


Figure 13: Existing and proposed bus stop locations.  
 New bus stop locations: Stop C to be replaced by Stop 1, Stop D to be replaced by Stop 2,  
 Stop J to be replaced by Stop 3, Stop F to be replaced by Stop 4.

The rationale for relocating the bus stops is largely design-led, as follows:

- a) With the closure of Catford Road and the realignment of the road away from the town centre to the south of Laurence House, Bus stops J, T & V on Catford Road must be relocated. New stops for the eastbound and westbound routes will be provided on Sangley Road, whilst a replacement for southbound services will be at the existing stops south of Sangley Road.
- b) Bus stop H serves the routes 75 and 185 (northbound). A northbound segregated cycle lane is proposed through the town centre. If stop H was retained at its current location, an island would be required. This would reduce the footway widths on the eastern side of Rushey Green through the town centre and result in the loss of 2 further trees (with a *value* of £177,925). Keeping stop H in its current location would also affect existing loading arrangements as it has been assumed that this bay must be retained. The loading bay would be located within the bus lane, very close to the northbound stop line at the junction with Brownhill Road. While the operational hours of the loading bay could be restricted to off-peak only, any vehicle using this bay would impact the reliability of bus journey times.
- c) For southbound routes through the town centre, it is proposed to relocate the bus stop for routes 75 & 185 north towards the edge of the town centre (shown as stop 2 in green on Figure 13 above). A stop for the remaining routes will be retained in the town centre (shown as stop 1 in green on Figure 13). Routes 75 & 185 turn right from Rushey Green to Catford Road, and a stop would have to be provided sufficiently far north to allow the buses to serve the stop and then safely manoeuvre to the offside right turn lane. Kerb space along Rushey Green will be limited southbound by the new pedestrian crossing and existing accesses and loading bays. The stop which will be provided within the town centre is very busy and requires a long cage (45m) to ensure enough space for all bus routes to stop safely. This stop will be provided immediately south of Brownhill Road as this has the longest section of kerb available. An additional stop would



require the removal of the loading bays and the provision of a bus stop island. This would reduce the footway width at a busy location.

- d) The stopping arrangement for northbound buses through the town centre will not change. There are no existing stops in the town centre for these routes.

The proposals to remove the gyratory will include:

- Removing Stop E, as no buses will run along this section of Brownhill Road in.
- Removing Stop F, as only one bus will run along this link and new stops will be nearby.
- All buses will run in both directions along Catford Road and Sangley Road, making routing simpler and easier to understand for bus users.
- New stops on Sangley Road to the east of Catford Road will serve all the bus routes and facilitate interchange between routes.

The effects of relocating bus stops were tested in the Do-Something micro-simulation, alongside the proposed two-way operation of the gyratory. This is detailed in the modelling section of the Economic Case.

For robustness, TfL will consider disaggregating the effects at the next stage

**Bus Journey times:**

VISSIM is a standard microscopic multi-modal flow simulation software to simulate complex vehicle interactions realistically and assess congestion.

For journey times of the 15 bus routes; modelling undertaken in VISSIM forecast varies as follows:

- In the morning peak, it varies from a reduction of 49% to an increase of 34%.
- In the afternoon peak, it varies from a reduction of 15% to an increase of 25%.

Table 2 below shows the journey times for buses for the AM and PM peaks and compares them with the base model (existing situation).

Future Base (FB) is the 'do minimum'. This is without the scheme, but with the forecast growth and associated network changes for the opening year. The 'Do Something' (DS) includes the proposals.

Route	AM [s]				PM [s]			
	FB	DS	Diff	%	FB	DS	Diff	%
47 Shoreditch	263	284	22	8%	261	283	22	9%
47 Catford Garage	202	270	69	34%	263	301	38	14%
54 Plumstead Road / Burrage Road	251	268	17	7%	260	282	23	9%
54 Elmers End Interchange	264	301	37	14%	271	304	34	12%
75 Fairfield Halls	484	472	-13	-3%	522	595	73	14%
75 Lewisham Station	782	717	-65	-8%	1077	1140	63	6%
124 Southend Crescent / Southend Close	451	391	-59	-13%	487	499	12	2%
124 Stanstead Road / St Dunstons College	531	273	-257	-49%	271	251	-20	-7%
136 Elephant & Castle / Newington	260	290	30	11%	267	278	11	4%
136 Grove Park Bus Station	251	274	23	9%	279	296	17	6%
160 Catford Bridge Station	473	259	-214	-45%	238	202	-35	-15%
160 Sidcup Station	504	383	-121	-24%	464	502	38	8%
171 Catford Garage	671	580	-91	-14%	714	664	-50	-7%
171 Holborn Station	486	416	-70	-14%	450	413	-37	-8%
181 Grove Park Bus Station	527	285	-242	-46%	317	282	-35	-11%
181 Lewisham Station	891	661	-230	-26%	1007	959	-49	-5%
185 Lewisham Station	469	521	53	11%	604	697	93	15%
185 Victoria Station	553	488	-65	-12%	576	604	27	5%
199 Canada Water Bus Station	240	265	25	10%	240	240	1	0%
199 Catford Garage	231	289	58	25%	248	302	55	22%
202 Blackheath / Royal Standard	815	754	-61	-8%	983	1044	60	6%
202 Crystal Palace Parade	746	683	-62	-8%	510	473	-37	-7%
208 Lewisham Station	249	278	29	12%	244	259	15	6%

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208 Orpington / Perry Hall Road	253	296	43	17%	318	327	9	3%
284 Grove Park Cemetery	449	368	-81	-18%	760	858	98	13%
284 Lewisham Station	542	282	-259	-48%	278	245	-32	-12%
320 Biggin Hill Valley	582	492	-90	-15%	517	529	12	2%
320 Catford Bridge Station	303	261	-42	-14%	296	272	-24	-8%
336 Catford Bridge Station	310	276	-35	-11%	274	269	-5	-2%
336 Locksbottom / Pallant Way	319	282	-37	-12%	355	444	89	25%

Table 2: Journey Times -Buses

**Changes to journey times**

Within the local area, only a few bus and road journeys would get shorter or longer.

**Deliveries and servicing**

During the next stages, we will continue to work with businesses and freight operators to minimise the impact of the proposals on their operations.

**Environment and Open Spaces**

Our proposals aim to improve the quality of life in the area by:

- Reducing the dominance of traffic, allowing people to better enjoy the area.
- Increasing provision for walking, cycling, and using public transport.
- Exploring opportunities and working with LB Lewisham to establish a greener, cleaner environment.

Although we do not expect an increase in the number of motor vehicles in the area, our proposals may change how traffic moves around some roads. This may result in some associated and localised changes to air quality and noise levels. Environmental surveys and modelling will take place as part of our ongoing evaluation of these proposals.

The Lewisham Town Centre scheme creates an excellent opportunity to deliver key commitments from the Mayor's Transport Strategy (MTS). It will support London's growth whilst embedding the Healthy Streets approach to urban design. The project will also support the London Borough of Lewisham's Objectives and the Mayor of London's good growth ambitions to deliver up to 2,700 new homes and 5,000 jobs in Catford.

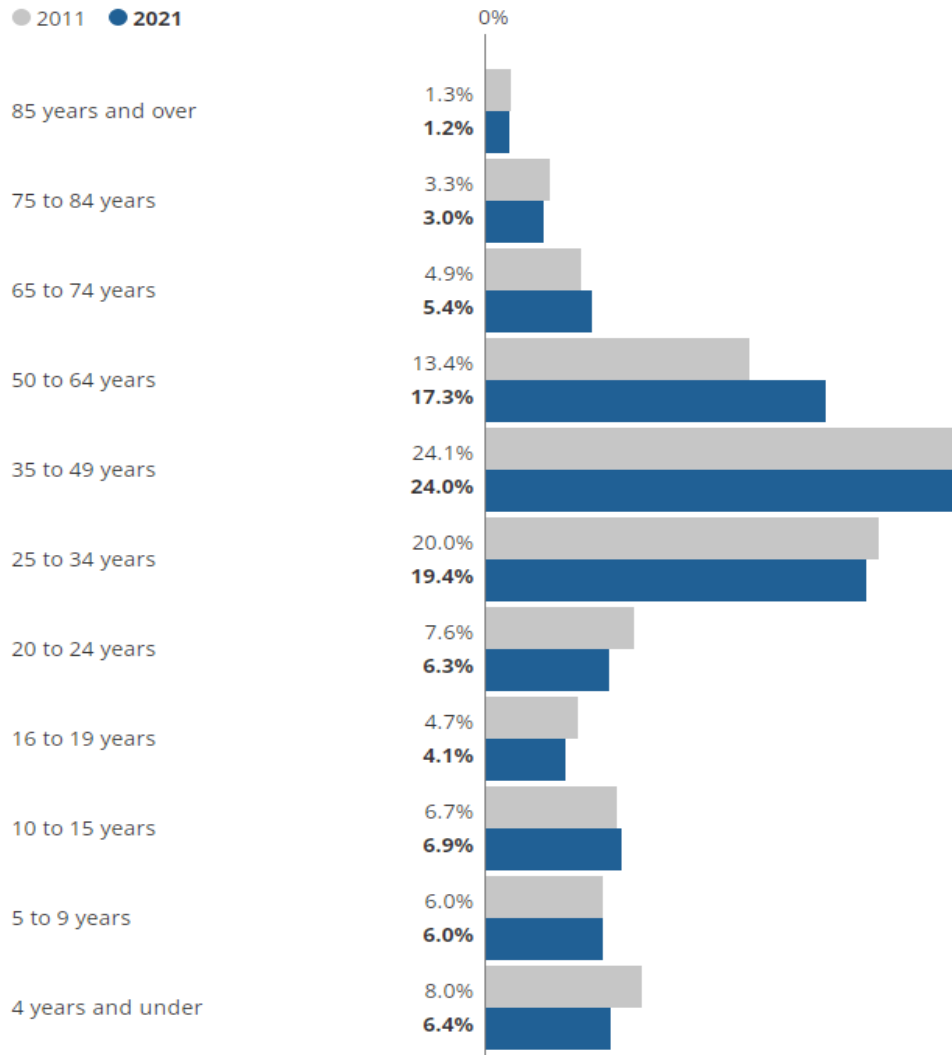
## 2. The Evidence Base

Consider evidence in relation to all relevant protected characteristics and inclusion group listed in the table below. Please note that change always disproportionately impacts all protected characteristics, so there should be no blank boxes. Consideration should be given not just to the proposal impact but how you intend to communicate and engage on the proposed change.

<p><b>Protected Characteristic and inclusion group</b></p>	<p><b>Data and evidence to support your assessment</b> (Record here the data you have gathered about the diversity of the people potentially impacted by this work. Please include any research on the issues affecting inclusion in relation to your work).</p> <p>Sources:</p> <ul style="list-style-type: none"> <li>• <a href="#">Statistics and Census Information -London Borough of Lewisham</a></li> <li>• <a href="#">Dataset Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland</a></li> <li>• TCOL: <a href="https://content.tfl.gov.uk/transport-classification-of-londoners-presenting-the-segments.pdf">https://content.tfl.gov.uk/transport-classification-of-londoners-presenting-the-segments.pdf</a></li> <li>• Information on the travel behaviours of different PCGs has been sourced from TfL's 'Travel in London: Understanding our Diverse Communities' report, published in 2019 (<a href="#">link</a>).</li> <li>• <a href="#">Travel in London</a></li> <li>• <a href="#">LGBT+ Population in South East</a></li> <li>• <a href="#">Sexual Orientation</a></li> <li>• <a href="https://data.london.gov.uk/dataset/births-and-fertility-rates-borough">https://data.london.gov.uk/dataset/births-and-fertility-rates-borough</a></li> <li>• <a href="https://www.trustforlondon.org.uk/data/boroughs/lewisham-poverty-and-inequality-indicators/?indicator=living-standards&amp;comparator=england">https://www.trustforlondon.org.uk/data/boroughs/lewisham-poverty-and-inequality-indicators/?indicator=living-standards&amp;comparator=england</a></li> <li>• <a href="#">Inclusive Mobility</a></li> </ul>
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<p><b>Age</b></p>	<p>The last two censuses (of 2011 and 2021) reveal, the population of Lewisham increased (8.9%), from just under 275,900 in 2011 to around 300,600 in 2021. The (8.9%) increase is greater percentage than the overall population increase of London (7.7%), and also greater than the overall population increase of England (6.6%).</p> <p>In 2021, Lewisham was home to around 61.1 people per football pitch-sized piece of land, compared with 56.0 in 2011. This area was among the top 5% most densely populated English local authority areas at the last census.</p> <p>The median average age in Lewisham in 2021 was 35.5, with over 18s representing 81.8% of the population. The sex ratio was 90.4 males to every 100 females.</p> <p>The number of people aged 50 to 64 years rose by around 15,000 (an increase of 40.5%), while the number of residents aged 4 years and under fell by just under 2,900 (13.1% decrease).</p> <p>Young Londoners aged between 16 and 24 are more likely to be worried about their personal security while using public transport (35% compared with 30% for all Londoners). Implementing the measures to encourage more walking and cycling should increase natural surveillance. This would help deter criminal activity and improve safety on local streets. Consequently, this should have a positive impact on people of all ages who can be victims of crime.</p>
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Percentage of usual residents by age group, **Lewisham** ▾



Source: Office for National Statistics – 2011 Census and Census 2021

Figure 14: Age Distribution Lewisham

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**Disability** *(please consider all forms of disabilities)*

In 2021, 7.9% of Lewisham residents were identified as being disabled and with limited mobility.

