



Commissioner's report

December 2022

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Introduction

I am proud to be leading our organisation and look forward to delivering the priorities I have set out



I am focused on growing the number of customers on our network

I am truly honoured to have taken over from Andy Byford as Interim Commissioner and to be leading an organisation with such heritage and history.

I have set four clear priorities for the organisation. I want our people to be excited about our vision, to know their role in its delivery as we work to become a simpler, more diverse and inclusive organisation. I want their work to be celebrated and for them to understand how they will benefit from a career with us.

I want to attract more customers back to our services in greater numbers and to keep improving the experience they have. Transport enables economic activity and opportunity, and greater passenger

numbers will mean a more prosperous, thriving city – something we all want to see.

We must ensure we are a financially sustainable organisation. Our agreement with the Government sees us through to March 2024 and, although it isn't perfect, we are grateful for the support which enables us to progress our work after more than two years of uncertainty.

Finally, and perhaps most importantly, I am committed to accelerating our contribution to London becoming a net zero carbon city by 2030. Public transport has a vital role to play in our transition to becoming carbon neutral, and this will be a key area of focus for me.

These priorities run through our draft Business Plan which gives an ambitious, optimistic vision as we cement our role as London's strong, green heartbeat. The Mayor and I are excited about the incredible future benefits which our colleagues, customers, contractors and partners throughout London and the UK will enjoy based on the decisions we make now.

One of my first official engagements as Commissioner was opening the new interchange between the Central and Northern lines at Bank station. This fantastic piece of engineering and architectural achievement will increase capacity and vastly improve the overall customer experience at Bank station.

I am also aware of the challenges we face due to the impact the cost of living crisis is having on us as a business and on my colleagues personally. I am working closely with my Executive Committee to ensure that our capital projects and renewals are protected and delivered as set out in the Business Plan, and that our people can feel secure that I am doing everything I can to keep us moving.

In addition, the last few months have been challenging due to the ongoing industrial action across a number of modes and services in the capital, including National Rail, London Underground, Woolwich Ferry, London Overground and buses. We continue to negotiate with our trade unions to seek mutually agreeable outcomes to disputes and work with colleagues to provide a reliable transport service.

On 6 November, we marked the latest phase in the Elizabeth line's progress with a more frequent, better connected service that now operates seven days a week. Journeys on the line are already proving popular, just in time for the run-up to the festive period, and I want to thank the teams behind the latest delivery milestone: your efforts have been phenomenal.

On 9 November, we marked the sixth anniversary of the tragic Sandilands tram overturning. Our thoughts remain with the families and friends of those who lost their lives, and with all those affected.

On 11 November, I laid a wreath at City Hall's Remembrance Day Service on behalf of our organisation. I'd like to thank everyone who supported this year's London Poppy Day appeal on the network and helped raised more than £1m for the Royal British Legion.

It was a privilege to celebrate our people at our You Matter Awards on 16 November. I have also been meeting key partners in the Government, notably the Secretary of State for Transport Mark Harper and new Department for Transport minister Richard Holden, reiterating that there is no UK recovery without a London recovery, and no London recovery without a properly funded transport network.

I look forward to continuing Andy Byford's success as Commissioner and delivering on the priorities I have set out.

Safety and environment

We work to make our network as safe as possible for our customers and our people

Safety incidents on the network

On 4 October, as a route 325 bus was progressing around a bend on New Barn Street in Newham, a bus passenger fell against the rear doors. The door leaf gave way and the passenger fell out of the moving bus, sustaining multiple injuries to their head, pelvis and arms. A thorough investigation was promptly initiated into the circumstances surrounding the incident, focusing on working with the manufacturer to establish the root causes for the door failing in this way. A technical bulletin has been produced to improve door maintenance and enable risk-based fleet checks which are now concluding.

On 31 October a route 76 bus collided with a traffic light signal which fell down and struck two pedestrians waiting to cross the road. The bus driver had been trying to avoid a stationary motorcycle when the incident occurred. The two people were taken to hospital by the emergency services where they received treatment for the potentially life-changing injuries they sustained. The incident is under investigation.

Sandilands tram overturning

As we marked sixth anniversary of the Sandilands tragedy on 9 November, our thoughts remain with the friends and families of Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith who lost their lives. We continue to do everything we can to ensure a tragedy like this can never happen again and remain committed to supporting everyone affected in any way we possibly can.

The Office of Rail and Road (ORR) is prosecuting TfL, Tram Operations Limited and the driver of the tram for health and safety offences. The driver of the tram has indicated a not guilty plea and a pre-trial review hearing will take place in March 2023.

National Hate Crime Awareness Week

Together with our policing partners, we proudly supported National Hate Crime Awareness Week, which took place from 8 to 16 October. To mark the launch on 9 October, we attended the annual Act of Hope and Remembrance, a special service for those affected by hate crime held at St Paul's Cathedral. This year's event focused on the experience of East and Southeast Asian communities who experienced a significant increase in racist hostility throughout the coronavirus pandemic.

Working with the Metropolitan Police Service (MPS), more than 50 events took place during the week, and we engaged directly with the community and faith groups. The events took place across the capital, including at Finsbury Park Mosque and transport hubs such as Golders Green Bus Station. Working with local authorities and charities such as Mencap, the learning disability charity, events featured community engagement stands and leaflet drops by our Safer Transport Teams and the British Transport Police (BTP). During these events, we provided information and advice to raise awareness of hate crime: explaining what exactly it is, how seriously we and our policing partners take it and how to report it.

For the second year running, we also promoted our 'Hands Up' campaign, which emphasises the impact of showing solidarity in tackling hate crime and makes it clear that this type of crime is not tolerated on our network. Our work to support National Hate Crime Awareness Week also included social media posts, a live Instagram discussion with the BTP, a new disability hate crime leaflet, training sessions and a new video.

Begging, rough sleeping and supporting homeless people

People sleeping rough on and near our network are a safeguarding priority for us. This is because rough sleepers are highly vulnerable, often have health problems, are at greater risk of assault and have a life expectancy half that of the general population.

We work closely with outreach services and local authorities to give the person sleeping rough the best possible chance of finding a way off the street, with specialist support for additional health problems or substance use issues, where necessary. The latest quarterly reports from the Combined Homelessness and Information Network database shows an increase in rough sleepers across London so far this year compared to the same period last year: a 16 per cent increase from April to June and 24 per cent from July to September. This information is collated by outreach teams and is a count of the number of people visibly sleeping rough on the streets and in public places across London.

Due to improved reporting levels and resources, our Compliance, Policing, Operations and Security (CPOS) teams are managing an increasing number of complex locations across our services and infrastructure.

In addition, due to the cost of living crisis, local authority outreach support and emergency accommodation is expected to be under more pressure, although recent longer-term funding through the Government's Rough Sleeping Initiative is expected to help local authorities better plan for changing demand over the next three years. In London, the initiative supplements both local authority and the Greater London Authority's (GLA's) rough sleeping budgets.

For us and the support services to give the best help to this vulnerable group of people, it is vital to know where people are rough sleeping, which is why CPOS teams encourage all staff to report rough sleepers using the correct channels.

When rough sleeping also includes anti-social behaviour, such as begging or drinking, our enforcement teams can use byelaws and other powers to complement the work of support services to try and provide long-term support.

The homelessness charity Thames Reach has been commissioned to provide outreach services for our public transport networks. The team works at night and focuses on the six busiest bus routes for rough sleeping, responding to StreetLink referrals and providing support to London Underground stations. They use the SMS data from bus drivers to inform their deployments and shifts.

Our customer safeguarding team recently attended a meeting at Tottenham Bus Garage to discuss rough sleeping, including the issue of persistent long-term rough sleepers. A trial is now planned as a result, with Arriva to report persistent long-term rough sleepers directly to our safeguarding teams who will then work to support these individuals.

The safeguarding team is also working to raise awareness of rough sleeping and homelessness on the transport network. On World Homeless Day on 10 October, we teamed up with Shelter and Thames Reach charities as they hosted knowledge hubs and conducted fundraising to help engage people in the problems and issues faced by those who are, or are likely to become, homeless.

Operation Safer Travel at Night

Operation Safer Travel at Night (STaN) is a joint initiative between the Mayor, the MPS, the City of London Police and us. The operation aims to make it safer and more secure to travel in the capital at night, with a focus on taxi and private hire services.

During the programme, officers are out on the streets providing a visible and reassuring presence for the public while raising awareness of the safe ways to use taxi and private hire vehicles or to get public transport. They use a broad range of tactics to identify and deter non-compliant or illegal taxi and private hire activity, including driver and vehicle checks. To support ongoing activity, we have reviewed the current STaN customer communications and developed digital toolkits to share with universities and our partners in the night-time economy. The toolkits include posters, social media posts, photography and video content for our partners to use to champion safer travel at night.

During the STaN campaign carried out in October, 557 officers completed 212 deployments, which led to 4,457 customer and driver interactions. Operations officers reviewed records at 114 private hire operating centres and checked complaints, drivers, vehicles and booking records to ensure they complied with regulations. Officers stopped and checked 6,741 taxis and private hire vehicles and drivers, resulting in 1,176 reports and offences.

Zero tolerance to sexual harassment and bystander intervention campaigns

A year ago, we launched our Zero Tolerance to Sexual Harassment campaign with our policing partners. The campaign, which includes posters across the network and social media activity, aims to challenge sexual harassment and related behaviour, and send a clear message to offenders that it is illegal and will not be tolerated on our services. We are also asking those that experience or witness sexual harassment to report it so that we can work further to prevent it and to take action against perpetrators.

We are now approaching the roll out of the second phase of this campaign, which focuses on the role of bystanders who witness such behaviours. The campaign answers the call by London TravelWatch to provide Londoners with advice on what to do in such situations, as their research found that many people felt helpless and were unsure of how to help. The campaign gives practical advice, such as ignoring the offender and providing direct support to the person experiencing the harassment. While the campaign is due to launch early next year, a social media plan is in full swing and includes a bystander video piece filmed with a key stakeholder and known activist, as well as an Instagram live stream featuring frontline members of staff who have intervened to support victims of sexual harassment.

Since the Zero Tolerance to Sexual Harassment campaign went live in October 2021 and was relaunched in August this year, 1,813 sexual offences on our network have been reported to the police. This compares to 1,067 offences in the same period the year before with the majority of reports being sexual assault (non-consensual touching), harassing behavior and exposure. The increase in reporting was anticipated and is a positive sign that the campaign is working, given that sexual harassment is significantly underreported. Research to track people's experience of sexual harassment on the network has not shown an increase in behaviour.

White Ribbon

Earlier this year, we were accredited by White Ribbon UK, a charity that is working to end male violence against women by engaging with men and boys to make a stand against violence. Male allies from across our organisation have signed up to the White Ribbon pledge: to never commit, excuse or stay silent about male violence against women. This helps show our customers and staff how seriously we take this issue and what we are doing to tackle it. Male allies are playing an important role to improve culture in our workplace by talking about the issues with colleagues.

Each year, together with our policing partners, we get involved in support of the International Day for the Elimination of Violence against Women on 25 November, and the 16 days of activism that follow.

Tackling work-related violence and aggression

To deliver our work-related violence and aggression strategy, we committed to doubling the size of our dedicated team and are currently recruiting new roles to develop and grow the team. These roles will work on activities to help prevent work-related violence and aggression and provide support to colleagues who are victims to this behaviour, including providing investigation services to our policing partners.

We continue to develop our plans to provide staff with the technology to help reduce work-related violence and aggression. In November, we completed the roll out of body-worn video cameras to River Services, Woolwich Ferry, Dial-a-Ride and a number of other teams that undertake customer-facing activities. We have also completed procurement for a further 500 emergency communications devices to help keep our staff safe by alerting colleagues that they require urgent assistance with an incident.

We continue to successfully prosecute those who commit offenses of violence and aggression on our network and against our members of staff.

One example of a recent court prosecution was in relation to an incident on 22 February where two members of staff were assaulted and racially abused at Farringdon Underground station. Police were called to the incident, with one person arrested and that person assaulting a police officer during the arrest.

On 18 August, the defendant pleaded guilty to four charges and was ordered to pay £75 compensation to each of the four victims and a £75 fine for each offence, a total cost to the defendant of £600.

Another example of a recent court prosecution was in relation to an incident on 11 May 2021, where station staff at Camden Town Underground station were called to a customer making repeated attempts to pull another customer from a train to fight. Two members of staff were repeatedly pushed and one was punched. The suspect was arrested and charged with assault and actual bodily harm against a member of the public, criminal damage and an assault against an emergency services worker.

On 22 August this year, the defendant was sentenced to 17 weeks imprisonment suspended for 18 months, alcohol abstinence and monitoring for 120 days, 80 hours unpaid work and a victim surcharge of £128.

Vision Zero Motorcycle delivery company road safety forum

On 8 November, we hosted the first motorcycle delivery company road safety forum. The forum brought together grocery and meal delivery companies for the first time to talk collectively about improving the safety of their motorcycle couriers on London's roads.

The grocery and meal delivery industry has expanded dramatically since the start of the pandemic, and we estimate that up



A number of our teams now use body-worn video cameras

to 40,000 motorcycle couriers are now working in London. We know that people riding motorcycles are the most vulnerable group on our roads, with figures showing that they are 80 times more likely to be killed or seriously injured than people travelling by car.

Motorcycle riders are also most likely, per journey, to be involved in a collision which kills or seriously injures another road user. In addition, riding a motorcycle for work can carry additional risks, with couriers

required to navigate unfamiliar roads, carry loads, deliver to tight schedules, ride at night and in bad weather as well as often working long shifts.

Organisations throughout the industry came together to raise awareness of road safety, discuss issues, share good practice and secure commitment to collaborate in the future. The ongoing ambition is to improve the safety of this vulnerable group of people and everyone they share the roads with.

