



Commissioner's report

July 2023

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Introduction

I am committed to keeping our transport network moving and ensuring our organisation is a great place to work

I was extremely honoured to be appointed as London's Transport Commissioner by the Mayor and the Board on 7 June. This has helped give the organisation continuity and certainty as we continue to support the capital's recovery from the pandemic, ensuring TfL better reflects the diverse city we serve while becoming the London's green heartbeat. I would like to thank my colleagues for the incredible support they have given me – they are all highly committed people who make London a better place to live and work.

On a very sad note, I am extremely concerned by the increase in suicides and self-harm incidents on the network. We have an industry-leading suicide prevention programme and will continue to raise awareness of it. Unfortunately, there has also been an increase in the number of assaults. Any form of physical or verbal abuse to our staff or customers will not be tolerated, and we continue to work with our policing partners to reduce assaults and hold perpetrators to account.

Last month, I was delighted to launch the TfL Strategy. It brings everything together in one place, outlining how we will deliver the Mayor's Transport Strategy, and our values and priorities. This will make it easier for us all to pull in the same direction, prioritise more effectively and understand how we each contribute to our purpose of moving London forward safely, inclusively and sustainably.

Having spent 30 years working across different cultures and countries, when I joined TfL I was struck by how our organisation is truly representative of the city we serve. While we have some fundamental issues to tackle, the Executive team and I are determined to make a positive difference so that everyone can progress in their career. I am extremely proud to have launched our workforce Action on Inclusion strategy with Patricia Obinna, our Director of Diversity and Inclusion. The strategy will ensure our colleagues, whatever their background, have equal access to a career in the industry and a workplace designed around their needs.

Last month, we celebrated the National Windrush Day. Since the arrival of HMT Empire Windrush 75 years ago, the Windrush generation and their descendants have made vital contributions to British society, and our transport network. London's transport system, much like the wider city itself, would not have been able to function without them. I was also delighted to join the Pride in London parade, along with 150 colleagues including members of the Executive Committee, on our bus which was in a striking design. Our ambition for the future is to embed diversity and inclusion in everything we do, and make TfL an even better place to work for everyone.

We also continue to improve the public transport network in different parts of London. On 15 July, we launched the first phase of the proposed Superloop bus

network with the rebranded SL8 between Uxbridge and White City, and we will continue our effort to connect outer London town centres with sustainable travel options. I was also pleased to meet with the Leaders of Camden, Kensington and Chelsea, and Southwark councils to discuss local priorities and improve our offer to all Londoners.

Howard Carter, our General Counsel, has announced he will be retiring from TfL at the end of September. Since joining in 2006, Howard has guided our organisation through some of its most challenging periods, providing wise counsel and advice. He will be greatly missed by colleagues and Board members.

We will never forget the day of the Sandilands tragedy. Since the tram overturning in 2016, we have delivered robust and lasting safety improvements and we continue to review our operations and work with the wider tram industry to ensure that we have the safest possible network. Safety continues to be at the forefront of everything we do.

Lastly, I would like to pay my respects to those who lost their lives in the 7 July bombings, 18 years ago. I represented TfL at the Hyde Park memorial and laid a wreath on behalf of all of us alongside the Mayor and colleagues from the emergency services and GLA family. We will never forget those who lost their lives, and the families and friends of all those affected.



A handwritten signature in black ink, appearing to read 'Andy Lord', with a long horizontal flourish underneath.

Andy Lord
Commissioner

Safety and environment

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



Tackling work-related violence and aggression remains a priority

Safety incidents on the network

On 8 June, the wheelchair of a person who arrived at a bus stop as the bus was preparing to depart, became caught on the rear wheel arch of the bus as it left the bus stop. Luckily, the wheelchair user and their chair remained upright, and the driver brought the bus to a safe stop without any serious injuries.

The replacement of wing mirrors with camera monitoring systems, already fitted to 971 vehicles as part of the Bus Safety Standard, will help reduce blind spots and provide enhanced visibility for our bus drivers, particularly in poor weather and lighting conditions, and reduce the likelihood of similar future incidents.

Work-related violence and aggression

Tackling work-related violence and aggression towards our colleagues is a priority for us and our policing partners in the Metropolitan Police Service (MPS), British Transport Police (BTP) and City of London Police, and we want to ensure our colleagues are able to do their job without the fear of abuse or attack.

We continue to deliver on the commitments set out in our Work-related Violence and Aggression Strategy, endorsed by the Safety, Sustainability and Human Resources Panel in 2020, to keep our employees safe and provide excellent support and care when they experience violence or aggression at work.

More than 8,000 of our colleagues have access to more than 4,100 body-worn video cameras across 330 locations, and we are looking at options to further increase the use of this technology in areas where it is currently optional. New independent research from the University of Cambridge shows that the cameras are effective in preventing violence and improving criminal justice outcomes, with broad support from frontline transport workers.

We now have 112 Transport Support and Enforcement Officers working across all our networks, providing support to operational customer-facing colleagues and tackling the triggers of workplace violence and aggression. Our Transport Support and Enforcement Officers are now deployed across the Underground network, ensuring they can directly address the anti-social behaviour of people who threaten to push through our gates, intimidate other customers and damage our infrastructure. To date, these officers have carried out 521 gateline interventions across the Tube and rail network.

Our policing partners have an essential role in keeping our colleagues safe, investigating incidents and holding perpetrators to account. This includes high visibility reassurance operations where colleagues are concerned about their safety. Recent violent attacks on colleagues at Harrow-on-the-Hill and Walthamstow Central stations and on a route 115 bus resulted in suspects being arrested and charged quickly.

We are working with the Rail Delivery Group, Network Rail and other Train Operating Companies to share knowledge and information on tackling this problem that is experienced across the transport industry. We will also continue to engage with our trade unions on this matter to ensure the safety of our workforce.

Sandilands tram overturning

We will never forget the day of the Sandilands tragedy. Our thoughts will always remain with those that died, the 62 people injured and the families and friends of everyone involved. This tragedy has had a profound effect on everyone working at TfL, particularly our London Trams colleagues.

Safety is our priority and we continue to put safety at the forefront of everything we do. Since the tragedy, TfL has delivered robust and lasting safety improvements and we continue to review our operations and work with the wider tram industry to ensure that we have the safest possible network. The tragedy has also led to learnings which have been taken across our other modes of transport.

The Office of Rail and Road (ORR) is prosecuting TfL and Tram Operations Limited for breaching section 3 of the Health and Safety at Work etc. Act 1974 (the 1974 Act). Section 3 places a duty on employers to conduct their work so as to ensure, as far as is reasonably practicable, that people affected by it are not exposed to risks to their health and safety. At the first hearing at Croydon Magistrates' Court on 10 June 2022, TfL and Tram Operations Limited indicated a guilty plea.

The ORR also prosecuted the tram driver for breaching section 7 of the 1974 Act. Section 7 requires reasonable care to be taken by employees to protect the health and safety of those affected by their actions or omissions at work. The tram driver pleaded not guilty and the trial took place between 16 May and 19 June 2023 before a jury at the Central Criminal Court. The jury found the driver not guilty.

TfL and Tram Operations Limited are preparing for the sentencing hearing which has been listed to take place on 24, 26 and 27 July 2023.

Inquests

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 was an Interested Person in the inquest, which took place before a jury between 5 and 16 June. The jury determined Mr Tuvi died of an accident and gave a narrative conclusion as to the circumstances of his death. The Coroner has issued a Prevention of Future Deaths report to the Department for Transport (DfT) and the ORR.

Crime and antisocial behaviour on public transport

The safety of our customers and staff is our top priority and London's transport network remains a safe and low crime environment. A core part of our approach to ensure the safety and security of our customers and colleagues is through our funding and working in partnership with the MPS, BTP and City of London Police.

Our policing partners continue to prioritise their work on high-harm offences, including: serious violence and robbery, and keeping knives off our network; tackling violence against women and girls; hate crime; and safeguarding children and vulnerable adults.

They work alongside our own enforcement teams and use a range of tactics to deter, disrupt and detect offenders, and reassure customers and colleagues as part of regular operations on the network.

We have seen an increase in levels of robbery across the network, reflecting London-wide and national trends. Measures have been put in place to reduce these, with significant work from both the MTS' Roads Transport Policing Command (RTPC) and BTP.

Operation Surge, which targets crimes such as violence and robbery, is one example of the RTPC's work to address these problems and involve all Safer Transport Teams. The operation involves flooding a hotspot area with police and enforcement officers, including officers from the roads policing teams and dog section, to work together to tackle problems in these high-crime areas. This work gives the public reassurance through the presence of a range of officers and acts as a deterrent to offenders. During the months of June and up to 10 July, the operation resulted in 160 arrests and 289 vehicle seizures.

The BTP is running Operation Invert, which also focuses on robbery offences, using a combination of tactics and community engagement to tailor actions and resources based on shared daily intelligence information. During June and up to 10 July, the BTP deployments led to 70 arrests, 217

stop and searches and 12 seized weapons. The joint working with our funded policing partners continues to be a success and ensures a consistent approach.

Tackling violence against women and girls

We continue to focus on our role in the Mayor's ambition to end violence against women and girls, leading on how we can make our workplaces, public transport, taxi and private hire vehicles and public spaces safer. It is vital that we listen to women and girls and their views are central to our approach and decision making.

We have commissioned two pieces of in-depth research to get a better understanding of how safe women and girls feel when using our services and their experience of violence and sexual harassment on our network, and also explore whether potential sexual harassment is a barrier to cycling for women and girls.

This research will be used to understand the scale and type of behaviours and situations that leave women and girls feeling unsafe: their personal and shared experiences, how this affects the way in which they travel and what would make them feel safer. The research will be used to inform our ongoing approach and interventions for tackling violence against women and girls, and work towards improving their confidence to travel.

We are also uniquely placed to engage directly with school children who use our services, to help tackle the endemic issue of violence against women and girls in society. Our Project Guardian school sessions, delivered by the London

Transport Museum, launched in 2015 and have reached an audience of 40,000 Year 9 pupils (about 6,000 per year).

The sessions aim to: promote awareness and recognition of sexual harassment on public transport; reinforce the meaning of consent; empower students to respond appropriately and safely; encourage the reporting of incidents; and increase confidence that reports will be acted on.

Sessions also play a preventative role in helping pupils spot the types of behaviour that can constitute sexual harassment and consider their own behaviour. Delivering sessions to students of all genders ensures we educate them on what constitutes sexual harassment. This year, we will expand Project Guardian in schools with the aim of reaching up to 28,000 pupils each year starting this year.

Revenue protection

As part of our revenue protection programme, we have invested in new ways of analysing information to ensure that the work of our enforcement teams is intelligence-led and that the combined enforcement resources are being used to maximum effect to tackle fare evasion while also incorporating other safety and security objectives.

We recently refreshed the performance and oversight of revenue teams for each mode through a monthly forum that considers data and insight to review trends and measure the effectiveness of our operational enforcement activity.

Through this forum, we promote collaboration across modes, share best practice and coordinate joint operations with our policing partners. We continue to review and update our tactics and we are significantly increasing revenue checks within Tube stations.