This figure decreased from 10.6% in 2011. The decrease in the proportion of residents who were identified as being disabled and with limited mobility was greater in Lewisham (2.7%) than across London (2.3%, from 9.4% to 7.1%).

Across England, the proportion fell by 1.6%, from 9.1% to 7.5%.

Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived their health status and activity limitations, and therefore how they chose to respond.

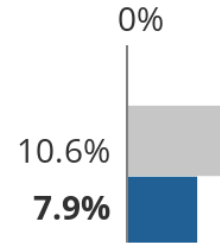
Cycling can be a mobility aid for those who find walking difficult or cannot walk at all. TfL research found that 17% of Londoners with a disability already make trips by bicycle. This is slightly below the percentage of non-disabled people who said they use a bicycle (18%).

This research also identified that 27% of disabled people said they would “definitely” or “probably” use new routes such as Cycleways in the future.

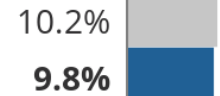
Age-standardised proportion of usual residents by long-term health condition or illness, **Lewisham**

● 2011 ● 2021

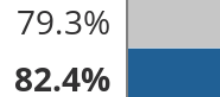
Disabled and limited a lot



Disabled and limited a little



Not disabled



Source: Office for National Statistics – 2011 Census and Census 2021

Figure 15: Disability in Lewisham

**Sex** (*male, female, non-binary, and other identities*)

The census survey taken across England and Wales in March 2021 shows of the 300,553 usual residents in Lewisham, 157,820 are women – accounting for 52.5% of the area's population.

Historically, there has been limited official data about LGBT+ people in the UK. The most recent censuses in England and Wales, Northern Ireland and Scotland collected data on this topic for the first time. This includes the 2021 census in England and Wales which asked about sexual orientation and gender identity for the first time.

92.5% of respondents aged 16 or over answered the question on sexual orientation, while the remaining 7.5% chose not to.

- 89.4% of respondents identified as straight or heterosexual.
- Around 1.5 million people (3.2%) identified as gay, lesbian, bisexual, or another sexual orientation (LGB+).
- 1.5% of respondents identified as gay or lesbian (around 748,000) while 1.3% (628,000) identified as bisexual.
- A further 0.3% (165,000) people identified with a different sexual orientation. The most common 'other' orientations given in the write-in box were pansexual (112,000 people), asexual (28,000 people), and queer (15,000 people).

Around 94.0% of respondents aged 16 or over answered the question on gender identity.

- 93.5% of respondents said their gender identity and their sex registered at birth were the same.
- Around 262,000 people (0.5%) said their gender identity and sex registered at birth were different.
- Not all those 262,000 people identified explicitly as transgender. Around 48,000 people (0.1%) gave their identity as 'trans man' and another 48,000 (0.1%) gave their identity as 'trans woman'. 118,000 (0.2%) did not provide a write-in response.
- A further 30,000 identified as non-binary and 18,000 wrote in a different gender identity.

In Lewisham 6.1% of people aged 16 and over identifying as LGB+ (gay or lesbian, bisexual, or other sexual orientation)

Female Londoners take more trips on a weekday than male Londoners, 2.5 compared to 2.3. This pattern is reversed amongst older adults, with older female Londoners taking fewer weekday trips than older male Londoners, 2.0 compared to 2.2.

For female Londoners, walking is the most common mode of transport used at least once a week with 95% reporting doing so. This is followed by the bus (63%), and car as a passenger (56%). 95% of male Londoners make at least one trip a week by foot, making it the most common form of transport. This is followed by the bus (56%) and the Underground (43%).

Female Londoners are less likely to travel by bicycle than male Londoners, 10% of females make a weekly trip by bike compared to 17% of males. 75% of women in London can ride a bike compared to 88% of men.

TfL's research shows that women in London are put off cycling due to fear of collisions, too much traffic and lack of confidence.

<p><b>Gender reassignment</b></p>	<p>The ONS data also found that more than a quarter of a million people in England and Wales have a different gender identity from their sex registered at birth.</p> <p>Around 262,000 people in England and Wales said their gender identity was different from their sex registered at birth which represents 0.5% of the population aged 16 and over.</p> <p>Here is a list of the proportion of people aged 16 and over who said their gender identity was different from their sex at birth at the 2021 census in southeast London and Dartford boroughs.</p> <ul style="list-style-type: none"> <li>• Lewisham - 1.02 per cent</li> <li>• Greenwich - 0.88 per cent</li> <li>• Bexley - 0.54 per cent</li> <li>• Dartford - 0.52 per cent</li> <li>• Bromley - 0.4 per cent</li> </ul>
<p><b>Marriage/civil partnership</b></p>	<p>In 2021, out of Lewisham residents aged 16 years and over, 53.4% said they had never been married or in a civil partnership in 2021, up from 49.7% in 2011.</p> <p>In 2021, just under one in three people (32.5%) said they were married or in a registered civil partnership, compared with 33.3% in 2011. The percentage of adults in Lewisham that had divorced or dissolved a civil partnership decreased from 8.1% to 8.0%.</p> <p>The increase in the percentage of people aged 16 years and over who had never been married or in a civil partnership was greater in Lewisham (3.6 percentage points) than across London (2.1 percentage points, from 44.1% to 46.2%). Across England, the percentage increased by 3.3 percentage points, from 34.6% to 37.9%.</p>

These figures include same-sex marriages and opposite-sex civil partnerships in 2021, neither of which were legally recognised in England and Wales in 2011. Same-sex marriages have been legally recognised in England and Wales since 2014 and opposite-sex civil partnerships have been recognised since 2019.

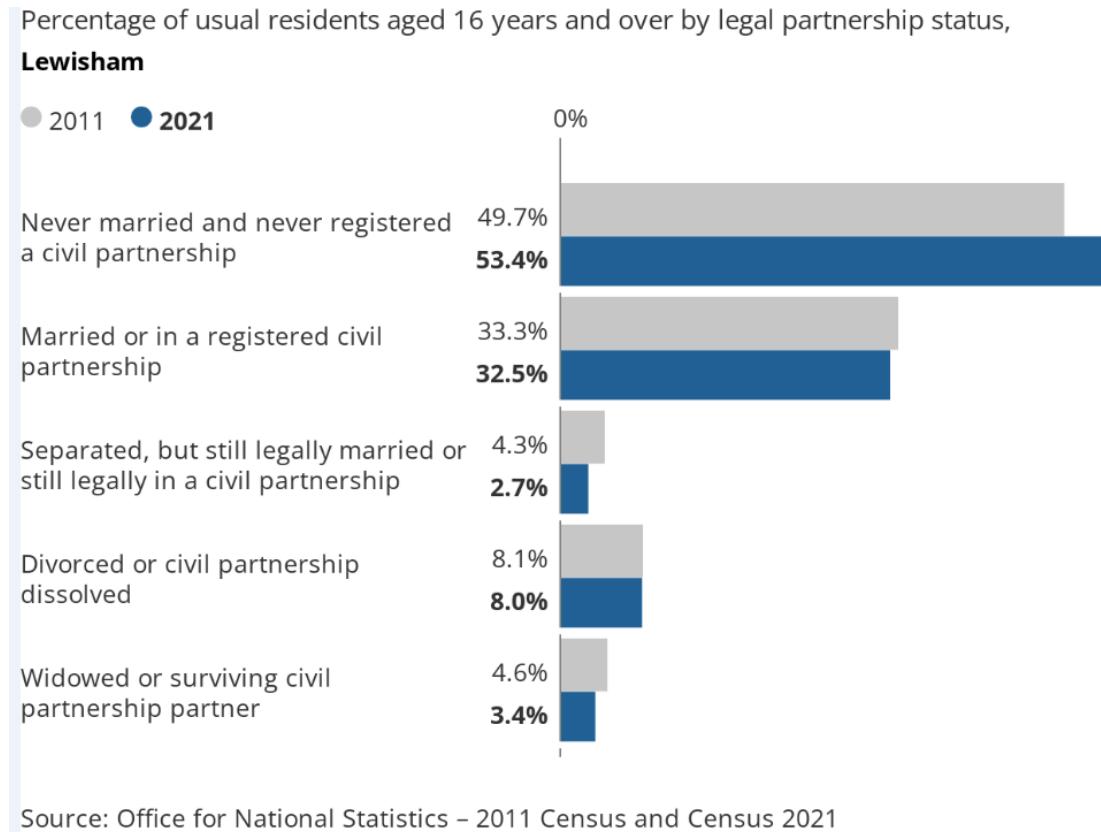


Figure 16: The percentage of adults who had never married or registered a civil partnership in Lewisham

**Pregnancy/maternity**

Live births by local authority of usual residence of mother

GFR: General Fertility Rates

TFR: Total Fertility Rates.

Area Name	2020			2021		
	Live births	GFR <sup>1</sup>	TFR <sup>2</sup>	Live births	GFR <sup>1</sup>	TFR <sup>2</sup>
Haringey	3,383	59	1.64	3,376	58	1.57
Harrow	3,452	73	2.12	3,312	70	2.05
Havering	3,116	61	1.71	3,057	60	1.66
Hillingdon	3,958	63	1.79	4,061	64	1.85
Hounslow	3,718	68	1.91	3,678	67	1.88
Islington	2,594	37	1.11	2,657	38	1.18
Kensington and Chelsea	1,410	45	1.27	1,455	47	1.33
Kingston upon Thames	1,838	49	1.38	1,849	49	1.42
Lambeth	3,542	42	1.14	3,554	42	1.14
Lewisham	4,006	55	1.48	4,024	56	1.46
Merton	2,783	64	1.71	2,739	63	1.68

