



Commissioner's report

February 2023

MAYOR OF LONDON

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Introduction

The new year brings a tremendous amount of activities for us to look forward to

I am hugely grateful to all those who have worked so hard to keep London moving over the festive period. While we all look forward to the holiday season, it can often be a difficult time to run and operate public transport. I'm proud of the huge effort that all our frontline colleagues make to ensure that our services run as smoothly and efficiently as possible to take people to where they want to be to celebrate and spend time with their families.

I look back on 2022 with a great sense of pride. It was a year full of challenges – a cost-of-living crisis and industrial action, which both continue into this year, the passing of Queen Elizabeth II and our rapid response in Operation London Bridge – but every challenge we faced we met head on. And we achieved great things. We secured a long-term funding deal; we opened the Elizabeth line, then completed Bond Street station and launched the first through-running services; we saw a steady return of customers to our network as the country recovered from the impacts of the coronavirus pandemic; and we opened the Barking Riverside Extension on London Overground, to name a few.

Now into 2023, we've picked up where we left off. Since my last report, we completed the roll out of the new signalling on the Hammersmith & City line, a huge undertaking and key step in our Four Lines Modernisation programme, further improving the line's reliability for customers. This means that some 55 per cent of the Tube network now has an automated signalling system.

We have extended high-speed mobile coverage to three more Underground stations, with the whole network due to be fully connected by the end of 2024. And we've had the green light on 98 new affordable homes by Barkingside Tube station, which will be 100 per cent affordable and a great example of how we continue to make use of our land to better serve the capital.

We also started 2023 with a special birthday. London Underground turned 160 years old on 10 January, and I was delighted to be joined by the Mayor of London to unveil our new commemorative roundel at Baker Street to celebrate the anniversary, and then to get out on to the network and meet several colleagues who have made a massive contribution to the world's oldest metro system. A milestone like this is a great opportunity to take a moment to reflect on the incredible contribution that the Underground has made to the growth of London as a city, and the daily lives of Londoners for so many generations.

And our planned year of celebration to mark this anniversary will not just look back, but also look towards the incredibly exciting future that the London Underground has. Whether it's the Piccadilly line upgrade, or the Four Lines Modernisation programme, it's absolutely vital that we continue to fund and improve on our past successes, to make sure that the Tube continues to serve London for another 160 years.



As detailed in this report, we have a tremendous amount to look forward to this year – none of which would be possible without the hard work and dedication of all my colleagues at TfL and the support of the Mayor and all those at City Hall.

Lastly, in light of the awful news that came out of the Metropolitan Police Service (MPS) this month - with one of its officers pleading guilty to 49 offences across two decades - I want to reaffirm our commitment and unrelenting focus

on making sure our network, workplaces and city as a whole are safe for women and girls. This includes the launch of our Bystander campaign which took place this month, and which I cover in greater detail later in this report.

Since becoming Commissioner in October, I have tried to get out on to the network and around London to meet as many colleagues and stakeholders as possible. I look forward to continuing to do so over the coming months.

Safety and environment

The safety of our transport network, customers and people remains a priority

Upcoming inquests

On 18 February 2019, an adult and their three-year-old child were tragically struck by a TfL Rail train at Taplow rail station. The inquests took place between 14 and 30 November last year and we were one of the Interested Persons. At the inquest, witnesses gave evidence on our behalf about the management of the station and refurbishment works at the time of the incident. The Assistant Coroner gave a conclusion of suicide for the death of the adult and a detailed narrative conclusion for their child, detailing some events preceding their death. No prevention of future deaths report was issued to TfL. On 18 September 2019 Christian Tuvi, a self-employed contractor working for Cleshar Contract Services, was fatally injured while cleaning a moving walkway at Waterloo Underground station. London Underground is an Interested Person in the inquest. A pre-inquest review hearing took place on 2 December last year at Southwark Coroner's Court, and a further hearing will take place on 4 April. The inquest will take place before a jury between 5 and 16 June.

Notice of Contravention: Victoria Bus Station

On 10 August 2021, a person tragically died as a result of a collision between two electric buses at Victoria Bus Station. The Health & Safety Executive (HSE) carried out an investigation following the incident and identified contraventions of Health & Safety law which resulted in the issuing of a Notice of Contravention (NOC) on 23 December 2022. The investigation focused on the site layout and risk management at Victoria Bus Station.

We and the bus operator also carried out separate investigations. We have already reviewed and made changes to the risk assessment for the bus station. We are working to address the remaining issues raised in the NOC and will respond to the HSE with the requested action plan by 1 March 2023.

Fatalities and injuries on our network

Sadly, since my last report, a customer has died as a result of an incident on the London Underground. The customer, who was in a wheelchair, was being taken down an escalator at Tooting Broadway station by her son, despite advice by staff to avoid doing so. Unfortunately, she subsequently fell, sustaining head and leg injuries in the process. We were informed in early January that she had died as a result of the injuries sustained, and our thoughts are with her family at this difficult time. Our thoughts are also with the family and friends of the seven people who have died on London's road network during this time.

Sixteen of our customers were seriously injured, ten people on buses and six on London Underground. The most serious incidents occurred on our escalators and stairs, and included an upsetting incident where a young child was seriously injured when their shoe became trapped in an escalator. Across our workforce, serious injuries remain low in number, with nine reported across all transport modes since my last report. Icy conditions were a factor in at least three of these incidents.

Our safety performance has remained broadly on track with our scorecard trajectory for improvements across the year, though further work is needed to achieve our Vision Zero ambition.

Our road network

Vision Zero

On 6 December, we hosted an event with Urban Design London to explore measures that boroughs can adopt to mitigate work related road risk, including a freight safety initiative aligned with the Mayor's Vision Zero approach to road danger reduction.

Committing to eliminating casualties on our streets through supply chains and fleets, is one of our five key borough 'asks' to help deliver our Vision Zero ambition to eliminate all deaths and serious injuries from London's transport network by 2041.

More than 20 borough representatives attended the event, including presentations from the external parties running the Fleet Operator Recognition Scheme and the Construction Logistics and Community Safety Standard, which are key components of the Vision Zero Action Plan and have been embedded in our contracts for more than 10 years.

Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero. Between 30 November and 15 January, our policing partners dealt with a total of 2,686 traffic offences for risky, dangerous and antisocial driving such as speeding, drink and drugs, no insurance and non-compliance with road rules.

During the months of November and December, the MPS enforced a total of 82,139 speeding offences.

The MPS has enforced 443,609 speeding offences in the financial year to date, up from 270,458 in the same period last year. This includes mobile safety camera enforcement which was introduced in February 2022, which has provided both additional speed enforcement and enabled us to flexibly respond to speeding concerns from London boroughs. This highlights the good progress on our commitment to improve safety on our roads and increase the levels of speed enforcement undertaken by the police, building the capacity to enforce up to one million offences per year.

As part of its efforts to tackle road danger, the Roads and Transport Policing Command (RTPC) participates in monthly national campaigns coordinated by the National Police Chiefs' Council. The focus for December was on tackling the dangers of driving under the influence of drugs and alcohol, with 58 arrests made for drink and drug driving during the month.

Leading up to Christmas, we anticipated an increase in the sale of private e-scooters and Will Norman, London's Walking and Cycling Commissioner, contacted retailers to remind them of their responsibility to make customers aware of the law regarding the use of private e-scooters.

The use of private e-scooters is illegal on public roads, including pavements, with riders at risk of receiving significant fines and having their e-scooters seized. A legal trial of rental e-scooters is currently taking place in certain London boroughs. To use the rental e-scooters, riders must be 18 or over and hold at least a provisional driving license. These e-scooters have safety measures built in. The RTPC continues to support and brief local policing teams on enforcement approaches for dealing with illegal private e-scooters and their involvement in other crimes.

Safer Junctions

Design work is continuing on the remaining 30 Safer Junction locations which were prioritised due to the high number of fatal or serious injury collisions involving pedestrians, cyclists, and motorcyclists. Since October last year, we have completed detailed design for improvements on Holloway Road in Islington, which will provide 10 new and improved crossing points along this busy corridor, and at York Road roundabout in Wandsworth, which will see improvements to the circulatory area and crossing points around the roundabout. We plan to start construction on site for both schemes by March.

A consultation on proposals to reduce road danger for pedestrians and cyclists at the Battersea Bridge junction with Cheyne Walk started in November and completed on 24 January. This is the second phase of the scheme, following the installation of a new pedestrian crossing over Battersea Bridge in December 2021. Good progress is also being made at Old Street, with more information available later in this report.

Lowering speed limits

Work is progressing well on the Lowering Speed Limits programme, with almost 110km of our road network now having a 20mph speed limit. Analysis of road safety data for the first two years of the sections of roads where speeds have been reduced indicates that fatalities and serious injuries have reduced by almost 25 per cent. Collisions involving pedestrian are 63 per cent lower, those involving powered two-wheelers down by 49 per cent, and overall collisions involving vulnerable road users have fallen by 36 per cent.

This three-year programme has been accelerated to be completed in two years to bring road safety benefits to the public sooner. To achieve this, the programme will consist of signing and lining changes, and lamp column mounted banners only. If necessary, physical interventions to make the speed limits self-enforcing will be delivered at a later stage where appropriate.

Detailed design is under way on six further projects to deliver 28km of roads with reduced speeds, which will see a consistent 20mph speed limit on most roads across the boroughs of Camden, Hackney, Haringey, Islington and Tower Hamlets as well as West Wickham town centre in the London Borough of Bromley. Residents and businesses have been contacted by post with details of the proposals and we have updated our online digital engagement website Have Your Say. We are aiming to deliver these schemes by the end of March.

A further 65km of our roads across the boroughs of Greenwich, Lambeth, Lewisham, Southwark and Wandsworth and the Royal Borough of Kensington and Chelsea is nearing completion of concept design. A new 30mph speed limit on the A4180 Ruislip Road in Ealing is in detailed design, reducing the posted speed limit from the current 40mph. These projects are scheduled for delivery by October.

Work to lower the speed limit on the final 12km of our targeted roads in London is in concept design. This will see new 20mph speed limits on selected roads in Wandsworth, Richmond, Sutton, and Merton as well as the A312 Harlington Road West in Hounslow. A new 30mph speed limit is proposed on the A4 Great West Road in Hounslow and new 40mph speed limits will be introduced on the A4 Bath Road in Hillingdon, to complement proposed pedestrian safety improvements, as well as the A406 North Circular Road in Enfield and Waltham Forest.

London Underground

Managing intoxication on our network

Some of our customers use our network after drinking alcohol, and we have an important role in helping them travel safely. While this happens throughout the year, it is especially common during the Christmas and New Year period. As a result, some customers who can often be vulnerable themselves, can be aggressive to other customers and members of staff.