Motorcycle training courses

Demand and attendance on both our motorcycle safety training courses remains strong, with 810 riders attending the one-to-one Motorcycle Skills course between 12 December 2021 and 12 November this year.

In the same period, the Beyond Compulsory Basic Training: Skills for Delivery Riders course, specifically aimed at those who ride for work, was attended by 589 riders.

Road danger reduction publications

On 19 October, we published our road danger reduction statistics factsheet for 2021, along with an updated version of our road danger reduction dashboard with improved functionality that enables users to explore the collision history of any location in London.

In 2021, there were 23,139 reported injury collisions in the capital, resulting in 75 people being killed, 3,505 being seriously injured and 23,092 being slightly injured. This number of fatalities was a record low, marking a reduction of 22 per cent compared to 2020. This decrease meant the Mayor's Transport Strategy target to reduce fatal and serious injury incidents involving Buses by 70 per cent from the 2005 to 2009 baseline was met.

The publication of the 2021 factsheet on our website was timed to coincide with the Project EDWARD (Every Day Without A Road Death) week of action from 17 to 21 October.

Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero ambition of eliminating all death and serious injury on the road network by 2041. Throughout the month of October, our policing partners dealt with a total of 2,161 traffic offences for risky, dangerous and antisocial driving such as excessive speed, distraction, drink and drugs, no insurance and noncompliance with road rules. This included 135 arrests for drink and drug driving. During October, the MPS issued an additional 64,420 speeding offences through the use of safety cameras. With the Roads and Transport Policing Command (RTPC), we started using mobile safety cameras at the end of January to enable us to be more responsive to local community concerns and emerging issues. By the end of October, about 32,000 speeding offences had been enforced.

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

Project Edward, which ran from 17 October to 21 October, focused on changing drivers' minds and behaviours through the delivery of specific initiatives. Operation Close Pass is a road safety initiative that focuses on educating drivers to give cyclists the necessary space when passing them on

our road network. The Exchanging Places programme gives cyclists the opportunity to see the road from an HGV driver's cab and highlights the importance of being visible to a driver and where blind spots can occur. Both initiatives encourage road users to be more aware and responsible. The council's speed enforcement operation ran from 10 to 30 October during which 953 traffic offence reports were issued.

On 8 November, we held our first road safety forum for the grocery and meal delivery industry, bringing companies together to improve road safety for motorcycle delivery riders. Our Chief Safety Health and Environment Officer, Lilli Matson, introduced the session, while colleagues from Health and Safety outlined updated guidance relating to motorcycle safety, and our Safety, Health and Environment team discussed our Vision Zero work and relating data.

The companies discussed barriers and opportunities relating to road safety for delivery riders. The session was well received and there was commitment from all involved to continue working together, including exploring a collective road safety charter.

Safer Junctions

Design work is continuing on the remaining 30 Safer Junction locations including high-risk locations such as the Holborn gyratory, which were prioritised due to the high number of fatal or serious injury collisions involving pedestrians, cyclists and motorcyclists.

Since October 2022, we have completed detailed design work for improvements on Holloway Road in Islington to provide 10 new and improved crossing points along this busy corridor, as well as at York Road roundabout in Wandsworth, which will see improvements to the surrounding circulatory area and crossing points. We plan to start construction on site for both schemes in early 2023.

In July 2022, we invited the public to share their views on how our plans to reduce road danger for pedestrians and cyclists at Battersea Bridge junction with Cheyne Walk would impact safety. Consultation on proposals started on 29 November and will conclude in January 2023. This is the second phase of the scheme, following the installation of a new pedestrian crossing over Battersea Bridge in December 2021.



We continue to work toward our Vision Zero ambition

Lowering speed limits

Work is progressing well on the lowering speed limits programme. To date, almost 110km of our roads now have a 20mph speed limit. Lowering speeds is one of the most important things we can do to make our streets safer, with a person about five times less likely to be fatally injured if hit at 20mph than at 30mph.

A safer speed limit has been introduced on 1.7km of our roads in Greater London: the A205 in Richmond, representing 1.5km of new road with a 20mph speed limit; and the A12 Gants Hill in Redbridge, representing a 0.2km extension to an existing 30mph speed limit over a crossing serving the Tube station and local bus stops.

Detailed design is under way on five further projects to deliver 28km of reduced speeds, which will see a consistent 20mph speed limit on the majority of roads across the boroughs of Camden, Islington, Hackney, Tower Hamlets and Haringey. Local residents and businesses have been contacted by post with details of the proposals and we have updated our online Have Your Say page. We aim to deliver this scheme by the end of March 2023.

A further 65km of our roads across the boroughs of Greenwich, Lewisham, Southwark, Lambeth, Wandsworth and Kensington and Chelsea is nearing completion of concept design. This is scheduled for delivery by October 2023.

The remaining 12km of our roads across the boroughs of Wandsworth, Richmond, Merton, Sutton, Hounslow and Enfield are in concept design stage. This is scheduled for delivery by March 2024.

Bus safety

We are continuing to roll out the Bus Safety Standard to new vehicles joining the fleet. The number of new buses meeting these specification continues to climb, with around 849 buses now in the fleet meeting the new standards. The safety measures include Intelligent Speed Assistance (ISA) technology which limits the speed of a bus to the posted speed limit. Around 30 per cent of London's bus fleet has now been fitted with ISA, including buses which have been retrofitted.

Other measures in the safety standard include an Acoustic Vehicle Alerting system, which is now operating on 709 quiet-running buses, and Camera Monitoring Systems aiming to reduce blind spots, which have been fitted on 755 buses.

In addition to the latest technologies being installed on new buses coming into the fleet, subject to funding, we are actively exploring retrofitting Bus Safety Standard technologies onto existing buses. This would enable a much faster reduction in the potential number of casualties than relying only on new vehicles entering the fleet being compliant with the standard. This is a particular advantage in terms of achieving our Vision Zero target of no one being killed in or by a London bus by 2030.

We have engaged with key stakeholders, including bus operators, drivers and manufacturers, Unite the Union, and lobby groups for road safety and other transport modes on the development of a Bus Safety Strategy to set out how we intend to achieve Vision Zero on the London bus network. This document will be published in the new year.

Capital programmes

We have taken further steps to integrate safety, health and environment requirements within our procurement and supplier management processes. We have recently launched, a new internal Management Framework for our procurement and commercial activities, as well as training which provides teams across the business with best-in-class guides, tools and templates to support them through each stage of the procurement and commercial lifecycle.

Suicide Prevention Programme

Comparing data from recent years has shown us that, since 2018, our Suicide Prevention Programme has helped reduce the number of suicides by 45 per cent across the Underground network.

We have trained 90 per cent of the 6,000 London Underground station staff in suicide prevention so far and we continue to train all new starters as part of their induction. The training is open to all our employees and we have recently opened the course to some of our stakeholders, including the BTP and the London Fire Brigade.

Upcoming inquests

On 18 February 2019, a person and their three-year-old child were tragically struck by a train at Taplow station. Taplow station is owned by Network Rail and leased to MTR Crossrail (now known as MTR Elizabeth Line) (MTREL). MTREL operates services at Taplow station under a Concession Agreement which was awarded by Rail for London. Murphy & Co Limited was undertaking temporary works at the station at the time of the incident and were contracted by Rail for London.

We, along with Network Rail, MTREL and Murphy's, are Interested Persons and have provided information to the Assistant Coroner on roles in relation to the management of the station, refurbishment works in place at the time of the incident and other issues related to the incident, and will attend the inquests to give evidence. The inquests began on 14 November and are ongoing.

On 18 September 2019 Christian Tuvi, a self-employed contractor working for Cleshar Contract Services, was fatally injured while cleaning a traveller at Waterloo station. We are an Interested Person in the inquest. A pre-inquest review hearing has been listed to take place on 2 December at Southwark Coroner's Court, and the inquest is likely to take place in June 2023 before a jury.

We have also provided assistance to the Coroner for Inner South London in relation to a fatality at Clapham North station on 7 April 2020. TfL was an Interested Person. Witness evidence was provided in

writing and in person at the inquest which took place on 16 November. The evidence concerned CCTV footage at the station and action taken since the incident. The Coroner gave an open conclusion, and was unable to reach any other conclusion on the balance of probabilities with the evidence provided.

Penalty fare proposal

The penalty fare system establishes clear and immediate financial consequences for those travelling without a valid ticket. Subject to consultation and an equality impact assessment, we propose to increase the value of the TfL penalty fare from £80 to £100, reduced by half if paid within 21 days. This would bring us in line with the Department for Transport (DfT) announcement that the penalty fare for the national rail network would be increased from £20 (or twice the full applicable single fare to the next station at which the train calls, whichever was the greater) to £100. The Mayoral consultation on this proposal is set to complete on 11 January. We will consider the responses to the consultation before taking any further steps.

We are now taking stronger action against customers who have been issued with a penalty fare but have failed to pay it. Previously, customers would have been sent follow-up letters chasing payment of the fine and their details would have been added to our enforcement systems in the event of coming to our attention again.

Now, customers who have not paid their penalty fare within 39 days and have not made us aware of any mitigating factors will



Our aim is to have a fully zero-emission bus fleet by 2034

be prosecuted for the original offence, this approach will bring us in line with other train operating companies. This applies to penalty fare notices issued from 1 April 2022. The first prosecutions under this revised approach took place in November.

Zero-emission buses

We have more than 860 zero-emission buses in the fleet and, with the longer-term funding deal, are now able to confirm more contract awards with new buses. This includes two types of buses, battery electric and hydrogen fuel-cell, operating on multiple routes in the capital, helping to improve the environment for all Londoners.

In October, innovative pantograph bus charging technology providing fast, high-power top-ups launched at Bexleyheath bus garage.

The new technology uses a pantograph, an arm-like structure that attaches itself to the roof to deliver a quick, high-power charge to buses. Wireless technology is used to enable communication between the bus and the pantograph. It is the first time this technology has been used in London and it is being used to power the all-electric route 132.

This is the latest step in our transformation and commitment to a zero-emission bus fleet, as outlined in our Bus action plan. We have already committed to ensuring all new vehicles entering service are zero emission and, subject to additional funding, could bring forward the target from 2034 to 2030. We are also working with bus manufacturers to develop a vibrant and competitive zero-emission market, alongside work with stakeholders to ensure necessary infrastructure is available to enable the transition.

From next year, a further extension of 'opportunity charging', with pantographs conveniently located at each end of a bus route, will be trialled in another first for London. The 15-mile route 358 between Crystal Palace and Orpington is one of London's longest, and a standard garage

charge alone would not sustain a zero-emission bus the entire day. Due to the length of the route, a pantograph at each end of the route, rather than back at the garage, will mean buses will be able to receive a quick boost on the spot. This means that, with minimal turnaround time, fewer buses can again provide the same level of service. The 358 route will also benefit from new buses that resemble a tram, with enhanced customer features and the latest bus safety features, while retaining the iconic red livery.

Taxi and private hire vehicles

Taxi age limits

On 1 November, the maximum age limit for non-Euro 6 diesel taxis was reduced to 12 years. This is the final reduction in the maximum age limit introduced to reduce harmful emissions from taxis and improve air quality in the capital. As a result of this initiative and the support provided to taxi owners to transition to cleaner, greener vehicles, more than 40 per cent of the taxi fleet now comprises zero emission capable (ZEC) vehicles.

Private hire vehicle WAV Exemption

We used an existing exemption process to enable exemptions to the ZEC licensing requirement on a case-by-case basis for specialist, wheelchair-accessible vehicles which are new to licensing. We put this exemption in place in recognition of the fact that the supply of larger, specialist, wheelchair-accessible vehicles that meet the ZEC requirements have not developed at the same pace as other vehicle types, such as saloon cars.

This exemption will be applied to those who provide a service which requires specialist vehicles. For instance: where large wheelchairs which are not easily secured or do not easily fit within taxis or other ZEC vehicles are regularly transported to hospitals, schools or care homes; where the services provided require electric wheelchair lifts and alternative securing mechanisms to be installed; or where the vehicle must be of a sufficient size and layout to give those with diverse and complex disabilities, such as autism, enough personal space so as to not feel uncomfortable or to travel with sufficient support staff. We will monitor market developments and keep the use of these exemption under review.

Taxi fares and tariffs consultation

We review taxi fares on an annual basis, using a cost index, to ensure they remain viable for both customers and taxi drivers. This cost index includes a number of different components including operating costs (such as vehicle costs, parts, servicing and insurance) and average national earnings.

We will shortly be opening a consultation on taxi fares and tariffs, with any changes coming into effect in April next year. Respondents will be asked for their views on:

- options for changing taxi fares, ranging from no change, implementing only a proportion of the cost index across the four different tariffs, or increasing

fares by the full cost index figure of 11.64 per cent

- removing the requirement to add the £2 extra for a booked taxi
- changes to the fixed-fare shared-taxi scheme that operates during the Wimbledon Tennis Championships. We are proposing an increase to some of the fixed-fares and a small amendment to the authorised place where the fixed-fare, shared-taxi scheme operates from

Removing obstruction to the highway

Since 1 October, the environmental activist group Just Stop Oil, acting in coalition with Insulate Britain, has been staging protests in London including on a number of our roads, resulting in obstruction of the highway and significant road traffic disruption.

In response to protests on our roads, we made an application to the High Court seeking an interim order to protect 17 of the most important roads on our road network, preventing further protests designed to obstruct the highway by any persons, including Just Stop Oil and 62 named members. The interim injunction was granted on 18 October. A return hearing took place on 27 October and a further application was made to extend the interim injunction to six additional roads on our road network and to add 121 named defendants. That application was granted on 31 October and the injunction was also extended to remain in force until 28 February 2023 or until any other order is made. We continue to keep the position under review.

Air quality and the environment **Greener buses campaign**

The greener buses campaign has been set up to inform people across London, including current bus users and drivers, that all our buses are low or zero-emission (at the tailpipe). London-wide activity started in July and continued through to the end of November, including bus wraps, posters, radio adverts, bus sides and bus rears. Local campaigns were launched at the end of November with activity promoting specific routes that converted to electric buses.