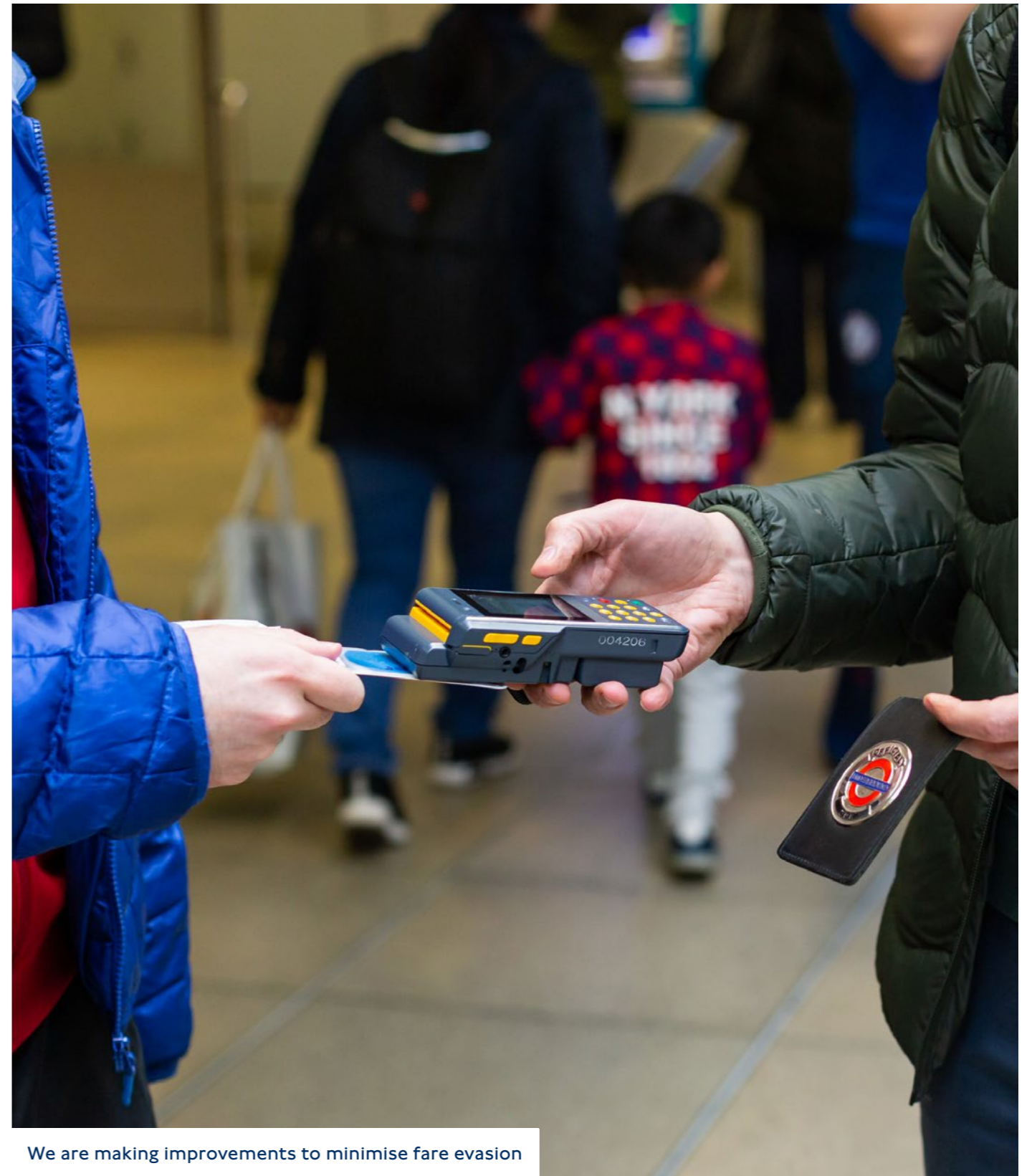
A key element of our revenue protection programme is to minimise the risk of fare evasion. We are in the early stages of reviewing potential improvements in the wide aisle gate with our gateline supplier. Designed to improve access for wheelchair users, those with reduced mobility and customers travelling with luggage, it also strengthens our gateline to prevent future fare evasion.

Suicide Prevention Programme

Safeguarding our most vulnerable customers is a priority for us and our transport policing partners. We work to ensure that children and adults at risk, including those experiencing a mental health crisis or sleeping rough on our network, are safe from harm or exploitation on our network. Suicide prevention is an essential part of this work.

The Suicide Prevention Programme continues to offer support and training to our colleagues, with more than 95 per cent of station colleagues now trained in suicide prevention.

Interventions continue to be high, with more than 40 interventions each period this year, this is the second highest rate at this point of the year since records began in 2017. On 6 June we supported the



We are making improvements to minimise fare evasion

Baton of Hope initiative as the Baton of Hope travelled through 12 cities in the UK, ultimately finishing in London at the Houses of Parliament. The charity seeks to raise awareness of suicide prevention and the need for change in suicide prevention policy.

Hate crime

Hate crime is abhorrent and has no place in our city. For our public transport services to be safe and welcoming for everyone, we all play an important role in looking out for each other. We are committed to taking action against those committing hate crimes and are working with our police partners to protect our customers and colleagues while provide support to victims.

Our original 'Hands Up' campaign, launched in June 2021 with our police partners, communicates our zero tolerance approach to abusive behaviour and hate crimes committed on our networks. Everyone has the right to use public transport without fear of abuse because of their disability, gender or gender identity, race or ethnic identity, sexual orientation, or religion or belief.

Our hate crime campaign aims to create a sense of unity, with Londoners standing together against hate crime and abuse on public transport. A key element to the campaign is making clear that hate crime and abusive behaviour towards customers or colleagues will not be tolerated, every report is taken seriously and investigated, and that such behaviour can result in a criminal record for the perpetrator.

We also partner with anti-hate crime organisations to reassure communities that feel vulnerable to victimisation. We work to assure people that we take this seriously, encourage our customers to report hate crimes to the police or through third party organisations and remind people of the support available for those dealing with the effects of this sort of crime.

On 27 June, TfL was recognised as one of the best transport providers by London TravelWatch for our work on personal security, scoring full marks in the 'bystander intervention' category. This category gave a score to the guidance that organisations give to passengers on how to intervene safely if they witness incidents of sexual harassment or hate crime.

On 1 July, LGBTQ+ communities across London came together to celebrate Pride. The MPS and BTP worked with us throughout the event to help amplify our zero tolerance to hate crime and ensure that the event ran smoothly. The Camden and Islington Safer Transport Team ran a community engagement event with a gazebo, Pride bunting and crime prevention leaflets outside King's Cross station. The team has been active in engaging with the LGBTQ+ community, and help raise awareness of the work it does to help keep people safe on our network.

We have a number of ways for customers to report these incidents. We encourage anyone who experiences or witnesses a crime to report it by texting 61016,

or via the free Railway Guardian app. If customers experience or witness a crime and the offender is present, we ask that they report it to station staff who will contact the BTP immediately. On the bus network, customers can report an incident through the MPS website or by calling 101. In an emergency or if the suspect is still at the scene, they should call 999.

Vision Zero

Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero goal of eliminating all death and serious injury on the road network by 2041. In our work to improve safety on our roads, we are making good progress on our commitment to increase the levels of speed enforcement undertaken by police, building the capacity to enforce up to one million offences a year from 2024/25.

As part of its efforts to tackle road danger, the RTPC takes part in monthly national campaigns coordinated by the National Police Chiefs' Council focusing on the four fatal offences seen across the country. These operations are themed around national road danger enforcement priorities and are an important element of the RTPC's operational activity. The focus for June was seatbelts.

Between 12 and 25 June, a total of 1,180 traffic offence reports were issued, including 398 vehicle seizures – 342 for no insurance, 339 for speeding and 68 for drink and/or drug driving offences. Operation

Cubo, a highly visible policing operation targeting illegal driving to reduce risk and harm on London's roads, took place between 6 and 27 June. A total of 1,156 tickets were issued as part of this work.

An important part of our approach to tackle speeding is the Community Roadwatch initiative led by the RTPC's Safer Transport Teams. As part of the initiative, sessions are held to give members of the public an opportunity to work alongside the police to tackle speeding on local roads, particularly 20mph. Speeding motorists are issued a warning letter for the first offence as part of a graduated enforcement approach. The scheme is well received by the community. During June, 53 sessions were held and 889 letters were sent to speeding motorists.

New lowering speeds educational campaign

On 10 July, we launched a new lowering speeds educational campaign to inform road users, particularly drivers, on the reasons behind the introduction of 20mph speed limits, highlighting the positive outcomes the programme has already achieved.

The campaign is in response to feedback from recent consumer research groups which identified a real and often angry response from London drivers to reduce their speed in 20mph zones. This campaign will sit alongside our other ongoing campaign which aims to showcase our commitment to make sustainable travel in London better for everyone.



We work with our policing partners to keep our roads safe

Since the 20mph speed limits were introduced across our road network, there has been a 24 per cent reduction in collisions resulting in death or serious injury.

This educational campaign will work alongside the new speed influence campaign, helping to bridge the gap between the lack of understanding behind the implementation of the 20mph speed limit and why there is still a need for the behaviour change highlighted in the campaign.

Lowering speed limits

Work is progressing well on the lowering speed limits programme. To date, more than 142km of our roads have a 20mph speed limit and we are on track to introduce 20mph on 220km of our roads by 2024.

In 2020, we reduced the speed limit on all our roads within the central London Congestion Charging zone to 20mph and preliminary data shows that this has led to a 24 per cent reduction in fatal and serious injuries. The reduction in collisions resulting in death or serious injury should be seen in the context of a London-wide reduction in this area of around 10 per cent over the same period, demonstrating that reducing speeds is an effective way to improve safety when comparing to roads where speed limits have not been reduced.

To achieve our 2024 target, the programme will consist only of signing and lining changes, and lamp column mounted banners. If necessary, physical interventions to make the speed limits self-enforcing will be put in place at a later stage.

The remainder of the programme is scheduled for delivery by March 2024 at locations in Enfield, Hounslow, Merton, Richmond, Sutton and Wandsworth. To align with a Healthy Streets project on Albert Road in Newham, a new project has started to introduce a new 20mph speed limit in and approaching the north and south Woolwich Ferry terminals. These projects are approaching the end of concept design.

Plans to further improve lorry safety in London

London's safety permit scheme for heavy goods vehicles (HGVs), first introduced in 2019, requires all operators of HGVs weighing more than 12 tonnes to apply for a free safety permit to operate in London, regardless of a vehicle's Direct Vision Standard (DVS) star rating. A vehicle's DVS star rating is based on how much of the area around the vehicle the driver can see directly through their cab windows. This is the area where collisions are most likely to take place.

A total of 262,673 safety permits have been issued, including nearly 6,128 vehicles with 5-star ratings, providing the highest levels of direct vision. More than 156,000 zero-star HGVs have now had safe systems fitted, improving protection for people walking, cycling or riding e-scooters or motorcycles.

The scheme's average daily compliance is also very high, with more than 94 per cent of HGVs in London now operating with a safety permit, and hauliers reporting that they are building DVS requirements into future purchasing decisions.

On 13 June, together with London Councils, we announced further improvements to the scheme. From 28 October 2024, HGVs weighing more than 12 tonnes will need to have a three-star DVS rating or fit the Progressive Safe System to operate in Greater London. This will mean that HGVs with ratings from zero to two stars will be required to have additional safety equipment if they do not already meet Progressive Safe System requirements.

These improvements to lorry safety will help make our streets safer for everyone.

Bus Safety Standard

We are redoubling our efforts to tackle the number and severity of injuries to bus passengers, with road collision data for 2022 highlighting the number of people killed or seriously injured on or by a bus has increased by 56 per cent compared to the previous year. In 2021, the number of people travelling by bus was significantly impacted by the pandemic and subsequent lockdowns.

We are making significant improvements to bus safety, including to the design of bus interiors. We are inviting suppliers of innovative solutions that address the common causes of customer injuries to apply for our fully evaluated, in-service bus trials. This involves gathering additional information about slip, trip and fall incidents (which account for around two-thirds of passenger injuries), and engaging with passengers and drivers around solutions to the most common causes of incidents.

Zero-emission buses

Our bus fleet now has more than 950 zero-emission buses, over 10 per cent of the fleet, in service. Our zero-emission buses include battery electric buses, 'opportunity charged' electric buses and hydrogen buses. Such newer and cleaner technology is helping improve air quality across London and reduce carbon emissions, supporting our work to tackle the climate change emergency and further contributing to the Mayor's ambition of London being a net zero carbon city by 2030.