Table 3: Births Fertility Rate

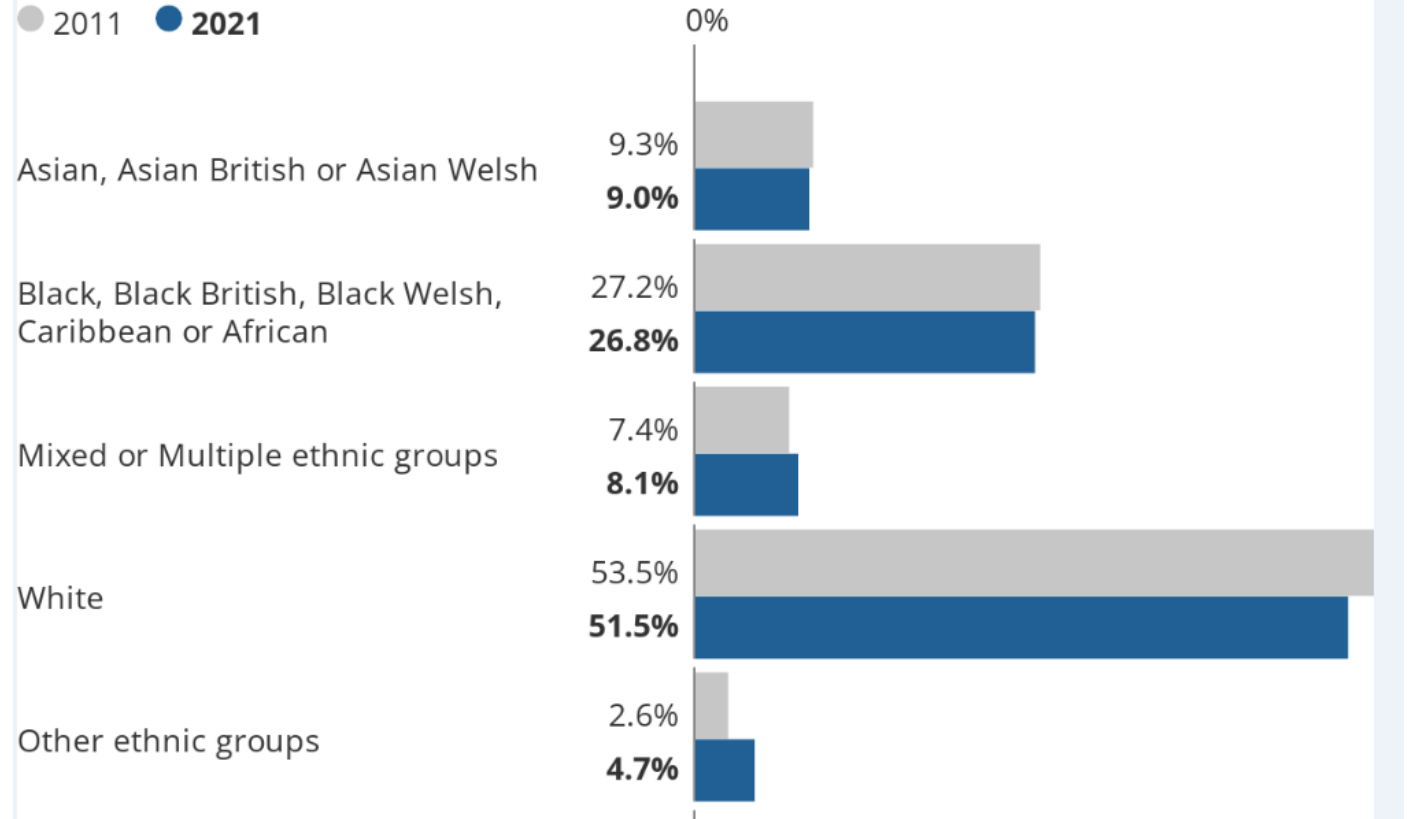


<p><b>Race</b></p>	<p>Walking and Buses are the two most common forms of transport used by Black and Minority Ethnic (BME) Londoners. 96% of BME Londoners walk at least once a week compared to 95% of White Londoners. A higher proportion of BME Londoners 65% also use the bus once a week, compared to 56% of white Londoners.</p> <p>Within the BME group there is a particularly high bus usage, of which 73% is by black Londoners.</p> <p>According to the latest 2021 census, the population in Lewisham is predominantly white (51%), with non-white minorities representing the remaining 49% of the population.</p> <p>4.7% of Lewisham residents identified their ethnic group within the "Other" category ("Arab" or "Any other ethnic group"), up from 2.6% in 2011. The 2.1 percentage-point change was the largest increase among high-level ethnic groups in this area.</p> <p>Across London, the percentage of people from the "Other ethnic groups" ("Arab" or "Any other ethnic group") increased from 3.4% to 6.3%, while across England the percentage increased from 1.0% to 2.2%.</p> <p>In 2021, 51.5% of people in Lewisham identified their ethnic group within the "White" category (compared with 53.5% in 2011), while 26.8% identified their ethnic group within the "Black, Black British, Black Welsh, Caribbean or African" category (compared with 27.2% the previous decade).</p> <p>The percentage of people who identified their ethnic group within the "Asian, Asian British or Asian Welsh" category decreased from 9.3% in 2011 to 9.0% in 2021.</p>
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Percentage of usual residents by ethnic group, **Lewisham**

● 2011 ● 2021



Source: Office for National Statistics – 2011 Census and Census 2021

Figure 17: The percentage of ethnic groups in Lewisham

<p><b>Religion or belief</b></p>	<p>According to the latest 2021 census, the most populous religious group within Lewisham is Others, accounting for 45.0% of the population.</p> <p><b>Religious groups in Lewisham, 2021 census</b></p> <ul style="list-style-type: none"> <li>▪ <b>Christian</b> - 131,706 people or 43.8%</li> <li>▪ <b>Buddhist</b> - 3,270 people or 1.1%</li> <li>▪ <b>Hindu</b> - 6,459 people or 2.1%</li> <li>▪ <b>Jewish</b> - 826 people or 0.3%</li> <li>▪ <b>Muslim</b> - 22,264 people or 7.4%</li> <li>▪ <b>Sikh</b> - 720 people or 0.2%</li> <li>▪ <b>Other</b> - 135,308 people or 45.0%</li> </ul>
<p><b>Sexual orientation</b></p>	<p>According to ONS data, around 3.2% of those aged 16 in England and Wales identified with an LGB+ sexual orientation in the 2021 census. Below is a list of the proportion of people aged 16 and over identifying as LGB+ (gay or lesbian, bisexual, or other sexual orientation) at the 2021 census in southeast London:</p> <ul style="list-style-type: none"> <li>• Lewisham - 6.1%</li> <li>• Greenwich - 4.5%</li> <li>• Bromley – 2.7%</li> <li>• Bexley – 2.1%</li> <li>• Dartford – 2.3%</li> </ul>

	<p>The ONS data also found that more than a quarter of a million people in England and Wales have a different gender identity from their sex registered at birth. Around 262,000 people in England and Wales said their gender identity was different from their sex registered at birth which represents 0.5% of the population aged 16 and over. Below is also a list of the proportion of people aged 16 and over who said their gender identity was different from their sex at birth at the 2021 census in southeast London boroughs and Dartford.</p> <ul style="list-style-type: none"> <li>• Lewisham - 1.02%</li> <li>• Greenwich - 0.88%</li> <li>• Bexley - 0.54%</li> <li>• Dartford - 0.52%</li> <li>• Bromley - 0.4%</li> </ul> <p>Research set out within the GLA Travel in London: Understanding our diverse communities' (GLA, 2015) outlines fear of intimidation and/or abuse emerged as a potential barrier to travel for LGBT groups. For some, particularly disabled LGBT people, hate crime is a particular concern, as are the difficulties experienced when reporting it.</p>
<p><b>Disadvantaged, inclusion groups and communities</b> e.g., carers, refugees, low income, homeless <i>people etc.</i></p>	<p>In Lewisham, the percentage who were employed rose from 59.2% in 2011 to 62.1% in 2021, while across England it fell from 56.5% to 55.7%. During the same period, the regional percentage increased from 58.6% to 59.4% according to Census 2021.</p> <p>The bus is the second most common type of transport used by Londoners on lower incomes (69% use the bus at least once a week, compared with 59% of all Londoners). The scheme measures will benefit the 47% of bus users in London who are from BME communities, which is higher than the (40%) BME population of London.</p> <p>Figure 18 (below) shows how Lewisham compares against London on key poverty and inequality indicators. For Lewisham, the red text means it is worse, the yellow text it is average and the green text that it is better, compared to the group of other London Boroughs for that indicator.</p>

## Housing

### Evictions

Repossessions per 1,000 households

**3.58**

Worse compared to all London Boroughs  
(2.42)

### Homeless acceptances

Main homelessness duty owed per 1,000 households

**0.93**

Average compared to all London Boroughs  
(0.74)

### Housing affordability

Median rent as a percentage of median pay

**42.5%**

Average compared to all London Boroughs  
(46.3%)

### Housing delivery

Average net affordable, social and discounted housing completions

**310**

Better compared to all London Boroughs  
(132)

Figure 18: Lewisham indicator rankings

<p><b>Deprivation and socio-economic disadvantage of local communities</b>  <i>e.g., people with lack of access to housing, education, social resources, geographic location, and income</i></p>	<p>In 2019/20, 35% of people in the borough lived in households with an income of less than 60% of the UK median after housing costs have been subtracted. This was worse than the average London Borough.</p> <p>37% of children in the borough lived in households with an income of less than 60% of the UK median after housing costs have been subtracted in 2020/21. This was around the same as the average London Borough.</p> <p>In Lewisham, 20.7% of residents were estimated to be earning below the Living Wage in 2021. This was around the same as the average London Borough.</p> <p>Affordable, social, and other discounted housing completions were better than in Lewisham the average London Borough, with 310 delivered in 2016/17 - 2018/19.</p> <p>The unemployment rate for 2019-22 Q2 was 4.8% in Lewisham, around the same as the average London Borough.</p> <p>Infant mortality rates per 1,000 live births in Lewisham were worse than the average London Borough at 4.3 in 2018-20</p>
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## Living standards

### Child poverty rate

Child poverty rate (AHC)

**37%**

Average compared to England (29.3%)

### Income deprivation

Income deprivation (relative to London overall)

**1.39**

Worse compared to England (0.8)

### Pay inequality

80:20 ratio of earnings

**2.49**

Worse compared to England (1.94)

### Poverty rate

Poverty rate

**35%**

Worse compared to England (22.1%)

Figure 19: Lewisham indicator rankings

The Index of Multiple Deprivation (IMD) 2019 is the official measure of relative deprivation for small areas (or neighbourhoods) in England. The IMD ranks every small area, which is Lower Super Output Area (LSOA) in England from 1 (most deprived) to 32,844 (least deprived).

For larger areas we can look at the proportion of LSOAs within the area that lie within each decile. Decile 1 represents the most deprived 10% of LSOAs in England while decile 10 shows the least deprived 10% of LSOAs.

**Travel behaviour:**

TfL’s Transport Classification of Londoners (TCoL, 2017) multi-modal demographic segmentation tool classes Lewisham as a “Urban Mobility” borough, and it contains the highest share of residents (46%) closely followed by Southwark (42%) (Source: 2011 Census data, ONS). These boroughs are characterised by typically young working adults, and majority of the population use TfL services when commuting to work; car ownership is below average while bus, rail and cycling options are prioritised

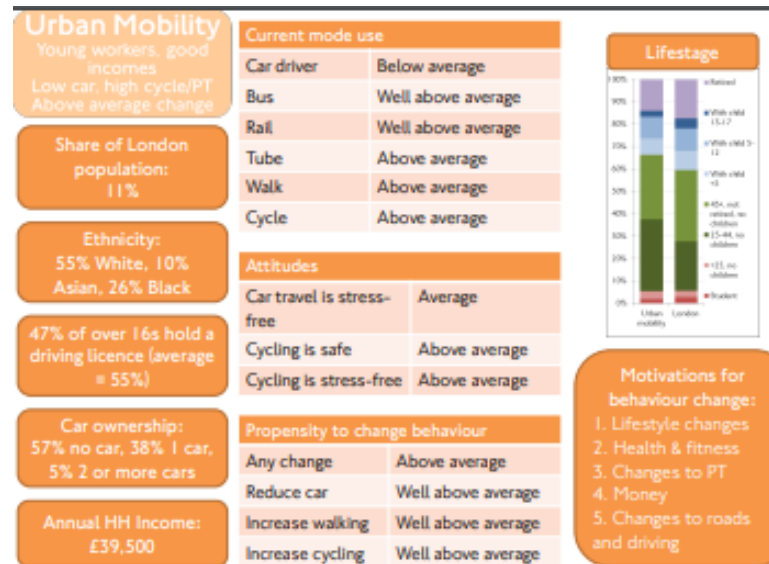


Figure 20: The 2019 Travel in London: Understanding our Diverse Communities report contains London-wide data on the proportion of Londoners who travel by different modes of transport at least once a week.

Research also shows women and men’s journey patterns differ as women make more multi-stop trips than men (Source: Barker, 2009). Women make more off-peak journeys than men; women make shorter trips than men; and women make more journeys using public transport, with children and otherwise (Source: Hine and Mitchell, 2001).