Air quality challenge and Green Skills Hackathon

Over the summer and early autumn, London Transport Museum and the TfL STARS schools accreditation team collaborated to deliver the first Air Quality Challenge for London schools. This invited pupils aged between 12 and 18 to pitch their ideas for tackling the urban air quality crisis to a panel of industry experts from companies including us, bus operator Abellio and transport technology company Cubic Transportation Systems.

Four schools were named as delivering the top pitches at the museum's Green Skills Hackathon in October. Their ideas ranged from the use of liquid hydrocarbons and photosynthesising bikes to carbon capturing paint and behaviour change.

On 17 October, London Transport Museum hosted a Green Skills Hackathon. This brought together 87 students and

17 teachers from London secondary schools with 29 transport business representatives. The event aimed to raise awareness and encourage debate about the future of green jobs and the skills needed to tackle the climate challenges facing London and its public transport network.

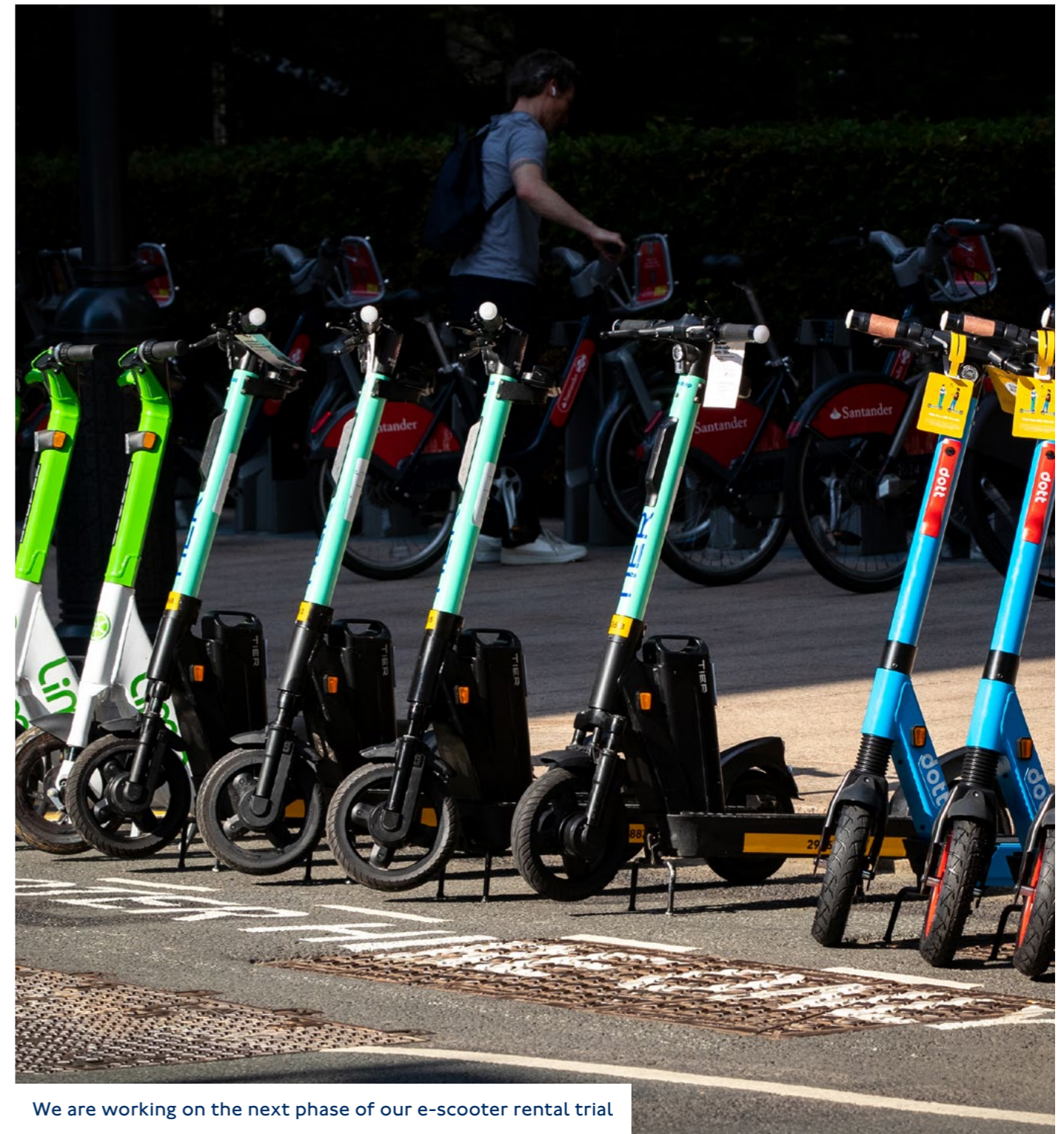
The Hackathon was created by the museum in collaboration with 17 students from Uxbridge High School. Lilli Matson, our Chief Safety, Health and Environment Officer was the keynote speaker. Transport industry representatives from our organisation, Cubic Transportation, Mott MacDonald, Thales and Siemens Mobility supported the event. The event's keynote speech and industry panel Q&A were livestreamed to pupils at schools joining remotely.

Freight servicing and deliveries

To help improve London's air quality and congestion, we delivered communications materials encouraging customers, retailers and employers to choose and promote sustainable online shopping delivery options ahead of Black Friday on 25 November, which is one of the busiest periods of the year for deliveries. This included publishing a new online toolkit for employers, giving them guidance and tools to promote green shopping options to their employees.

E-scooter rental trial

The London e-scooter rental trial has been operating for 18 months, with ten participating boroughs making up a continuous trial area. In the period ending 20 November 2022, 125,000 trips were made



We are working on the next phase of our e-scooter rental trial

with a total fleet size of 4,425 vehicles. This brings the total to just more than two million trips for the trial to date. In response to recently updated DfT guidance, e-scooter trials are now able to run across the UK until 31 May 2024.

We launched a competitive procurement process to select operators for the next phase of the trial. The current contracts with operators Dott, Lime and TIER have been extended to continue services until this procurement is complete.

TfL Youth Panel

On Friday 4 November, the TfL Youth Panel held its first assembly-style hearing to continue their exploration of the links between equality and diversity, and environmental sustainability. The hearing was facilitated by GLA Assembly Member Siân Berry and members of the panel asked experts a range of questions. Over the next few months, the Youth Panel is exploring the connection between equality, diversity and inclusion and environmental sustainability. This work includes desktop research, interviews with leading voices, formal hearings, written submissions, discussion groups and engagement through social media. The exploration is supported by a partnership consisting of colleagues from TfL and consultants from Arcadis, Arup, Deloitte, Jacobs, McKinsey and WSP who are volunteering their time to support the work.

London-wide Ultra Low Emission Zone

After considering a number of options to address the triple challenges of toxic air pollution, the climate emergency and traffic congestion in London, in March 2022, the Mayor asked us to consult on expanding the current ULEZ London-wide in 2023. The public and stakeholder consultation began on 20 May 2022 and ran for a period of 10 weeks.

On 18 November, the Mayor's Transport Strategy revision which updated the policy foundation for future road user charging was published with the support of the London Assembly. The revision included a proposal that the Mayor, through us and the boroughs, will seek to address the triple challenges of toxic air pollution, the climate emergency and traffic congestion through road user charging schemes including by expanding the ULEZ London-wide.

On 25 November, following consideration of the consultation report, including responses, and an integrated impact assessment and other relevant information, the Mayor announced he intends to proceed with the expansion of the London-wide ULEZ with a start date of 29 August 2023. The expansion of the ULEZ to outer London (to the Low Emission Zone (LEZ) boundary) will build on the hugely successful expansion to inner London. Around 4,000 premature deaths in 2019 were attributed to air pollution, with the greatest number in outer London.

The expansion of the ULEZ London-wide is forecast to reduce emissions of nitrogen oxides (NOx) from cars and vans in outer London by 10 and seven per cent respectively in 2023 compared to the baseline without the scheme. London-wide, the reduction in road transport NOx emissions is expected to be five per cent in 2023 compared to without the scheme, equivalent to 362 tonnes of NOx.

To support people on lower incomes and disabled Londoners, microbusinesses, sole traders and charities to prepare for the London-wide ULEZ, the Mayor also announced a new £110m scrappage scheme for vehicles that are not ULEZ compliant, which will open for applications on 30 January 2023. Additionally, the Mayor is introducing a new grace period for all non-compliant wheelchair accessible vehicles and for people receiving certain disability benefits.

On 18 November, we published our Scrappage Evaluation Report which reviewed the Mayor's previous scrappage schemes to support the proposed introduction and expansion of the ULEZ and tighter LEZ standards.

Scrappage schemes have been an effective policy intervention in improving air quality, reducing car ownership and changing travel habits to sustainable modes of transport, with a third of respondents to an evaluation survey of the car and motorcycle scheme saying they did not purchase a replacement vehicle and 22 per cent no longer having access to a vehicle in their household.

Learnings from the report have been incorporated into the design of the Mayor's newly announced scheme. For instance, the scheme will include the opportunity for people to take up a mobility credit option, providing a lower level grant payment with up to two annual bus and tram tickets, for a higher overall value than the cash only option. The consultation also asked people for their views on the future of road user charging. Those responses will inform the development of future proposed scheme, which would be subject to public and stakeholder consultation.

Electric Vehicle Infrastructure Strategy and Delivery

Our Electric Vehicle Infrastructure Strategy showed London may need between 40,000 and 60,000 electric vehicle charge points by 2030, up to 4,000 of which would be rapid chargers. This will support a reduction of carbon dioxide emissions of between 1.5 and 2.6 million tonnes per year by 2030. We now have more than 11,000 publicly accessible electric charge points in the capital. While this is a significant increase, more is needed to further increase supply.

The Electric Vehicle Infrastructure Delivery project is identified as the key commitment within the strategy and has been designed to use GLA member organisations' land to accommodate charge point infrastructure. Work continues at pace on the first phase, with the aim of delivering an initial 100 rapid charging bays before further expansion.

Following detailed market engagement, including interviews with key industry suppliers and charge point operators, we have finalised a procurement strategy. Tender on the first batch of sites went to market on 30 November, using a delivery model that doesn't require longer-term capital investment from us or GLA member organisations, while leasing out sites to charge point operators and negotiating a share of revenue.

Our initial assessment is that more than 1,500 potential charge point locations are available across the GLA estate, with about 70 per cent passing this first stage of evaluation. We are also building a timetable of planned sites to ensure a constant flow of charge point delivery.

Bus priority programme

The programme team has refocused the bus priority programme to meet the DfT target of delivering 25km of new bus lanes across London by 2025. To date, 2.84km of new bus lane has been delivered against this target, with schemes delivered in the boroughs of Bexley, Camden and Lambeth. Work has begun to identify further sites. A longlist of more than 170km of potential locations has been reviewed by internal stakeholders, and the dedicated bus task force has engaged with boroughs and delivery partners to develop and agree a delivery programme for 2023.

London's boroughs have been allocated funding for this in 2022/23. This will fund the construction of a number of schemes

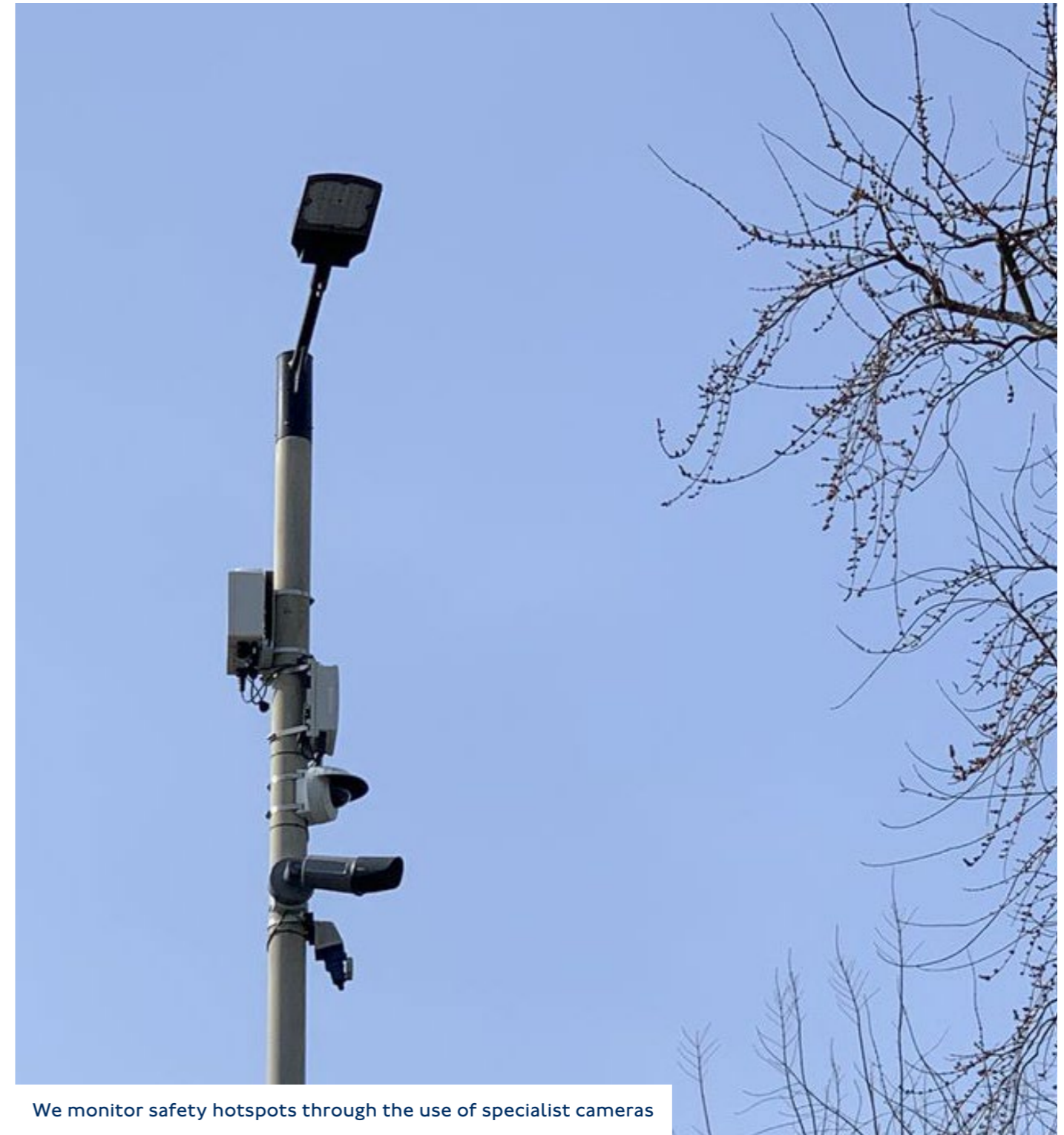
which will improve access at bus stops as well as the development of new schemes to help meet the DfT target on bus lanes. We are supporting the boroughs by providing resources for design and other matters where required. Work is to start soon on site in Newham, which will see improvements to bus journey times along Prince Regent Lane, as well as a new bus lane. The Wealdstone Town Centre improvements in Harrow are nearing completion, which will also see improvements to bus journey times.