To help counter this, we have developed our approach to the issue and focused on three key activities to influence our customers' behaviour:

1. Engagement: working with customers and staff to proactively prevent incidents linked to intoxication
2. Education: reminding customers of alcohol-related dangers and hazards through co-ordinated messaging across our network. To keep our customers safe when travelling on our services and reduce pressure on the ambulance service during this busy time, we teamed up with staff from London Ambulance Service to urge partygoers to take extra care after drinking alcohol
3. Enforcement: deploying our Compliance Policing, Operations and Security (CPOS) operational officers to work with our policing partners at key locations at critical times and days, such as busy central London stations, to better protect vulnerable customers

Our bus network

We are continuing to roll out the Bus Safety Standard to new vehicles joining the fleet, with 874 buses, around ten per cent of the current fleet, meeting the new standards by the end of January this year.

The new 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 this technology, including buses which have been retrofitted.

Now that funding for the 2023 Business Plan (covering the period from 2022/23 to 2025/26) has been agreed, we are working on extending our retrofit of ISA technology to a further 1,800 buses, with preparatory work under way to begin this work by April this year. Other measures in the safety standard include an Acoustic Vehicle Alerting System (AVAS), which is now operating on 734 quiet-running buses, and Camera Monitoring Systems aiming to reduce blind spots, which have been fitted on 780 buses.

Confirmation of funding availability for 2023/24 has meant that we are now in the process of preparing a campaign to upgrade all existing buses with AVAS to our improved 'responsive AVAS' which enables the AVAS volume to change to pre-set levels depending on ambient noise conditions and the time of day. We will also be ensuring that all our electric buses have AVAS through a retrofit campaign that is currently in the planning phase.

These retrofit campaigns and potential of further retrofitting Bus Safety Standard technologies onto existing buses will 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 helps bring us ever closer to achieving our Vision Zero target of no one being killed in or by a London bus by 2030.

We have developed a Bus Safety Strategy that sets out how we intend to achieve this Vision Zero target, with research showing us we need to focus on our customer safety. This document will be published in February.

We have worked with bus operators to complete an annual review of their fatigue risk management systems and we have completed research on fatigue risk assessment tools with the University of Surrey. The 10 Bus Safety Innovation Challenge projects which focus on bus driver fatigue, health and wellbeing have continued being delivered over the last few months, with the last innovation with DriveTech UK now also under way.

Bus driver welfare

The refurbishments to improve bus driver welfare are on track to meet our target of refurbishing 21 toilets and mess rooms, and providing three new toilets, by the end of March. Eight of these have already been delivered and contracts have been awarded for the remaining sites. The renewals include providing extra capacity, where required, and improving the condition and functionality of the assets.

Work is also on track to complete five feasibility designs for new bus driver toilets and 16 concept designs for the renewal of existing bus driver welfare facilities to be delivered over the next two years.

Capital projects

Keeping in touch safety sessions

On 8 December, we held the latest in our ongoing series of supplier engagement sessions. These 'Keeping in touch' events, organised by our Safety, Health and Environment team, take place four times a year and are an opportunity for our own staff to meet with representatives from our contractors, away from site, to share experiences and develop best practice.

Each session focuses on different topics and in this latest session we provided an overview of work in progress within our organisation to improve our approach to health surveillance and offer the best possible protection to employees who may be exposed to certain adverse health conditions through their work.

We shared this with our suppliers so that they can consider whether they are doing enough for their own workers. This was followed by a supplier sharing details of how they use a data index to monitor employee health and to improve the managing of health risks. The next session will take place in February and will be focused on the environment.

Learning from safety incidents

Our Asset Operations team visit the site of every fatal collision on our roads within 24 hours as part of what is known as the Go Look See process. The team conducts checks of the road and associated infrastructure, such as barriers and traffic signals, to make sure they are safe following the collision.

The concept of a Go, Look, See site visit is fundamental to the objectives of Vision Zero as lessons learnt after a collision can reduce future risk on London's roads and helps maintain and improve the safety of our road network.

Key stakeholders, including borough contacts, are informed of a collision after it has taken place so that wider issues can be explored, any necessary changes are considered alongside any possible behaviour change and communications campaigns.

Colleague safety and wellbeing

We are continuing to train our staff as wellbeing champions using the excellent Rail Safety and Standards Board training through funding gained from a joint initiative between the Employee Health Innovation Fund/Design Council and Impact on Urban Health. Our wellbeing champions understand physical and mental health and promote healthy behaviours in the workplace.

We are currently working with our internal communications teams to focus on promoting winter wellbeing to our colleagues, including advice on the coronavirus booster and flu vaccines. We are also helping colleagues to find advice and support with regards to heating and finance during this difficult winter and the cost-of-living crisis.

We are committed to supporting colleagues who experience any of the harms associated with problem gambling. In December, nine members of our Occupational Health team received training from GamCare, a leading national provider of information, advice and support for anyone affected by this problem.

We are working to build a productive relationship with GamCare, which includes the development of a direct referral pathway for any of our staff who need treatment and support. The objectives of the training were to raise awareness of the signs and symptoms of this harmful behaviour and to improve the health and wellbeing team's understanding of the referral process. A further 15 members of staff will undergo the training at a second session later this month.

Crime and antisocial behaviour on public transport **Public transport policing and enforcement operations**

We continued to deploy police and our own enforcement staff across our public transport network to keep customers safe and secure as they travelled over the festive period and new year. This included operations to tackle violent crime, robbery and theft, violence against women and girls, antisocial behaviour and the triggers of work-related violence and aggression.

One example is the joint British Transport Police (BTP) and MPS operation that took place at several West End locations, including Bond Street, Leicester Square, Oxford Circus and Tottenham Court Road. Officers used a range of tactics including passive drug detection dogs, a weapons arch and plain clothes officers to deter, disrupt and detect violence, robbery, weapons, and drugs. Officers made 19 arrests, six seizures of weapons and three of illegal substances.

The BTP and City of London Police conducted Operation Safer Nights every Friday night, starting on the International Day for the Elimination of Violence Against Women on 25 November and running until 24 December. Officers targeted crime hotspots and provided crime prevention advice.

Along with our policing partners, we continue to use and trial different approaches and tactics to keep staff and customers safe. One example of this is Operation Charge Point which took place on 9 and 10 December. Officers had a space in the ticket hall at Wembley station where people who were lost, vulnerable or in need of police assistance could seek help.

Customers were also able to charge their phones, speak to officers about concerns and get advice to help prevent crime. As well as supporting customers, this work provided officers with an opportunity to engage with people on safety and security issues.

Our RTPC colleagues provide valuable support to MPS-wide operations which focus on our shared priorities. Officers carried out a range of activities as part of the police's Operation Winter Nights, between 28 November and 8 January. This was designed to help prevent and tackle violence, specifically violence against women and girls, as well as robbery and weapon offences on the road and bus network.

Work-related violence and aggression

The festive period brings challenges for policing and enforcement in our continued efforts to keep our staff and customers safe. While most customers will be respectful, frontline colleagues can sometimes bear the brunt of poor behaviour from a small minority.

Our Transport Support and Enforcement Officers, BTP and RTPC officers were deployed to priority locations to tackle the triggers of work-related violence and aggression and support our frontline colleagues.

We are committed to doing more to protect our staff from work-related violence and aggression as well as providing high quality victim support. We continue to deliver on the commitments we set out in our Work-Related Violence and Aggression Strategy that covers all our modes of transport.

To deliver our strategy, we committed to increase the size of our work-related violence team, with our new team starting their work in January. We now have a team of six people dedicated to activities to prevent work-related violence and aggression, and an integrated support and investigation team to provide support to those who experience this sort of behaviour as well as help with investigations of incidents.

A key element of the strategy is investing in technology to reduce the risk of work-related violence and aggression. Body-worn video cameras are crucial in preventing incidents escalating and providing evidence if they do occur, while emergency communication devices help connect our staff with emergency services should they need it.



Bystander intervention can help reduce violence on our network

In January, we completed phase 2 of the roll out to staff in Woolwich Ferry, River Services and Dial-a-Ride. We now have 4,777 cameras in use, 7,829 unique users and cameras based at 323 locations.

Our Transport Support & Enforcement officers play an important part in tackling triggers caused by antisocial behaviour and breaches of our rules and byelaws. They are trained and equipped to deal with these triggers through engagement, enforcement and problem-solving activity and work closely with our policing partners.

During the months of December and January, our officers removed 34 passengers who were refusing to comply with the rules and regulations of our network and were obstructive or threatened our staff. They dealt with another 125 customers for byelaw breaches who were reported for prosecution and denied 489 customers access to the network because of their behaviour.

Officers engaged with 734 customers who accepted advice and guidance and adapted their behaviour to be able to continue their journeys. The current Transport Support & Enforcement team is made up of 105 uniformed officers and we are aiming to recruit additional officers into this team towards a commitment of 135 officers by the end of this financial year.

Tackling violence against women and girls Bystander intervention campaign

On 16 January, together with our policing partners, we launched our bystander intervention campaign to help tackle sexual harassment. Encouraging active bystander intervention is an increasingly important part of our response.

Research shows that bystander intervention can be an effective way of stopping sexual harassment before it happens, as bystanders play a key role in preventing, discouraging or intervening when an act of violence has the potential to occur. Bystanders can also support victims so they don't feel isolated, and they can report what they saw and details of incidents to transport staff or the police. Research from London TravelWatch in 2021 found that 63 per cent of people would feel more confident in responding to a crime if they had more information about how to help. This approach is supported by London TravelWatch and other stakeholders who have a role in tackling violence against women and girls.

The campaign includes posters on the network, social media, podcasts, and PR activity. It gives bystanders some practical guidance on how to safely intervene, such as distracting the person being targeted with a question, documenting and reporting what they see, and supporting the person targeted and asking if they are ok.

Operation Safer Travel at Night

Running throughout December, Operation Safer Travel at Night (STaN) is a joint initiative between the Mayor, MPS, City of London Police and us which aims to improve the safety and security of travelling in the capital at night, with a focus on taxi and private hire services. As part of this work, officers checked drivers' licences and the safety of their vehicles, and dealt with any non-compliant or criminal activity. They also carried out inspections at private hire operating centres, checking records and customer complaints as well as driver, vehicles and booking records to ensure they complied with regulations.

Operation STaN forms part of our ongoing activity to improve the safety of women and girls as they travel in the capital. Officers are out engaging with the public about taxi and private hire safety and importance of reporting any incidents, to us or the police, so that they can be investigated.

The December phase of the operation included 296 deployments, with officers engaging with 3,579 customers and members of the public to provide support and advice. Officers stopped and checked 6,281 taxis and private hire vehicles and drivers, resulting in 665 reports and offences.