The proportion of the overall London population who drive a car at least once a week is 38%. This figure was higher amongst men (42%), white people (41%) and those aged 65+ (43%), but lower amongst women (33%), BAME people (32%), people on incomes of less than £20,000 (23%) and disabled people (24%).

44% of all Londoners said they travelled as a passenger in a car at least once a week. This mode of transport was more common amongst women (51%), BAME people (46%) and those aged 24 or under (62%). Men (37%), white people (43%) and those aged 65+ (41%) were less likely to travel in this way.

Data from the Travel in London report also shows that buses are an important mode of transport for people in Protected Characteristic Groups (PCGs). On average, 59% of Londoners reported that they travelled by bus at least once per week, but this figure was higher for groups such as women (63%), BAME people (65%), people aged 24 or under (66%), people aged 65 or over (65%), and those on incomes of less than £20,000 per year (69%). Although the proportion of disabled Londoners who travel by bus at least once a week is slightly lower (58%) than the overall average, the bus network is a very important mode of transport for many disabled people, some of whom may have fewer alternative travel options available.

People from more deprived areas, some ethnic minorities, disabled people, children, and older people experience the worst impacts of road danger, noise, and air pollution. Main roads pass through some of the most deprived communities, creating environments that are not inclusive, with roads that are intimidating and difficult to cross. People walking in the most deprived areas of London are more than twice as likely to be injured as those in the least deprived areas. People aged between 20 and 29 years old are more likely to be killed or seriously injured than other age groups and the number of children killed or seriously injured in cars increased in 2016. BAME Londoners are more at risk, with children in this group being on average 1.5 times as likely to be killed or seriously injured on the roads than non-BAME children (VZAP, <https://content.tfl.gov.uk/vision-zero-action-plan.pdf>)



**3. Engagement and consultation**

*Outline how engagement and consultation with inclusion groups, people who share a protected characteristic, and other project teams have informed your work*

	Yes	No	Don't Know	Comments
<p><b>Has there been any engagement or consultation activity relating to this strategy, service, business plan, programme, or project?</b></p>	Y			<p>Consultation done in during Stage 2 – Feasibility Design. We carried out a public consultation exercise from 24 April 2023 to 5 June 2023.</p> <p>Section 2.8 of the consultation report records comprehensively the activity which was undertaken to publicise the consultation to local stakeholders, including elected representatives and groups representing those with protected characteristics.</p> <p>Our consultation materials and publicity included a range of formats, including a display in Catford Library showing maps and information and paper copies of the consultation materials which people were able to take away and return by post. This included materials in Easy Read formats. This ensured that those without internet access had a means to take part. This was advertised on our publicity materials including a letter delivered to over 6000 addresses in the area of the proposed scheme. We also held four public drop-in sessions and attended three Local Assembly meetings (run by the council) to discuss the proposals in person with the public.</p> <p>Our consultation website included a BSL video giving details of the consultation and proposals as well as Easy Read materials were also available to download online.</p>

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	Yes	No	Don't Know	Comments
				<p>Copies of our consultation materials and publicity can be found in Appendix A of the consultation report.</p> <p>Having identified older people and those with disabilities as likely to be particularly impacted by the proposals, we ensured these groups were contacted and offered the opportunity to give their views. We received 19 consultation responses from stakeholders, this included responses from protected groups – summaries of stakeholder responses to the consultation can be found in Appendix C of the consultation report. A full list of stakeholders who were contacted can be found in Appendix D of the consultation report.</p> <p>Our responses to the issues raised by all respondents to the consultation, including stakeholder feedback is provided in Appendix A of the consultation report, including issues pertaining to those with protected characteristics.</p>
<p>List the relevant stakeholders and inclusion groups you have consulted/engaged or intend to consult/engage with below. Please include any relevant consultation or engagement undertaken prior to completing this EQIA which relates each protected characteristic and inclusion group.</p>				
<p><b>Stakeholders and inclusion groups consulted/engaged with</b></p>	<p><b>Date</b></p>		<p><b>Feedback comments / issues raised</b></p>	

	Yes	No	Don't Know	Comments
Please refer to Appendix D of the consultation report for a full list of stakeholders contacted, including protected groups.				Feedback from stakeholders received during the consultation is summarised in Appendix C of the consultation report.  Our responses to all issues raised during the consultation including stakeholder feedback can be found in Appendix A of the consultation report.
Guide dogs for the blind				Pre-consultation briefing offered and/or mid consultation meeting arranged.
Lewisham Cyclists				Pre-consultation briefing offered and/or mid consultation meeting arranged.
<p>Projects and Programme Directorate</p> <ul style="list-style-type: none"> <li>• Road Space Management – Major Projects</li> <li>• Projects &amp; Programme Delivery (PPD)</li> <li>• Approval bodies: Surface Board, Public Private Partnerships (PPP), Network Management Group (NMG) and Finance &amp; Policy Committee</li> <li>• Traffic Design Engineering</li> <li>• Network Performance</li> <li>• Compliance, Policing and On-Street Services Directorate (CPOS)</li> <li>• Forward Planning</li> <li>• Communications</li> <li>• Legal</li> <li>• Planned Interventions</li> <li>• Urban Design</li> <li>• Powers and Consents</li> <li>• Borough Planning</li> </ul>			ONGOING	<p>We will continue to consult with many stakeholders in TfL; some on a week-by-week basis and others when necessary.</p> <p>More detail is included in the project's Stakeholder Engagement Plan.</p> <p>Some engagement with the public has already taken place (as outlined above).</p> <p>Further engagement will need to take place with regards to construction of the project and possibly the design proposals. Details are available in the project's Stakeholder Engagement Plan. Key internal stakeholders are listed (on the left).</p>

	Yes	No	Don't Know	Comments
<ul style="list-style-type: none"> <li>• Delivery Planning</li> <li>• Bus Infrastructure</li> <li>• Bus Operations: routes and bus station</li> <li>• Commercial</li> <li>• Procurement</li> <li>• Tunnels and structures</li> <li>• Group Property</li> <li>• London Underground</li> <li>• Cycle Hire</li> <li>• Equality and Inclusion Team</li> <li>• Asset Management</li> </ul>				
Disabled Persons Transport Advisory Community				Pre-consultation briefing offered and/or mid consultation meeting arranged
Disability Rights UK				Pre-consultation briefing offered and/or mid consultation meeting arranged
Disability Alliance				Pre-consultation briefing offered and/or mid consultation meeting arranged
	Yes	No	Don't Know	Comments <i>(state clearly what this engagement or consultation will be and how it will be organised)</i>
<b>Does there need to be any further engagement or consultation? If yes, please add this as an action to the action planning section below. Please note that in some circumstances your work may require formal consultation</b>		N		Should the proposals proceed arrangements will need to be put in place for ongoing communications with those affected by the proposals, the community in Catford and relevant stakeholders, including those contacted and liaised with during the consultation.

4. Impact assessment – Protected characteristics and inclusion groups

Given the evidence listed in section 2 and 3, consider and describe the potential impacts this work could have on people with protected characteristics and other inclusion groups.

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward (please include actions to mitigate the potential negative impact for this protected characteristic)
<b>Race and ethnicity</b>		X			X		<p>With bus use greater among BME Londoners than white Londoners (65% compared to 56%), changing the location of bus stops is a potentially negative impact on race as a protected group.</p> <p>Research suggests that negative perceptions of safety are greater amongst women and BME communities. The increase in walking distances to or from a bus stop could feel more remote, therefore increasing perceptions of risk to personal safety and an increased likelihood of crime or anti-social behaviour.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops and any changes that introduce a greater distance would be considered a negative impact.</p> <p>The scheme proposals will be for stops to be more centralised and provide better access to the town centre, being located closer to the signal crossing, providing interchange between transport services. Bus stop relocation could also have a positive impact for some users depending on their destination.</p> <p><b>Bus Services During Construction</b></p> <p>Road closures during construction may cause temporary disruption to bus services within the scheme extent. This may have a negative impact on all users, particularly BME people</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>and other people of protected characteristic groups (PCGs) who use buses as their primary mode of travel. This may make their journey slightly longer.</p> <p>We are aware, in the Borough of Lewisham, several different languages are commonly spoken. Residents for whom English is not the first language will have consultation materials available in other languages, and in Braille</p> <p><b>Encouragement of Active Travel</b></p> <p>A key objective of Catford Town Centre Framework is to improve the quality and safety of its streets by implementing new or improved infrastructure. This includes the provision of new cycle infrastructure, improvements to crossings, implementing flush crossings and providing more places for people to stop and rest.</p> <p>Current cycling levels for BME and white Londoners remain very similar. BME Londoners report that they are slightly more likely than white Londoners to use Cycleways. Therefore, segregated cycle facilities may help encourage more BME Londoners to cycle. BME Londoners are also more likely to walk than white Londoners to/from work, visit friends and relatives, and take a child to school. Therefore, improvements to crossings and footways (width and surfacing quality) would positively impact on this protected group.</p> <p><b>Safety / Perception of Safety</b></p> <p>BME Londoners are more likely to report they are ‘worried’ about using public transport. Improved natural surveillance from</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>potential increases in footfall at bus stops and an increase in cycling could positively impact on this protected group by creating an improved experience when using the bus, especially at night.</p> <p><b>Mitigating action</b></p> <p>Monitor any future engagement responses from BME community for issues not already highlighted. Engagement with bus operators on impact during construction.</p>
<b>Sex</b> <i>(male, female, non-binary, and other identities)</i>							<p>Women’s travel needs are more complex than men’s due to a range of factors. This includes the increased likelihood of travelling with a buggy and/or shopping which can affect the travel choices women make. Women are also more likely to be carers of children, older people, sick and disabled that can influence the choices they make.</p> <p><b>Bus Stop Locations</b></p> <p>Changing the location of bus stops would have a potentially negative impact on all bus passengers, including female passenger. Nearly two-thirds of women use the bus weekly, compared to 56% of men. The increase in walking distances to or from a bus stop could feel more remote, increasing perceptions of risk to personal safety and an increased likelihood of anti-social behaviour. Perceptions of risk to personal security may increase at night-time.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops. The scheme proposals will be for stops to be more</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>centralised and provide better access to the town centre, being located closer to the signal crossing, providing interchange between transport services. Bus stop relocation could also have a positive impact for some users depending on their destination.</p> <p>The construction period may result in increased security concern for women. We will carry out a 3 Tier assessment to check temporary routes and bus stop locations with inadequate natural surveillance, high hoardings and/or poor lighting.</p> <p><b>Encouragement of Active Travel</b></p> <p>A key objective of Catford Town Centre Framework is to improve the quality and safety of its streets by implementing new or improved cycle infrastructure, improvements to crossings, implementing flush crossings and providing more places for people to stop and rest. Women are more likely than men to be travelling with buggies and/or shopping, meaning improvements to the street environment such as more even surfaces, and flush crossing would make it easier for women with buggies and / or shopping to navigate leading to a better experience. This should encourage more active travel by women.</p> <p>Women are less likely to cycle than men. The provision of improved cycle infrastructure would potentially lead to an increase in cycling by women.</p>