Work on the London-wide programme of converting bus lanes to operate 24 hours a day, seven days a week has entered its final phase, with designs complete for parking bay amendments and works due to start on site in the new year.

The review of the operational effectiveness of traffic signals across London continues, which has resulted in a saving of more than 7,000 bus passenger hours this year.

Compliance, enforcement and safety technology

We are continuing to progress the roll-out of deployable enforcement cameras on our road network. These cameras allow us to target specific safety and non-compliance hotspots and will make a significant contribution to helping us meet our Vision Zero goal. To date, we have installed these cameras at 42 high-priority locations, which were selected due to their safety and compliance records over the last few years.



We monitor safety hotspots through the use of specialist cameras

We are now closely monitoring the changes these cameras are having on driver behaviour and road safety at these locations, with early indications suggesting that these cameras have already delivered some significant benefits with some locations seeing compliance increases of 60 per cent. We have now launched the second phase of camera installations, starting surveys to find the most appropriate safety and non-compliance hotspots, with the intention to widen the use of these cameras to an additional 50 sites by early 2023, followed by 195 sites in the year 2023/24.

These cameras have already resulted in more than 40,000 penalty charge notices (PCNs) being issued. Any money we recover from PCNs will be reinvested in maintaining a safe and efficient road network for everyone travelling in the capital. The cameras are used for enforcement of civil traffic rules only and are fully compliant with data protection legislation.

Public transport technology

We are maintaining and developing technology to operate our public transport network and improve customer experience. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system which provides real-time information on bus locations. The tender process to select suppliers for the iBus2 software replacement project is progressing well. Bidders who were successful in the earlier selection questionnaire phase submitted their proposals and these have been evaluated.

In July, the shortlisted bidders progressed through to the competitive dialogue phase, which ran until late October. This phase has enabled the project team to clarify bidders' technical and commercial proposals with them to ensure that any proposal submitted at final tender represents the best value for money. Following this phase, the project team has updated the contract schedules as required in order to issue the invitation to submit final tender in early December, for bidders to respond in the new year.

The Countdown 3 project will procure new sign support contracts for the supply, installation and maintenance of real time arrival information at more than 2,700 bus stops and stations across London. Countdown 3 will also have the ability to receive real time information directly from iBus2, enabling the existing Countdown back-office system to be removed and thereby bringing associated cost savings to the business.

Procurement is also under way for a replacement booking and scheduling system for Dial-a-Ride, which will give passengers the option to book online and enable us to deliver more trips with the same number of vehicles. Shortlisted bidders were invited to submit their final tender in April, with a preferred bidder later selected and contract finalisation taking place in November. Delivery is set to start at the beginning of 2024.

Santander Cycles

On 6 October, we launched 500 e-bikes into the Santander Cycles scheme, following changes to the tariffs and new membership options which came into effect on 12 September. The new e-bikes will help break down the barriers that stop some people from cycling, including fitness, age and journey length, with the new tariffs being more flexible and easier to understand. Almost 50,000 e-bike hires took place in October, the equivalent of about five hires per e-bike per day.

Six new Santander Cycles docking stations opened between August and September in the London Borough of Southwark in areas not previously covered by the scheme, enabling even more customers to hire cycles. Nearly 3,000 hires had taken place from these new docking stations by 31 October.

The free NHS promotional code, which was redeemed more than 160,000 times until it came to an end on 9 September, has now been replaced by a 50 per cent reduction in the annual member's tariff.

Road technology

We are leading the way in delivering innovative new road management systems. These are delivered within the Surface Intelligent Transport Systems programme and will enable a multi-modal approach to managing the road network. The programme continues to deliver the two core replacement systems – the Real Time Optimiser to manage traffic lights more effectively and the Common Operating View Incident Management System which will enable more effective management of

incidents. These systems will reduce delays and improve journey times. Both of these projects are prioritised as operationally critical renewals.

Future of temporary active travel schemes

We continue to work on the Future of Temporary Schemes Programme, to determine the next steps for each scheme delivered through the Streetspace for London Programme. During the summer, we delivered improvements for buses on the temporary cycle lane on Park Lane, ahead of a public consultation that launched on 13 October to help inform a decision on the future of the scheme. We have also recently undertaken a public consultation on the CS7 Clapham to Oval cycle route and will now review feedback before deciding on next steps for the scheme.

Work continues on site to make improvements to the Cycleway 4 extension, before the scheme transitions to an experimental scheme. We have also recently completed works at East Sheen to replace the temporary barriers delivered during the pandemic with bollards.

On 1 November, the London Borough of Haringey opened its final Low Traffic Neighbourhood at Bruce Grove. This was funded through the Active Travel Fund.

Leisure walking plan

On 4 November, we published the capital's first plan to boost the level of walking for leisure. Leisure walking provides people with an affordable and easy way to support good health, and physical and mental wellbeing while protecting and improving

the environment. The new action plan will enhance and expand leisure walking routes and better connect London's communities with green spaces, building on the increase in leisure walking seen since the pandemic.

As part of the Leisure Walking Plan, we have partnered with Go Jauntly to digitise the Walk London network and make it available through the Go Jauntly app. This will ensure that everyone in the capital can have access to high-quality leisure walking routes and have the opportunity to connect with nature.

The Walk London Network is one of the largest walking networks of any city in the world, comprising seven routes split into sections, to encourage leisure walking in London. Digitising the network means that people will be able to use the Go Jauntly app to navigate all seven routes, including the Thames Path and London LOOP. Accessible by public transport, these walking routes pass through 28 London boroughs, with each route split into sections to make them easier to navigate.

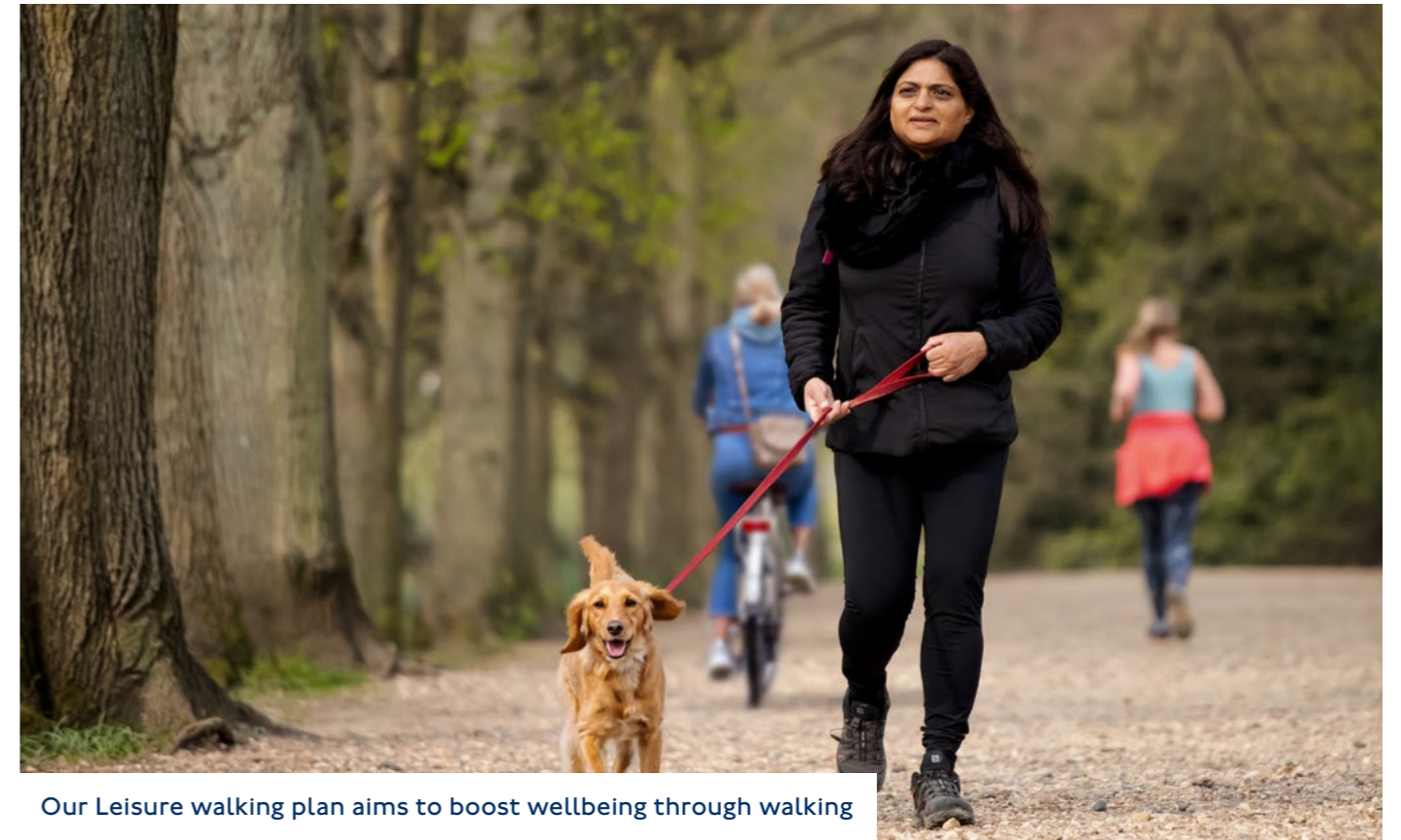
The Leisure Walking Plan also sets out further commitments to boost leisure walking in the capital. We will carry out an audit of signage on the Walk London Network and look to improve existing wayfinding signs, to enable even more people to make the most of the routes in their area. We will also use funding from the Mayor's Green New Deal fund to identify further ways of improving the network, including by resurfacing existing paths to make them more attractive and easier to use.

The plan will help to ensure London's streets are accessible and inclusive for the diverse range of people who live, work and visit the capital. Since the pandemic, walking for leisure has become the top reason for Londoners walking more. In a survey conducted this year, of those who said they walk more in London than they did the previous year, 39 per cent cited leisure as the reason, compared to 37 per cent who walked more to travel somewhere and 31 per cent who walked as part of a public transport journey.

To help coordinate the delivery of the plan, we will work closely with the London Walking Forum, whose members include organisations such as Living Streets, Sustrans, Ramblers, London Councils and the Canal & River Trust. We will work with our partners in the forum to assess the progress of the delivery of the plan's key actions, and work together to maximise opportunities to boost leisure walking across the capital.

TfL Capital safety

On 26 October, our Capital division held another 'Keeping in touch' session. Led by the Safety, Health and Environment team, these events are an opportunity for our own staff to meet with representatives from our contractors, away from site, in order to share experiences and both develop and encourage best practice. Each session focuses on different topics, with this recent session concentrating on temporary works, including the parts of a construction project that are needed to enable the permanent works to be built, such as scaffolds, and work-related road risk.



Our Leisure walking plan aims to boost wellbeing through walking

Within the construction sector, temporary works are sometimes regarded as an area of operation where risk is not managed as well as it could be, but we have clear guidance on this topic and support that suppliers can utilise. Work-related road risk is a broad-ranging topic, but one which affects very many suppliers, especially those with a fleet of vehicles.

Representatives from 20 different suppliers attended this latest session and, as always, it was encouraging to see participants' willingness to share experiences – both good and bad – for everyone's benefit.

In November, we organised a Safety Week event for those colleagues working on the Four Lines Modernisation Programme to upgrade the District, Hammersmith & City and Metropolitan lines in conjunction with our key supplier Thales. A broad range of topics was covered including fatigue, personal resilience, site safety, awareness of defibrillators and system safety. Office-based staff participated alongside site-based colleagues, which helped to reinforce the sense that safety should be of concern to everyone, no matter where they are based and what tools they use to do their work.

Operations and customers

We continue to improve and invest in infrastructure across the transport network



The Interim Commissioner with the Mayor and Secretary of State for Transport

Elizabeth line

On 6 November, we introduced a Sunday service on the Elizabeth line and launched direct journeys across the line, enabling customers travelling from Reading, Heathrow and Shenfield to travel directly into central London without the need to change trains. The frequency of services in the central section between Paddington and Whitechapel has increased from 12 trains per hour to up to 22 trains per hour in peak times and 16 trains per hour during off-peak times, significantly reducing journey times. Further increases in frequency will be introduced in May 2023. To date, more than 70 million journeys have been made across the new Elizabeth line, with around 600,000 people using the line each day.