We continue to add zero-emission buses to the fleet with the introduction of new zero-emission buses in Sutton. We also supported this year's Pride in London with a zero-emission bus that was wrapped in a special, colourful design to mark the occasion and take part in the Pride parade.

Works are progressing on the route 358 electric 'opportunity charging' trial, where buses are charged multiple times throughout the day for a power boost. This will see the use of pantograph charging infrastructure at either end of route 358 in Bromley and the introduction of 20 new single-deck electric buses. These new buses also feature enhanced customer and safety features.

We continue our engagement with bus operators and bus manufacturers to ensure we develop and build a competitive zero-emission market, this will help us build on our current fleet success and achieve our target of a zero-emission bus fleet by no later than 2034.



New technology is helping us improve air quality across the capital

Bus priority programme

In collaboration with the London borough councils, we are continuing to progress design work for multiple new bus lane schemes across London as part of the programme to introduce 25km of new bus lane by 2025.

The programme includes significant schemes on Prince Regent Lane in Newham and at Lower Clapton Road in Hackney, which will increase bus lane coverage on the corridor by up to 50 per cent.

To date, we have delivered 4.14km of new bus lanes, including the recently completed transformational scheme at Wealdstone Town Centre which delivered 170km of new bus lanes and wider public realm improvements. We are on track to deliver 10km of new bus lanes by March 2024.

We are carrying out an early assessment of potential bus priority interventions on the corridors of the proposed Superloop network. The Superloop would be a network of limited-stop express bus

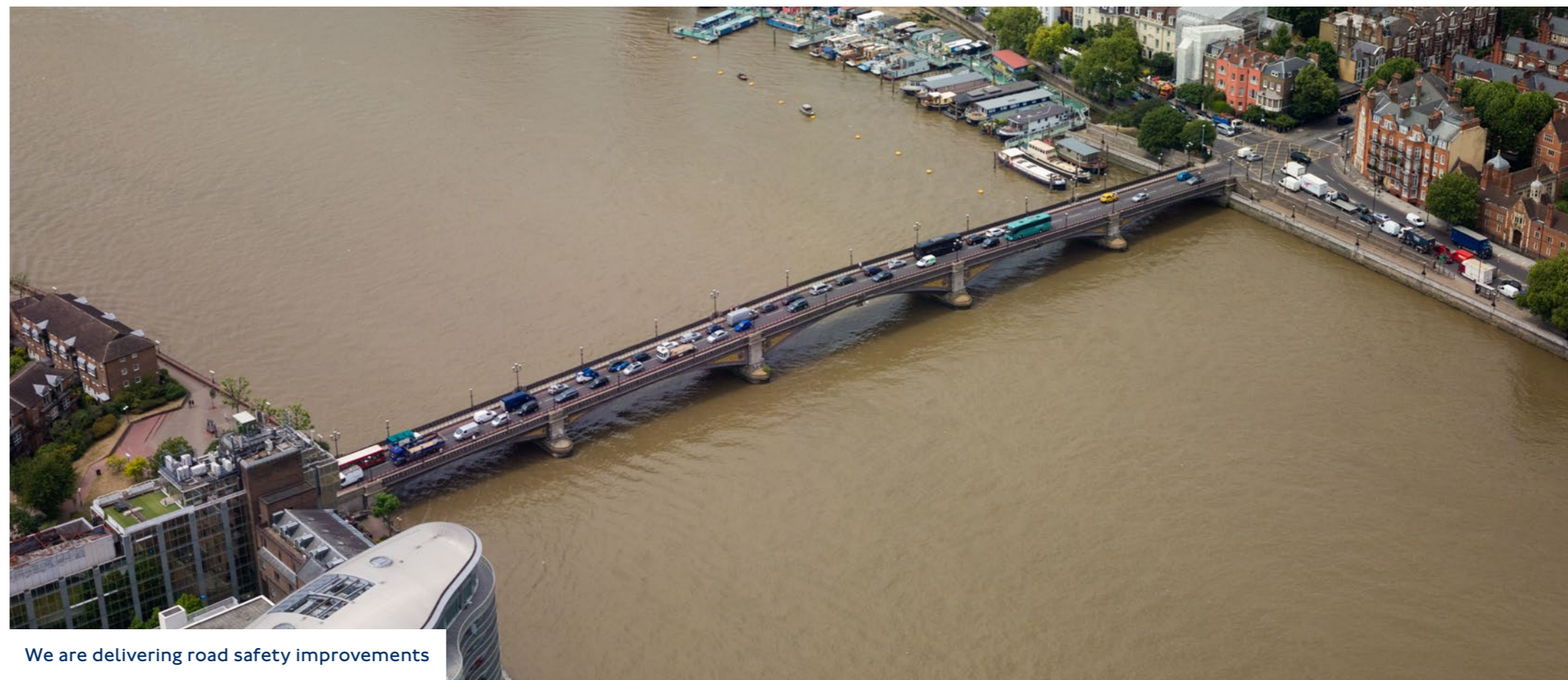
routes that circle the entire capital, provide quicker journey times and connect outer London town centres, railway stations, hospitals and transport hubs. The proposed Superloop is subject to consultation, the results of which will be considered in due course. The early assessment will assist in identifying a programme of proposed Superloop Bus Priority schemes should the proposed Superloop proceed.

Safer junctions

With the recent completion of the York Road roundabout scheme in early May, improvements have now been made at 44 of the 73 junctions originally identified under the Safer Junctions programme. This scheme delivers safety improvements for motorcycle users and pedestrians by introducing new spiral markings to guide drivers to the correct lane and by implementing pedestrian crossings that will provide countdown traffic lights for pedestrians at existing crossings.

Construction work continues on the Holloway Road/Drayton Park safer junction, which will improve safety for pedestrians with new and improved crossings and is due for completion in spring 2024.

On 13 June, we published the consultation report for safety improvements at Battersea Bridge. We accelerated plans to improve safety on the bridge following a passionate local campaign after the tragic death of Jack Ryan in January 2021. The first phase of works on the north side of the bridge was completed in November 2021 and included a new pedestrian crossing, wider pavements and a lower speed limit of 20mph.



We are delivering road safety improvements

Following local engagement, last year we consulted on further proposals to make additional safety improvements to the rest of the junction. After fully considering the consultation responses, and further engagement with the Royal Borough of Kensington and Chelsea, we are moving forward to improve the north and south sides of the bridge, including new pedestrian crossings, bus lanes, cycle signals and a section of protected cycle track. We aim to start work on the changes this winter.

The remaining schemes on the programme are in design stages or part of schemes which have been implemented under experimental orders, and a further review of these junctions will take place once a decision is made on whether these changes will be permanent. These include junctions within the A10 Bishopsgate scheme and the cycle C50 works on the A1.

The road safety programme continues, with about 40 schemes across London at locations where there is an identified road safety concern. Most of these schemes are at early design stages, but we have progressed to work on site on improvements to a pedestrian crossing on the A4 Bath Road in Hillingdon and are due to go on site with a scheme on the A10 at Edmonton County School in July to improve the entrance and exit. Both locations have previously sadly had fatal collisions nearby.

Organisational safety **Safety, Health and Environment** **management system**

A major milestone was reached on 1 June when we completed a three-year project to update and completely overhaul our Safety, Health and Environment (SHE) management system. How to manage safety, health and environmental considerations is not the preserve of specialists but should instead be at the heart of everything that we all do. This is why we have created the new management system: to provide a place for all things relating to safety, health and environment, where colleagues can access digital content to help them better understand what they must do to comply with our instructions and guidance, and enable them to access the tools they need to do this.

Over the launch period, the new site had around 45,000 hits and more than 2,500 new users, and feedback from colleagues has been very positive. The new management system gives us a firm foundation on which we can continuously improve our safety, health and environment performance.

Safety, Health and Environment **leadership engagement tours**

We have launched a refreshed approach to our SHE leadership engagement tours. The purpose of the tours are for our leaders to go out and engage with colleagues. The initiative provides new guidance and training but also uses the new digital assurance tool, where completion rates are recorded and reported as a key indicator of SHE performance.

The approach encourages our leaders to have conversations that enable them to understand how colleagues think and feel about SHE, and brings an opportunity to highlight and reinforce positive behaviours and actions. As part of the approach, our Chief Safety, Health and Environment Officer, Lilli Matson, and Chief Operating Officer, Glynn Barton, visited the Northumberland Park Maintenance Depot last month. It gave colleagues an opportunity to share their ideas and concerns, and ensure everyone is working together.

Capital safety

The Capital Safety, Health and Environment Improvement Plan is currently delivering two significant projects.

The first set of improvements is being delivered by our engineering and asset strategy teams and focuses on educating our teams on environmental impacts and how to effectively reduce these. A specific outcome of this improvement is for us to have a consistent approach to carbon baselining, meaning the amount of carbon dioxide we emit before any activity to reduce these, and the reduction of emissions across new projects. Topics covered so far include carbon management and reduction, green infrastructure, biodiversity and insights into climate adaptation and flooding.

The second piece of work has been an interactive focus to bring safety, health and environment issues to life on site, titled the LEGO campaign, or Learn, Engage, Get Out. Following educational

and practical sessions in May, the months of June and July have been our Get Out months, where we have encouraged as many of our capital and engineering people as possible to get out to site, particularly where their roles are normally more office based. Our aim is to improve engagement with the people who are delivering our capital projects, show them we are supporting them and for us all to take the opportunity to learn and improve.

SHE measures within the Chief Capital Office during the period of this report have generally been good, improving on performance this time last year. However, a potentially high risk incident took place on our Piccadilly Line Upgrade works, with a person operating a drill striking a high-power cable. Fortunately, there was no injury, because the cable was not 'live' at the time. This incident is the subject of an ongoing investigation between us and the cable's supplier so that lessons can be learnt and are shared widely in our organisation and with our suppliers.

Air quality and the environment **London-wide Ultra Low Emission Zone**

Our 24-hour/364 day a year Ultra Low Emission Zone (ULEZ) was world leading when it was introduced more than four years ago in central London and, in just over a month, will take another big step forward in our fight against the triple threats of air pollution, the climate emergency and traffic congestion when it expands from inner London to operate London-wide.

Our vehicle scrappage scheme is already playing a significant role in helping many people and businesses prepare for the ULEZ expansion, and the extension of the eligibility criteria will mean that even more people and businesses can now benefit.

On 1 June, it was confirmed the scheme would be expanded to: provide support to all small businesses in London with 50 or fewer employees; enable charities operating in London to scrap or retrofit up to three vans or minibuses instead of just one; and include all London families receiving child benefit. This additional support will launch on 31 July. At the same time, applications will open for two new grace periods for small businesses and charities who have booked a retrofit or ordered a new vehicle but are unable to receive it ahead of 29 August.

We continue to install infrastructure to support the launch of the London-wide ULEZ, placing signs and enforcement cameras on TfL as well as borough roads in the 24 London boroughs where works have been identified as required. Work is progressing in all 24 boroughs, subject to obtaining street works permits. In 17 of those we have done so with the agreement of the Borough council concerned and in the seven remaining boroughs we are doing so under our direct installation powers, following consultation on work designs. We have supported boroughs by reimbursing officer time or giving requests for additional review time where possible.



We have been in discussions with seven highways authorities outside London to install signage to warn motorists they are nearing the zone. We have signed an agreement with one authority and discussions with others are ongoing.

Since 14 July, 1,699 enforcement cameras and 1,669 signs have been installed.

There are ongoing reports of vandalism to infrastructure and all incidents are reported to the police, with some arrests made. We are working closely with suppliers and the police to reduce the risk of further incidents.