This enforcement activity continues beyond Christmas, and our officers are out every day checking drivers and vehicles to improve passenger safety.

International Day of the Elimination of Violence Against Women and 16 days of activism

Each year, along with our police partners, we undertake activity in support of the International Day to Eliminate Violence Against Women on 25 November and the 16 days of activism that follow. Our work this year was supported by our White Ribbon male allies who are playing a crucial role in our workplace, having conversations to help challenge harmful attitudes that lead to this type of violence.

It was an action-packed couple of weeks with a series of both public and internal events to raise awareness of violence against women and girls and encourage people to play an active role, in whatever way they can.

The FIFA World Cup provided a great theme to help promote the White Ribbon message: to never commit, excuse or stay silent about male violence against women. We teamed up with Network Rail and other transport operators to run engagement events, including a White Ribbon emblazoned train running from Birmingham to Euston, and additional activity at both Waterloo and King's Cross St Pancras stations, where volunteers from Network Rail, BTP, MPS and our own organisation engaged with customers.

Our enforcement teams were encouraged to make the White Ribbon pledge and wear the ribbon to demonstrate our commitment to tackling this issue. The BTP worked together with the RTPC's Safer Transport teams to promote our zero tolerance to sexual harassment campaign, running various local engagement initiatives and intelligence-led operations over the course of the 16 days.

There were also several virtual events for our colleagues across the business led by male White Ribbon allies and our Women's Staff Network Group, including guest speakers from the BTP, MPS and domestic abuse charity Hestia. It provided a good opportunity to remind colleagues of our domestic abuse policy, the support available and the role we can all play in challenging sexist behaviour and harassment in our workplace.

Begging, rough sleeping and supporting homeless people across our network

Begging

Many associate begging with homelessness but this is not always the case. The nature of begging on our networks and the individuals involved warrants different types of intervention. We have issues with passive begging, aggressive begging, and merchandise begging through the act of trying to sell small-value goods. We are working with our operational teams and the police to better understand the begging issues experienced on our networks and, where begging is happening, are working in close partnership with outreach services to ensure safeguarding risks are mitigated. Where there are issues with aggressive or organised begging, our police partners will use enforcement powers to deal with the behaviour.

The BTP is running Operation Bonda throughout the months of December and January, with the focus on London Bridge. The operation is being conducted in response to the increase in organised begging in the local area. The operation targets the tissues sellers who are actively begging and acting in an anti-social manner while on board trains. The BTP is encouraging customers to report this via their non-emergency reporting methods, including the 61016 text message service. Data will be used to inform deployments.

Rough sleeping

Rough sleeping is 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.

The CPOS team closely manage a range of rough sleeping locations across the network, which have a variety of challenges or high levels of rough sleeping. The team is currently actively managing 30 locations, one of those being Euston Road, which is a rough-sleeping hotspot on our network. There are about 15 to 20 individuals who sleep rough on an area of our land with associated concerns about safety and behaviour. The CPOS team facilitates an ongoing multiagency working group attended by police, outreach, and council representatives to discuss interventions.

We work closely with outreach services and local authorities to provide the best possible chance for rough sleepers to find long-term housing with specialist support. Our own outreach team, operated by Thames Reach, works at night, and focuses on the six busiest bus routes for rough sleeping, as well as conducting outreach shifts on London Underground stations.

Around 40 shifts were conducted by Thames Reach between 30 November and 24 January. So far this financial year, Thames Reach has engaged with 116 individuals who were rough sleeping on our network and have conducted 136 shifts.

Additional support is provided when the Severe Weather Emergency Protocol (SWEP), an emergency response to prevent deaths of people sleeping rough during the winter months, is in place. SWEP was activated in London on 7 December 2022, and has been active from 17 January to now. Communications were sent to all frontline staff encouraging them to report anyone they saw rough sleeping to StreetLink, which is a service that helps individuals sleeping rough access support and SWEP facilities.

Security

Our activity to strengthen the security mindset and culture across the organisation continues. In December, our internal communications focused on the correct security labelling for documents, to prevent security and privacy breaches.

Our security policy sets out the role we all have to play in security, and we launched a security culture survey in January to establish a baseline across our organisation. This will help us understand our current level of awareness and inform future activities. We are in the process of refreshing the business continuity plans across the organisation which is currently underway. The cyber security improvement programme is progressing well, with a recent focus on staff awareness.

Our security controls and strategies are continually refreshed to respond to the latest threats that come up and any legislation changes. The Executive Security Group met in January and received an updated briefing from colleagues in the security services. Discussions at the meeting included a review of the outcomes of the Manchester Arena Inquiry, the independent public inquiry established to investigate the deaths of the victims of the 2017 Manchester Arena attack, as well as the progress on the Government's implementation of Martyn's Law, proposed new legislation that aims to provide better protection from terrorism.

Taxi and private hire vehicles

Taxi fares and tariffs review

We look to review taxi fares and tariffs annually and aim to implement changes in April of each year, and always try to strike an appropriate balance between drivers being fairly paid and taxi users getting fair and affordable fares. This year's consultation ran from 11 November to 22 December 2022 and included five options for fares and tariffs.

We received 944 responses to the consultation and these are now being reviewed. Once the review is completed we will be submitting recommendations to the Finance Committee to be considered at the meeting on 8 March. If changes to the taxi fares and tariffs are approved, we will aim to implement these in April.

New zero-emission licensing requirements

As part of the Mayor's Transport Strategy to improve air quality, from 1 January this year, all private hire vehicles licensed for the first time must be zero-emission capable (ZEC) and meet Euro 6 emissions standard. These licensing requirements were subject to a full public consultation and were confirmed in 2015. In recognition of the fact that vehicle technology was still evolving, a stepped approach was taken to introduce these requirements, so that vehicle owners had sufficient time to ensure compliance.

The previous requirement, which came into force at the start of 2020, was for all vehicles less than 18 months old and licensed for the first time to be ZEC. This has led to 25 per cent of all private hire vehicles in London now meeting these transformative standards, with a number of the larger operators committing to having an all-electric fleet by 2025.

The effectiveness of a pioneering emission standard has already been seen in the taxi and private hire industry, with more than 6,000 taxis (40 per cent of those in London) now capable of not producing any emissions at their exhausts.

We are working with the vehicle owners to ensure they are supported as part of this transition.

Vehicle licence renewals

There are six vehicle inspection centres where our supplier conducts inspections for new and renewal vehicles to meet our statutory obligations. As part of our resource management, we plan and consider demand based on the number of renewal and average number of new applications.

We anticipated an increase in demand in late 2022 and increased capacity ahead of the changes regarding the new ZEC requirements for private hire vehicles outlined above. While this change was announced in 2015 to provide the industry with sufficient time to comply, demand for first time vehicle licenses was significantly higher than expected which impacted the capacity available for existing vehicles to renew.

We introduced several measures to alleviate the issue, including operating a separate telephone line for renewals, opening a temporary seventh inspection centre and undertaking evening and weekend inspections.

Also, to ensure that existing taxis and private hire vehicles due to be relicensed in December 2022 were able to continue to meet passenger demand over the busy Christmas and New Year period, we extended taxi and private hire vehicle licences which had expired or were due to expire between 1 and 31 December 2022 by four months. As part of this measure, vehicle owners were required to ensure an MOT was undertaken for all vehicles subject to a period of further licensing.

Divisional Court judgement update on private hire vehicles

We have previously reported updates following the Divisional Court judgment on 6 December 2021 which clarified that all operators must contract directly with the customer when they accept a private hire booking.

On 22 April last year, we introduced Regulation 9(14) of the Private Hire Vehicles (London) (Operators' Licences) Regulations 2000 to reflect the court ruling and published guidance to help London private hire vehicle operators understand whether they need to change their terms and ways of working to ensure compliance. We continue to communicate with all existing operators to ensure they are compliant with Regulation 9(14).

Judicial review by UTAG on plying for hire

The Court of Appeal dismissed the United Trade Action Group's (UTAG) appeal relating to plying for hire following a hearing on 6 and 7 July 2022. UTAG appealed the judgment directly to the Supreme Court on 18 August 2022 and we provided our response on 1 September 2022. The Supreme Court refused UTAG permission to appeal on 4 January this year on the basis that it did not raise an arguable point of law and awarded us our costs.

Air quality and the environment

Environmental sustainability is one of our top priorities and it is vital that we do all we can to cut carbon emission, regenerate nature and adapt to the impacts of climate change in this critical decade.

We are in the process of increasing our capacity to speed up our actions and build on the huge positive impact for environmental outcomes that we have already achieved. Sustainable travel, including public transport, walking and cycling, is central to creating a healthy, prosperous and inclusive city, which means sustainability and contributing to the UN Sustainable Development Goals is already at our core.

Our ambition is to go further, looking not just at what we do, but how we do it. We want to achieve positive outcomes for the environment, not only through our enhancement projects but also through our approach to renewals and maintenance as well as through driving our supply chains.

Considering the environment in everything we do

Addressing environmental impacts in every business case

We are committed to playing our part in the Mayor's goal of drastically reducing London's carbon emissions towards net zero and helping to create a greener, more biodiverse city that is resilient and well adapted to climate change. To help inform our decision making in this area, from December 2022, all our business cases now explicitly consider environmental impacts. This involves clearly defining and assessing options, impacts and desired outcomes to complement existing structures in place such as standards, value management and environmental evaluations.

Transitioning vehicles to zero carbon emissions

The Ultra Low Emission Zone

To help clear London's polluted air and improve the health of people across the capital, the Ultra Low Emission Zone (ULEZ) is expanding across all London boroughs from 29 August. In support of this, we launched a multi-channel campaign on 9 January to raise awareness and educate Londoners and drivers from outside the capital so they can get ready for the expansion.

The campaign's main aim is to increase awareness and understanding of the scheme, including attitudes towards air quality and road user charging. Our campaign includes a paid media content partnership, working with advocates to help make the case for the expansion.

We are also encouraging all drivers to check their vehicle and see how the expansion will affect them, using channels such as TV, radio, press, roadside posters, a door drop and customer emails.

Our campaign will also help prepare non-compliant vehicle owners through radio and DVLA letters, sharing details from the scheme and encouraging them to plan the right option for them. This will be supported by comprehensive stakeholder and borough engagement, press releases and separate scrappage and modal switch campaigns.



We are supporting the continued roll-out of electric charge points

To support Londoners on lower incomes, disabled Londoners, charities and micro-businesses, the Mayor confirmed that he would provide £110m in funding for a scrappage scheme. This will open to applications on 30 January. Londoners receiving certain means-tested benefits and non-means-tested disability benefits will be able to apply for grants of up to £2,000 to scrap their non-compliant cars or motorcycles.