The Elizabeth line continues to be one of the top four performing rail services in the country. Before through running, the overall Elizabeth line Public Performance Measure during Period 7 (from 18 September to 15 October) was at 94.1 per cent, increasing from Period 6 as the performance recovered from some significant issues on surface sections of the line, including major incidents with damage to Overhead Line Electrification on the western section of the route. Network Rail has an extensive programme of works and interventions designed to increase the resilience of infrastructure between Paddington and Reading, but in the short term this remains a vulnerability for through running.

The next stage of our Elizabeth line campaign promotes the improvements

that we have made this autumn, and the realisation of many of the project's key benefits for Londoners.

Our marketing campaign promoted through running into the central section and increased frequency, as well as the opening of Bond Street, the end of reduced operation hours and Sunday closures, and the completion of step-free works at the two remaining stations. It also informed Londoners of the latest improvements. The campaign was targeted at people in specific geographical areas of the railway that will benefit the most, and this works includes door drops and targeted advertising to key regions of London, Berkshire and Essex.

We re-ran TV and radio adverts, as well as promoting a short film featuring the orchestra that performed the Blue Danube Waltz, as featured in the advert. We will also use dynamic digital posters and online advertising which will feature key journeys for relevant stations, with the ability to update these after launch as new travel patterns emerge. We also partnered with Time Out and Metro to create editorial and promotional content, celebrating the opportunities the improvements offer.

On 21 October, London Transport Museum hosted a Friday Late event in honour of the line, celebrating its past, present and future in the city. Talks by experts explored the historical origins of the line, its construction and operation and how the museum has documented this journey in its collection for future generations. The event was a great success, with tickets selling out.

Keeping London moving

October has been a challenging month in terms of protests. The environmental activist group Just Stop Oil carried out a number of campaigns which impacted our network and affected our ability to provide services to enabling people to travel around the capital.

A number of affiliate groups joined the protests, including Animal Rebellion and Extinction Rebellion. Through our Network Management Control Centre, we worked closely with our policing partners, monitoring and managing the impact caused by the protests. We were subsequently granted an injunction.

During this time, we also managed a busy events calendar including the London Marathon, Diwali celebrations, Royal Parks Half Marathon, autumn Rugby Internationals, Lord Mayor's Show, Remembrance Sunday and the start of Winter Wonderland in Hyde Park. The success of these events is testament to the amazing behind-the-scenes logistical planning and management by our colleagues across the entire network.

We continue to see significant levels of industrial action across the national transport network. This includes strike action by employees of the Train Operating Companies and Network Rail, which can have considerable impacts on our services. Our network management teams have been working closely with colleagues across the industry to minimise the impact of industrial action on our network, through the sharing of information and joint planning exercises.

Within our organisation, we have seen industrial action across a number of modes and services, including London Underground, Woolwich Ferry, London Overground and buses. We continue to consult and negotiate with our recognised trade unions to seek mutually agreeable outcomes to disputes, using the services of independent advisors ACAS where appropriate. For our contracted services, we encourage operators to work with trade unions to resolve their disputes. To help minimise the impact on our customers, we have comprehensive network management and resilience plans in place to manage and mitigate the impact of industrial action on our network, ensuring we are able to operate the maximum safe level of service during any periods of industrial action.

To ensure we can support customers during days of industrial action, our TfL Ambassadors work across our network to provide travel advice and information to those who need to travel.

As we move into the winter months, our robust London Underground and Surface weather plans ensure all areas within our operations are prepared to mitigate the impact of adverse weather by including colleagues from across the organisation. Our Control Centres play a crucial part in ensuring that all stakeholders are involved and keep to plans, providing our customers and colleagues with a safe and reliable transport network.

In this time, we have managed the successful upgrade of the Buses Integrated Communication Control System into the control centre. This gives the Network Management Control Centre an updated and more resilient set of connected systems which provide key call handling from the iBus system, helping us manage our bus services in real-time.

Finally, work has started with key London partners on the Energy Resilience project. As part of this, we have launched an internal programme of work to refresh our current capabilities in the event of potential power disruptions, with the aim of putting together a plan to outline key impacts and mitigations across the business. Planning is also under way to take part in Exercise Mighty Oak, a national exercise testing the plans in place for a national power outage. This will include a London cell focusing on our interactions with regional partners.

Improving bus infrastructure

We operate one of Europe's largest bus fleets, bus stops, and shelters which are the gateway to London's transport network, with more than 35,000 pieces of infrastructure across Greater London. Keeping Europe's largest bus network working well and enticing customers is no easy feat and involves a huge amount of work, from timetables to weekly cleaning, shelter replacements, graffiti removal and bus route updates. We have just put out to tender the next five years of contract activity for this work, with the aim of providing a greener, safer and more customer-focused experience.

Bus services changes

On 24 September, route 241, which previously ran between Stratford City and Prince Regent bus stations, was extended southwards to the Royal Wharf development area, through Connaught Bridge and North Woolwich Road.

This extension provides a new, direct link connecting to Elizabeth line services at Custom House and other rail services at Stratford and Plaistow. The route's new terminus at the development is a short walk from Royal Wharf pier.

On 23 November, we announced that the Mayor has provided additional funding averaging around £25m per year to enable us to reassess our Central London Bus consultation proposals. This is in addition to a £500m City Hall financing facility which is still required for us to maintain a balanced budget. As a result, we will not be going ahead with the vast majority of the proposed changes. We will still be proceeding with four of the 16 'neighbourhood' schemes, 22 per cent of the previously proposed reduction in mileage. All are in areas with numerous alternative public transport options and there will be enough capacity on buses to meet usage following the changes. Passengers will also still be able to make the same journeys, but with some requiring additional interchanges, in which case they will benefit from the Mayor's Hopper Fare. We have published our consultation report and revised equality impact assessments. The changes themselves will occur over the course of 2023.

We, along with Network Rail, MTR and Murphy's, are Interested Persons and have provided information to the Assistant Coroner on roles in relation to the management of the station, refurbishment works in place at the time of the incident and other issues related to the incident, and will attend the inquests to give evidence. The inquests began on 14 November and are continuing.

Bank station

We are working to boost capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern and Waterloo & City lines, additional interchange between the DLR platforms and between the Central and Northern lines.

The new interchange routes between the Northern line, Central line and DLR have now been successfully brought into use. These interchanges include six new escalators and two new 100-metre moving walkways which significantly improve journey times for our customers by up to nine minutes between the lines.

The final phase of the project will provide a large, new street-level entrance on Cannon Street. This will include six further escalators between street level and the Northern line platform level, step-free access to the Northern line for the first time and improved step-free access to the DLR via new lifts. Works are progressing

on this final phase, with the continued installation of the wall cladding and the floor and ceiling finishes. Works on the gateline are due to begin shortly, followed by the testing and commissioning of all systems and services as we prepare to bring the main entrance into passenger use by end of December.

Works have started to demolish the remaining basement levels of the original building in preparation for works to begin on the over-site development above and around the new entrance, as well as the restarting highways and various urban realm works.

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

Elephant & Castle station

A new station entrance and Northern line ticket hall will support the creation of 7,500 new homes and 10,000 new jobs in the area, significantly increasing station capacity to meet both existing and new demand for Tube services. The developer, Delancey, is creating a new structure for the station as part of its scheme, which includes us fitting out a new ticket hall, subject to funding. People will enjoy step-free access to the Northern line for the first time at the station, together with future-proofing an interchange to a potential Bakerloo line extension. We are also constructing new passenger tunnels connecting the new ticket hall to the existing Northern line platforms.



We are working to boost capacity at Bank station by 40 per cent

The project team is currently pushing ahead with the procurement arrangements for the new tunnels, with the invitation to tender set for May next year. A tender for essential pre-tunnelling ancillary works was issued in October, with the contract set to be awarded in February next year.

Additionally, we are progressing the procurement of a package of work to

determine best options for the eventual fit-out, known as stage 2. Invitations to tender were issued in October and the contract is set to be awarded in January. This all aligns with the approved procurement strategy.

Construction of the station box by the developer continues at pace, with station box piling well under way and making good progress.

DLR rolling stock replacement programme

Our rolling stock programme will deliver 43 newly designed trains, to replace the oldest trains on the DLR, improve customer experience and expand capacity across the network to support housing and employment growth in east London. The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train operation system and enhanced customer information systems.

At Beckton Depot, work on the northern sidings and sub-station continues. Critical possession works were carried out on the substation in October to remove assets and ready the depot for the installation of new assets. Work is ongoing on the northern sidings, with possession works to prepare for the commissioning of the northern sidings underway.

Tender evaluations for the new maintenance facility building, and additional Southern sidings is complete. We expect to award the contract later this year.

The manufacture of the new rolling stock in Spain is continuing to plan, with four trains completed and being checked on the test track before delivery of the first two trains to Beckton early next year. We anticipate having completed the manufacture of 12 trains by the end of this financial year.

Testing of the new signalling software for the new trains has started on the DLR network, and this testing will continue into the early part of next year.

We are still awaiting confirmation from the Government to purchase 11 additional trains which, funded through the Housing Infrastructure Fund, would provide additional capacity, and unlock further housing benefits in the Royal Docks and Isle of Dogs areas.

Piccadilly line upgrade

Phase one of our upgrade of the Piccadilly line will provide 94 new generation, high capacity, walk-through, air-conditioned trains and supporting infrastructure. These will replace some of the oldest trains on our network and will enable a peak frequency increase from 24 to 27 trains per hour. In November, Siemens completed the manufacture of the first-in-type key motor car shell for the first new Piccadilly line train. This follows the successful assembly of the first intermediate motor cars in June, which keeps us on target for the first train to be fully formed and ready to start testing from summer 2023.

In November, work completed on the delivery of the DC cabling required to connect the new sidings at South Harrow with the substation at Sudbury Hill. In total, the team has now delivered and installed 8.2km of DC cabling and 1.4km of AC cabling. This supports our key milestone to bring all 12 sidings at South Harrow into use in February 2023. Alongside our delivery partners, we have also successfully commissioned legacy signalling modifications into service at Holborn Underground station.

Enabling works have started at Northfields and Cockfosters depots to prepare for the start of major upgrades to provide maintenance facilities for the new trains. Extensive clearance of vegetation has been carried out at Cockfosters to enable construction of a new wheel lathe facility which forms the first stage of the depots' upgrades programme.

Four Line Modernisation programme

Work on our programme continues, enabling the introduction of a new timetable on 11 September, which has brought a journey time improvement of around five per cent on average on the Circle and District lines between Monument, Fulham Broadway, Barons Court and Paddington. As an example, this means a journey between Barons Court and Monument will be reduced by more than a minute. This adds to the journey time improvements already introduced on the north side of the Circle line through a timetable change in September last year. Since commissioning Signal Migration Area 5 in March, the underlying system performance has been good and a further revenue software uplift was successfully rolled out in November to address a safety issue that had been identified. This enables the temporary mitigation measures to be removed.

We are planning to introduce Signal Migration Areas 6 and 7, at the eastern end of the District line, early next year, completing the roll out of Communications-Based Train Control on the Hammersmith & City line and connect the first depot to the network.

Old Street

The scheme 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 has continued with the highway works on the four approach arms to the junction, including the infilling of Subway 3 on the southwestern side of the junction. Building work for the superstructure and external glazing for the new main station entrance has continued. Works to the existing clerestory roof structure have also continued, with installation of the external steelwork. Construction of the new passenger and goods lifts has continued with installation of the new lift cars.

Refurbishment of the subsurface concourse area has continued, with installation of new mechanical, electrical and communications equipment and installation of new shop fronts for the retail units. The power supply to begin testing, commissioning and handover of the new assets is scheduled for early December. The scheme is a complex engineering project and buried services have been encountered in locations not seen on record drawings, so parts of the scheme have had to be redesigned, slowing down progress. As the site is located in the middle of the Old Street Roundabout and the junction and underground station have to remain operational at all times, this has had an impact on logistics and progress of the works. As the work is being undertaken in small sections, this has caused an

impact on productivity and progress, while Morgan Sindall have seen productivity issues from their supply chain which has impacted progress on its construction schedule. There have also been changes to the Morgan Sindall project team leadership and we are working with the new team to improve the safety culture and site productivity through collaborative planning workshops which have helped us identify opportunities to improve the forecast completion date. Both teams are now working in a more collaborative way and construction is expected to be complete in the summer.

Silvertown Tunnel

Good progress continues to be made on both sides of the river in Greenwich and Silvertown, with completion of the excavation for the tunnel boring machine rotation chamber and the continuation of piling for the permanent portal structures in Greenwich. Initial lane closures are also in place on the A102 to enable the works and we are keeping our customers informed of potential disruption to journeys, while taking steps to minimise this as far as possible.

Following the fire which broke out on the tunnel conveyor belt system in September, repairs have been successfully carried out and tunnelling is now once again under way. We continue to review lessons from this incident, working closely with Riverlinx, the London Fire Brigade and our health and safety teams. Good progress has now been made with tunnelling, with the tunnel boring machine having travelled more than 200 metres since it launched in September

and now under the riverbed. It will take several months to reach Greenwich.

The tunnel boring machine will then be rotated to continue to bore the northbound tunnel from Greenwich to Silvertown.

We continue to progress further traffic and environmental modelling work to ensure the scheme delivers its defined benefits, including through implementing road-user charging and new cross-river bus services. We have now launched our consultation on proposals for the bus routes that will initially run through the tunnel from its opening in 2025.

In August we were delighted to welcome the family of Jill Viner, London's first woman bus driver, who cut the ribbon to announce that the tunnel boring machine, named Jill in her honour, was ready for testing and commissioning.

Spoil from the tunnels will be transported by a conveyor from the boring machine to barges, a process which will remove the need for this work to be done by thousands of lorries on our roads instead.

Rotherhithe Tunnel refurbishment

We have completed the concept design, and preparation of tender documents for the detailed design and build procurement stages of the Rotherhithe Tunnel refurbishment project. However, to keep the necessary cross river travel options open while works take place at Blackwall Tunnel, we now expect that the full refurbishment work will not take place until after the Silvertown Tunnel opens in 2025.