Judicial review by Hillingdon Council and others of the Mayor’s decision to expand ULEZ London-wide and grant scrappage scheme funds

The judicial review hearing of the London Boroughs of Bexley, Bromley, Hillingdon and Harrow, and Surrey County Council challenge of the Mayor’s decision to expand ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme took place on 4 and 5 July. We expect to receive the judgment by the end of the court term on 31 July.

ULEZ communications campaign

Our extensive multi-channel marketing campaign is continuing to raise awareness of the ULEZ expansion and the associated support available, encouraging Londoners to check their vehicles and emphasising the health benefits of the scheme.

Our large-scale, high-reach multi-channel campaign includes TV, video on demand, radio, posters, fuel nozzle advertising, press,

digital and social. Targeted communications include customer emails, face-to-face leafleting in locations in outer London with large numbers of people, as well as through door drop campaigns such as leaflets and letters sent using third party open data. Letters are also being sent via the DVLA to owners of non-compliant vehicles seen in the outer London expansion area.

We also continue to raise awareness of the scrappage scheme through advertising and third-party support offers on radio, social media, digital channels and leaflets.

In response to the campaign activity, we are seeing large numbers of people checking whether their vehicle complies. Since 25 November we have had 12.3 million page views and 6.2 million unique visitors using the vehicle checker tool on our website.

Alongside this, we have also brought together a range of special offers from clean air partners to assist individuals, charities, and small businesses affected. We have recruited 30 partners who are making special deals available to individuals and businesses who are eligible. This includes offers around cycling, scooters, e-cargo bikes and car/van clubs and rental offers.

Progress on our environmental journey to net-zero

Transition to LED lighting

We have now converted more than 50 per cent of lighting in bus shelters across London to LED lighting, reducing waste and energy consumption, and associated carbon emissions by 57 per cent. This is just one of the steps we are taking towards making our operations net zero carbon by 2030.

Across London, there are around 14,000 bus shelters that have long relied on traditional lighting to keep them lit. However, advancements in technology have meant that we have been able to roll out greener, more environmentally friendly LED lighting.

Testing shows that the new lighting uses around 57 per cent less energy, but provides 10 per cent brighter lighting, making the shelters both more welcoming and improving safety for customers, especially at night.

We expect to convert all lighting in bus shelters, including those used in advertising panels, to LED lighting by the end of March 2024. Once complete, we will have reduced associated carbon emissions by more than 1,000 tonnes of CO₂ annually.

In addition to bus shelters, we are working across our entire network to upgrade to LED lighting to help further reduce costs while improving customer benefits and minimising the long-term impact on the environment. At least a quarter of all Tube stations across London have been converted to only use LED lighting, with more planned for conversion in the coming months and years.

Customer lighting at tram stops served by London Trams have been converted to LED lighting, and work is also taking place to upgrade lighting at bus stations across London, as well as at Tube depots, and the London Trams depot in Croydon. Around 50 per cent of all lamp columns on our roads now also use LED lights, with work under way to convert more of these lamps as soon as possible.

Wildflower verges

Following successful trials across north London, we have now delivered an additional 74,000 square metres of wildflower verges this spring. This takes the total number of wildflower verges across our road network to almost 130,000 square metres, equivalent to 18 football pitches. We carried out the first cut-and-collect session for the year for around 75,000 square metres of grass verges, and signs have been introduced on site to highlight that they have started their journey to become wildflower verges. The cut-and-collect process involves grass cuttings being collected after mowing, leading to increased biodiversity and better conditions for wildflowers to thrive.

The programme is a key part of our Green Infrastructure and Biodiversity Plan, due to be published soon, which sets out the ways in which we will respond to the ecological crisis and its impact on the capital's ecosystems. Sites have been selected to allow a one metre cut boundary to contribute to civic pride. They are not being located near shopping areas to help prevent litter.

Increasing the number of electric vehicle hub sites

We shared a prior information notice with the industry in June, ahead of launching a tender process later this year to find a joint venture partner to work with us on delivering multi-use electric vehicle charging hubs. By doing this, we can ensure that we are working collaboratively with the industry in a way that enables us to create a valuable and effective partnership that helps further London's sustainability credentials while also generating vital income to be reinvested into the network.



We are increasing the number of wildflower verges, including in Hillingdon

The joint venture partnership will focus on delivering off-street hubs, which can cater to a large customer base, as well as strengthen the connection between people and the places they share by including retail and welfare facilities on some of the larger sites, where possible.

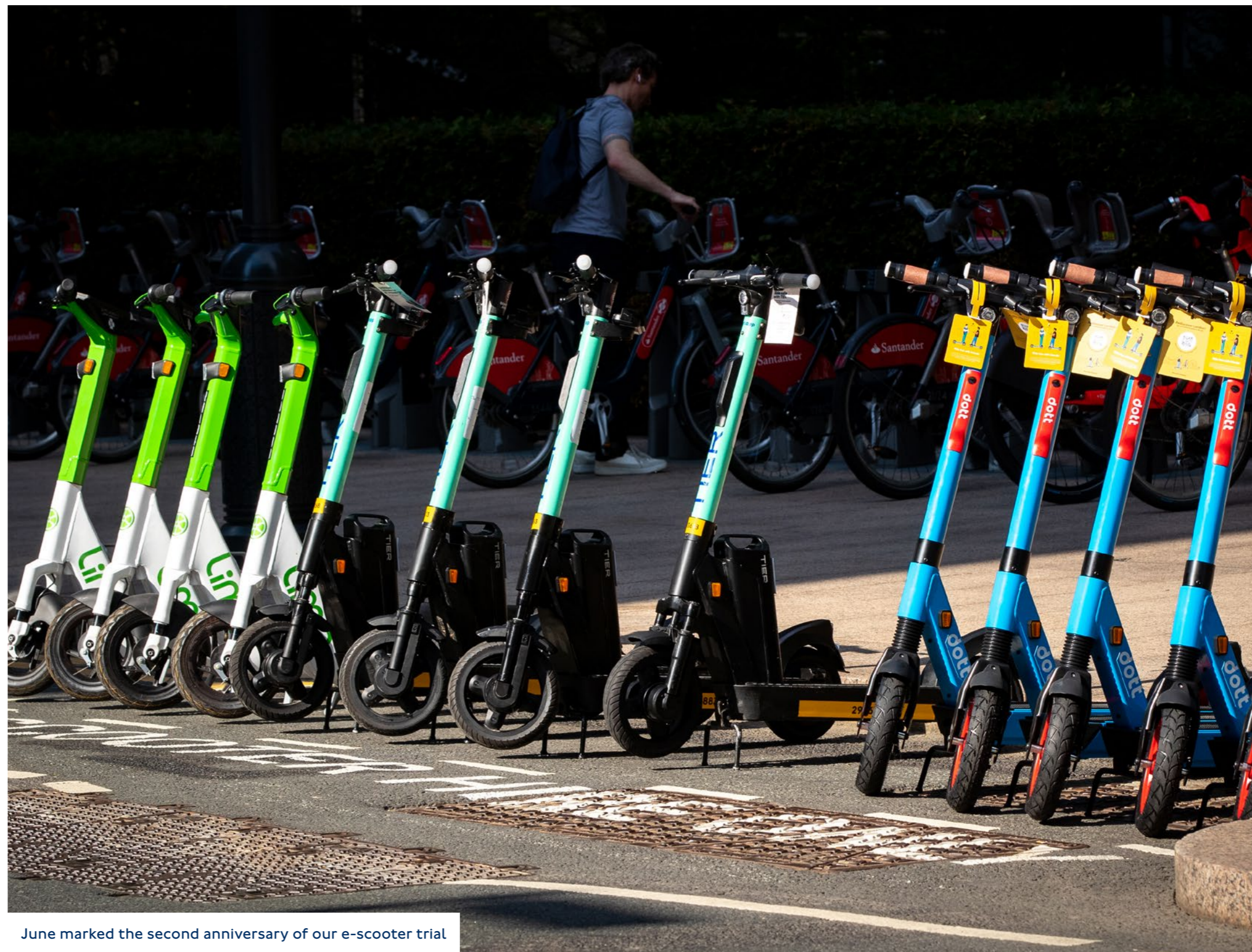
The partnership will initially work on five potential sites, with the potential to increase the number of sites available over time.

By creating a joint venture partnership specifically, this opportunity will enable us to directly shape the design and delivery of the hubs while generating long-term revenue, which can then be reinvested back into the transport network.

E-scooter rental trial

In June, we celebrated the second anniversary of London's e-scooter rental trial. The trial launched in June 2021 and has expanded significantly since then, with 10 participating boroughs, 600 designated parking bays and more than 5,000 e-scooters now available for hire. Since launching, more than 2.5 million journeys have been made, covering 6.46 million kilometres – the equivalent of travelling 161 times around the world. The average e-scooter trip duration was 17 minutes and the average distance travelled was 2.5km.

The trial has focused on safety throughout, supporting the Mayor's Vision Zero target to eliminate all deaths and serious injuries on London's roads, and operators are selected based on their ability to meet strict safety requirements and high operating standards. The trial's safety



June marked the second anniversary of our e-scooter trial

standards go beyond national standards, including a speed limit of 12.5mph, larger vehicle wheels and lights that stay on for the full duration of any rental. Operators are responsible for ensuring trips end with the e-scooters being returned to a bay and are currently reporting parking compliance at 95 per cent.

We have published interim findings with data from the first 18 months of the trial, from June 2021 to November 2022. These show that there have been no fatalities and 0.001 per cent of trips resulted in serious injury. A further report will be published in due course, reviewing all data from the first phase of the trial.

In response to DfT guidance that allows local authority trials to continue until 31 May 2024, a competitive procurement process for operators to run the next phase of London's rental e-scooter trial was launched in November 2022. Contracts have now been awarded to operators Dott, Lime and Voi and will begin towards the end of September. The next trial phase will build on learnings from the current trial, as well as provide operators with opportunities to test new onboard technologies, including pavement riding detection, tandem riding detection and acoustic vehicle alerts.

Electric Vehicle Infrastructure Strategy and delivery

It is expected that London will need between 40,000 and 60,000 electric vehicle charging points by 2030, including up to 4,000 rapid chargers. A further two batches of sites of TfL's Electric Vehicle Infrastructure Delivery programme were released on 9 June, which realises our aim to accelerate the release of further sites to the market.

In May, we awarded Zest a contract to roll out 39 new electric vehicle charging bays across 24 locations in south and southwest London by the end of 2024 including outer London boroughs such as Sutton and Bromley. The charging infrastructure will be placed in parking bays near key routes used for essential road journeys typically made by high mileage, commercial users – including taxis and freight.

Green finance fund

A £500m Green Finance Fund was established by the Mayor to help organisations achieve net zero by 2030. The fund will support projects delivering benefits in energy efficiency, clean transport or renewable energy and is open to organisations in the Greater London Authority (GLA) Group, any of London's 32 local authorities, social housing providers, NHS bodies, universities and colleges.

Organisations can bid for loans of £1m to £75m, with flexible loan terms and lower interest rates than the Government's Public Works Loan Board public sector lending scheme. The funds can be used for capital expenditure, with projects that will be operational within the next three years being prioritised.

The Mayor has agreed in principle to make up to £34.2m from the fund available for TfL to finance various projects in the next three years. These include new LED lights at Underground stations, replacement LED streetlights, new solar panels at Tube depots and energy efficient improvements to TfL buildings across the city. These projects are estimated to save at least 8,900 equivalent tonnes of carbon dioxide each year and a detailed application for each project will be developed and submitted to the GLA for final approval by September.

Carbon Literacy training programme

Our Carbon Literacy training programme aims to increase awareness among our people about carbon, its role in climate change and how we can individually and collectively reduce our carbon consumption and emissions as we move towards our ambition of becoming a net-zero carbon city. Working with the Carbon Literacy Project and the DfT, we developed an accredited course for people in our organisation and started peer-led training with colleagues last summer.