Charities, micro-businesses and sole traders will also be able to scrap or retrofit a ULEZ non-compliant van or minibus and receive a cash payment starting at £5,000 or replace the vehicle with a fully electric vehicle. Modifications to the original London-wide ULEZ proposals were made in response to the consultation to further support for disabled Londoners and create new and extended grace periods, to reflect the need for some groups to have more time to prepare for the scheme.

Zero-emission buses

We continue to add zero-emission buses to the London fleet as quickly and affordably as possible, with the aim of having an entirely zero-emission fleet by 2034. We maintain the ambition to bring this forward to 2030 if funding for vehicles and infrastructure can be provided by the Government. This will help support the Government's wider plans to reduce emissions in the UK and support British manufacturing, innovation and jobs, as well as reduce reliance on vehicles powered by fossil fuels such as diesel.

There are 905 zero-emission buses in the fleet, operating across multiple bus routes in London, helping clean up London's air and reduce CO₂ emissions. We are on track to reach 950 zero-emission buses by the end of March, subject to manufacturing supply chains and vehicle delivery, and the essential power upgrade at multiple bus garage sites around London.

Electric Vehicle Infrastructure Strategy and Delivery

It is expected that London will need between 40,000 to 60,000 electric vehicle (EV) charge points by 2030, including up to 4,000 rapid chargers. This infrastructure could help support a reduction of CO₂ emissions of between 1.5 and 2.6 million tonnes per year. At the end of 2022 there were 11,559 public charge points across London. The Mayor has committed to supporting the continued roll-out of charging points alongside the private sector to help meet exponential growth in demand and contribute towards London becoming a net zero carbon city by 2030.

He has announced that an initial 100 sites to accommodate rapid EV charging bays have been identified on our roads. The first 25 of these sites were put out to tender on 30 November, with plans under way to accelerate the release of the remaining 75.

To date, we have conducted an initial assessment of more than 1,700 individual sites across the Greater London Authority (GLA) estate, while also exploring options to broaden the number of available sites, to help deliver the volume of charging infrastructure outlined in the London Electric Vehicle Infrastructure Strategy.

A key part of this work will be to identify options for installing additional EV charging infrastructure on roads where boroughs are the highway authority. To do so, we continue to actively engage with boroughs to invite views on how this could be progressed.

Transitioning our buildings to zero carbon emissions

Reducing carbon emissions from our buildings is key to achieving our ambition of net zero operations by 2030. Following our work to establish our buildings' carbon emissions baseline and develop a strategy to replace fossil fuel consuming equipment and improve energy efficiency, our 2023 Business Plan published in December commits £39m over the next four years to decarbonise our buildings.

With £108m worth of investment, we estimate we could reduce our carbon emissions by 34 per cent and energy costs by 21 per cent, and that this investment would be offset in just nine years. Therefore, £39m is being invested over the next four years to start to decarbonise our buildings. Part of the money allocated in the Business Plan will be used to develop a large pipeline of projects and unlock additional funding such as grants and private investment.

Transitioning construction to zero carbon emissions

We are working closely with Islington and Hackney councils to make the area around Old Street station more friendly for people walking and cycling. Works to introduce improved pedestrian crossing, segregated cycle lanes, a new public space and new station entrance are under way.

Using our assets to generate renewable energy

Generating energy from our network

We continue to work with partners to deliver schemes that use waste heat from the London Underground network and connect new, local, solar farms directly to our energy network. Our 2023 Business Plan, published in December, identified £600,000 worth of investment to support and accelerate work to finalise procurement strategies and launch an invitation to tender or other appropriate route to market. Delivery partners will be appointed in due course.

Improving our knowledge

Climate adaptation

The first meeting of the cross-London Surface Water Flooding Strategic Group took place on 8 December. The group is responsible for developing and delivering the first strategy for managing surface water flood risk across all of the capital. It is the first attempt to coordinate London's complex surface water flood risk governance arrangements, the need for which was identified following the flood events in July 2021.

Since then, we have worked closely with other key organisations, including the GLA, Thames Water, the Environment Agency and London councils, to identify what actions need to be taken to reduce London's surface water flood risk in the face of the climate emergency. The establishment of this strategic group marks an important milestone in that work to develop a cross-London plan of action to adapt to climate change.

Carbon Literacy

We have continued the roll-out of our one-day carbon literacy course for our colleagues, accredited by the Carbon Literacy Project. Through this course, colleagues increase their awareness about carbon emissions and our individual and collective role in reducing our organisation's carbon emissions and supporting the Mayor's ambition of London becoming a net zero carbon city by 2030. In the first six months of the course to December last year, more than 400 colleagues across the business have taken the training and our aim is to train more than 500 colleagues by the end of March.

Nurturing new talent

In December last year, we announced that we will welcome our first intake of Sustainability Graduates and Apprentices from September to help develop a strong pipeline of new talent. We have received a record-breaking number of applications, showing the high level of interest in working for an organisation committed to expanding its work in sustainability. More information about our apprenticeship scheme is detailed in the Our people section of this report.

TfL Youth Panel

On 2 December, the TfL Youth Panel held its second assembly-style hearing as part of its exploration of the connections between equality, diversity and environmental sustainability.

The hearing was held in the Chamber at City Hall and was facilitated by members themselves who sought insight from a panel of experts to inform their research and engagement. The exploration is supported by a partnership between our colleagues and Arcadis, Arup, Deloitte, Jacobs, McKinsey and WSP who are volunteering their time to support this work.

Encouraging mode shift **Surface Intelligent Transport Systems programme**

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 to enable more effective management of incidents. These systems will reduce delays and improve journey times, and both projects are prioritised as operationally critical renewals.

The incident management system successfully delivered a further release of software on 24 November, with one more release now planned for March which will see the new system fully replace the legacy incident management system and enable that system to be decommissioned. Positive feedback on the new system from end users has been received and this increases confidence that the legacy system is on track to be fully decommissioned in April this year.

The Real Time Optimiser system will replace the legacy Urban Traffic Control system and is due to go live in October 2023. Two further elements of the Surface Intelligent Transport Systems programme are currently paused and set to restart in April. These are Predictive, which aims to forecast the impact of an incident to improve response times and reduce delays, and Video Analytics which will provide improved live data for all modes on road usage across London.

Bus priority programme

The Bus Priority programme aims to deliver 10km of new bus lanes by March 2024, and a total of 25km by March 2025. In addition, the programme will bring signal timing reviews to help junctions work more efficiently for buses as well as smaller schemes to remove bus progression 'pinch points' across the network. A total of 2.84km of new bus lanes have been delivered to date and we are on track to deliver the 10km target for March 2024.

Construction work is set to start on Clegg Street in Newham which will see improvements to crossing points and the delivery of a new bus lane, benefitting five bus routes and providing an estimated journey time saving of 40 seconds for each bus. Detailed design for improvements has started to seven bus stops along route 180 in Bexley to improve bus stop accessibility.

We have also started detailed design for the A41 Finchley Road junction with Fortune Green Road – a project that is expected to deliver around 50 seconds of journey time saving per bus heading northbound in the afternoon peak, benefiting routes 13 and 113.

Changes to 65 of our traffic signals to improve bus journey times have been identified for this financial year and 12 upgrades have already been implemented, with 53 due to be implemented before the

end of March 2023. In addition, so far this financial year, 275 signal timing reviews have been carried out leading to more than 6,000 bus passenger hours saved.

E-scooter rental trial

The London e-scooter rental trial has been operating for 18 months, with 10 participating boroughs making up a continuous trial area. In the period ending 19 December 2022, 85,115 trips were made with a total fleet size of 4,755 vehicles. This brings the total to 2.1 million trips for the trial to date. In response to recently updated Department for Transport (DfT) guidance and necessary legislative changes enabling e-scooter trials across the UK to run until 31 May 2024, we launched a competitive procurement to select operators for the next phase of the London trial. The current contracts with operators Dott, Lime and TIER were extended to continue services until this procurement is complete.



In December the DfT published its findings from the national evaluation of the e-scooters trial, with data from this report covering the period from July 2021 to December 2022. Given the date of London's trial launch, there was limited data available for London, however, the report included multiple stakeholder interviews and London as a specific case study trial. We will assess the conclusions of the national evaluation alongside our own monitoring and evaluation programme, and will aim to incorporate learnings into future delivery of the trial and policy development.

Future of temporary active travel schemes

Work continues on the Future of Temporary Schemes programme to determine the next steps for each scheme delivered through the Streetspace for London programme. Works to deliver improvements to the Cycleway 4 between Greenwich and Charlton have now been completed ahead of the scheme's transition from a temporary scheme to an experimental scheme in early 2023. We have also made some further improvements to the Park Lane scheme, including implementing a toucan crossing at Stanhope Gate to link cyclists from Park Lane to Mayfair.

Construction work also began on 16 January at Borough High Street to replace the blue barriers put up during the pandemic with wider footway build outs.

As part of the transformative London Walking and Cycling Grants programme that we co-fund with London Marathon Charitable Trust, we have awarded more than £534,000 of grant funding, including £416,000 to 87 new grants for the 2022/23 grant year. The funding is the highest we have ever awarded through the programme, with a record number of groups set to benefit. This investment will make a real difference to communities across the capital, enabling organisations to deliver projects and programmes that remove barriers to walking and cycling, and enable everyone to enjoy the benefits of active travel.

Operations and customers

Our planning enabled us to provide excellent transport services around a range of events and unforeseen weather conditions

Bad weather

The winter months have proven a challenging period for our services, with increased levels of rainfall and very cold temperatures so far. Our operational 5-4-3-2-1 adverse weather plans and procedures have been activated on multiple occasions. Our daily, five-day look-ahead forecasts include defined triggers relating to temperature, rain, wind and snow, which activate our response plans.

Our performance across all transport modes was impacted by the heavy snowfall on 12 December, with a complete suspension of e-scooters and a small number of bus routes temporarily suspended. Temperatures and snow levels were worse than forecast, which meant we experienced issues in the early morning but, thanks to the fantastic work of our colleagues and our supply chain colleagues, we were able to run a service across the Tube, Rail, buses and roads later in the day.

Since the cold weather snap, we have been working closely with the relevant utility companies to deal with water burst mains. These have caused localised flooding on the A406 Bowes Road in Camden, which was declared a major incident, and affected water supply to multiple properties including the London Underground Service Control Centre in Neasden.

Power

Overall, there is a very low risk of power outages impacting our network. However, in preparation for the heightened risk of power disruption this winter, we have undertaken extensive planning across all our transport modes to understand the current risks. We have developed specific plans to respond to different scenarios, including the most likely scenario of planned power cuts. We are working closely with our partner agencies and have taken part in several exercises involving multiple agencies to provide assurance of our plans.

We do have back-up sources of power to ensure we can continue to provide a restricted level of public transport, in certain circumstances.