	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Safety / Perception of Safety</b></p> <p>Fear of collision is identified by TfL as a key issue women have for cycling in London. Changes to the highway such as segregated cycle lanes, and new and improved crossings will help to improve road safety, and / or perceptions of safety which is expected to have a positive impact on women.</p> <p>Women are significantly more likely to have experienced unwanted sexual behaviour in London while using public transport. Improved natural surveillance at and around bus stops from possible increases in footfall and cycling should improve the sense of safety for women using the bus. Especially at night as buses may be the only available night-time public transport option.</p> <p><b>Anti-social Behaviour and Crime</b></p> <p>Implementing the measures to encourage more walking and cycling should increase natural surveillance to help deter criminal activity. Consequently, this has a positive impact on women who can feel more vulnerable to crime.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
<b>Gender reassignment</b>		X					<p><b>Antisocial Behaviour and Crime</b></p> <p>Improved natural surveillance at and around bus stops from possible increases in footfall and cycling may improve the sense of safety for this protected group.</p> <p>The construction period may result in increased security concerns or impact on perceived safety. We will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p> <p>The highway works are part of a much wider scheme for the whole Opportunity Area which will be assessed in detail by LB Lewisham and TfL.</p>
<b>Age</b>		X					<p><b>Bus Stop Locations</b></p> <p>Changing the location of bus stops could have a potentially negative impact on all bus passengers. The impact would be felt more by younger and older people who are less able to walk long distances and more reliant on buses. The increase in walking distances to or from a bus stop could feel more remote, increasing perceptions of risks to personal safety and an increased likelihood of anti-social behaviour.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops. The scheme proposals will be for stops to be more centralised and provide better access to the town centre. Stops will be closer to the signal crossing to support interchange</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>between transport services. Bus stop relocation could also positively impact some users depending on their destination.</p> <p><b>Road Layout Change</b></p> <p>Removal of the gyratory circulation effectively moves the traffic away from the town centre, making it safer for pedestrians and address existing collision patterns</p> <p>The changes of the road layout could lead to longer journey times for older people who rely on transport such as taxis, private vehicles or 'Dial a Ride'. There may also be a negative impact on emergency services response times.</p> <p><b>Pedestrian and Cyclist Interaction</b></p> <p>Pedestrians and cyclists are more likely to interact where they share footway space. This provision is a recognised feature in local and national design standards such as the London Cycling Design Standards (LCDS, 2014), to ensure designs encourage safe and considerate behaviour by cyclists. This will be particularly important to ensure the road safety of older people and children.</p> <p><b>Continuous footways</b></p> <p>Continuous footways are intended to establish pedestrian priority across side roads. They are provided where very few vehicles use the side road, and the vehicle speeds are low. The flush surfaces are easier for older people to navigate.</p> <p>However, we are aware people of neurodivergent groups may be unfamiliar with the layout, because CFs have no kerbs and</p>

Printed copies of this document are uncontrolled.

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>can have less road markings. National Federation of the Blind UK were also opposed to having continuous footways.</p> <p>The current feasibility design does include proposals for any continuous footways. However, they are to be carefully considered at the next design, to accommodate emergency, service, and private accesses along Sangley Road and Rushey Green.</p> <p><b>Pedestrian improvements</b></p> <p>The proposals include:</p> <ul style="list-style-type: none"> <li>• Replacing staggered crossings with direct crossings.</li> <li>• Widening crossings.</li> <li>• Upgrading signals.</li> <li>• Removing redundant street furniture.</li> <li>• Improving footway surfaces, particularly for the safety and priority of pedestrians who are older, disabled or children using the crossings at Catford Station and Thomas Lane.</li> </ul>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Safety and Perception of Safety</b></p> <p>Changes to the highway layout to improve road safety for all age groups, particularly young and older people should encourage more active travel for this protected characteristic.</p> <p>Implementing the measures to encourage more walking and cycling should increase natural surveillance to help deter criminal activity. Better personal safety on local streets is a positive impact on people of all ages who can be victims of crime.</p> <p>Improved pedestrian facilities</p> <p>The proposals include:</p> <ul style="list-style-type: none"> <li>• Improved pedestrian crossings with shorter crossing distances</li> <li>• Shorter waiting times or improved signal technologies such as pedestrian countdown</li> <li>• Rotating cones and audible signals to provide an improved experience for people of all ages.</li> </ul> <p>Simplified street layouts should make it easier for pedestrians of all ages to navigate. Especially, where walking distances are reduced to key destinations.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Encouragement of active travel</b></p> <p>A key objective of Catford Town Centre Framework is to improve the quality and safety of its streets by implementing new or improved cycle infrastructure, improvements to crossings, and providing more places for people to stop and rest.</p> <p>Older people cite addressing physical barriers as important for encouraging them to walk more.</p> <p>The improvements would make it easier for them to navigate the town centre</p> <p>The construction period may result in increased security concerns or impact on perceived safety.</p> <p>We will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p>
<b>Religion and belief</b>		x	x		x		<p>It is important to be mindful of the ways religious observance can affect travel patterns.</p> <p>Places of worship and faith-based schools are major destinations for large populations from different groups, particularly on certain dates and at certain times of the day.</p> <p>There may be some changes to the accessibility of places of worship due to changes to highway layout and access arrangements such as changes to the locations of bus stops</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							and pedestrian crossings, and well as to the location and timings of parking.  The relocation of bus stops might increase the walking distance for people of St Laurence or King Church London Evangelical Church.
<b>Disability</b> <i>(please consider all forms of disabilities)</i>		X					<p><b>Bus Stop Locations</b></p> <p>Changing the location of bus stops on could have a potentially negative impact on all bus passengers if the distance between bus stops increased or if the location of the stop were removed from key origins. The increase in walking distances to or from a bus stop could also make those locations feel more remote, increasing perceptions of risks to personal safety and an increased likelihood of anti-social behaviour.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops. The scheme proposals will be for stops to be more centralised and provide better access to the town centre, being located closer to the signal crossing, providing interchange between transport services. Bus stop relocation could also have a positive impact for some users depending on their destination.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Road Layout Change</b></p> <p>As part of the scheme proposals, removal of the gyratory circulation effectively moves the traffic away from the town centre, making it safer for pedestrians and address existing collision patterns.</p> <p>The changes of the road layout could lead to longer journey times for disabled people who may rely on transport such as taxis, private vehicles, or Dial a Ride. There may also be a negative impact on emergency services response times.</p> <p>New layouts can be confusing for many people including those with sensory impairments, neurodegenerative or neurodivergent conditions and poor mental health. This can create confusion, anxiety, and an inability to travel through the streetspace.</p> <p><b>Pedestrian and Cyclist Interaction</b></p> <p>There are areas where pedestrians and cyclists are more likely to interact in shared areas. This provision is a recognised feature in local and national design standards such as the London Cycling Design Standards (LCDS, 2014), to ensure designs encourage safe and considerate behaviour by cyclists. This will be particularly important to assure disabled people.</p>



	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Continuous footways</b></p> <p>Continuous footways are intended to establish pedestrian priority across side roads where there are very few vehicles using the side road and the vehicle speeds are low.</p> <p>The flush surfaces are easier for mobility impaired people to navigate.</p> <p>However, we are aware people of neurodivergent groups may be unfamiliar with the layout, because CFs have no kerbs and can have less road markings. National Federation of the Blind UK were also opposed to having continuous footways.</p> <p>The current feasibility design does include proposals for any continuous footways. However, they are to be carefully considered at the next design, to accommodate emergency, service, and private accesses along Sangley Road and Rushey Green.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Pedestrian improvements</b></p> <p>The proposals include:</p> <ul style="list-style-type: none"> <li>• Replacing staggered crossings with direct crossings</li> <li>• Widening crossings.</li> <li>• Upgrading signals, removing redundant street furniture</li> <li>• Improving footway surfaces.</li> </ul> <p>This would have a positive impact on disabled people using the crossings at Catford Station and Thomas Lane.</p> <p>Implementing the measures to encourage more walking and cycling should increase natural surveillance to help deter criminal activity and improve safety on local streets.</p> <p>Consequently, this should positively impact disabled people who can be victims of crime.</p> <p>Simplified street layouts make it easier for pedestrians with a cognitive disability to navigate and may also reduce the walking distance for people with mobility impairments.</p> <p>Other improvements may also positively impact people using the GP Surgery at A205, who are more likely to be older and/or with a disability.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Encouraging cycling</b></p> <p>The proposed A205 ‘two-way’ cycle lanes should have a positive impact on disabled people in terms of encouraging active travel.</p> <p><b>Taxi Access</b></p> <p>The provision of segregated cycle lanes between the footway and carriageway may reduce places where taxis can pick up/drop off passengers who use wheelchairs.</p> <p><b>Parking Bays</b></p> <p>The removal of parking bays will reduce parking access near destinations. However, the design will cater for disabled users by improving pedestrian access to public transport and local facilities. Blue badge bays will be provided to ensure the prioritisation of those who have no alternative but to travel by private car.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Level Access to Jubilee Fields from Station</b></p> <p>The proposed scheme will provide step-free access from Catford Road to Jubilee Fields sports ground (east of Catford Bridge). Currently, users who cannot use steps, use the pedestrian-controlled crossing (opposite Laurence House) before using a non-controlled crossing on Canadian Avenue to reach the pedestrian and vehicular access to the sports ground.</p> <p>Under the proposed scheme, two pedestrian-controlled crossings across Catford Road would be built:</p> <ul style="list-style-type: none"> <li>• One close to Catford Bridge station.</li> <li>• The other close to the junction with Thomas Lane.</li> </ul> <p>Both proposed pedestrian crossings would be to the west of the Canadian Avenue junction. Therefore, they will provide improved access across Catford Road to the Jubilee Fields sports ground, particularly for disabled.</p> <p>The re-alignment of Catford Rd impacts a staircase to Jubilee Fields and a non-DDA compliant ramp (1:10 gradient) to a pedestrian subway to Catford Bridge station located east of the tracks.</p> <p>The lost staircase will be re-provided. The subway will be closed, and the ramp won't be re-provided.</p> <p>The retained design delivers a more direct route between Catford Bridge and Jubilee Fields with a maximum gradient of 1:27.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>This alternative takes advantage of the following:</p> <ul style="list-style-type: none"> <li>• A controlled crossing over Catford Road directly west of Doggett Road.</li> <li>• A widened southern footway along Catford Rd.</li> <li>• A new pedestrian access to Jubilee Fields on Catford Road located on the north-east corner facing Thomas' Lane.</li> </ul> <p>The retained design was deemed satisfactory based on 'Travel in London: Understanding our diverse communities (Sept 2019)' as it provides a more direct and shorter access to Jubilee Fields from the station.</p> <p><b>Construction</b></p> <p>The construction period may result in increased security concerns or impact on perceived safety. However, we will carry out a 3 Tier assessment to check temporary routes with less natural surveillance, high hoardings and/or poor lighting.</p>
<b>Sexual orientation</b>		x	x		x		<p>Changing the location of bus stops, could have a potentially negative impact on all passengers if the distance between bus stops increases, or if the location of the stop is moved away from key origin points or amenities.</p> <p>The increase in walking distances to or from a bus stop could also make those locations feel more remote. It would therefore increase perceptions of risk to personal safety and increase the</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>likelihood of anti-social behaviour. Perception of risk to personal security may increase at night-time.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops. The scheme proposals will be for stops to be more centralised and provide better access to the town centre, being located closer to the signal crossing, providing interchange between transport services. Bus stop relocation could also have a positive impact for some users depending on their destination.</p> <p>Implementing the measures to encourage more walking and cycling should increase natural surveillance to help deter criminal activity and improve safety on local streets.</p> <p><b>Construction</b></p> <p>The construction period may result in increased security concerns or impact on perceived safety. However, we will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p> <p><b>Mitigating actions</b></p> <ul style="list-style-type: none"> <li>• Monitor responses from groups of LGBTQ+ during consultation/engagement.</li> <li>• Engage with bus operators on impact during construction.</li> </ul>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
<b>Marriage or civil partnership</b>		X					<p>Changing the location of bus stops would have a potentially negative impact on all passengers.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops. The scheme proposals will be for stops to be more centralised and provide better access to the town centre, to be located closer to the signal crossing, and support interchange between transport services. Bus stop relocations could also positively impact for some users depending on their destination.</p> <p>The scheme proposals to improve facilities for walking and cycling should help encourage more active travel. This should then foster a better natural surveillance to deter criminal activity.</p> <p><b>Construction</b></p> <p>The construction period may result in increased security concerns or impact on perceived safety. However, we will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p>
<b>Pregnancy and maternity</b>		X					<p>The scheme proposals to improve facilities for walking and cycling should help encourage more active travel. This should then foster better natural surveillance to deter criminal activity. This should have a positive impact on people who are pregnant or new parents, who may feel more vulnerable to crime.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p><b>Bus Stop Locations</b></p> <p>Changing the location of bus stops would have a potentially negative impact on all passengers.</p> <p>However, TfL specifies a maximum spacing of 400m between bus stops. The scheme proposals will be for stops to be more centralised and provide better access to the town centre, to be located closer to the signal crossing, and support interchange between transport services. Bus stop relocations could also positively impact for some users depending on their destination.</p> <p><b>Pedestrian improvements</b></p> <p>Replacing staggered crossings with direct crossings, widening crossings, upgrading signals, removing redundant street furniture, and improving footway surfaces as part of these proposals improves the safety and priority of pedestrians. Especially for people who are pregnant or for parents with young children. The proposed improvements would assist people using the GP Surgery at Catford Road, including pregnant women and people with young children.</p> <p><b>Encouraging cycling</b></p> <p>A key objective of Catford Town Centre Framework is to improve the quality and safety of its streets by implementing</p>