In the first nine months, we trained about 800 colleagues. In March, we set ourselves the challenge to build a network of at least 60 volunteer in-house trainers and train a further 3,000 colleagues in the 2023/24 financial year. Since then, we have created a network of volunteer Carbon Literacy coordinators and more than 60 Carbon Literacy trainers to accelerate our delivery of high-quality, in-person training sessions in the months ahead.

Operations and customers

We are investing and improving our network, and continue to develop our plans for the proposed Superloop bus network



We are working to improve connections in outer London

Bus services changes

Superloop

We are continuing to develop the proposed Superloop limited-stop express bus route network. We launched new branding on 14 July with routes numbered SL1 through to SL10 and are renumbering existing routes X68, X26, 607 and XI40 to the following, respectively: SL6 (Russell Square to Croydon), SL7 (Heathrow to Croydon), SL8 (Uxbridge to White City) and SL9 (Harrow to Heathrow).

Stakeholder and public engagement on the proposed Superloop network continues. The consultation closed on 12 June on proposed route SL10 (previously bus route XI83) running between Harrow and North Finchley, and consultation opened on the next proposed Superloop route SL1 (consulted on as X34) on 9 June and will close on 21 July.

The proposed limited-stop route SL1 would run between North Finchley and Walthamstow. It would run alongside part of bus route 221 between North Finchley and New Southgate, and part of route 34 between Arnos Grove and Walthamstow. These are the busiest parts of the existing routes and serve areas that are expected to see busier transport services in the future due to developments such as Meridian Water, Enfield Council's regeneration project set to create 10,000 homes and 6,000 jobs.

The SL1 would run every 12 minutes Monday to Saturday and every 15 minutes in the evenings and on Sundays. The proposed Superloop route would give people more transport options to move between key locations in Barnet, Enfield and Waltham Forest, create extra capacity on the busiest parts of existing routes 221 and 34, provide quicker journey times to outer London transport hubs and town centres and encourage more sustainable journeys.

We are also developing the details of the next three proposed Superloop sections, the SL2 running between Walthamstow and the Royal Docks area, the SL3 between Bexleyheath and Bromley, and the SL5 between Bromley and Croydon. We expect to consult on the detail of these routes in the coming months. The final proposed Superloop route, SL4, consulted on last year as route X239, is proposed to run between Canary Wharf and Grove Park, via the new Silvertown Tunnel.

Outer London

Consultation started on 19 June on bus service proposals in the London Boroughs of Waltham Forest and Redbridge. We are proposing to restructure routes W12, W13 and W14, including replacing route 549, to improve accessibility to Whipps Cross Hospital and other local destinations, in response to feedback from our customers. We would also increase frequency on route W12, from every 30 minutes to every 15 minutes.

Consultation has also closed on a number of bus service change schemes in outer London, including around Brent Cross, Harrow, Wembley Stadium, Alperton and Tooting and we are analysing responses before announcing our decisions.

Elizabeth line

The Elizabeth line's full peak timetable came into effect on 22 May, with Minister of State Huw Merriman attending a special celebratory event to mark this occasion on 19 June in Thamesmead.

The new timetable increases peak time frequencies from 22 to up to 24 trains per hour between Paddington and Whitechapel, with 16 trains per hour running off-peak. The peak now also lasts longer, increasing capacity even further. On the east, more services at peak time run between Liverpool Street national rail station and Gidea Park, providing a faster route for those using the Bishopsgate entrance.

In the west, there has been an increase in peak services from Reading, with some trains that were previously operated by Great Western Railway transferring to become Elizabeth line services with reduced stops. The removal of any significant pauses for trains outside Paddington has also brought reduced journey times for customers travelling from the west into central London.

The introduction of the May timetable marked the final milestone of the Crossrail project with the final Elizabeth line committee meeting held on 25 July.

More than 185 million journeys have now been made on the Elizabeth line, with around 650,000 journeys being made each weekday. The week ending 7 July had a record number of 4.3 million passenger journeys. Each weekday that week was the busiest of that particular day to date, with the highest overall daily number of passenger journeys since opening reported on 6 July with 701,000 passengers.

Passenger journeys

Full-year passenger journeys are higher than in the Revised Budget, as we see demand climbing back towards pre-pandemic levels. We have seen strong growth in demand despite several days of industrial action. This shows how vital the network is to our customers and we expect passenger demand to continue to grow.

On average, passenger journeys are 85 per cent of pre-pandemic levels with most across all modes nearing 90 per cent. Passenger journeys have seen significant growth on our bus, Tube and rail networks, with more than three million Tube journeys made on weekdays.

To continue winning customers back, we are focusing on the 'brilliant basics', including: providing a consistent and reassuring staff presence, maintaining a clean network and striving to operate a safe, reliable and efficient service. With increased instances of industrial action on both the national rail and our network, we will continue to provide timely, up-to-date and consistent information to enable customers to navigate our network if they need to travel on strike days.

Old Street station

The Old Street Roundabout and station project team continues its work to complete the project. The new design will bring safety improvements for cyclists and pedestrians by providing new and improved crossings, fully segregated cycle lanes and a new public space with an accessible main entrance to Old Street Underground station and the subsurface shopping arcade. We have also recently completed protected cycle lanes around the former roundabout, enabling people to travel through this busy junction safely and confidently.

Construction work to the new main entrance continues, with the remaining glazing works now completed. Work is now focusing on the ceiling, following the removal of the temporary scaffolding. Work is also progressing in the surrounding peninsula area, with urban realm, while the new paving has been finished. The highway works are now substantially complete, and construction of the new passenger and goods lifts is also complete, .

Employee relations

We are disappointed that RMT, ASLEF and Unite union members are planning strike action over six days on London Underground, starting on Sunday 23 July. We continue to urge these unions to reconsider and engage with us and seek a resolution. This strike action coincides with strike action by the wider rail network.

We apologise for any disruption caused, and will continue to manage the impact of the strike action through timely travel advice about changes to our services or station

operations, and by moving resources to locations with higher demand and strategic importance to the wider network.

We are pleased to hear that Arriva London North has reached an agreement with Unite and the strike action was called off.

London Overground busyness indicator

After the successful trial, the 'busyness indicator', where a screen shows customers a visual representation of how busy the next train is and which carriages will be busiest has now been rolled out on 26 London Overground stations This encourages customers to find space and board more quickly and minimise delays.

This also helps ease congestion, as customers are better able to choose which carriage to board, or wait for a quieter train, if the first train appears too crowded.

IFS Cloud Cable Car

We continue to run specialist events on the IFS Cloud Cable Car. For the Wimbledon Championship from 3 July to 16 July, terminals were decorated with a tennis theme and fast-track tickets over the finals weekend including a complimentary drink. We are also celebrating the Women's FIFA World Cup, which runs from 20 July to 20 August, with special signage around the ticket office and cabins as well as photo opportunities at both terminals.

The existing operation and maintenance contract with Mace is due to end in June 2024, and a procurement exercise has started for the replacement contract.

DLR timetable

We introduced a further timetable change to improve frequency across the DLR network in preparation for the timetable uplifts which will be put in place for when the new trains will be brought into service in 2024.

The timetable change brings more frequent services on all routes, especially at the busiest times, when additional services run for half an hour longer in both the morning and evening peaks. Customers can now benefit from quicker, easier and more comfortable journeys with reduced crowding across the DLR network. These improvements will help people access housing, employment, and leisure opportunities more easily across the Docklands area and east London. This is expected to lead to an increase in customer journeys, which will in turn increase fare revenue.

Communication around closures

Kentish Town improvements

On 26 June, Kentish Town Underground station closed for up to one year for escalator replacement works. The existing escalators, the most unreliable on the Underground network, were installed in 1997 and are bespoke to the station, making it difficult to source parts for maintenance and repairs. The new escalators will be the same model as those used on the Elizabeth line and throughout the London Underground network, making sourcing parts much easier and so will reduce the number of unplanned station closures, improving reliability for customers. The new escalators are expected to last for around 40 years.

I would like to apologise to our customers for the disruption and thank them in advance for their patience while we replace these escalators. We explored all possible options to keep the Underground station open during this work, but safety considerations and space constraints meant this wasn't possible.

Kentish Town Thameslink station will remain open for customers to use while the escalator replacement works are taking place. Nearby Tufnell Park Underground station is accessible by using the extensive local bus network or by a 11-minute walk from Kentish Town station. There is no major work planned on these alternative routes during the closure of Kentish Town station.

We helped manage customer demand through a wide variety of communications to make sure customers and stakeholders were fully aware of this closure and understood their alternative travel options.

Blackwall Tunnel Closures

Blackwall Tunnel had to be closed to southbound traffic from 00:01 on Saturday 24 June until 05:00 on Monday 26 June to support the construction of the Silvertown Tunnel. The works enabled the removal of the existing 1960s footbridge across the A102, which was replaced with a new, fully accessible bridge that is built to modern design standards and has improved lighting.

The new bridge provides a safe and accessible crossing for those walking and cycling, including those using cargo bikes, across the Greenwich Peninsula, and was



Kentish Town Underground station has closed for improvement works

built while considering future neighbouring development proposals. The new bridge, which was craned into place on 2 April, opened to the public on 20 June via a temporary ramp ahead of the removal of the existing bridge, thereby providing continuous access across the A102.

We have worked with private and freight drivers and bus customers to ensure they were aware of the closures, the impacts and their alternative travel choices. This is part of a programme of works that will impact the A102 and the Blackwall Tunnel up until the Silvertown Tunnel opens in 2025.

Silvertown Tunnel

All sections of land have now been handed over by TfL to Riverlinx on or before the required access date. As work progresses, formal hand-back to the landowners has started in some areas.

The tunnel boring machine was successfully manoeuvred into position for the northbound drive and started the final leg of its journey on 23 May, earlier than planned. This is a significant achievement for the programme as it represents successful completion of one of the most complex manoeuvres the machine has undertaken. There is now less than 200m of tunnelling to go on the second bore and tunnelling is expected to be completed in early August.

The Invitation to Tender for the bus service operation has been released, and we are expecting operators' proposals towards the end of July. The network includes routes I08, I29 and X239 and they will begin operating when the Silvertown Tunnel opens in 2025. We will be working to deliver a zero-emission bus fleet across all three routes.

Active travel

We continue to review the remaining schemes in the Future of Temporary Schemes Programme. We have recently transitioned the Cycleway 4 Extension scheme (Greenwich to Charlton) to an Experimental Traffic Order and launched a six-month public consultation on 12 June.

On 5 June, the Cycleway 8 upgrade between Lambeth Bridge and Chelsea Bridge transitioned to a permanent traffic order, at the end of a successful experimental scheme.

Construction work is now also complete at Borough High Street, replacing blue water-filled barriers with wider footways built from rubber kerbs and asphalt.

Cycling action plan

On 15 June we launched the Cycling action plan which sets out our commitment to further boost cycling numbers across the capital and improve access to cycling for more people, including those from London's diverse communities. The plan, launched on Clean Air Day, will play a vital role in TfL's continued efforts to make cycling a fundamental part of a more sustainable, progressive, modern city where everyone who wants to cycle can.

The past two decades have seen huge growth in the number of people cycling in the capital, with a 155 per cent increase in the number of daily cycle journeys since 2000. This includes a 13 per cent increase in daily cycle journeys between 2019 and 2022, despite Londoners making fewer trips across all transport modes in 2022 compared to 2019.



We are committed to improving access to cycling

Meanwhile, together with London boroughs, we have more than tripled the size of the London-wide strategic cycle network, from 90km in 2016 to more than 340km in 2023, meaning that more than one in five people living in London now lives near the Cycleway network.