Travel during festive period

The events calendar leading up to the festive season is always a busy time for us and our stakeholders.

The Mayor held a public New Year's Eve event for the first time since 2019, with more than a hundred thousand tickets sold. The spectacular drone and firework display showcased London to the world and reminded everyone that the city is open for business.

Our colleagues across the organisation were involved in the planning and delivery of the event, with the Tube, Elizabeth line and DLR running throughout the night and special bus hubs created around the event to ensure everyone could travel safely.



The winter months brought challenging weather conditions

The event was complicated by industrial action on some Network Rail services, however close collaboration in planning and delivery meant we were able to minimise disruption. Our Ambassadors were also out and about helping customers get to and from the event. I visited a number of locations on the network to thank our colleagues for their hard work.

The IFS Cloud Cable Car also hosted an exclusive event for customers to bring in the new year while travelling in the cable car at a height of 90 metres. The event included a champagne reception, canopies, bar, DJ and unlimited use of the cable car while watching the fireworks over London.

Once the evening's celebrations were over, we started to prepare for the return of the New Year's Day parade, with more than 3,000 seated spectators.

We ensured that our customers received useful and informative travel advice to help them make the most of public transport, while also working hard to help customers with clear and up-to-date information on industrial action taking place on National Rail and our own services this festive season along with planned works and closures.

We ran a customer campaign from 12 December to 8 January to inform Londoners of the festive hours of operation for the Congestion Charge and ULEZ and enable drivers to plan their Christmas journeys in advance. The campaign also highlighted when daily charges were back in operation to help reduce the risk of drivers being caught out with a fine after the festive period.

Communications materials included outdoor posters, digital display banners, social media, emails and our website.

As well as managing events, we also had several protests across the network between 30 November 2022 to 24 January 2023. We work with the MPS to manage the disruption caused by groups such as Just Stop Oil as well as localised protests. There was also some disruption on our roads during the World Cup which meant we had to implement short-term road closures. We manage our network and make any necessary changes to ensure this sort of disruption is contained and kept to a minimum.

While customer demand reduces overall during the festive period, we took advantage of the lower traffic levels and assisted Thames Water to provide an essential new water connection to the Multiplex building at 245 Blackfriars Road. The planning with Thames Water took several months, drawing on additional expertise from across our business to ensure disruption to all road users was kept to a minimum.

Works began overnight on 22 December and made use of extended working hours until 31 December with a full closure of both Blackfriars Bridge and Blackfriars Road from Southwark/Stamford Streets to Queen Victoria Street. Both cyclist and pedestrian provisions were maintained throughout, and works were completed and cleared in good time before the crowds arrived for the New Year's Eve fireworks celebrations.

Industrial action

Industrial action has continued, with multiple public service sectors calling for strike action. From a transport perspective, this has included bus operators, Network Rail staff and Train Operating Companies taking strike action and action short of strike over the festive period and into the New Year, as well as strike action and action short of a strike on the Elizabeth line. During the periods of industrial action, we worked closely with each of these organisations to mitigate the impact of the strikes to Londoners.

During industrial action and action short of a strike on our network or by other operators which impacts Londoners, we activate our industrial action readiness and resilience plans to minimise the impact to our customers as best as possible. We continued to run as many of our services as possible throughout the industrial action, including action by Network Rail which had knock on impacts on London Underground, London Overground and the Elizabeth line, and recovered services as quickly as possible the following day. We implemented

communications campaigns to ensure customers were aware of the industrial action, and advised customers to check before they travel and leave more time to complete their journeys. We ensured the TfL Go app and our website had the latest information on disruption and alternative travel routes. Despite this action, the Tube continued to carry 86.5 per cent of pre-pandemic passenger numbers across the festive period.

On Thursday 12 January, strike action by Transport Salaried Staffs' Association and Prospect members took place on the Elizabeth line. We held a number of meetings with the unions to try and avoid the strike action but did not reach agreement. The strike meant that there were no services in the central section of the line between Abbey Wood and Paddington.

The line also operated as separate railways on the east and west of the line. In the east, between Shenfield and Liverpool Street mainline station, we operated a Saturday service of eight trains per hour, with three extra services per hour during the morning and evening peak. In the west there were limited services, with two trains per hour running from Paddington to Reading, two trains per hour running from Paddington to Maidenhead, two trains per hour running from Paddington to Heathrow Terminal 4 and no services running to Heathrow Terminal 5. We continue to engage with the trade unions.



London Underground celebrated its 160-year anniversary in January

Industrial action has also continued by Unite union members employed by bus operating company Abellio, impacting a number of bus routes in south and west London. Affected bus garages include those in Battersea, Beddington, Walworth, Fulwell, Hayes and Southall. We continue to plan and deploy our resources to key locations to assist.

Further industrial action is planned on the Bakerloo line on 4 and 11 February by ASLEF members.

London Underground 160-year anniversary

Tuesday 10 January marked 160 years since the first Tube journey took place between Paddington and Farringdon stations, on what was then the Metropolitan Railway. To mark this milestone birthday, the Mayor and I met with four London Underground staff members who have given a total of 160 years of service in a range of roles.

The celebration took place at Baker Street station, one of the original stations that opened on 10 January 1863, and also saw the Mayor unveil a special 160th year roundel, Love the Tube, that customers will be able to spot at stations across the network, including Gloucester Road, Brixton, Oxford Circus and Covent Garden.

But the celebrations didn't stop there. A programme of activities throughout 2023 will celebrate London Underground's role as the lifeblood of the city, connecting Londoners with work and leisure opportunities for the past 160 years. Activities will be themed around the Tube's innovation, its contribution to improving the environment, how the Tube connects people and places, how it supports diversity and inclusion, and its unique and world-renowned architecture and design.

First up on 21 January was a self-guided treasure hunt across all the original Metropolitan Railway stations, including Farringdon, Baker Street and Paddington, encouraging participants to see these historic stations in a new light. I will be delighted to welcome a range of different colleagues and stakeholders to the London Transport Museum on the evening of 23 February to celebrate the Underground with them.

Elizabeth line

A full closure of the Elizabeth line's central operating section took place during the Christmas period. The blockade – from Westbourne Park to Pudding Mill Lane to Abbey Wood – took place between 01:10 on Sunday 25 December and 04:00 Wednesday 28 December, enabling the commissioning of the major ELR300 signalling software update, as well as upgrades to Central Management System and Station Management System software. This work was a great success and delivered all of the upgrades expected. A further signalling upgrade, ELR400, planned for Easter, will deliver the final configuration for auto reverse and enable the running of 24 trains per hour, ahead of the May timetable change and final state of the railway.

Minor timetable changes were delivered in December 2023, including an additional early morning service from Whitechapel to Paddington and faster journeys between Heathrow Terminal 2/3 and Terminal 5. Service impacts affecting wait and journey times for some customers will remain until the timetable change set for May.

Passenger journeys for the ten weeks since through running started on 6 November 2022 were 30 million, with strong growth in demand across the whole line.

Bus service changes

We recently carried out two consultation exercises on our central London bus network, the first in 2021 and the second last year. Following responses received, we will be implementing a reduced number of schemes over the course of 2023.

The first of these is on the Holloway Road corridor which we consulted on in late 2021, and will be implementing on 4 February. In this scheme, the current route 271, from Moorgate to Highgate Village, will be withdrawn and the day service on route 263 restructured to run between Highbury Barn and Barnet Hospital via Highgate Village. To maintain links, route 234, from Barnet to Highgate Wood, will be extended south to Archway via Archway Road, and route 21 is restructured to run between Lewisham and Nags Head, Holloway instead of to Newington Green. To maintain capacity from Newington Green, additional southbound morning peak journeys on routes 76 and 141 will be introduced and the current night service on route 271 will be extended north to North Finchley Bus Station and renumbered as route N271.

We are also working to enhance services in outer London, with a number of schemes planned for implementation and consultation later in the year. Further updates will be provided in future reports, but we are looking to extend route 485 to Wandsworth Riverside at the end of March, increase frequencies on a number of routes and start consultation on bus service change proposals in many areas including Alperton, Brent Cross, Havering, Tooting, Wanstead and Wembley.

Supporting growth and infrastructure investment

Government Levelling Up Fund Round 2

Results from the Round 2 of the Government's Levelling Up Fund were announced on 18 January and our £43.1m joint bid with the GLA to upgrade Colindale and Leyton Tube stations was successful. It is one of a number of successful public transport and active travel bids in London totalling approximately £114m. While London's per capita share of the overall £4.8bn fund remains low, this has been a positive round for transport investment in the city.

The new funding completes the funding package for upgrades at Leyton and Colindale London Underground stations and will deliver step-free access and anchor regeneration works, delivering thousands of new homes in areas of deprivation. In addition, five borough-led transport bids have been successful and will encourage increased walking, cycling and public transport use across London. The successful boroughs with transport proposals are the London Boroughs of Barking and Dagenham, Camden, Hackney, Lewisham and Sutton.

This success is a result of collaborative working between us, the GLA and our borough partners, and continues to show our ability to leverage third-party investment for our transport priorities. Given the scale of the award, the funding for the two stations is dependent on the acceptance of a final business by the DfT.

Our colleagues in spatial planning will work to ensure that we engage effectively with relevant boroughs on all successful projects.

Bank station capacity upgrade

The interchange routes between the Northern and Central lines and the DLR have been successfully brought into use. These new interchanges include six new escalators and two new 100-metre-long moving walkways which significantly improve journey times for our customers by up to nine minutes between the lines, and we have seen a resulting increase in customer demand at the station since October when these interchanges opened to the public.

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, 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.

We plan to bring the main entrance into passenger use in the next few weeks. Works to demolish the remaining basement levels of the original building in readiness for the over-site development are complete. Alongside the construction work, we have run a communications campaign to raise awareness of the improvements and build excitement for project completion.



I saw how work is progressing at the Old Street site

Four Lines Modernisation programme

We continue to make good progress on the programme, which is delivered by progressively installing new signalling onto sections of the railway called signal migration areas (SMAs).

The signalling section between Stepney Green to Becontree, SMA6, went live on 15 January. This represented a major achievement for the programme as it completes the roll out of the new automatic signalling on the Hammersmith & City line, further improving the line's reliability for customers.

The area now operating under the new signalling contains 52 stations and four complex junctions, including the full Circle and Hammersmith & City lines. For comparison purposes, the Jubilee line has 27 stations. This means that around 55 per cent of the Tube network is now operated by an automatic signalling system.

We are planning to introduce SMA7, the section from Dagenham Heathway to Upminster, in March. This will extend the roll out of the new signalling system on the District line and connect the first depot to the network. Software development continues for future signalling migration areas covering the Metropolitan line between Finchley Road and Preston Road (SMA8), including the interface with Neasden Depot and the Jubilee line.