A series of short-term capital interventions is being put in place to ensure the tunnel remains safe and operable until the main refurbishment project can be progressed. We have appointed a contractor for these short-term capital interventions and an options study to determine the best approach is due to be completed by May 2023.

Potential DLR extension to Thamesmead

We continue to work with partners to assess the case for a DLR extension to Beckton Riverside and Thamesmead, alongside bus improvements, to support growth and new homes in these two large brownfield development opportunities. Together, these development areas have the potential to accommodate around 25,000 new homes for London. Design work and modelling for this stage is well progressed, with the Government's Homes England agency working alongside us to assess the viability of the housing plans, which will allow the overall case for the programme to be assessed in the business case.

High Speed 2

High Speed 2 (HS2) is a new high-speed railway connecting London to the West Midlands and the North of England. The new railway has several interfaces and implications for our networks, and our work involves assuring the design and delivery of new assets, infrastructure, and operational facilities at Euston and Old Oak Common, as well as protecting operational networks and services.

On 6 October, a key HS2 milestone was delivered at West Ruislip Portal when the first tunnel boring machine, was launched.

HS2 Ltd is undertaking a feasibility assessment of the recommendations in the Oakervee report commissioned by the DfT, with outcomes of the report due to be shared by early next year.

Initial stakeholder engagement has started for the series of works on the Euston Road which will start next spring. Impactful lane closures are anticipated for the next seven years as HS2 Ltd completes the utilities diversions, and to enable construction of the permanent works for the new upgrades at Euston Square and Euston Underground stations. We are working closely with HS2 Ltd on a travel demand management campaign for road users who will be affected.

We continue to work with The Euston Partnership to ensure our requirements are met for the future bus station, taxi rank, cycle parking and the London Underground station at Euston.

At Old Oak Common, we continue to work with HS2 Ltd in the design development of the new surface area between modes, as well as working collaboratively with HS2 Ltd and its supply chain to meet its programme milestones and minimise impacts to our assets. Early planning is under way to accommodate future Network Rail possessions and line closures on the Great Western route which will affect Elizabeth line services over Christmas 2023 and subsequent years.

Step-free access consultation

Ensuring step-free access across the transport network is key to provide equal access to easy, safe and reliable transport for all Londoners, including many older and disabled people, as well as parents and carers. While step-free access is especially important for these customers, it can make travelling easier for everyone. Since 2016, a total of 23 Tube stations have been made step free, bringing the total to 92, around one third of our network.

We are developing a strategy for the next phase of step-free access which will prioritise future developments in light of the consultation and future funding. Three third-party-funded schemes are in progress which will provide additional step-free access at Paddington (on the Bakerloo line), King's Cross (at Euston Road South Entrance) and Knightsbridge stations.

We carried out a consultation from November 2021 to February 2022 and received more than 5,500 responses to help us understand the issues our customers faced and shape the future approach for step-free Tube stations. We have been carefully considering the feedback received and published our report on 16 November.

Accessibility bridging device

We launched a trial of a new bridging device as part of our ongoing work to make London's transport network more accessible and inclusive. The trial is taking place at eight Jubilee line stations until February 2023, including London Bridge, Canary Wharf and Green Park.

The specially commissioned device has been designed to provide additional support, comfort and reassurance to customers at step-free stations where there is a small gap between the platform and train. If the trial is successful, we will consider extending the device across London Underground and the wider Underground network.

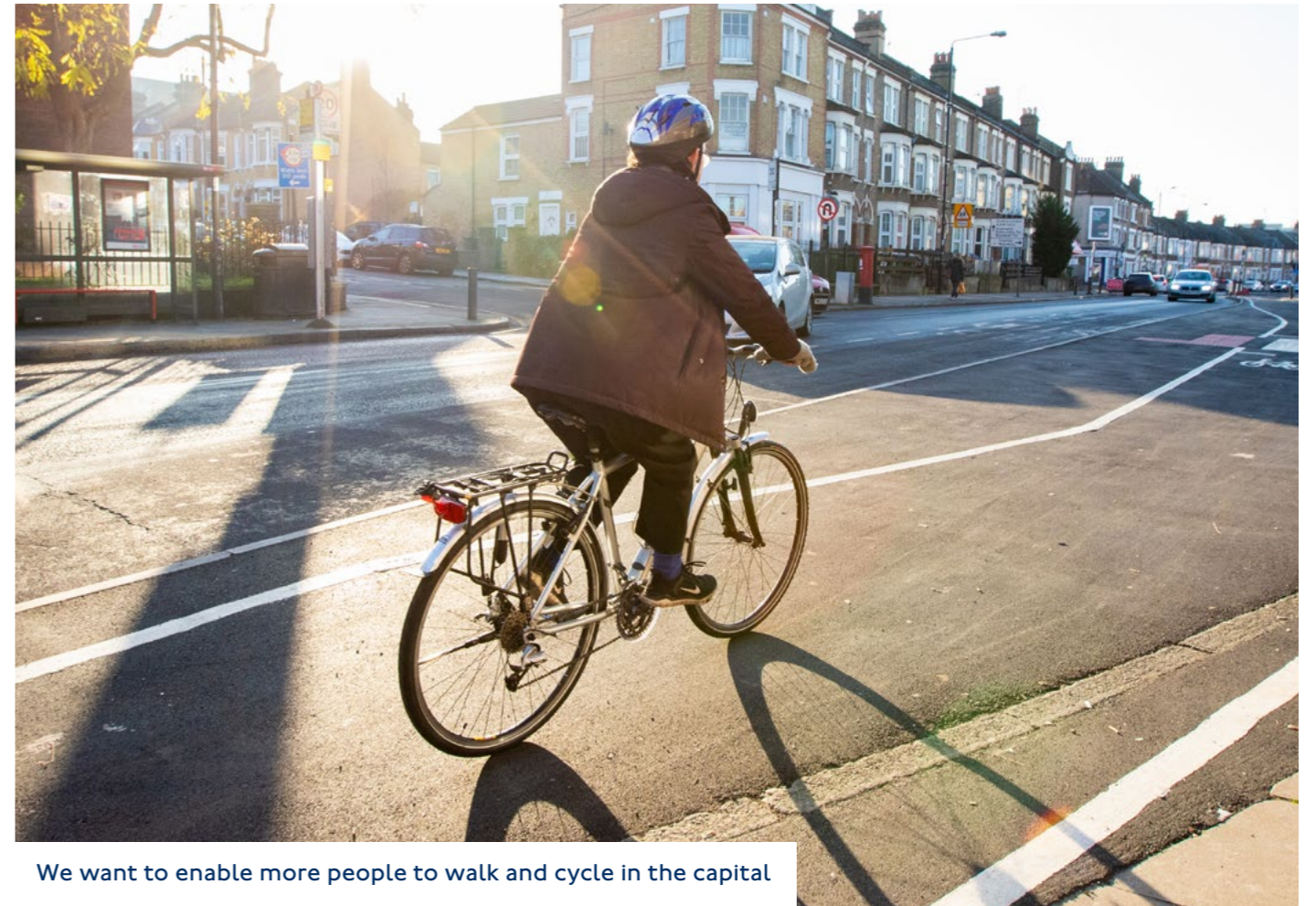
Cycleways

On 27 October, we published our consultation report outlining the next steps for a new Cycleway between Greenwich and Woolwich. The consultation, which took place before the pandemic, showed that 77 per cent of people responding believed the planned changes would result in more people cycling, while 70 per cent said the same about walking. Enabling more people to walk and cycle is vital to building a stronger and more sustainable transport network for everyone in the capital.

The first section of the route was built using temporary materials in response to the pandemic. This included a trial of cycling improvements between Greenwich and New Charlton, along with new bus lanes on the A206 between Anchor and Hope Lane and Woolwich Ferry Roundabout.

The proposals for the second section of the route include:

- A two-way segregated cycle way along the A206 from Anchor and Hope Lane to Woolwich Ferry roundabout
- Junction improvements to reduce the risk of motor vehicles turning across the path of cyclists



We want to enable more people to walk and cycle in the capital

- Improved pedestrian crossings, converting these from staggered to straight across
- New signalised pedestrian crossings over the A206
- Widening footways at selected locations to make it easier to walk

We are working with the Royal Borough of Greenwich to decide on how the changes are made as part of making the first section

of the route permanent at the end of an 18-month trial period. We will continue to work closely with local communities on designs for the second section of the route, with construction expected to begin in spring 2024, subject to funding. Once complete, the route will connect into Cycleway 4 to the west and extend through to Woolwich town centre to the east, creating a continuous route from Woolwich into central London.

Cycleway 4 London Bridge to Greenwich

Snagging work continues along Evelyn Street from Bestwood Street to Deptford Church Street following the completion of construction work on 13 September. A route walk took place with members of the London Borough of Lewisham to inspect the snagging works on 24 November. The Royal Borough of Greenwich's works to Creek Road Bridge are scheduled to take place in early 2023.

Cycleway 9 East Kensington Olympia to Brentford

Snagging works on Hammersmith Gyrotory and Chiswick High Road from Chiswick Lane to Goldhawk Road are nearing completion following the opening of the schemes on 30 June and 8 July respectively. A walk along the route to inspect the snagging works took place on 25 October. Construction began on the next phase of works on Chiswick High Road between Chiswick Lane and Heathfield Terrace on 13 October. These works are being delivered by the London Borough of Hounslow.

Cycleway 23 Lea Bridge to Dalston

The detailed design for Lea Bridge Roundabout is progressing and construction is planned for early 2023. Our proposals will provide a protected route for cyclists between Lea Bridge Road and Powell Road, tying into the recently delivered protected eastbound section through Millfields Park and existing connections onwards to Waltham Forest. From Powell Road, there are existing Cycleway 23 connections westbound to Cycleway 1.

Cycleway 37 Mile End to Westferry Lane

Detailed design for the permanent scheme at Mile End Road junction is progressing and construction is planned for early 2023. Detailed design for the temporary-to-permanent scheme on Burdett Road is also progressing and construction is planned to follow the work to Mile End Road junction in late 2023.

Cycleway 50 Finsbury Park to Tottenham Hale

Detailed design for section of our roads from Caledonian Road to Finsbury Park is progressing and construction is planned for early next year.

Cycle training for adults and children

Following a pause in funding for adult's and children's cycle training in the previous financial year, this has been reinstated in 2022/23, with a total of £2.7m allocated to the London boroughs to deliver cycle training this year. Funding was given greater importance in boroughs with the greatest potential for interest, particularly among traditionally under-represented groups and where there is ongoing investment in making streets safer for cycling.

The funding will train an estimated 30,000 children to Bikeability Level 2 and around 12,000 adults.

Customer campaigns

Public transport recovery

Our pandemic recovery campaign to encourage Londoners to use public transport more often continues. We are using outdoor posters and online activity to promote public transport on an ongoing basis.

To complement the campaign, we have also launched a media partnership with Time Out and Metro, two trusted and well-known London media outlets. We want to inspire Londoners to find new, interesting and exciting reasons to get out and explore, and use public transport to get there. Each month, we will highlight great things to do in London and how to use our public transport network to travel there. Our partners at Time Out and Metro will create bespoke content that will be distributed across a range of digital and printed channels, including social media, digital editorial features, email and print.

We are also promoting exclusive offers in conjunction with our partners around London, encouraging people to make the most of the city. In September and October, we continued to promote a deal with Merlin Entertainments offering our customers a 30 per cent discount at five key attractions when showing they travelled there using public transport. This offer runs until 23 December.

Reassurance

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

Customer experience

4G on the Underground

All four UK mobile network operators, (EE, Virgin, Vodafone and O2) have signed up to the 4G mobile network on the Underground and are working with BAI communications to get their equipment installed onto the system at key locations across the city. The delivery of the underlying infrastructure is being delivered at pace, with more than 300 engineers working six nights a week installing the cabling and equipment needed to transmit the mobile signals.

The first locations along sections of the Northern and Central lines are due to go live in December. Further stations and tunnels will go live early in the new year and further significant additions will be added throughout next year.

Connect contract

The Connect contract delivers three key services to the Underground: operational support and maintenance of the Connect System, including the London Underground TETRA and Airwave radio; delivery of project works; and a series of upgrade projects which will collectively keep the TETRA radio element of the Connect System at supportable levels through to the mid-2030s. An option to initiate a three-year extension to the contract from November 2023 has been approved by the Finance Committee, delivering a further £9m in savings and allowing us to keep the services supported, deliver additional asset upgrades (for example the refresh of the transmission systems) and provide time to retender the services once the extension comes to an end in November 2026.

Contact Centre operations

Our Contact Centres continue to provide customers with on the go travel information, help and support where needed. Customers have benefited from significantly reduced queue times on calls and quicker response times to email correspondence when compared to recent years, due to a renewed focus on ways of working with our suppliers and stakeholders. Service levels have also been positive, despite the challenges of the seasonal increase in demand through the months of August and November due to an increase in applications for our Zip Oyster card concessions ahead of students returning to school.

During the months of October and November, around 6,500 contactless payment card enquiries were successfully processed through our new automated case handling mechanism. This new system enables our customers to submit an online form when they have failed to correctly tap in using their contactless card, and can resolve the request using the information provided by the customer. Once resolved, the customer's journey is recalculated at the correct rate, the difference returned to the payment card and an automated email is sent to the customer with the outcome. Since the system's launch in April, up to 60,000 such cases have been resolved, enabling our colleagues to focus on other areas of customer support. We also saw a record 2,000 cases logged on our StreetCare portal, which enables people to report problems on the road network and provides us with greater insight into where regular faults may occur.