The Cycling action plan sets two major new targets which will help us build on recent successes together with the boroughs:

- Grow the number of daily cycle journeys to 1.6 million by 2030, up by a third from 1.2 million in 2022
- Ensure that 40 per cent of Londoners live within 400 metres of the Cycleway network by 2030, up from 22 per cent in 2022

The plan outlines why it is essential to broaden the appeal of cycling to a more diverse range of Londoners to ensure cycling levels continue to increase at pace and that all Londoners can benefit from the health and economic benefits of cycling. Our research shows that people from under-represented groups are open to taking up cycling, and the plan outlines ambitious evidence-led measures to support these groups by addressing the barriers they face.

This includes ambitious targets for installing 42,000 secure residential cycle parking spaces by 2030, funding cycle training for more than 40,000 children and 20,000 adults this year, and supporting more community-led events. Subject to funding, we will also explore the possibility of adding concessionary fares to the capital's record-breaking Santander Cycles hire scheme to support the most disadvantaged Londoners.

Cycleways

We have launched 10 new low traffic cycleways across the capital, the most we have ever opened at one time, making it safer and easier for people to travel around London by bike. The new routes are the latest additions to a series that mainly use new low traffic local streets, with three cycleways also launched earlier this year in March. These have been delivered rapidly alongside our and the boroughs' existing programme to build new walking and cycling infrastructure.

This work connects even more of London's communities by bike, ensuring more than 550,000 Londoners are within 400 metres of a high-quality cycle route, and contributing to the Mayor's target of 40 per cent of Londoners living within 400 metres of a high-quality cycle network by 2030. Delivering high-quality new cycleways will enable Londoners of all backgrounds and abilities to cycle safely, encouraging greater diversity in cycling.

The accelerated programme of cycleways is helping to connect outer London town centres such as Walthamstow, Ilford, Barking and Barnes to London's growing cycleway network, unlocking cycling for thousands of new residents and improving access to walking and cycling for traditionally underrepresented groups. The new routes include a 10km route in Enfield, which forms part of London's longest, continuous cycleway. This is more than 25km long and connects town centres in Enfield, Haringey and Hackney.

In addition, we are progressing our programme of reviewing and amending temporary and trial schemes delivered during the pandemic. Having reviewed monitoring data and stakeholder feedback,

we have recently decided to retain schemes permanently at A23 Oval to Streatham, Cycleway 8 Lambeth Bridge to Chelsea Bridge, and Park Lane.

Cycleway 23 – Lea Bridge to Dalston

Construction of Cycleway 23 continues, with completion of the Lea Bridge roundabout islands and segregated cycle and pedestrian crossings on 9 June. These islands have been constructed using reclaimed bricks from site clearance work to reduce the carbon impact from materials. The next phase of significant works started on 17 July and has been timed to coincide with the summer holidays to reduce disruption. Preparations are under way to start construction of the next phase on Lea Bridge Road in late July.

Cycleway 50 – Finsbury Park to Tottenham Hale

Following completion of the first phase of works in April, construction of the protected cycleway is underway on Seven Sisters Road with widened footways now in place and on Tollington Road and Isledon Road with installation of several bus stop by-passes. Signal works are also taking place at the junction of Hornsea and Tollington Roads.

Santander Cycles

The Santander Cycles e-bikes continue to be popular among our customers, with more than 885,017 hires in June making it their busiest month to date. A total of 417,000 e-bike hires have taken place since the launch in October 2022.



Santander Cycles are a sustainable way of getting around London

Adverse weather plans

As we move into summer, our teams continue to plan and mitigate challenges to our network and assets caused by extreme weather, including high temperatures and thunderstorms. Our adverse weather plans and procedures cover all operational areas and enable our teams to implement plans quickly and efficiently, ensuring our colleagues and those working in our supply chain are able to respond to and minimise the impacts of adverse weather. Our daily, five-day look-ahead forecasts with defined triggers relating to temperature, rain, wind and lightning are continually monitored.

Events and protests

Events

After a busy start to summer events, including the London Marathon on 23 April, the Coronation of His Majesty King Charles III on 6 May and RideLondon events on 28 May, we held a number of debriefing sessions and reviews of lessons learnt to ensure we continually improve how we manage key events.

The summer's events calendar is packed, with domestic and international cricket matches at Lords Cricket Ground and the Oval, outdoor festivals in parks across the capital including the British Summer Time music festival in Hyde Park and high-profile concerts at Wembley, the Emirates, and Tottenham Hotspur stadiums.

On 17 June, The King's first Trooping the Colour event took place in the traditional ceremonial area around Parliament, The Mall and Buckingham Palace. The event included a flypast, which had been scaled back due to poor weather. On the same day we also had the popular

West End live event, a showcase of free performances from top West End musicals, in Trafalgar Square.

We also oversaw other events including the Major League Baseball at The London Stadium in east London in June, and the Ukraine Recovery Conference held at North Greenwich on 19 and 20 June where we worked closely with the MPS. The annual Pride in London event took place in central London on 1 July, the Wimbledon Championship took place at the All England Lawn Tennis Club in July, and we helped deliver the Asics London 10k race via our Network Management Control Centre.

Protests

As well as managing events, there was also continued action by the climate activist group Just Stop Oil. We worked closely with the MPS to keep our road network as clear as possible.

Customer experience

Connected London: 4G on the Underground

Our Connected London programme sees all four mobile network operators (Three Mobile, EE, Vodafone and Virgin Media-O2) signing up to bringing high-speed 4G and 5G mobile connectivity across the Tube, including within tunnels. Work is continuing with our concession partner, BAI, to get their equipment installed onto the system at key locations across London.

The delivery of the underlying infrastructure is on track, with more than 500 engineers working six nights a week to install the cabling and equipment needed to transmit mobile signals in stations and tunnels. The mobile network at Camden Town and Mornington Crescent stations

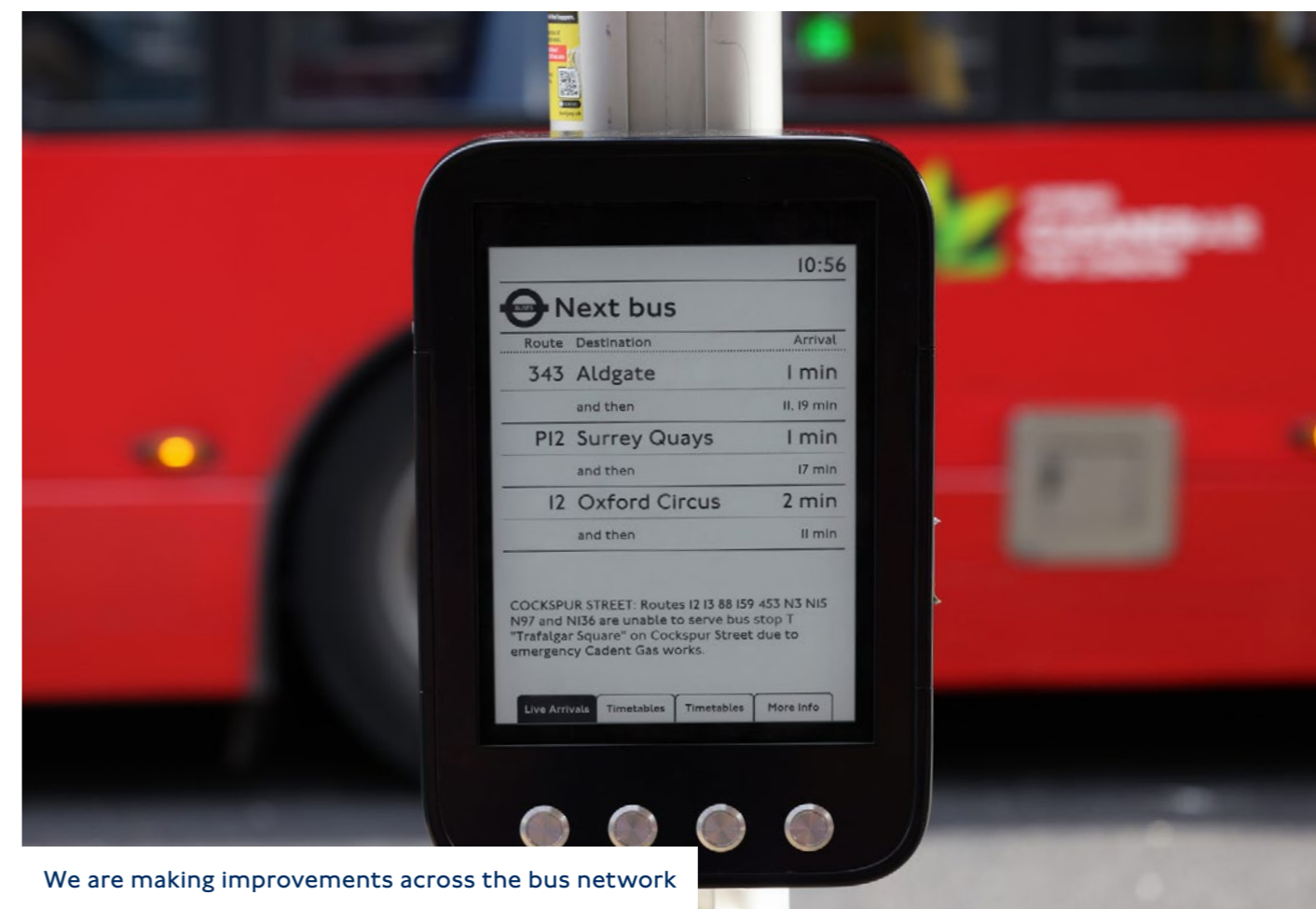
went live in June and further significant additions will be added throughout the rest of the year. The next stations and tunnels will be Oxford Circus, Tottenham Court Road and Euston, which are set to have full mobile coverage later this summer.

A pilot scheme to deliver local network connectivity services using our streets assets, such as lamp posts is now under way. Old Street, Waterloo and King's Cross areas are having more than 20km of fibre and 4G and 5G small cells installed on local lamp posts to support local connectivity. This will significantly improve fixed and

mobile connectivity in these areas. Fibre connectivity is further being improved in the four boroughs of Croydon, Southwark, Sutton and Kingston, where we are delivering fibre connectivity to council sites and improving CCTV capabilities.

iBus 2 and Countdown 3

We continue to maintain and develop the technology used to operate our networks, improving the customer experience while enhancing the user experience of certain systems. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system



We are making improvements across the bus network

which provides real-time information on bus locations and upgrading the Countdown signs that show live arrival times at bus shelters.

We are in the middle of the procurement process for iBus2, evaluating Invitation to Submit Final Tender responses and undertaking consensus meetings ahead of Contract Award Recommendation in August. Countdown 3 is also following the procurement process ahead of Contract Award, with initial tender responses being reviewed ahead of Invitation to Submit Final Tender publication in November 2023.

New technology on DLR to help blind and partially sighted customers

In partnership with KeolisAmey Docklands, operator of the DLR, GoMedia (a subsidiary of Icomera) and The Royal National Institute of Blind People (RNIB), we have launched a trial using NaviLens, an app designed to help blind or partially sighted customers navigate stations. The trial will take place at Cutty Sark, Canary Wharf, Woolwich Arsenal, and Tower Gateway DLR stations for six months.

It is designed specifically to enable blind and partially sighted people to access and locate information and interact with their environment, particularly in busy areas like train stations. NaviLens technology is based on image recognition using augmented smart codes, placed along designated customer itineraries, and a smartphone app that provides voice guidance for visually impaired passengers. Once the smart codes have been scanned using the NaviLens app, users can use the app's voice assistant to continue their journey, including practical information including description of a physical element, guidance indications and real-time DLR arrival and departure times.



The trial of NaviLens will be supported by audio announcements at stations, and members of staff at Woolwich Arsenal station and Passenger Service Agents are onboard all DLR trains to assist passengers. The technology could also support passengers unfamiliar with London and those with language barriers as the NaviLens app can relay the information contained in the smart codes in 33 different languages.