	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>new or improved infrastructure. This includes measures such as the provision of new cycle infrastructure, which may encourage the use of wider cycles, including trailers, by parents with children and improve access to the town centre amenities</p> <p><b>Mitigating actions</b></p> <p>The construction period may result in increased security concerns or impact on perceived safety. We will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p> <p>Monitor responses from this demographic during engagement.</p> <p>Engage with bus operators on impact during construction.</p>
<p><b>Disadvantaged, inclusion groups and communities</b>  <i>e.g., carers, refugees, low income, homeless people etc</i></p>		X	X		X		<p>The scheme proposals to improve facilities for walking and cycling should help encourage more active travel. This should then foster better natural surveillance to deter criminal activity.</p> <p>Improvements to bus journey times and reliability will have a positive impact on all customers using bus services with routes along affected bus lanes.</p> <p>With 95% of Londoners living within 400m of a bus stop, buses are a widely accessible form of transport.</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>Alongside improving the public transport experience, the reduction in crowding on services will increase the perception of public transport as a safe means of travel.</p> <p>This will benefit those in lower-income groups, who are more reliant on buses.</p> <p><b>Construction</b></p> <p>The construction period may result in increased security concerns or impact on perceived safety. However, we will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p>
<p><b>Deprivation and socio-economic disadvantage of local communities</b>  <i>e.g., people with lack of access to housing, education, social resources, geographic location, and income</i></p>		x	x		x		<p>As a key location within Lewisham, it is anticipated that the scheme would have an impact on people within the borough of Lewisham as a whole, as well people who live, work or travel through the immediately affected wards.</p> <p>The Catford Town Centre scheme proposes several physical measures that would change the physical layout of Catford, including the provision of segregated cycle lanes, improvements to street crossings, and changes to bus stop layouts and locations.</p> <p>The widening and resurfacing of footways are likely to provide more attractive walking locations improving the desirability of</p>

	Employee	Customer	Positive	Neutral	Negative	No Impact	Comments and actions to mitigate or take forward <i>(please include actions to mitigate the potential negative impact for this protected characteristic)</i>
							<p>Catford, leading to greater informal interaction, and consequently helping to foster good relations in the community. The improved accessibility of Catford Town Centre should encourage more people to walk and cycle.</p> <p>Increased congestion during construction will affect bus journey times. This will have a greater impact on lower income groups, recognised as higher users of this transport mode. The temporary inconvenience could discourage the use of buses.</p> <p><b>Mitigating Actions</b></p> <p>The construction period may result in increased security concerns or impact on perceived safety. We will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p> <p>Monitor responses during consultation/ engagement.</p> <p>Engagement with bus operators on impact during construction.</p>

**Action planning**

List all planned actions - actions which could help mitigate any potential negative impacts. Additionally, please remember to include in your plan any 'positive action'.

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	Actions	Owner	Deadline
1	Bus passenger journey times – ensure that measures have been undertaken to mitigate the impact of changes to bus journey times. This may include providing bus priority elsewhere along the route.	TfL Network Sponsorship	During the design process
2	Bus stop facilities – ensure that any proposed changes to bus stop facilities such as bus stop shelters, seating or information takes account of passenger demand / usage or the availability of alternative facilities nearby.	TfL Engineering/Network Sponsorship and PPD	During design process
3	Bus stop location – ensure that spacing between bus stops is within 400m and that changes to bus stop locations takes account of bus passenger demand and nearby origin and destination points to maintain access to local services.	TfL Engineering	During design process
4	Parking timings or locations – ensure that there is adequate parking loading provided	TfL Engineering/Network Sponsorship	During design process

5	Footways – ensure that any proposed changes to footway widths takes account of the expected pedestrian flow in the area and meet TfL’s minimum standards for footway widths. Pedestrian Comfort Level analysis can be used to ensure footway widths are suitable for the location	TfL Engineering	During design process
6	Road Safety Audits – ensure that Road Safety Audits are carried out at the appropriate stage of the design and implementation process to understand, assess, and mitigate risks to road safety.	TfL Engineering/Network Sponsorship	During design process
7	Scheme to be presented to the Independent Disability Advisory Group.	TfL Engineering	During Design Process
8	Engage with local schools around safe routes and any possible disruption, due to the scheme construction.	TfL Network Sponsorship/Local Communities and Partnerships	Pre & during construction period

9	<p>During the construction phase it is likely that some footways may become narrow or blocked and crossings may be temporarily closed or relocated.</p> <p>Special care will be given during the construction phase, to ensure contractors provide enough space. Particularly, for wheelchair and buggies users.</p> <p>We will carry out a 3 Tier assessment to check temporary routes with inadequate natural surveillance, high hoardings and/or poor lighting.</p>	Contractor / TfL Network Management/TfL Local Communities & Partnerships / TfL Project Programme Delivery (PPD)	During construction.
10	<p>Enhancing positive impacts – ensure that positive outcomes of the scheme are well publicised and easy to understand and use by staff and / or customers. This will include public consultation, events, media and advertising or implementation of signage.</p>	Sponsor / Communications team	Post-implementation
11	<p>Following construction of the scheme, guided walks will be offered to take interested stakeholders through using the new infrastructure.</p>	TfL Network Sponsorship/Local Communities and Partnerships	Post Implementation



**5. Monitoring and evaluation**

*Detail how you will or plan to monitor and evaluate the success of the mitigation actions and the overall impact of your decision or proposal*

1.	<b>How would you monitor and evaluate the success of the mitigating actions once your proposal has been implemented?</b>	Post-implementation customer research will identify whether the scheme has improved the travel experience of protected characteristic groups. TfL and Greater London Authority Market Research reports will continue to be reviewed periodically by TfL to determine any substantial demographic changes along the routes. Cycle counts will also be undertaken to collect data on how many people are using the cycle tracks
2.	<b>How would you monitor the actual impact of your proposal or decision once your proposal has been implemented?</b>	<p>Quantitative data gathering:</p> <ul style="list-style-type: none"> <li>• Cycle flows</li> <li>• Cycle journey times</li> <li>• Traffic flows/speeds</li> <li>• Bus journey times</li> <li>• Casualty figures</li> </ul> <p>Qualitative data gathering:</p> <ul style="list-style-type: none"> <li>• Attitudinal surveys to find out about people’s attitudes to cycling, along the route and a wider sample of Londoners (Customer Research Surveys).</li> <li>• Behaviour changes surveys along route of users and non-users to ask what trips are being made, what change has taken place in their trips, why this change has taken place and what aspects of the scheme were most successful or unsuccessful.</li> <li>• Customer satisfaction surveys.</li> </ul>

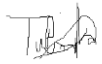




## 6. Decision-Making

Based on the above assessment, please select one of the options below that describe what you propose to do next. It is important that you provide the reason(s) for your decision and the evidence that supported these reasons.

1	<b>Continue with your work because the assessment demonstrates that the work will have no potential negative or adverse impact on equality and inclusion groups.</b>	
2	<b>Justify and continue with your work despite negative equality impacts, and because there are other factors which make it reasonable for you to decide to continue with your work.</b>	While construction works are likely to cause temporary inconvenience for travel, the implemented scheme will improve the area for people walking, cycling, and accessing buses in Catford Town Centre. A better bus service should encourage more to use public transport and reduce private car usage. The scheme will create better place making to deliver housing objectives. New pedestrian crossings will support safer routes to open spaces.
3	<b>Change or adapt your work to ensure it does not adversely or disproportionately impact certain groups of people, communities, or miss opportunities to affect them positively</b>	
4	<b>Stop your work because there is a high probability of noticeable discrimination and negative impacts which cannot be objectively justified. Further research work may be needed.</b>	

7. Sign off

EQIA author			
Name:	Tina Pancha	Title:	Principal Sponsor
Date:	23 November 2023		
Signature			
EQIA reviewer (superuser or D&I team)			
Name:	Faith Martin	Title:	Principal Technical Specialist
Date review completed:	18 May 2023		
Signature			
EQIA signed off by (Senior accountable person)			
<i>The EQIA should be signed off by a senior accountable manager or senior project sponsor. They are ultimately responsible for ensuring that the EQIA requirements are taken onboard and delivered as part of the project deliverables and/or escalated to the decision-makers where necessary. By signing, they are confirming that the equality impacts have been identified, understood, and considered; those affected by the proposal/decision have been involved or consulted; and there are plans to mitigate any potential negative impact and monitor the actual impact of the proposal/decision after implementation.</i>			
Name:	Thomas Holmes	Title:	Lead Sponsor
Date:	23 November 2023		
Signature			

Document history and version control

Document history	Version	Date	Summary of changes
	0.1	21/04/2021	First draft
	0.4	21/04/2023	Second draft
	0.5	10/05/2023	Third draft
	0.6	18/05/2023	Sign off
	0.7	23/11/2023	Post-consultation update

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**Board**



**Date:** 13 December 2023

**Item:** Report of the Meeting of the Remuneration Committee held on 9 November 2023

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 9 November 2023.

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

- 3.1 The papers for the meeting of the Committee held on 9 November 2023 were published on 1 November 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Committee were:

- (a) Matters Arising, Actions List and Use of Delegated Authority;
- (b) Resourcing at TfL;
- (c) Executive Committee Remuneration Benchmarking; and
- (d) Pay Outcomes of £100,000 or more Approvals.

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 29 February 2024.

## **4 Issues Discussed**

### **Matters Arising, Actions List and Use of Delegated Authority;**

- 4.1 The Panel noted that there had been six uses of Chair's Action since the last meeting of the Committee on 12 June 2023: four were in relation to the approval of salaries of £100,000 or more; one was in relation to updating non-permanent labour (NPL) contractual arrangements; and one was in relation to streamlining the approval of salaries of £100,000 or more process.

## **Resourcing at TfL**

- 4.2 The Committee noted the update on how TfL was addressing its green, digital and leadership skills challenges through its strategic workforce planning activities.
- 4.3 A review of critical and hard to fill roles had taken place and identified 250 unique roles and a succession planning exercise had concluded at the end of October to help ensure a talent pipeline was being developed. Technology and Data (T&D) would have its own strategic workforce plan, due to the challenges in filling specialist roles given market rates, and this would be submitted to a future meeting.
- 4.4 The Independent Investment Programme Advisory Group had identified T&D and Engineering as areas in where hard to fill roles had an impact on delivery. This often resulted in a high use of NPL staff. While TfL sought to reduce NPL levels by developing its own staff, the Committee recognised that some hard to fill roles attracted NPL and it also offered flexibility. The Executive was also reviewing notice periods for staff in hard to fill roles.
- 4.5 The Committee noted that leaver surveys identified a key reason for leaving TfL was a lack of career opportunities. The Committee would receive updates on succession planning and the Reward Strategy at future meetings.

## **Executive Committee Remuneration Benchmarking**

- 4.6 The Committee noted a new and updated benchmarking report and that the unique nature of TfL's role and governance arrangements meant there were no direct comparators, so benchmarking was against a broad range of organisations.
- 4.7 As with previous benchmarking exercises, all of TfL's Chief Officer roles were shown to be below the benchmarked medians, and this was further entrenched when total compensation packages were included.
- 4.8 The Committee noted that officers were attracted to TfL for a variety of reasons but that continued or widening pay disparity did impact on TfL's ability to retain and attract the best talent. The impact of below median Chief Officer remuneration also compressed remuneration throughout the organisation.
- 4.9 Further work was required on the benchmarking of some roles due to changes in job descriptions and responsibilities and Members suggested that benchmarking for the Commissioner's role should include international comparators.
- 4.10 The report helped to support consideration of remuneration packages. It was anticipated that changes for a small number of roles would be submitted to the next meeting of the Committee.