Old Street

I was delighted to visit the Old Street site in January with Stuart Harvey, our Chief Capital Officer, and colleagues to see progress first hand. Construction has continued on the highway works for the four approach arms to the junction, including the infilling of Subway 3 on the southwestern side of the junction. Building work to the superstructure for the new main station entrance continues, with the green roof and glazing having started in January.

Work to the existing roof structure has continued with installation of the external steelwork. Construction of the new passenger and goods lifts has continued with installation of the new lift cars now completed, ahead of standalone testing in spring. 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 the new switch-room to enable testing, commissioning and handover of the new assets, was completed in January.

Once complete, the new design will make this busy location much safer and more inviting for those using sustainable transport modes. Cyclists will have segregated cycle lanes throughout the junction, while pedestrians walking in the area, using the station and changing between lines will experience a major improvement in the quality of the built environment.

The new public space will have places to sit and rest, surrounded by new trees and shrubs, various rain gardens and a green roof on the new station entrance all working together to improve biodiversity and people's experience of the local environment.

Silvertown Tunnel

Good progress has continued on both sides of the river in Greenwich and Silvertown.

The tunnelling work for the twin bore tunnel continues below the riverbed and the tunnel boring machine has now reached Greenwich. It will shortly break-through into the rotation chamber, where it will be rotated to bore the northbound tunnel from Greenwich to Silvertown.

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

We ran a public and stakeholder consultation on the proposals for the initial network for bus services through the tunnel, which ran from 16 November 2022 to 11 January 2023. We are now in the process of reviewing the responses to the consultation and will publish the report in due course.

Rolling stock upgrades Piccadilly line upgrade

In December, Siemens completed the surface for the Key Motor car body for the first new Piccadilly line train, followed by the shell assembly for the first Direct Motor car in January. This keeps us on target for the first train to be fully formed and ready to start testing from summer.

Sudbury Hill substation works are on track, with Factory Acceptance Testing of the DC Switchboard taking place in Prague. Focus remains on the final installation of DC cables at South Harrow sidings, and subsequent testing and commissioning, to enable the bringing fully in to use before the important timetable change set for May. South Harrow sidings power is supplied from Sudbury Hill Substation and without the power assets being in place these works cannot be brought into use.

A total of 75 per cent of stations on the Piccadilly line are heritage or locally listed so we need consent from local authorities to install our equipment. The first heritage planning application was formally submitted for Caledonian Road station in support of the planned One Person Operation CCTV works.

Trams rolling stock replacement programme

Our rolling stock replacement programme will replace the life-expired Bombardier CR4000 trams, which are experiencing declining reliability and have one of the lowest states of good repair categorisations across our fleets.

The original CR4000 trams are used very intensively, with more than 91,000km covered per vehicle per year, and are among the oldest in the UK.

The trams are becoming less reliable with time, so availability has consistently not met peak service requirements since May last year. Repair time is also forecast to exceed the capacity of the maintenance facility in the next few years.

We have completed early market engagement and this has informed the procurement strategy that will be considered at the next stage gate meeting which has been rescheduled for December.

The initial assessments of infrastructure requirements to facilitate a new fleet have also been completed. This has informed the overall programme update which is also due to be considered at the gate meeting in November. Funding for replacement trams, alongside other rolling stock, has not yet been established.

DLR rolling stock replacement programme

The manufacture of the new DLR rolling stock in Spain is continuing as planned, with seven trains completed and on their test track to run checks. We took delivery of the first train at our Beckton depot on 13 January, two months ahead of target. We anticipate having completed the manufacture of 12 trains by the end of this financial year.



The manufacture of the new DLR rolling stock is nearly complete

Beckton depot and network infrastructure

At Beckton, critical works to complete the changeover of the signalling power supplies on the northern sidings works and to install new transformer rectifiers in the sub-station were successfully completed in line with the revised programme. This follows the cancellation of previous possession for other operational prioritisation resulting from the national mourning period following Her Majesty Queen Elizabeth II's death and our work to support this, Operation London Bridge.

The contract for the maintenance facility building and additional southern sidings have now been awarded. This is the largest procurement of the programme after the rolling stock contract. The new maintenance building will have 400 solar panels installed on the roof, providing excess low-voltage power required for the new shed. This excess will be used to offset the existing maintenance facility. We are also using composite sleepers throughout the depot manufactured from recycled plastics as opposed to concrete sleepers, reducing embedded carbon across the site.

We have started signalling testing with the existing fleet on the DLR network in preparation for the arrival of the new trains **in January**. In addition, we have awarded the contract for the design and build for a second entrance at Blackwall station which is essential for unlocking the full fleet roll out.

Housing Infrastructure Funding

We have received confirmation from the Government of its intention to fund 11 additional trains through the Housing Infrastructure Fund to provide additional capacity and unlock further housing growth in the Royal Docks and Isle of Dogs areas. We are working with the Government to enable the transfer of funds and the activation of the additional option with the train manufacturer, and expect this to take place in February.

East London Line Housing Infrastructure Fund programme

The East London Line Housing Infrastructure Fund programme will deliver capacity improvements to Surrey Quays station as well as signalling and power upgrades to support an increase in service frequency from 16 to 20 trains an hour, which will unlock significant housing growth in key opportunity areas along the line. The works are progressing well with the Notice to Proceed issued to the main works contractor, Morgan Sindall, on 12 December to progress the detailed design and build for the upgrade of Surrey Quays station.

The power upgrade work was awarded to Network Rail for completion of detailed design. The procurement strategy for the installation works for both Network Rail and our power upgrade has been finalised, and the next stage of Issuing of Instruction to Tender is expected to take place shortly. The signalling upgrade procurement strategy has been drafted and is going through our internal governance process. Currently we are on target to meet all agreed milestones for the programme's listed projects.

Elephant & Castle station capacity upgrade

The project team is currently pushing ahead with the procurement arrangements for the new tunnels, with Invitation to Tender set for May. A tender for essential pre-tunnelling Ancillary Works was issued in October, the team is currently analysing the tender returns and the contract award is planned for February.

Additionally, we are progressing the procurement of a package of works to determine the best options for the eventual fit-out, known as Stage 2. Invitations to Tender were issued in October with a successful bidder subsequently identified and contract awarded in December, earlier than planned.

Construction of the station box by the developer continues apace, with all station box piles now installed.

Closure of Bakerloo line Queen's Park to Harrow & Wealdstone and London Overground Euston to Watford Junction

A closure of this section was undertaken between 17 and 23 December, primarily to undertake replacement of rotten wooden sleepers. While the track is owned by Network Rail, this closure was a substantial collaborative effort between our two organisations, with us supplying the engineering trains to carry materials to and from the worksite as well as other specialist track machinery while Network Rail carried out the work. This is the largest such collaboration between the two organisations to date and Network Rail chair, Lord Hendy, visited the site on 22 December and praised the way the two organisations worked together.

As well as the replacement of sleepers, a redundant electrical substation that was in danger of collapse was demolished at Willesden Junction. A further closure is planned during the February half term, from 11 to 19 February, when the renewals work will continue. The total works planned also include replacement of electrical power supply equipment and improving stations, such as resurfacing platforms, as well as attending to long-term issues such as drainage and guttering.

High Speed 2

HS2 Ltd is carrying out an assessment of the feasibility of transporting materials by rail or conveyor from Euston, as recommended by Douglas Oakervee in a review commissioned by the DfT. Outcomes are expected to be shared in early 2023.

I have written to the CEO of HS2 in a joint letter with the Chief Executive of Camden Council to express my concerns on this matter.

HS2 began carrying out works on the Euston Road from 9 January. There will be lane and footway closures on the Euston Road for the next seven years as HS2 Ltd completes utilities diversions, and to enable construction of the permanent works for the new Euston Square and Euston London Underground station upgrades. We are working closely with HS2 Ltd on a travel demand management campaign for road users who will be affected and advising customers travelling through the area to check their journeys before they travel, in case of any disruption. We continue to work with The Euston Partnership to ensure our requirements are met for the future bus station, taxi rank, cycle parking and London Underground station at Euston. Engagement with the partnership on the integrated development of the Euston campus also continues, including the refurbishment of the existing Euston Network Rail station.

At Old Oak Common, we continue to work with HS2 Ltd on the design development of the new surface intermodal area to ensure our requirements are met for buses, cycling and the new Elizabeth line station. Detailed planning and interface work is being developed to consider Network Rail's planned extensive blockade programme over Christmas 2023 to ensure the impacts on our networks, services and work across our capital and operations programmes are understood and mitigated where necessary.

Cycleways

So far in this financial year, along with the boroughs we have delivered 13.8km of new or upgraded Cycleways across London. Some of the key progress updates are listed below.

Cycleway 4 London Bridge to Greenwich

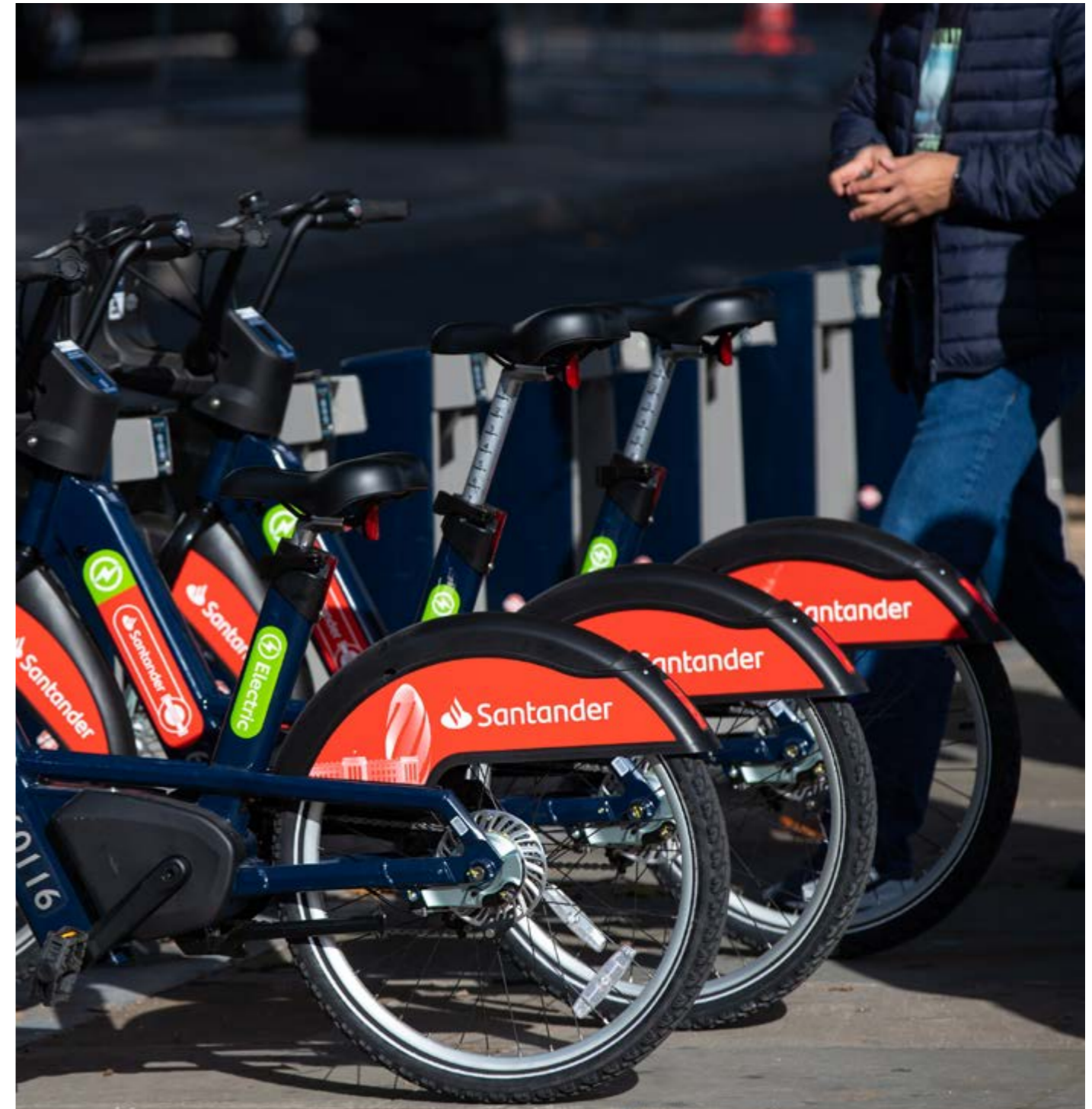
Snagging work and pre-handover inspection walks continue along Evelyn Street from Bestwood Street to Deptford Church Street following the completion of construction work on 13 September. The Royal Borough of Greenwich's works to Creek Road Bridge are scheduled to take place in early 2023.