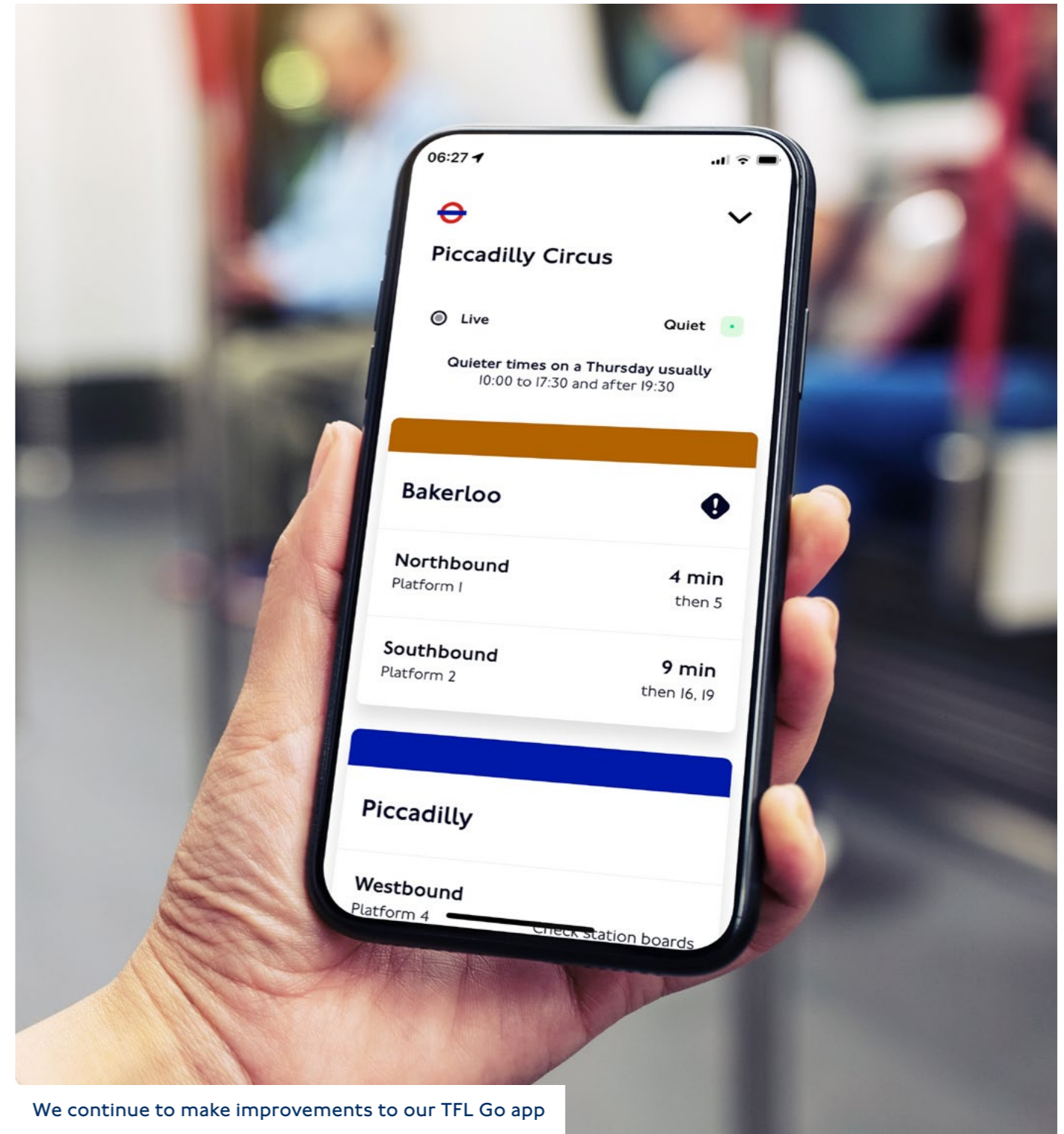
Our customer service agents will also be on hand to provide travel advice and support to those traveling around the capital during the festive period.

TfL Go app

The TfL Go app has now been downloaded 2.5 million times across iOS and Android devices and recently won a BIMA award, one of the longest-standing and most prestigious digital and tech awards in the UK. We will soon launch an enhanced live Tube map that shows the precise location of disruption and line closures. The next major release will include integrate payment and account information in early 2023, and customers will be able to top-up their Oyster card, purchase Travelcards and view their journey history. We continue to promote TfL Go through all our customer information products and a marketing campaign, and always encourage customers to download and use the app to check before they travel and to plan their journeys.

Photocard application improvements

In 2021, our customer service supplier experienced a number of issues resulting in customers having a poor experience with their applications for a new photocard product. The most significant issues were linked to the poor implementation of a new customer portal, which impacted customers' ability to self-serve, and difficulties caused by lack of resource following the pandemic which meant that we were unable to handle the seasonal increase in demand with the start of the new academic term, where call volumes can increase by more than 500 per cent.



We continue to make improvements to our TfL Go app

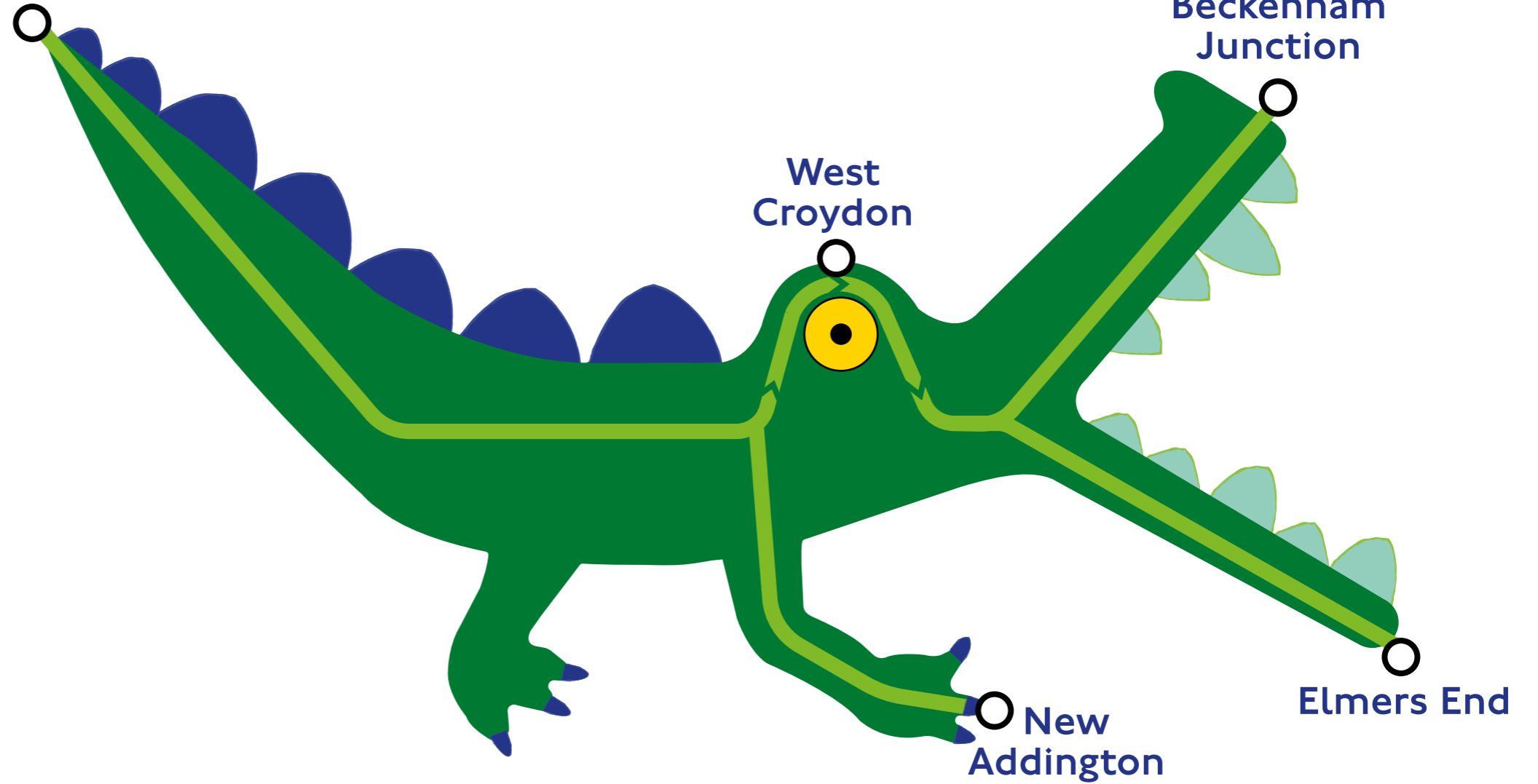
We worked with the supplier to improve resourcing to help address the significant decrease in call centre staff in 2021. This year, there has been a better customer experience and we have issued a total of 380,673 new photocards up to 29 October.

Competition winners recognised on our network

For National Poetry Day on 7 October, we worked with the Museum of London and BBC to display the winner of the museum's poetry competition. The winning poem, titled 'A slideshow of London', was written by 15-year-old Zaynab from Tower Hamlets. For the competition, students were asked to write poems inspired by their journeys on buses, and entries were judged by the poets Raymond Antrobus and Cecilia Knapp. The winning poem is displayed at bus stops in east and central London, along the route that inspired the author.

In October, London Trams announced the winner of its mascot competition. Children from across Croydon were invited to design a mascot based on what they love about trams. The competition received more than seventy entries, and the winner was a young artist called Mariah whose design 'Roger the Crocodile' was based on the shape of the tram map.

Wimbledon



We engage with young customers through school programmes

Our people

We engage with our people to provide support and improve our organisation



We support the fundraising work of the Royal British Legion

Poppy Day

We once again supported the Royal British Legion's annual Poppy Appeal which raises money to provide life-long support to the armed forces community.

As part of this work, customers using our services will be able to spot specially designed poppy roundels at 20 Tube, London Overground and bus stations across the network to mark this remembrance period. Memorable, large-scale vinyl stickers with poppy designs featured on all Underground, London Overground, DLR and tram vehicles, plus Elizabeth line trains for the first time. Flags with poppy designs were also flying at our piers and giant poppy designs were wrapped around selected London buses.

On London Poppy Day on 3 November, a special station announcement recorded by actor, singer and presenter Shane Richie was played across many London Underground and Overground services to encourage people to donate.

The same day, around 2,000 volunteers, including members of the armed forces from the Royal Navy, British Army and Royal Air Force, were out in force across our Underground network and the Elizabeth line, making it the biggest street collection of its kind in the UK. London Poppy Day offers the public the unique opportunity to interact with service personnel and donate to help the Royal British Legion continue its vital work. The charity's work includes providing physical and mental health

recovery and wellbeing services, financial and employment advice, and campaigning to improve the treatment of serving and ex-serving personnel. Many of our staff are veterans themselves, and whose service helped give them valuable skills which have enabled them to do their current jobs.

On 11 and 13 November, all London stations honoured the minute silence at 11:00 to honour the sacrifices of the armed forces community past and present. On Remembrance Sunday on 13 November, members of the London Transport Old Comrades Association participated in the National Service of Remembrance and the Royal British Legion's annual March past the Cenotaph.

Valuing our people Our TfL Programme

The Our TfL Programme has been established to ensure that we are set up to deliver on our vision to be a strong, green heartbeat for London, while also supporting our values of being caring, open and adaptable.

The programme has a dual purpose: to enable the delivery of the Our TfL Operating Model and bring costs down on our journey towards financial sustainability. The programme is led by Fiona Brunskill, Chief People Officer, and has five core workstreams:

- Cross-TfL Operating Model – this is the fundamental way in which we operate as an organisation

- Customer and Strategy – setting direction and support, and delivering for our customers, colleagues and city
- Capital – supplying sustainable and efficient services for all our customers, working to build and drive whole-life asset outcomes
- Operations – to plan, operate and maintain a safe, integrated and sustainable transport network which delivers great value for London
- Corporate Services – providing expert advice and consistent support to our colleagues across the business while holding the organisation to account on safety, finance, compliance, people and legal matters

Viewpoint

Our annual employee survey, Viewpoint, ran from the 26 September until 21 October, giving all our colleagues the opportunity to tell us what it's like to work here and what they feel strongly about, giving us the insight into how we can make things better in the future.

The response rate this year was 57 per cent, with more than 15,000 colleagues giving us their views. This is higher than the response rate of 54 per cent recorded in 2021.

The next steps are to share the results with our employees, Trade Unions and the Board, with an informal meeting to be scheduled in early January, and a full update coming back to the Board in February next year.

Employer Supported Policing Award

On the 14 October, our colleagues took home the runner up award for their work on the Employer Supported Policing scheme at the Home Office's Lord Ferrers Awards 2022. Their work had been shortlisted from more than 150 entries.

The award ceremony was held at the prestigious Lancaster House in London, celebrating businesses supporting Employer Supported Policing and the vital role volunteers play in advocating policing and community safety across the UK.

In October 2021, we signed up to the scheme, enabling colleagues paid time off to apply to be trained and serve as a special constable or volunteer police officer, in the MPS, BTP or City of London Police.

This is just one of the ways in which we help support our colleagues and it is a great honour to be recognised for our participation in the scheme and receive an award for the incredible work our colleagues are doing, supporting our policing partners in keeping our streets and transport network safe.

Diversity and inclusion

Count Me In

Count Me In is our main campaign to increase the number of colleagues declaring their protected characteristics and started in November. Good data enables us to deliver schemes that demonstrate to our colleagues and potential applicants that we are committed to equality and support a diverse workforce.

The importance of sharing this personal information and the protection of data we have put in place around doing so will be communicated from senior managers down to individual teams. There will be articles published on our Platform intranet pages, along with our On the move publication. Complementing this will be a poster campaign across our estate.

We are also building an app for operational colleagues to enter their details directly, without the need to go via their line manager or our HR services phonenumber. All operational colleagues will be sent a direct link enabling them to share their details, removing any possible barriers to them sharing their details with us while also explaining the importance of doing so.

Black History Month

Throughout October, our RACE Staff Network Group hosted a series of events to celebrate Black History Month, enabling people from across our organisation to recognise the achievements and contributions that Black people make to our country, today as well as in the past.