### **Pay Outcomes of £100,000 or more Approvals**

- 4.11 A process was in place for the Committee to approve full-time equivalent salaries in excess of £100,000 per annum for permanent and NPL positions. The Committee noted an update that compared the salary approved by the Committee with that given on actual appointment, for the period covering August 2022 to September 2022 for permanent and NPL positions.
- 4.12 On 18 September 2023, the Chair approved, in consultation with Committee members a streamlined approval process for salaries of £100,000 or more. Members noted the roles that had been internally approved under the new process and not previously seen by the Committee.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Remuneration Committee on 9 November 2023

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

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**Board**



**Date:** 13 December 2023

**Item:** Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 15 November 2023

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 15 November 2023.

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

- 3.1 The papers for the meeting of the Panel held on 15 November 2023 were published on 7 November 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Panel were:

- (a) Safety Risk Management on TfL Services;
- (b) Implementation of the Corporate Environment Plan - Capital;
- (c) Developing our Employee Value Proposition;
- (d) TfL Change Landscape Update;
- (e) Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1);
- (f) Safety, Health, Wellbeing and Environment (SHE) Culture Programme;
- (g) Work-related Violence and Aggression;
- (h) Ultra Low Emission Zone Update;
- (i) Responsible Procurement;
- (j) Our Colleague Quarterly Report;
- (k) Safety, Health and Environment Report - Quarter 2 2023/24; and
- (l) Safety, Health and Environment Assurance Report.

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 21 February 2024.

## **4 Issues Discussed**

### **Safety Risk Management on TfL Services**

- 4.1 The Panel noted the paper, which summarised the lessons and action areas identified in the wake of Mr. Justice Fraser's remarks at the sentencing hearing on 27 July 2023 in relation to the tram overturning at Sandilands, Croydon on 9 November 2016.
- 4.2 Six key themes had been drawn from the Judge's remarks: risk identification, assessment and management; governance; management of suppliers (in this case a concessionaire); safety culture; precursors and near-misses; and the design and maintenance of infrastructure. These themes had been used to guide action planning.
- 4.3 TfL had developed 23 actions in response. The focus was on strengthening strategic controls. Many of the actions implemented immediately in the aftermath of the tragedy were specific to trams however these actions were being applied across the transport network. Actions were sponsored by Chief Officers and assurance was provided through internal auditing and some programmes were also subject to external auditing.

### **Implementation of the Corporate Environment Plan - Capital**

- 4.4 The Panel noted the paper, which provided an update on key metrics and ongoing progress against the Corporate Environment Plan and Green Strategy, within Capital. The directorate had stepped up its commitments towards the green agenda and sustainability and a dedicated Environment and Sustainability Engineering team had been established. One of the significant challenges going forward was budget and financial arrangements. Engagement with the supply chain was necessary to align suppliers with TfL's objectives.

### **Developing our Employee Value Proposition**

- 4.5 The Panel noted the paper, which set out why development of the employee value proposition was a priority deliverable, the principles governing the development of the work, the timescales and next steps. The employee value proposition was in the initial stages of development and would help prospective employees connect with the TfL brand and understand how it feels to work for the organisation. Employee experience varied across TfL and was broadly split along the lines of Head Office staff, frontline and operational staff and employees of contractors/concession operators. There was a need for clear demarcation and communication of the differences between the roles and experiences. The candidate experience was also being reviewed to ensure that regardless of outcome, candidates would have a consistent and positive experience.



## **TfL Change Landscape Update**

- 4.6 The Panel noted the paper, which provided an update on the change activity taking place across TfL. Feedback from staff indicated that they felt that change could be better managed within TfL and accordingly, talk about change needed to be more open and would help staff understand how different programmes worked together. Several programmes were underway including London Underground Modernisation, Enterprise Resource Planning and the Our TfL Programme.

## **Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1)**

- 4.7 The Panel noted the paper, which outlined the improvements made in managing ER1 in the last year including alignment with TfL's Strategy and clearer risk cascade, the current assessment of ER1, and next steps for continued improved management and mitigation of ER1. Considerable progress had been made in delivering the plan to improve the management of ER1 over the last year. There was a need to continue to strengthen assurance. Improvements had been seen, but the performance targets were very ambitious. Resourcing also continued to be a challenge, particularly in terms of operational and capital funding.
- 4.8 The Vision Zero goal for 2041 was challenging, and there was insufficient investment available to achieve it. There was a need to understand the level of funding required to get back on track as the current TfL funding agreement came to an end. In some instances, there were broad interventions that could be introduced through central government action. Key mitigations of ER1 had been identified and were being monitored to ensure they were appropriate.

## **Safety, Health, Wellbeing and Environment (SHE) Culture Programme**

- 4.9 The Panel noted the paper, which set out details and deliverables of the workstreams and key milestones in the SHE Culture programme. The aim of the programme was to create an environment that would facilitate the continual strengthening of TfL's SHE culture that would lead to improved performance and outcomes. A core element of the programme was the SHE Culture Maturity Model, which provided a measure of culture through questioning colleagues on what they know, feel and do. It was also noted that work on SHE culture also had linkages to wider TfL culture and the employee value proposition, which could be monitored and measured in staff engagement activities.

## **Work-related Violence and Aggression**

- 4.10 The Panel noted the paper, which provided an overview of work-related violence and aggression (WVA) and an update on delivery of the WVA Strategy and priorities for 2023/24. In the last year, there were approximately 10,000 incidents of workplace violence and aggression reported, around 60 per cent being verbal abuse, 20 per cent threats and 20 per cent physical abuse with one per cent resulting in serious injury. Over 100 Transport Support and Enforcement Officers had been recruited and trained to provide

visible support to frontline colleagues and deal with the triggers of WVA, across the network. The roll out of body worn video cameras had received support from colleagues and trades unions. Staff were also receiving de-escalation training, which had been initially prioritised around 25 hotspot WVA locations. At the commencement of the pan-TfL WVA Strategy in 2020, incidents of verbal abuse were not included but were now collected in the data. Around seven per cent of verbal abuse had a hate element, the majority of which was racist. Hate crime was a priority for TfL's policing partners which resulted in accelerated investigations.

### **Ultra Low Emission Zone Update**

- 4.11 The Panel noted the paper, which set out the key findings of the London-wide Ultra Low Emission Zone first month report which had recently been published. The scrappage scheme was still live and was proving to be a popular scheme with £121m of funding committed. Work had taken place to improve the turnaround times of the scheme and to provide clearer information to potential applicants.

### **Responsible Procurement**

- 4.12 The Panel noted the paper, which provided an annual update on TfL's Responsible Procurement programme. It was noted that 16.3 per cent of apprentices in the supply chain identified as female and TfL was collaborating with suppliers and the wider transport industry to increase this figure. Work was taking place to reduce carbon in the supply chain, with all bidders for contracts over £5m being required to provide organisational carbon reduction plans to demonstrate their contribution towards London's ambition of being net-zero carbon by 2030. In addition, all Greater London Authority Group contracts above the threshold for competitive procurement as set out in the relevant procurement regulations were required to allocate a minimum of 10 per cent of the total tender evaluation score to responsible procurement and social value.

### **Our Colleague Quarterly Report**

- 4.13 The Panel noted the report, which provided an update on key activities across the Chief People Office for the period September to November 2023. Activities were taking place to increase the proportion of women entering the TfL apprenticeship scheme. The figure was 24 per cent for 2023, which was broadly similar to the overall TfL attraction rate. The employee value proposition work would also consider this issue and look at the offer available from other employers to see what factors were influencing job and career decisions. The first review of critical and hard to fill roles had taken place and identified 250 unique roles. A succession planning exercise had concluded at the end of October to help ensure a talent pipeline was being developed.

### **Safety, Health and Environment Report - Quarter 2 2023/24**

- 4.14 The Panel noted the key information in the Safety, Health and Environment Report for Quarter 2 of 2023/24 (25 June to 16 September 2023). Several aspects of the report had been drawn out in discussions of other items on the

agenda. The Panel welcomed the work taking place to develop a surface water strategy.

### **Safety, Health and Environment Assurance Report**

- 4.15 The Panel noted an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – ‘Inability to deliver safety objectives and obligations’ and Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’ based on second line of defence audit work by the Quality, Safety and Security Assurance team and third line of defence work by the Internal Audit team. Information was also provided on Enterprise Risk 6 (ER6) – ‘Deterioration of operational performance’ and Enterprise Risk 4 (ER4) – ‘Significant security incident’ as they correlate to ER1. The overdue actions reported to the previous meeting of the Panel related to operators using TfL’s infrastructure, including heritage train operators. One action had been closed out since the previous meeting and a second was due to be closed out shortly. Other actions pertaining to assurance from operators were underway.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

Papers submitted to the Safety, Sustainability and Human Resources Panel on 15 November 2023

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

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**Board**



**Date:** 13 December 2023

**Item:** Report of the Meeting of the Finance Committee held on 22 November 2023

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 22 November 2023.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Committee held on 22 November 2023 were published on 14 November 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Finance Report – Period 7, 2023/24;
- (c) TfL Energy Purchasing: Crown Commercial Service;
- (d) Communications, CCTV, Access Control and Security Systems Maintenance and Upgrade Services Contract; and
- (e) Forthcoming Key Procurement Activities.

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 6 March 2024.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the paper on the use of delegated authority. Since the last meeting of the Committee on 11 October 2023, there had been no use of Chair's Action; one use of Procurement Authority by the Commissioner in

relation to the Bus Stops and Shelters Maintenance Services Contract award; and one Mayoral Direction to TfL relating to the 18-25 Care Leavers' Discounted Travel Concession Scheme.

- 4.2 At the last meeting, it was reported that the Mayor had directed TfL to give six-months' notice to terminate the relevant provisions of the Travelcard Agreement. As provided for within the Mayoral Decision, the Direction was no longer applicable following agreement having been reached with the Department for Transport and Train Operating Companies which was financially acceptable to TfL.

#### **Finance Report – Period 7, 2023/24**

- 4.3 The Committee noted TfL's financial results to the end of Period 7 of 2023/24 - the year-to-date ending 14 October 2023.
- 4.4 A similar Finance Report is elsewhere on the agenda for this meeting of the Board.

#### **TfL Energy Purchasing: Crown Commercial Service**

- 4.5 The Committee approved Procurement Authority of £1077m for the purchase of electricity and natural gas pan-TfL for supply during the 2026/27, 2027/28 and 2028/29 financial years. This would extend the current arrangements, which allowed the continuation of the current energy purchasing and risk management strategy through the Crown Commercial Service Energy Framework.
- 4.6 The proposed approach ensured the ongoing supply of cost competitive electricity and gas supplies for TfL's operations in the near term, while also enabling the transition to renewable energy. The existing energy purchasing strategy envisaged TfL securing 50 per cent of its energy through renewable Power Purchase Agreement tranches over the coming years, in line with its ambition to run a zero-carbon railway by 2030.

#### **Communications, CCTV, Access Control and Security Systems Maintenance and Upgrade Services Contract**

- 4.7 The Committee granted additional Procurement Authority for the provision of maintenance and upgrade services for Communications, CCTV, Access Control and Security Systems provided by Telent Technology Services Limited across the TfL estate.

#### **Forthcoming Key Procurement Activities**

- 4.8 The Committee noted the summary of the major new procurements or contract extensions planned over the next 24 months and decisions that were anticipated to be required from the Committee by way of Chair's Action between the meeting and the next planned meeting in March 2024. It also highlighted significant forthcoming procurements that required approval at officer level during that period.