Cycleway 9 East Kensington Olympia to Brentford

Snagging works on Hammersmith Gyratory are now complete, while those on Chiswick High Road from Chiswick Lane to Goldhawk Road are nearing completion. Construction is progressing well on Chiswick High Road between Chiswick Lane and Heathfield Terrace, although works were paused during the Christmas embargo due to the proximity to retailers and resumed on 3 January. 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.



The Santander Cycles scheme now includes 500 new e-bikes

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 progressing and construction is planned to follow Mile End Road junction later this year.

Cycleway 50 Finsbury Park to Tottenham Hale

Detailed design for the roads from Caledonian Road to Finsbury Park is progressing and construction is planned for late January 2023.

Santander Cycles

The Santander Cycles scheme saw a record number of hires in 2022, surpassing 11 million hires for the first time in any previous calendar year.

In October, we launched 500 new e-bikes which has supported the scheme's continued success, helping to break down the barriers that stop some people from cycling, including fitness, age and journey length. The introduction of e-bikes has added to the scheme's popularity with more than 146,000 hires now made, and e-bikes being ridden at a rate of four trips per bike per day. The launch was supported by a marketing campaign to promote awareness among customers and will run until spring.

On 16 December, in partnership with Southwark Council, we opened the last of seven new docking stations to expand the scheme in that borough. This expansion allows more people in Southwark to explore the capital in an affordable way that supports their physical and mental wellbeing, while helping to cut air pollution and protecting the local environment. To date more than 8,500 hires have taken place from the new docking stations.

Before Christmas, a campaign ran to let customers know that Santander Cycles would be available on Christmas Day, as well as promoting an offer of free 30-minute rides on the weekend of 17 and 18 December. Alongside this, videos showing off the scheme and its new e-bikes continued on social media through to 23 December.

IFS Cloud Cable Car

From 28 November to 8 December the IFS Cloud Cable Car was closed for its largest planned maintenance programme since it opened 10 years ago. This included replacing the haul rope, which is the main cable that carries the gondolas around the system and building a new and exciting customer experience centre aimed at enhancing the cable car's leisure appeal.

The centre gives customers the chance to find out more about how the cable car works, provides a themed photo selfie area, and gives customers the opportunity to explore a virtual reality offer, as well as a retail area and café. This will enhance the customer experience and generate additional revenue. The venue will also be available for private hire.

On 16 December, we also launched the a special Christmas offer for customers in association with Railway Children, an international charity. This included a festive round trip on the cable car and gift from Santa's helpers, provided in themed terminals. A donation of £2 per experience will be given to Railway Children.

Customer experience

4G coverage on the London Underground

A further six London Underground stations have begun offering high-speed mobile coverage to customers, as the next stage of our project with BAI Communications to bring coverage to the Tube network.

Customers travelling between Kentish Town and Archway on the Northern line and between Holland Park and Queensway on the Central line, are starting to see 4G and 5G-ready mobile coverage. There is coverage in ticket halls and on platforms, as well as in tunnels between those stations, enabling customers to get the latest travel information, access social media, check emails, make calls, and stream videos while on the move underground.

By the end of 2024, all Tube stations, as well as the Elizabeth line, will have 4G and 5G-ready coverage. The next phase will deliver the mobile coverage to more Central and Northern line stations as well as tunnel sections, and will include Euston, Oxford Circus, Tottenham Court Road, Mornington Crescent and Camden Town by the end of March.

TfL Go

The TfL Go app has now been downloaded 2.9 million times and was used by around 540,000 customers in both November and December. The app also won the prestigious BIMA (British Interactive Media Association) Gold Award for best product design and build.

We have continued to release regular app updates, improving the information provided during periods of severe disruption. We have also enhanced our routing information so that it links directly with live bus times, and prototyped new features showing the live location of buses. In December, we published content featuring festive days out in London, following a successful series of content related to key Elizabeth line stations. We are planning a six-month pilot to test the commercial potential of this 'promoted places' format for premium-branded content.

We continue to prepare for the launch of payments functionality in early 2023 when customers will be able to plan, pay and travel through a single integrated experience. We will first test internally, then widen access to up to 10,000 customers in a beta trial before sharing with all app users.

Contact centre operations

Our Contact Centres continue to provide customers with 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 remained high throughout the festive period and new year, despite the disruptions to services caused by the sudden extreme weather and industrial action across the London Underground and National Rail network.

The nature of our workforce and range of skills it brings means that we are able to prioritise our resources and people to key services when we are hit with sudden fluctuations in demand. This was tested by the overnight extreme weather which resulted in a peak in customers seeking immediate travel advice. Demand to our telephone centres increased by 40 per cent and we were able to react by moving staff who had been allocated to correspondence handling to switch to helping customers over the phone instead. This has been a key feature in our ability to support customers while remaining productive and cost-efficient.

In other areas of our contact centre operations, we have seen a significant increase in the number of people coming to our Visitor Centres during the festive period. We have seen demand grow throughout the year and December was the busiest since the pandemic. This shows, again, how valuable and popular this service is to our UK and overseas visitors.

London's recovery

To further support our organisation's and London's recovery from the impacts of the pandemic we delivered a multi-channel, festive public transport campaign celebrating the role public transport plays in enabling the lives of Londoners, inspiring and influencing them to make more journeys and do more of the things they love during the festive season.

A range of festive activity was delivered across high impact and engaging media, including updated festive radio ads and bus wraps, as well as our existing Video On Demand, digital and printed posters and heritage posters across the TfL network. We also published new Christmas themed content as part of our partnership with Time Out and Metro in the week starting 13 December, showing the best festive activities in the capital that can be reached by bus.

On 25 January, I spoke to members of BusinessLDN about the future of London and how we are working to attract people back to the transport network and play our part in becoming a net zero carbon city. I also spoke with supporters of Centre for London on the key issues facing the capital, including climate change, infrastructure investment and how to make the transport network inclusive for all.

London Transport Museum

Named as London Visitor Attraction of the Year in 2022, London Transport Museum continues to welcome back its domestic market, with visitor numbers above 90 per cent of pre-pandemic levels. Throughout December, the Covent Garden Museum welcomed visitors to enjoy its Christmas programme for families and traded strongly in its shop. This included the return of its much-loved bus tours of the West End's festive light displays on a historic Routemaster bus running across two weekends on 10 and 11 as well as 17 and 18 December.

On 7 December, London Transport Museum launched the latest set of tickets for its award-winning Hidden London tours. These exclusive tours give the public the chance to immerse themselves in the rich heritage of the Underground network, which celebrated its 160-year anniversary on 10 January this year.

Between January and early February, ticketholders will be able to explore the subterranean deep-level shelters beneath Clapham South, go behind the scenes at Shepherd's Bush, discover the disused platforms at Charing Cross and step into what remains of the original Edwardian station at Piccadilly Circus. A line-up of virtual tours is also available to book.

National Railway Heritage Awards

On 6 December, the Railway Heritage Trust presented its annual awards ceremony. London Underground won the Operational Enhancement Award for its step-free access scheme at the listed Sudbury Hill station. Judges were impressed by the steps taken to ensure that the improvements were sympathetic to the heritage of the station. The restoration of the heritage lightbox indicators at Earl's Court station was also commended by the judges.

Blackhorse Road mosaic roundels

In December, a series of mosaic roundels were installed at Blackhorse Road station. These roundels were a community project spearheaded by local artist Maud Milton.

More than 500 members of the local community, including members of station staff created ceramic tiles that reflect local history, community, culture and creativity. The project was funded by William Morris Big Local, the London Borough of Waltham Forest, Taylor Wimpey and us.

Our people

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



We welcomed our final cohort of apprentices in January

Welcoming our latest apprentice cohort

On 16 January, we welcomed our third and final cohort of apprentices for the 2022/23 intake. A further 19 apprentices joined Level 3 apprenticeship schemes, including Transport Planning, Trams Engineering, Project Controls, Dial-a-Ride and Tech and Data making a total of 127 who joined during the 2022/23 campaign. This year, the percentage of women hired into apprenticeships increased to 38 per cent, from 34 previously, and the number of Black, Asian and minority ethnic candidates hired increased from 38 to 47 per cent.

Viewpoint

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

We have now shared the results which showed that colleagues across the organisation were less positive than they were in 2021: our Total Engagement measure has declined by two points to 59 per cent, the Wellbeing at Work index decreased by one point to 56 per cent and the Inclusion Index decreased by one point to 50 per cent.

A more detailed update on these results, along with the key themes that our colleagues have told us about, is provided as a separate agenda item at this Board meeting.

Our TfL programme

The Our TfL Programme concluded its initial feasibility phase in November and has now entered design and delivery. Members of the five core sub-programmes are working through the possible 'quick wins' to be delivered in the early part of this year and are developing plans for the remainder of the programme at the same time. These plans are expected to receive a clearly defined starting point in early 2023.