The wide range of events included lunch and learn sessions, guest speakers, music events, book clubs and more. Sessions also reflected on the past, including learning about the historical legacy of colonialism and slavery, along with a visit to the Windrush Generation national monument at Waterloo station which marks the 75th Anniversary of the arrival Windrush generation to the UK.

World Menopause Day

World Menopause Day is held every year on the 18 October, and was established by the International Menopause Society to raise awareness of the menopause and to provide options to improve health and wellbeing for women in midlife and beyond.

To celebrate this day, the Women's Staff Network Group hosted a series of events held on the digital Menopause Hub on Platform. The majority of events included a presentation on a specific aspect of the menopause, and the hub has become a space for colleagues to engage in conversations and share personal experiences and solutions of their own menopause journey.

The events were an open invitations to all our colleagues to participate or just observe and learn whether they were directly affected by the menopause or wanted to better support family, friends or colleagues.

Award for London Transport Museum

The London Transport Museum's Hidden London tours were recently named Best Hidden Gem in the World at Tiqets' Remarkable Venue Awards 2022. Congratulations to the team on this well-deserved win.



We recognise the work of colleagues from across the organisation

You Matter Awards 2022

On 16 November, we hosted our first-ever award ceremony covering the work of colleagues from across the organisation, the You Matter Awards at City Hall. The ceremony recognised and highlighted the contributions and achievements of our people in the past year. We invited everyone to submit nominations for specific categories aimed to recognise those who have steered us closer to achieving our Vision by following one of our roadmaps: Colleague, Customer, Finance, Green or our Foundation.

We wanted this year's awards to be peer driven, so we set up a working group with people from across the business, who were either specialists in specific topics or members of 'people groups' in their areas. They drafted the shortlist for each category, and different directors decided on the winners for categories aligned to their areas.

We received more than 300 nominations, so this year's competition is particularly strong which makes this year's awards even more special. I want to pass on my special congratulations to Paul Van Gelder, winner of the People's Choice Award.

Employer Recognition Scheme – Gold revalidation award

We have been successful in the revalidation of our Gold Employer Recognition Scheme award by the National Employer Recognition Board on behalf of the Ministry of Defence. This award will run for a further five years and is in recognition of our commitment to support colleagues involved in the Armed Forces.

This recognition is in part down to the work we do with our reservist and ex-forces special interest group, which offers CV writing and interview guidance to our ex-forces. This group also hosts an annual industry day event which is attended by partners in our supply chain, providing further support and guidance to our ex-forces members as they take the next step in their careers. This is in addition to the support we offer through the Mayor's Remembrance Service, attending the cenotaph on Remembrance Day and engagements with outside agencies such as Career Transition Partnership, The Poppy Factory, Veterans Adi and SSAFA.

AJ Architecture Awards 2022

On 23 November, we were awarded the Architects Journal Architecture Award for Infrastructure and Transport. This award recognises the fantastic work of our Northern Line Extension team alongside our partner Grimshaw Architects on the Northern Line Extension. Judges were particularly impressed by the spatial and material quality of the two new Underground stations at Battersea Power Station and Nine Elms, as beacons and anchoring points in still-evolving urban landscapes. The station entrance canopy at Battersea Power Station was singled out for special praise, while the head houses had a quiet, functional dignity that belied the complexity of their engineering.

European Risk Management Awards 2022

On 22 November, the TfL and MTR Elizabeth Line risk management team took home the Outstanding Contribution to Risk Management award for the fantastic work they have done on insuring the Crossrail project throughout the lifetime of its construction and ever-changing requirements. The Crossrail Elizabeth Line project on London's transport network was Europe's largest infrastructure project at the height of its construction. From end to end, the Elizabeth line stretches more than 100km, serving 41 stations. The team have set a new best-practice standard in risk management for complex underground works and willingly shared their knowledge for use on future major infrastructure projects.

Shared HR and Payroll service

As part of the GLA Group Collaboration initiative and in support of the future vision for our Business Services Function, from November we will be providing a shared HR and Payroll service to around 1,500 staff employed at the GLA and the Old Oak and Park Royal Development Corporation. This new service will run on our existing HR system landscape (SAP, Taleo and eZone) which has been developed to support several new requirements as well as extending the use of our well-established best practice HR processes.

2022 Highway Award winners

At the 2022 Highways Awards UK, our Dig-Once Approach, a joint entry with the GLA, won the Highway Partnership Award within the Road and Streetworks Sector.

The judges were overwhelmed by our unique strategic partnership in delivering economic efficiencies for the industry while critically reducing disruption for our customers across the capital.

Our Coordination, Assessment and Permitting Team make collaboration a critical path when assessing more than 40,000 works proposals on the Transport for London Road Network.

From executive support, to on site operations, we are proving that collaboration really holds the key to reducing disruption for our customers and residents, as well as better serving the economy and the environment.

We are the Highway Authority for only five per cent of London's road network but are taking a strategic approach with our GLA partners and, while our customers should not be concerned with who the Highway Authority is when travelling, our collaboration blueprint is now able to influence and drive a consistent approach to collaboration across 100 per cent of London's network.

Health Surveillance

Taking care of the health of our colleagues is a top priority for us. We remain committed to protecting our people from potential health risks and have controls in place to prevent harm. Earlier this year, we reviewed and updated our approach to health surveillance following a visit by the Health and Safety Executive to one of our depots. We put a new Health Surveillance Action Plan in place to ensure that all our



Taking care of the health of our colleagues remains a priority us

colleagues who work with certain chemicals or dusts and fumes have the right health checks so that we can be confident that we are protecting our colleagues' health. In June, the executive confirmed that it was satisfied with our new, more robust approach.

Since then, we have continued to roll-out health surveillance where required. Most recently, visits have included the Ealing Common and Upminster depots where respiratory surveillance has been conducted for those exposed to Chromium.

Other areas of the business are contacting our Occupational Health team more

frequently with potential exposures to hazardous substances, and we are working closely with them to decide what, if any, health surveillance is required.

Well@TfL

Our mobile health bus continues to provide the opportunity for employees to have wellbeing checks on site. Having recently been at Northumberland Park, there are plans to move to Liverpool Street before the new year. The bus is also available for periodic medical examinations which prevent the need for staff having to attend Buckingham Palace Road for their medical appointments, thereby saving the business valued time and money.

Finance

We are controlling our costs and generating growth in our journey towards financial sustainability

Financial performance

2023 Business Plan

This is our first Business Plan since 2019 and plots the way forward for us after two and a half years of exceptional challenges. The pressures of the pandemic and the financial crisis that it created put London and us under greater pressure than at any point in the past two decades.

The good news is that London is emerging from the pandemic and we now have funding arrangements in place with the Government and the GLA to give us certainty into 2024. This means that we can continue our vital work of keeping London moving and supporting new jobs, homes, opportunities, and economic growth right across the city and the UK.

We have worked hard to rebuild people's confidence in travel. Around 80 per cent of our customers are travelling regularly again, with some days exceeding pre-pandemic levels. However, we need to further grow our passenger numbers and revenue to help us achieve our primary goal of breaking-even on our operations by 2023/24, so that we will only require funding support for our investment programmes.

While good progress is being made with our savings plans, having delivered £400m of the £730m recurring savings target set in 2019, the pressures of managing inflation and the terms of the most recent funding agreement mean that further efficiencies are needed.

Therefore, in this Business Plan, the savings target is increasing to a total of £1bn recurring savings, meaning a further £600m per year needs to be delivered by 2025/26. This will be delivered through enhanced working practices, driving improvements where possible for colleagues to make our organisation a great place to work, and an approach to continuous savings, including efficiencies within our supply chain..

This combination of improving and diversifying income as well as a continuing improvement in our cost efficiency underpins our ability to plan effectively, deliver efficiently and offer certainty for our colleagues, customers and supply chain. It also means that we can continue to invest with confidence. This Business Plan ensures that we continue to protect our critical assets and restores a level of expenditure to improve our network, reduce reliance on cars and improve air quality.

We will achieve this by investing in safe and active travel, supporting environmental projects and delivering 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. We will also further develop the Old Street area and station, and work towards the full integration of services across the Elizabeth line by May 2023.

Despite the progress and our positive plans for the future, this Business Plan has been developed at a time of great economic and political uncertainty. We do not underestimate the challenges that lie ahead with the volatility of inflation, interest rates, energy prices and the labour market. We continue to work closely with the Government to fulfil the strict conditions attached to the funding agreements, and there is further work to do to secure a longer-term capital funding settlement with the Government beyond March 2024.

We are therefore managing our finances to maintain cash reserves at a prudent level and are retaining an affordable level of debt to fund our investment. We are also grateful to the GLA for the facility of up to £500m of funding that we can call on if required, which provides additional certainty and confidence in the balanced budget position that supports this Business Plan.

All of this is part of our drive to deliver the Mayor's Transport Strategy, making London a better place with healthier, greener streets, a better public transport experience and a transport network that supports new homes and jobs. I also remain focused on continuing the work towards our Vision Zero plan and am committed to progressing our green agenda to ensure this remains central to our continued recovery.

Year-to-date financial performance

Our latest financial report covers the period to end of 15 October 2022. In the year to date, we remain on track to deliver our Budget that sets us on the path to financial sustainability and meet the following funding conditions:

- Total income is within 1 per cent of Budget: journeys continue to recover, with latest journeys at 82 per cent of pre-pandemic levels. Journeys and income are slightly lower than Budget, due to industrial action across the national rail network and within London Underground, and lower ticket sales
- Our core operating costs remain within 1 per cent of Budget: we have seen the risks identified in our Quarter 1 forecast – the impact of rising inflation and increasing Road User Charging bad debt – crystallise over recent periods. These pressures have been offset through lower pension deficit payments as well as other tailwinds that will support us in delivering the remaining savings that are required to close the funding gap for this year
- Capital enhancement is within 2 per cent of Budget: this is due to slippage on third-party funded projects, largely because of factors outside our control. We are forecasting to deliver very close to the capital envelope set by the funding settlement over the full year



We are trialling creative technologies in our advertising

- Capital renewals are eight per cent lower than Budget: with strong delivery of London Underground renewals, but have seen some slippage across a number of projects largely as a result of resource constraints as well as saving through efficiency. We are actively managing our renewals portfolio and are challenging ourselves to deliver the higher level of renewals of £635m set by the funding settlement

We are, however, facing several external headwinds and risks to achieving financial sustainability especially into next year, but we are working to mitigate these, including:

- Economic uncertainty: economic growth remains poor, with the UK economy in a recession from the latter half of 2022 and forecast to last just over a year according to the Office for Budget Responsibility. This may result in decreased passenger demand, traffic volumes and lower commercial revenues as UK unemployment is expected to rise to a peak of 4.9 per cent in the third quarter of 2024
- Inflationary pressures across our cost base and rising energy costs make it more expensive to provide our services. Our current estimate is that higher inflation since setting our Budget in March will drive at least £300m of extra cost into our operating expenditure for 2023/24. We are actively looking at what efficiencies we can make to maintain our level of service to our customers in light of this challenge

There is industrial action across several of our services. We are working closely with our concessionaires and continue to do all we can to ensure sufficient staff are available to provide the appropriate levels of service across all our transport modes, and to minimise the levels of industrial action experienced by our customers.

- Savings targets are stretching, with a target of £230m additional savings by the end of 2023/24 following the new Government funding agreement
- The funding settlement provides protection on the uncertainty of passenger demand until March 2024. It also provides some protection on inflation, but the level of this for 2023/24 is uncertain. We plan to mitigate the remaining risks through the active management of our remaining contingency and the GLA financing facility

Protecting our revenue

On 24 November, our Revenue Control Inspectors started using a new revenue inspection device to replace current handheld devices to check Oyster and contactless cards. The new devices are lighter than their predecessor, have better ergonomics and offer an improved screen display. Through technology developments since the last device was introduced in 2015, we have now moved on to an Android software platform in conjunction with a portable contactless payment terminal which means that the device is no longer bespoke, reducing unit costs by around 75 per cent.

Advertisement enhancements and immersive experiences

On 20 October, Netflix launched a domination of the Waterloo traveller, with accompanying sound to promote the launch of the film *Enola Holmes 2*. This immersive experience used the station public address system to really bring the advertising to life. This is the latest in a series of these sound trials across the network, with the sound providing advertisers with another creative option on our advertising estate. This premium offering also helps to raise additional revenue from our advertising assets.

On 24 October, Bond Street station on the Elizabeth line opened and with it so did the latest enhancements to our rail advertising estate. More Ultra HD digital advertising was made available including two large video walls as well as the longest digital escalator ribbon on our network. To celebrate these new elements, two advertising launch partners were secured to take a share of the advertising across all assets at Bond Street for the first two weeks following the station's opening, with the brands Sephora and Michael Kors taking this unique opportunity. These digital resources will be another useful addition in the recovery and enhancement of revenue from our advertising estate.

New homes and TTL Property

We remain on track to start work on around 2,500 new homes on our land this financial year, having started on more than 1,700 units to date. Our dedicated property company, TTL Properties Limited (TTLP) continues to progress housing schemes with high levels of affordable housing and recent milestones listed below.

Hounslow West

We have submitted planning application proposals for the redevelopment of the Hounslow West station car park, with the scheme set to deliver 348 affordable homes. The designs will also deliver a new customer passageway to platforms, while ensuring that the station's Grade II-listed ticket hall is preserved and kept at the centre of the proposals.

Provision has also been made to enable step-free access improvements to be made to the station in the future. We also undertook another round of public engagement, including two events in the station. The scheme will be determined at the December Planning Committee.

Barkingside

A planning application has been submitted for 98 affordable homes at Barkingside station in the London Borough of Redbridge. As well as the delivery of much-needed affordable homes to the borough, the proposals will deliver a range of improvements for the local community and enhance the public space outside of Barkingside Tube station.



Our property work includes the building of affordable homes

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 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. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

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

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

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

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

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

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