- 4.9 The two-year look ahead covered 247 contracts with an estimated total value of £14.7bn, and equivalent annual spend of £2.7bn.
- 4.10 Work on improving the visibility of the procurement pipeline would enable TfL to be prepared to meet a requirement in the Procurement Act 2023 for all contracting authorities to publish a pipeline notice within 56 days of the start of each financial year, setting out details of all procurements over £2m in value due to take place within that year. The Act was expected to come into force from October 2024. An update on implementation of the Act will be provided to Committee in March 2024.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Finance Committee on 22 November 2023

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

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**Board**



**Date:** 13 December 2023

**Item:** Report of the Meeting of the Audit and Assurance Committee held on 29 November 2023

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 29 November 2023.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Committee held on 29 November 2023 were published on 21 November 2023, and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Committee were:

- (a) External Audit Plan TfL, TTL and Subsidiaries - Year Ending 31 March 2024;
- (b) Auditor's Annual Report - Year Ended 31 March 2023;
- (c) EY Independence Letter - Non-Audit Services for the Period 1 April to 31 October 2023;
- (d) Risk and Assurance Quarter 2 Report 2023/24;
- (e) Independent Investment Programme Advisory Group Quarterly Report;
- (d) Places for London Assurance Update;
- (e) Legal Compliance Report (1 April 2023 – 30 September 2023);
- (f) Annual Tax Compliance Update;
- (g) Enterprise Risk Update - Significant Security Incident Including Cyber Security (ER04);
- (h) Financial Control Environment Trend Indicators; and

(i) Register of Gifts and Hospitality for Members and Senior Staff.

3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 14 March 2024.

## **4 Issues Discussed**

### **External Audit Plan TfL, TTL and Subsidiaries - Year Ending 31 March 2024**

4.1 The Committee noted the Ernst & Young LLP (EY) plan for the audit of the financial statements of TfL, Transport Trading Limited (TTL) and its subsidiaries for the year ending 31 March 2024.

### **Auditor's Annual Report - Year Ended 31 March 2023**

4.2 The Committee noted the report, which summarised EY's conclusions on the Annual Statement of Accounts and Value for Money for the year ended 31 March 2023.

4.3 At its meeting on 20 September 2023, the Committee had considered the Audit Results Report, which summarised the findings from EY's work prior to the signing of the Independent Auditor's Report on 27 September 2023.

4.4 The Committee noted that the Task Force on Climate-related Financial Disclosures framework becomes mandatory this financial year. As most of TfL's operations take place in the TTL Group, the TfL Group will voluntarily adopt the same disclosure requirements.

4.5 Public Sector Audit Appointments Limited recently published data that only one per cent of all public sector organisations met the end of year accounts deadline, which included TfL.

### **EY Independence Letter - Non-Audit Services for the Period 1 April to 31 October 2023**

4.6 The Committee noted the letter from EY, which informed it of independence matters, including existing non-audit services performed, and the fees charged by EY for the period ending 31 October 2023.

4.7 The Committee agreed with EY's conclusion that the provision of the future services referred to in the letter would not create a threat to EY's independence as auditor of TfL or that any identified threat was at an acceptable level or, if not, would be eliminated, or reduced to an acceptable level; and agreed with the provision of those services.

4.8 There is a new requirement, under the provisions of the International Code of Ethics for Professional Accountants, that EY must seek agreement, from those charged with governance, with their conclusions on independence for

any proposed future non-audit services provided to TfL. This will be a matter to be considered by the Committee.

#### **Risk and Assurance Quarter 2 Report 2023/24**

- 4.9 The Committee noted the quarterly update on work completed by the Risk and Assurance Directorate during Quarter 2 of 2023/24 (25 June to 16 September 2023) (Q2) and other information about the Directorate's activities.
- 4.10 It was agreed that a review of the poorly controlled reports would be carried out to see if any trends could be identified and mitigated. An update would also be provided to Members on all follow up actions.
- 4.11 Further detail, including a timeline of progress for each Enterprise Risk, would be included in future reports.

#### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.12 The Committee noted the Independent Investment Programme Advisory Group's (IIPAG) Quarterly Report and the management response.
- 4.13 IIPAG had identified programme slippage, overprogramming and difficulty in measuring project performance against baseline as areas of challenge within TfL. This had been partly due to the uncertainty of future funding.

#### **Places for London Assurance Update**

- 4.14 The Committee noted the reports on progress with assurance activity across Places for London during Q2.
- 4.15 Recent changes in the property market had made the housing targets more challenging and the residential strategy and strategic plan would need to be reviewed.

#### **Legal Compliance Report (1 April 2023 – 30 September 2023)**

- 4.16 The Committee noted information provided by each TfL Directorate for the Legal Compliance Report for the period 1 April to 30 September 2023.
- 4.17 Any identified trends would be highlighted in future reports and any trends in relation to managing Employment Tribunal claims would be provided to the Safety, Sustainability and Human Resources Panel.

#### **Annual Tax Compliance Update**

- 4.18 The Committee noted the key policies and documents that form TfL's Tax Governance Framework and the steps being taken to ensure TfL is compliant with all relevant tax legislation. The paper also provided an update on key tax matters considered during the year.

- 4.19 There were no significant issues impacting TfL from the Chancellor's Autumn Statement.

#### **Enterprise Risk Update – Significant Security Incident Including Cyber Security (ER04)**

- 4.20 The Committee noted an update of Enterprise Risk 4 (ER04) – 'Significant security incident including cyber security'. The paper set out how the risk was defined within the current threat environment and the preventative and reactive controls and actions in place to manage TfL's response.
- 4.21 The interdependent links between the range of current threats was highlighted. A number of successful simulation and incident response exercises had been undertaken.
- 4.22 It was noted that everyone at TfL has a role to play in security and work to actively increase awareness, understanding and competence through security training, briefings and acting on security communications.
- 4.23 Following the meeting, the Committee received its annual security update.

#### **Financial Control Environment Trend Indicators**

- 4.24 The Committee noted the Q2 Financial Control Environment Trend Indicators, that informed it of the control environment across TfL's Finance, Business Services and Procurement and Commercial teams.

#### **Register of Gifts and Hospitality for Members and Senior Staff**

- 4.25 The Committee noted details of the gifts and hospitality declared by Board Members and senior staff from 1 August to 31 October 2023. During the period, there were no declarations by Members and 75 declarations made by senior staff, of which 41 were declined and 34 were accepted.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

Papers submitted to the Audit and Assurance Committee on 29 November 2023

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

**Board**



**Date:** 13 December 2023

**Item:** Report of the Meeting of the Customer Service and Operational Performance Panel to be held on 5 December 2023

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items to be considered by the Customer Service and Operational Performance Panel at its meeting on 5 December 2023 (on the afternoon of the date that the papers for this meeting of the Board are published).

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

3.1 The papers for the meeting of the Panel to be held on 5 December 2023 were published on 27 November 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

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

- (a) Customer Safety and Security Update;
- (b) Assisted Transport Services Update;
- (c) Elizabeth Line Performance; and
- (d) Customer Service and Operational Performance Report – Quarter 2, 2023/24.

3.3 A summary of the items to be considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel in March 2024.

## **4 Issues To Be Discussed**

### **Customer Safety and Security Update**

- 4.1 The Panel is asked to note an update on the important work to tackle fare evasion and ticket fraud. This year, TfL had further developed and embedded its approach to reducing the level of fare evasion across its services. An ambitious target was set to drive down fare evasion to below 1.5 per cent in the TfL Strategy. The approach tailors interventions to the specific patterns and methods of how people evade fares on each mode of travel, underpinned by common approaches across all modes to target evaders.

### **Assisted Transport Services Update**

- 4.2 The Panel is asked to note an update on the work carried out to progress the Assisted Transport Services (ATS) Strategy since the last update to the Panel on 12 July 2023. This includes the updated Roadmap for review and an update on how ATS continues to adapt to support Londoners with reduced mobility in the post coronavirus pandemic world.

### **Elizabeth Line Performance**

- 4.3 The Panel is asked to note its second update on the Elizabeth line operational performance covering the period from 20 August to 11 November 2023.

### **Customer Service and Operational Performance Report – Quarter 2, 2023/24**

- 4.4 The Panel is asked to note the report for Quarter 2 of 2023/24 (25 June to 16 September 2023) which outlines performance and TfL priorities.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Customer Service and Operational Performance Panel on 5 December 2023

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

**Board**



**Date:** 13 December 2023

**Item:** Report of the Meeting of the Programmes and Investment Committee to be held on 6 December 2023

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items to be considered by the Programmes and Investment Committee at its meeting on 6 December 2023 (after the date that the papers for this meeting of the Board are published).

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Committee to be held on 6 December 2023 were published on 28 November 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

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

- (a) Use of Delegated Authority;
- (b) Forthcoming Key Procurement Activities
- (c) Investment Programme Report Quarter 2, 2023/24
- (d) Independent Investment Programme Advisory Group Quarterly Report;
- (e) TfL Project Assurance Update;
- (f) Bakerloo Line Upgrade Stage 1;
- (g) iBus2 Contract Award;
- (h) Safe and Healthy Streets Programme;
- (i) DLR Rolling Stock Replacement Programme;
- (j) Elizabeth Line: Service Frequency Increase for High Speed 2; and
- (k) High Speed 2 Programme: TfL Resources

- 3.3 A summary of the items to be considered and the decisions required is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 28 February 2024.

## **4 Issues to be Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee is asked to note the paper on the use of delegated authority. Since the last meeting of the Committee on 5 October 2023, there have been three approvals of Procurement Authority by the Commissioner in relation to: DLR Station Controller Replacement; the Framework Agreement for the Supply of Electrical Consumable Goods; and the DLR Northern Sidings Contract.
- 4.2 There has also been one approval of unbudgeted Financial Authority by the Commissioner in relation to the Superloop.
- 4.3 There has been no other use of delegated authority or Mayoral Directions to TfL within the Committee's remit.

### **Forthcoming Key Procurement Activities**

- 4.4 The Committee is asked to note the summary of the major new procurements or contract extensions planned over the next 24 months and decisions that are anticipated to be required from the Committee by way of Chair's Action between this meeting and the next planned meeting in February 2024. It also highlights significant forthcoming procurements that require approval at officer level during that period.

### **Investment Programme Report Quarter 2, 2023/24**

- 4.5 The Committee is asked to note the progress and performance in Quarter 2 of 2023/24 (25 June to 16 September 2023) of the TfL Investment Programme.

### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.6 The Committee is asked to note the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report and the management response in relation to the new programme structure, and cross cutting reviews.

### **TfL Project Assurance Update**

- 4.7 The Committee is asked to note the update on the project assurance work undertaken between 20 August and 11 November 2023 and the outcome of this work.
- 4.8 Two programme reviews were undertaken, with the IIPAG involved in both, and 12 project assurance reviews were undertaken, with the IIPAG involved



in four. These reviews gave rise to a total of 36 recommendations, none were considered to be critical issues.

### **Bakerloo Line Upgrade Stage 1**

- 4.9 The Committee is asked to note an update on the Bakerloo line Upgrade Programme, notably the case for investment to replace the life expired 1972 tube rolling stock (72TS), delivery planning, the contract option with Siemens Mobility Limited and implications of not being able to exercise the option due to constrained capital funding.

### **iBus2 Contract Award**

- 4.10 The Committee is asked to approve Procurement Authority to enter into agreements relating to the iBus2 services, including the On-bus Services and the Back Office Services.

### **Safe and Healthy Streets Programme**

- 4.11 The Committee is asked to note a paper requesting additional Programme and Project Authority for the continuation of the Safe and Healthy Streets Programme and updates the Committee on the Programme's progress to date since March 2023 along with future plans. The Committee is also asked to approve unbudgeted Financial Authority to support the delivery of the Catford Town Centre project.

### **DLR Rolling Stock Replacement Programme**

- 4.12 The Committee is asked to note the update on the DLR Rolling Stock Replacement Programme and to approve additional Procurement Authority to implement the revised contracting strategy for the Northern Sidings.

### **Elizabeth Line: Service Frequency Increase for High Speed 2**

- 4.13 The Committee is asked to note the paper and, subject to HM Government agreeing to provide the capital funding for the acquisition of additional rolling stock for the Elizabeth line and related services and enabling works, approve unbudgeted Financial Authority, Programme and Project Authority and Procurement Authority to order additional trains.

### **High Speed 2 Programme: TfL Resources**

- 4.14 The Committee is asked to note the paper and to approve additional Programme and Project Authority to enable the continued delivery of activities to support the Programme.

### **List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Programmes and Investment Committee on 6 December 2023

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)