The programme team has engaged with the TfL and London Underground company councils a number of times, providing an overview of the programme's objectives, structure and feasibility outcomes. The team will continue to update the councils on a regular basis throughout the programme, with sub-programmes engaging at a local level as appropriate.

An Our TfL Programme Design Authority has been established to provide robust governance to the programme, in line with the change portfolio governance across our organisation. This forum will ensure there is adequate scrutiny of emerging designs across the sub-programmes: that designs are not assessed in isolation from one another and that they collectively contribute to the programme's dual mandate. The first forum took place on 19 January and future forums will be held periodically.

Our people leaders

Our vision is to have a strong culture of good people leadership across the whole of the business that reflects and supports our purpose and our Vision and Values of being open, caring and adaptable. To help us achieve this, for the first time, we have developed a set of minimal and common expectations around what it means to be a TfL people leader. By defining what it is we expect of our people leaders, we can target development and support more effectively to achieve this.

We have now shared this new framework with our people leaders across the organisation, together with details on how we will bring these expectations to life, how we will support them and next steps.

Steps into Work

On 8 December, we hosted an event for our graduating Steps into Work students. Parents, volunteers from across our organisation, Deputy Mayor for Transport Seb Dance, and Sir Steven Timms MP were all in attendance. Steps into Work is a 12-month programme offering neurodivergent participants the chance to gain skills and work experience to help them into the workplace.

Three students from the last cohort have already secured full-time employment and we will continue to support them into paid employment over the next 12 months.

Celebrating our people

The team behind the Old Street Roundabout project gained a notable 'Excellent' certificate from the Cleaner Construction for London scheme. The award recognised the team's use whenever possible of low emission machinery on site.

Construction sites and machinery, particularly on fixed sites, can make a difference to air quality, so we are particularly pleased to have received this commendation from the scheme, which is sponsored by the Mayor and administered by the London Borough of Merton on behalf of all London boroughs. The scheme considers criteria such as planning requirements for construction plant and has an enforcement element to drive compliance with emissions standards.

The Bank station capacity upgrade project won the prestigious New Civil Engineering 'Tunnelling Team of the Year' award in December. This was fitting recognition for an excellent safety performance during very demanding work to form the new running tunnel and concourse for the Northern line.

Industrial action and our people

We have extensive collective bargaining arrangements across the organisation and use these to engage with our trade unions on a regular basis.

The TfL full and final pay offer for 2022 and 2023 was provided to our trade unions and they have now received all the responses. Discussions with Rail for London Infrastructure trade unions, representing Elizabeth line staff, are ongoing on separate elements of their pay deal, however, currently there is action short of strike ongoing until 28 February. We continue to try and minimise the impact of the disruption and discussions are ongoing.

We continue to discuss future proposals with our trade unions in operational areas of the business. There are a number of ballots and live mandates on pensions, pay, agreements and detrainment.

Our operated services Trams Operations Limited and London Overground have now agreed a pay deal with their employees.

Revised pensions milestone

In October, we submitted a Pensions Options Paper that set out two broad categories of options.

In that paper, we raised issues and questions that required responses from the Government to further develop any possible proposals and meet the next requirement in our Funding Agreement which was scheduled to be completed by January 31. The Government has just written to us advising that they are still working on providing the responses we need. The Government has therefore extended the January 31 milestone to 28 February.

It remains the case that there are still no plans for the reform of TfL pensions or any changes being proposed. If any reforms are proposed in the future, we will consult fully with affected members and their representatives, as appropriate. If any proposals for change are made in the future, these would not have any impact on benefits built to date.

Finance

Protecting our income and tackling fare evasion continue to be key areas of focus

Financial performance

Year- to-date financial performance

In the year to date, we remain on track to deliver our new Revised Budget that sets us on the path to financial sustainability as set out in the 2023 Business Plan:

- Revenue is broadly in line with Revised Budget: journeys continue to recover, with latest journeys at 84 per cent of pre-pandemic levels. Journeys and passenger income are slightly better than Budget. Extraordinary revenue grant is lower than expected, which we expect to unwind over the next quarter
- Our core operating costs remain close to Revised Budget: the Revised Budget embedded the risks we saw materialise earlier in the year – from the impact of rising inflation and increasing Road User Charging bad debt – as well as tailwinds from lower pension deficit payments. Operating costs are £23m lower than Revised Budget, mainly from the timing of, and reduction in, maintenance costs, as well as some one-off upsides
- Capital enhancement is within one per cent of Revised Budget: due to slippage on third-party funded projects, largely because of factors outside our control. The Revised Budget is forecast to deliver very close to the capital envelope set by the funding settlement over the full year

- Capital renewals are two per cent lower than Revised Budget: our Revised Budget included the ambition to deliver the higher level of renewals of £635m set by the funding settlement. We are actively managing our renewals programme to achieve this

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

- Economic uncertainty: economic growth remains poor and UK GDP contracted by 0.3 per cent in the three months to November 2022. Latest forecasts suggest this may continue for a sustained period. The main risk this creates is around passenger income, which is protected by the funding settlement to March 2024
- Inflationary pressures on TfL cost base, including energy and third-party operator costs. Our current forecast is that higher inflation since setting our Budget in March 2022 will drive at least £300m of extra cost into our operating expenditure for 2023/24. The latest Office of Budgetary Responsibility forecast for inflation, published on 17 November 2022, indicates that this pressure could increase to around £400m. There is some protection on inflation risk from the funding settlement, but this is not yet confirmed

- Savings targets are stretching, with a target of £204m incremental recurring savings by the end of 2023/24 following the new funding agreement with the Government. We maintain the GLA financing facility in the event of this risk occurring

Revenue protection

Tackling fare evasion and protecting our income continue to be key areas of focus. There is a programme of activity under way, ranging from frontline revenue protection activity through to technology, to ensure that we are having maximum impact in reducing loss.

One area where we have made and are proposing changes relates to penalties for fare evasion and ticket irregularities. The penalty fare system establishes clear and immediate financial consequences for those travelling without a valid ticket.

On 18 October we began consulting on our proposal to increase the value of our penalty fare from £80 to £100, reduced by half if paid within 21 days. This would bring us in line with the DfT's 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 consultation on this proposal ended on 10 January. Overall, the responses were broadly supportive. We are working through the responses to inform next steps.

We are now taking stronger action against customers who have been detected for fare evasion and issued a penalty fare but have failed to pay it. Until now, customers would have been sent follow-up letters requesting payment and their details added to our enforcement systems, should they come to our attention again. Customers who have not paid their penalty fare within 39 days and have not made us aware of any mitigating factors will 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. Between November and January, we successfully prosecuted 864 out of 918 offenders (per cent) with another 1,529 awaiting hearings.

On 31 December, we completed replacement of the Revenue Inspection Devices with new, Android based handsets which are lighter and easier for staff to use. The new devices, which are used to check Oyster and contactless payment cards being used for travel, are significantly cheaper than the devices they replace and have the longer-term benefit of being based on an off-the-shelf solution which will make future updates easier and more cost effective.

Changes to fares

As a result of the Government conditions in our recent emergency funding agreement, the Mayor announced on 18 January that he proposed to increase fares on TfL services by 5.9 per cent on 5 March 2023, in line with the Government's increase to national rail fares.

The overall level of fares set by TfL are proposed to increase by an average of 5.9 per cent, with a slightly higher increase for Pay As You Go fares on London Underground within Zone 1, which is set to increase by 30p. This is to keep costs as low as possible for Londoners travelling into the centre from outside Zone 1 for work, and for those using public transport in outer London – where car use tends to be higher – as journeys solely within Zone 1 are more likely to be made for tourism or leisure purposes.

In addition, the Mayor confirmed that the temporary travel time restrictions on 60+ London Oyster Card and Older Person's Freedom Passes became permanent from 18 January. We were also having to consider a proposal to increase the age of eligibility for the 60+ London Oyster Card concession on a phased basis so that the start date of eligibility would increase incrementally by around six months every year. The Mayor confirmed funding from City Hall will be used to prevent this change and protect the concession for Londoners over 60.

New homes and TTL Properties

New homes at Barkingside

Proposals to deliver a 100-per-cent-affordable residential scheme next to Barkingside Tube station were given the go-ahead by Redbridge Council on 11 January.

Regeneration specialist Vistry Partnerships and housing association Peabody have been working together to bring the development forward, alongside our wholly TfL-owned commercial property company, TTL Properties Ltd.

Mainly covering an area previously used as a builder's yard next to Barkingside Tube station, the development will deliver 98 new homes, all of which will be affordable, as well as an enhanced public area. Delivered across three buildings, the new homes will be a mixture of one-, two-, and three-bedroom properties and provide a mix of both social rent and shared ownership, which offers an affordable route into homeownership.

Designed by Sheppard Robson architects, the scheme will be sensitive to, and complement, the Grade II-listed station next to it. By being close to the Central line, as well as to local bus routes, new residents will be able to easily travel sustainably and affordably across the capital using public transport, taking approximately 40 minutes to get to central London or 20 minutes to Stratford, one of the capital's key interchanges, in east London.

The new homes have been designed to be car-free, with the exception of blue badge parking for residents, with cycle storage available within each of the buildings to further encourage active travel. While the development will also include upgrades to the Station Approach, the majority of the station car parking will remain.



We will deliver new affordable homes next to Barkingside station

New affordable homes at Hounslow West

Our plans for 348 new affordable homes next to Hounslow West Underground station were given the go-ahead by Hounslow Council on 1 December 2022. The 1.5-hectare development includes improvements to the public realm and Tube station.

The new homes, delivered across four buildings, will be a mixture of one- to four-bedroom properties, providing options for a range of households. The properties will be a mixture of shared ownership, which offers an affordable route into homeownership, and London Affordable Rent, the level of which is set by the Mayor and is substantially below open market rents, helping to provide low-cost rented homes to support low-income households.

New homes at Woolwich

Proposals for 523 homes at Armourer's Court, above the eastern end of the new Woolwich Elizabeth line station, were approved on 7 December. The proposals brought forward by our partner, Berkley Homes, improve the existing permission advancing the design with new public space and new pedestrian routes, and increasing the amount of affordable housing on site to a minimum of 35 per cent.

New homes at Cockfosters

We continue to wait for feedback from the Department for Levelling Up, Housing and Communities on our proposals for 351 homes, 40 per cent of which will be affordable, at Enfield. The department has asked Enfield Council not to grant permission of the planning application for the proposals in Cockfosters, to enable the department to consider whether the application should be referred to the Secretary of State to decide on. Unfortunately, this means we are still experiencing delay on this project and we are unable to progress building homes on this site while we await the outcome of this period of consideration.

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.