Customer Contact Centre operations

Our contact centre has enjoyed a continued period of stable demand enabling a positive service to customers across our telephone and correspondence channels. Demand is forecast to rise sharply from August as

part of our seasonal concessionary peak of Oyster photocard applications as students prepare for the new school year. This presents an intense and challenging period for the contact centre and preparations are well under way to ensure we can create the capacity needed to support the increased volume of calls and applications.

Our visitor centres have continued to benefit from increased customer numbers as we entered summer, with a rise in both domestic and international tourists visiting the city. To support the growing number of visitors we are extending opening times at our busiest locations at the end of July.

Our lost property team has undertaken a competitive procurement exercise to introduce a new electric vehicle courier service to replace the existing contract.

TfL Go app

Our TfL Go app has now been downloaded more than 4.1 million times and is used by more than 719,000 customers each month (each of whom return more than 14 times within that month, on average). In June, the app won a second Design Week award for its Promoted Places feature, which helps customers discover and visit places of interest, cultural hubs and events, including the recent RideLondon cycle events.

We provided an update to the Customer Service and Operational Performance Panel on 12 July, setting out the development background to the app and, our delivery approach and highlighted our current and future focus areas. These include work to encourage more leisure journeys and active travel, generate new revenue, and provide improved real-time journey information across modes.

Electronic service update boards

In July, we introduced clearer information around step-free disruption across the network on screens in stations, and will use the same data that powers our TfL Go app to flag access issues at platform level.

Customer campaigns

Our purpose

On 10 July, we launched a new large scale, integrated marketing campaign to convey our purpose as an organisation to move London forward safely, inclusively and sustainably. The campaign communicates our plan to make sustainable transport

in London better for everyone by raising awareness of the improvements we have made across the network, as well as our plans for the future.

Our messaging will highlight a range of improvements, including a plan to power our trains with 100 per cent UK renewable electricity by 2030 and our new signalling system that will enable faster journeys on the Circle, District, Hammersmith & City and Metropolitan lines.

The campaign is reaching Londoners via TV and video on demand (on ITV, Channel 4 and Sky stations), radio, online video, roadside posters, as well as posters across our network and London-wide and local press. Google search adverts are directing customers to a new campaign hub on our website which, along with our social media, the Made by TfL blog and customer emails, communicates a broad range of improvements, including how we are making our services safer, more sustainable and open to all.

The campaign is being shared with our staff through articles on our intranet, Yammer posts and behind the scenes video content during the production.

The campaign supports our Customer Care metric and will contribute to revenue alongside the public transport value campaign.

Oyster card 20th anniversary

Oyster pay as you go was introduced on our bus, Underground and DLR services on 30 June 2003. It has since become one of the world's most iconic transport smartcards, with more than 125 million

people from around the world benefiting from more convenient travel over the past twenty years. The card revolutionised the way customers pay for their travel, making payment much easier and more convenient without the need to queue to buy paper tickets.

During the past two decades, Oyster has constantly evolved in response to customers' needs. In 2005, daily fare capping was introduced, enabling customers to make as many journeys as they like without being charged more than the equivalent of a Day Travelcard. In 2008, we launched Zip oyster photocards for concessionary travel for customers aged 11 to 18 and, in 2010, pay as you go with Oyster was expanded to include all commuter rail services within Greater London. In 2021, we introduced weekly capping on Oyster cards for adult pay as you go customers, meaning that anyone travelling on Tube and rail services across London would no longer need to buy a weekly Travelcard.

Oyster has had an incredible impact on how people travel in London, as well as travel on public transport across the UK and even globally. The success of Oyster in London, which also paved the way for pay as you go with contactless, has led to more rail services adopting pay as you go across south east England and plans were recently announced to expand contactless to a further 53 stations by the end of the year. In addition, several cities across the world are set to introduce similar pay as you go technology for travel.

On 30 June, we launched a new limited-edition Oyster card to celebrate two decades of the iconic smartcard. The



Oyster cards were first introduced 20 years ago

exclusive card is now part of a set of other special design created in previous years, including for The Queen's Diamond Jubilee in 2012, the London Olympic and Paralympic Games in 2012, and the launch of the Elizabeth line in 2022

Updates to Oyster online

On 16 May, we implemented an upgrade to Oyster and contactless online accounts so that customers need to use multi-factor authentication to log in, helping ensure customers' accounts and personal details are kept safe. Having an online account enables customers to check their journey history and fares paid online, as well as apply for refunds for any incomplete journeys. Since the upgrade, around 20 per cent of the 4.4 million active online Oyster accounts have set up this additional security feature.

From 6 July, we have also reinstated online refunds for customers, with applicable refunds returned to the original payment card used to purchase the credit or a card associated with the online account.

Science Museum offer

For the first time, we launched a new offer in June in partnership with the Science Museum to give its customers up to half price entry to the museum's paid experiences.

Science fictions fans can enjoy half price entry to Science Fiction: Voyage to the Edge of Imagination, an immersive and imaginative exhibition set on board an alien spaceship exploring sci-fi film, TV and books if they travel to the museum using our services. This limited-time epic adventure through the cosmos is available

daily from 13 June to 20 August. Customers can use nearby South Kensington Underground station and buses to reach the Science Museum which is within walking distance.

Poems on the Underground

On 19 June, we rolled out a new Windrush-themed series of Poems on the Underground across the London Underground and Overground to mark the 75th anniversary of the arrival of the HMT Empire Windrush in Britain.

British poetry has gained immeasurably from the contribution of Caribbean and Black British voices and we are happy to have collaborated with the Windrush 75 network in celebrating our common humanity through these poems: Windrush Child by John Agard, Sea-Song One by James Berry, The London Breed by Benjamin Zephaniah, The only thing far away by Kei Miller, Colonization in Reverse by Louise Bennett and Bourda by Grace Nichols.

In Bloom

On 30 May, we launched In Bloom our annual colleague gardening competition. This year's theme is 'healthy plants, healthy people and healthy earth' and all colleagues are invited to enter. Entrants are challenged to grow a garden which helps to create a healthier planet and healthier environment for all.

The event launched with a virtual celebration of gardens previously created by colleagues, while those creating gardens at stations, depots and offices prepared their entries for judging in late July. Winners will be announced in September.



We launched a new offer with the Science Museum

London Transport Museum

On 25 May, Elizabeth McKay was appointed Director and CEO of London Transport Museum. Elizabeth takes up the role after five years as the Museum's Chief Operating Officer and Deputy Director. On joining the museum in 2018, Elizabeth led a programme of strategic renewals to articulate the organisation's charitable purpose. She has since overseen its long-term approach to capital investment, gallery planning and design, and played a central role in developing its journey to reach net-zero carbon by 2030. She has also steered the museum's strategic focus on creating an inclusive culture to engage diverse audiences. She will take up her new role in August.

Elizabeth takes over from Sam Mullins OBE who has led the award-winning Museum for 28 years. As Director and CEO, Sam has guided the organisation from strength to strength, building the Museum Depot, developing a London-wide educational reach, promoting public transport through events including the London Underground 150 anniversary celebrations, Year of the Bus, a year of events and activities to mark the vital contribution London's bus network, and the Hidden London tours programme.

Heritage Train Journeys: Tube 160 Birthday Special

On Saturday 10 June I was joined by Londoners, vintage train fans and London Transport Museum colleagues to celebrate the 160th anniversary of London Underground with a ride on an original 1938 Art Deco Tube train from Acton Town station via Heathrow on the Piccadilly line. Costumed actors in 19th century clothing, live music, a Tubel60 #LoveTheTube selfie wall and Oyster card making workshops helped to create a party atmosphere.

The world's first underground railway opened in 1863 in London and the Tube has since grown to become an iconic part of life in the capital for residents and visitors.

Museum Late event: Voices of London

London Transport Museum has teamed up with Making of Black Britain, an oral history and digital storytelling project headed

by broadcaster and former Blue Peter presenter Diane Louise Jordan to develop a series of exciting events and educational activities in 2023.

As part of this collaboration, on 14 July, the museum hosted a special late event that was jam-packed with talks, workshops, and screenings of oral histories of London's

past and present highlighting the wide range of voices of people who make up today's Britain. This event will mark the 75th anniversary of the British Nationality Act 1948 and explore how this landmark legislation has influenced the capital, its transport and our culture.



I enjoyed a heritage train ride with Elizabeth McKay and Sam Mullins OBE

Our people

We engage with our people to make sure our organisation is somewhere our people can thrive

Colleague Awards

King's Birthday Honours List 2023

Six London transport workers are being recognised as part of this year's King's Birthday Honours List. Our current employees Monica Cooney, Winsome Hull, Howard Smith and Christian Van der Nest, alongside former employees Gareth Powell and Sharon Young, are all receiving recognition for the difference their work has made to the capital.

- Howard Smith, Director of the Elizabeth line, who has worked at TfL for 25 years, is being recognised with an OBE for his service to the Elizabeth line and transport in London
- Christian Van Der Nest, Resilience and Partnership Lead, who has worked in our organisation for more than 17 years, is being recognised with an OBE for services to the State Funeral of Her Majesty Queen Elizabeth II and transport in London
- Monica Cooney, Head of Control Centre Operations, has worked at TfL for more than 17 years and is being recognised with an MBE for services to the State Funeral of Her Majesty Queen Elizabeth II and transport in London
- Winsome Hull, a Senior Business Strategy Manager, has worked in our organisation for 15 years and has been recognised with a BEM for service to diversity and inclusion as well as transport in London

- Sharon Young, formerly a Principal Project Engineer who has worked at TfL for almost 20 years, is also being recognised with an MBE for her service to the Elizabeth line and transport in London
- Gareth Powell, former Chief Customer and Strategy Officer, has been recognised with an OBE for his service to transport in London

London Bus Awards

On 13 July, I attended the annual London Bus Awards alongside the Deputy Mayor for Transport, Seb Dance, our Chief Operating Officer, Glynn Barton, and our Director of Buses, Louise Cheeseman, as well as senior leaders from our buses teams, representatives from the bus operating companies in addition to all the drivers nominated on the night.

It was a fantastic event and awards were handed out for various categories including: outstanding customer service, accessibility champion, outstanding newcomer, safety champion, on the road support from TfL, best vehicle care, actions above and beyond the call of duty and embedding a diverse and inclusive culture. It was an honour to meet the nominees and hear from the bus drivers themselves to showcase the fantastic job they do every day. Well done to all the nominees and winners.

Colleague recognition

Nicola Brady, a Senior Operational Policy and Problem-Solving Manager, received a special distinction for her 'significant contribution

to advancing public transport in Europe' and valued contribution to ending gender-based discrimination from the International Association of Public Transport.

Hayley Magorian, Chair of the Women's Colleague Network Group, won the 2023 WeAreTheCity Rising Stars Award in the Infrastructure, Transport and Logistics category. The award was introduced to showcase the UK pipeline of female talent and to create female 100 role models across different industries and professions.

Several colleagues have been recognised by our customers and other colleagues for acts of kindness and bravery. Station colleagues Tunde Ogundiran and Tina Oghoghome at St John's Wood, supported a distressed vulnerable teenager, helping her to a safe space until her family and police arrived. Tracy Staples-Jones, Mandy Faux and Craig Evans supported a vulnerable person who became unconscious on a station platform, providing care until medical help arrived. Mohammad Chaudhary spotted a customer who had become ill at Green Park station and saved their life by using a defibrillator to provide CPR.

Rail Industry Award

On 29 June, I was delighted to accept the Client of the Year award by the Rail Industry Association on behalf of TfL. This award is nominated and chosen by the industry board for individuals who deserve recognition as an exemplary future leader or client from the perspective of the rail supply community.

Our Colleague Strategy

On 3 July, we launched our new Colleague Strategy, our new value driven approach to make our organisation a great place to work, setting out key objectives between now and 2030. This important piece of strategy is broken down into three key commitments which we will make to our colleagues:

- Creating a culture of inclusion across our organisation, with every one of us playing a role. Building a safe space for conversations and challenge will ultimately lead to a more effective, innovative organisation that meets everyone's needs and promotes wellbeing in the widest possible sense
- An attractive and fair employee offer. We are working towards a new approach to our reward and overall employment offer. We want our employee benefits, policies and ways of working to help colleagues build their career here and motivate others to join us
- Supporting everyone to achieve their work ambitions. Our ambition is to deliver London's future with the skills, ideas, energy and creativity of our colleagues. Great leadership is at the heart of how we will make our organisation a great place to work, with a continued focus on your ambitions and wellbeing, with everyone having access to opportunities

We will shortly be starting engagement events with our colleagues to explore how they can contribute to its success and help bring this strategy to life.



We celebrated Pride with a range of messages and activities

Creating a culture of inclusion

Action on Inclusion

On 29 June we launched our workforce Action on Inclusion strategy which sets out the steps we will take to become a genuinely inclusive employer and organisation. This strategy highlights the practical steps we are taking to improving equity, diversity and inclusion in the workplace, including how we will work to help colleagues be mindful and supportive of each other.

The strategy is built around three central pillars, setting clear objectives for every level of our organisation. These are:

- Representing our City: To achieve our aim of ensuring our organisation reflects the diversity of London's population
- An Inclusive Starting Point: Setting out practical steps we need to take to improve equity, diversity, and inclusion in the workplace
- Skills and Opportunities: We will develop everyone to be their best at work, ensuring TfL is a great place to work where everyone can thrive

We also hosted a range of launch events, including deep dive sessions for our senior leaders, along with roadshow events for all colleagues, ensuring we embed the new strategy and our organisation is a truly inclusive place for people to work.

Pride 2023

Building on the success of last year, we continued our broader Pride narrative with personalised messages and individuals' lived experience at its core.

We worked with people from across our LGBTQ+ community who have contributed to art, music, science and culture to create collaborative posters for display on the network.

This year, we wrapped an electric London bus, Elizabeth line train, London Overground train and London Underground engineering train in a special design created by our design team and shaped by the lived experience of the LGBTQ+ communities. The design reflects the diversity of people living in London and will be seen by people across London to as far as Essex and Reading.

The wrapped bus ran on route 63 between Honor Oak and King's Cross for the duration of Pride Month in June and accompanied our people at the Pride in London parade on 1 July. The Overground train will potentially feature its striking wrap for two to three years.

Staff members have expressed their Pride creativity through art, poems and craftwork, with winners' entries displayed across our estate throughout Pride Month in June. We also asked colleagues to be part of digital and physical exhibition displays, and ran a competition for employees to design the T-shirts worn by our people representing the organisation on the Pride in London parade. In addition, a series of group portraits of colleagues from LGBTQ+ communities was displayed at several stations and on social media.

In recognition of the prejudice people from LGBTQ+ communities still face, alongside these celebratory messages we also ran our Serious Worrying Incidents campaign throughout June, highlighting the zero-

tolerance approach we take towards hate crime on the network. Campaign specific activity includes posters across the network, an article in the online newspaper PinkNews and social media activity.

Steps into Work programme

On 7 July, we celebrated the graduation of the most recent cohort of students from our Steps into Work programme. This year, we had 21 students complete the programme, taking part in placements

across our offices, London Underground stations and the GLA. One of our graduating students has now started full time work and the remainder will be supported for the next 12 months as they look to secure employment.

The event was a huge success and involved a speech from a previous graduate who now works as one of our customer service assistants.

Ben Story, Chair of the Programmes and Investment Committee and TfL Board member also gave a speech on his own experience of neurodiversity and some of the difficulties he faced when starting his career. This was well received by the students and their guests.

Steps into Work is a 12-month programme that offers work experience and employability skills training to people who are neurodivergent, including people with

learning disabilities. It helps participants to overcome barriers to employment while also supporting our placement hosts to grow and develop. The programme also enables us to respond to the needs of our community and realise the potential of available talent.

Since it began in 2009, a total of 61 per cent of all candidates who successfully completed the programme have gone on to gain paid employment within 12 months of finishing. Of all the students who gained paid employment, 30 per cent of those achieved paid employment with our organisation.

We will be welcoming our next cohort of 24 Steps into Work students in September 2023.

An attractive and fair offer for employees Our rewards Approach

We have started work to improve how we manage pay across the business, balancing fairness and affordability with meeting the competitive challenge of attracting and retaining talent. This work will have four key areas of focus:

- Delivering a consistent approach to pay structuring, pay ranges and pay setting that is more closely aligned to market levels while being both affordable and supporting long-term financial sustainability
- Reviewing how we currently link reward and individual performance, and the elements of our pay frameworks that support this approach (Pay for Performance in TfL, Performance Related Pay in London Underground and the Senior Manager Reward Framework that runs across TfL)



We continue to support the Steps into Work programme

- Aligned with the second area of focus above, review how we might distribute the annual pay review budget differently if we change the performance-based approach to base pay progression as part of the annual pay review process
- Individual pay progression ‘in role’. This involves reviewing how we might better manage pay progression to optimise future pay positioning for an individual that is aligned with personal development and increased contribution

Our immediate focus is on pay structuring and pay ranges as the foundation of a new approach to pay management where we are working on the design for a Job Families model where similar roles could be applied across the organisation. Our ambition is to implement the new Job Families approach for the start of the 2024/25 performance year in April 2024, subject to consultation.

Supporting everyone to achieve their work ambitions

Recognition for our readiness conversations

We have been shortlisted for the Chartered Institute of Personnel and Development (CIPD) Best Talent Management Initiative Award in recognition of our new readiness approach. Our new readiness conversations take place between colleagues and their people leaders to discuss performance over the previous year and their readiness to progress to the next stage of their career. These readiness ratings will be used to inform individual development plans,

support colleagues in taking the next step in their career and can be used for other initiatives such as succession planning.

Our Chief People Officer, Fiona Brunskill, alongside colleagues from the Organisational Development and Leadership team, presented our new approach to the judging panel on 12 July with the Awards Ceremony scheduled to take place on 21 September.

Our TfL Programme

The current focus of the Our TfL Programme has been to prioritise our list of more than 50 initiatives across the business to ensure the delivery of financial and non-financial benefits is both maximised and balanced against the capacity of the business and other requirements. This work forms the basis for the development of an Our TfL Programme roadmap that will be taken to the Design Authority (made up of our Chief Officer sponsors) later this month.

Work to develop the activity mapping for the organisation and supporting analysis has concluded and will be used to inform Our TfL Programme design work. Further opportunity areas identified through this process have been progressed and fed into the prioritisation and sequencing exercise.

Work has also continued to strengthen the messaging around the dual mandate for the programme, reinforcing both the importance of embedding the value chain and Chief Officer structure as well as the need to contribute to delivering financial

sustainability for our business. We are continuing to challenge ourselves and continue to find ways to save costs.

Ensuring there is transparency through consistent messaging with both internal and external stakeholders remains a key priority. Regular engagement continues through leadership forums and both our company councils.

Health and wellbeing

Our Occupational Health team is well on the way to fulfilling our ambition to embed the idea of making ‘every contact count’. This involves taking every opportunity to optimise health and wellbeing with the aim of preventing ill health. The team is undergoing lifestyle medicine training to support this aim and as part of this our wellbeing team is going out and about with the Well@tfl van to provide mini health checks and health advice to colleagues on site.

Employee relations update

Discussions with our trade unions continue across the organisation in relation to our proposals to modernise certain aspects of the business and achieve financial sustainability.

Unfortunately this has led to the recent notifications of strike action by the RMT, ASLEF and UNITE trade unions. We are always open to further discussions to try and avoid disruption on our networks, and to minimise and mitigate the impact of strike action where we are unable to reach an agreement.

We have begun consultation on a review of some of our people policies, which are in need of updating, as well as a renegotiation of our collective bargaining arrangements as a business, which all parties accept no longer reflect the structure of the organisation.

We have also started pay discussions for London Underground, which follow the end of a four-year pay agreement and are about agreeing a potential increase from 1 April 2023. Our latest discussions were held on 25 May and the trade unions are considering our latest offer.

The RMT have rejected a pay offer from KeolisAmey Docklands, which runs the DLR service. Notice of a ballot has been received opening on 19 July and closing on 10 August.

Finance

We continue to show how our operations will become financially sustainable this year

Financial performance

Our latest financial report covers the period to the end of Quarter I (24 June 2023). Our 2023 Business Plan set out our strategy for rebuilding our finances, improving efficiency and helping secure our future. The 2023/24 Budget built on this, demonstrating how our operations will become financially sustainable this year. We have successfully delivered that strategy in Quarter I. During this period, we have:

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

- Passenger journeys were at 89 per cent of pre-pandemic levels, up from 85 per cent at the end of 2022/23
- Cumulative journey growth was just over seven per cent against our target of six per cent year-on-year journey growth over the full year, on top of the 31 per cent increase in 2022/23
- There has been lower pressure on roads enforcement income compared to Budget, due to delays in the rollout of our Deployable Enforcement Camera, but we expect to manage this risk
- Total revenue is within one per cent of Budget

Continued to deliver recurring cost savings to remain affordable for customers and taxpayers

- Like-for-like operating costs have fallen in real terms: and are five per cent higher than last year despite year-on-year inflation of 11.4 per cent

- Operating costs were two per cent lower than Budget, mainly from contingency we have not yet used
- There have been some cost pressures from higher bus operator payments due to increased mileages operated
- We have also seen changes in timings for savings delivery, but are committed to the delivery of almost £230m of savings this year

Created and grown an operating surplus based on our own sources of income

- We had an underlying operating surplus, excluding revenue top up from the Government, of £42m, £35m better than Budget
- Our headline surplus is £79m, £6m up on Budget. With adjustments for timing differences, this is £19m better than Budget
- We remain on track to deliver an underlying operating surplus in 2023/24

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

- Capital renewals are ahead of Budget, with work ahead of schedule
- We are aiming to deliver almost £740m of renewals this year, an increase of £110m on 2022/23
- Capital enhancements have slipped this Quarter and we are now almost £40m behind Budget

- Total debt (including leases) decreased slightly in the Quarter, mainly from borrowing which matured in the same period

Maintained cash reserves to make payments and protect against shocks

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

Projection

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

Economic uncertainty

Economic growth remains poor, but the latest indicators give some ground for optimism. The latest Office for Budget Responsibility forecast from March 2023, indicated the economy will shrink in 2023/24, but will avoid a technical recession. Since then, in its Monetary Policy Report, the Bank of England forecast modest but positive growth for 2023/24. The risk on passenger income is protected by the Government's funding settlement to March 2024.

Savings targets

Savings targets are stretching, with a target of almost £230m incremental recurring savings set out in our 2023/24 Budget. However, we have a strong track record of delivering savings and managing our

budgets. In Period I we were slightly behind the phasing of savings delivery, but plans are in place to deliver over the full year.

Other income

There is a range of uncertainty around compliance levels for the London-wide ULEZ, set for launch in August, as well as underlying Congestion Charge volumes and payment rates. This range is partly covered through the contingency held in the 2023/24 Budget.

However, we will need the support of the Government to mitigate risks we do not have direct control over, including:

- Inflationary pressures on TfL cost base – our current forecast is that higher inflation will drive £181m net pressure in 2023/24. We submitted our inflation request covering 2023/24 in February 2023, with the DfT's advisors completing their assessment mid-March 2023
- 2024/25 capital funding – the primary risk to our financial sustainability in the medium term is the lack of capital funding certainty from the Government beyond 31 March 2024. Failure to confirm this well in advance of March 2024 would force us to have to reprioritise our Business Plan, undoing the progress made under the current funding agreement, and mean we would again need to start making difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment

Financial Sustainability Report and discussions with the Government

On 21 June, we submitted our Financial Sustainability Report to Government, three weeks ahead of the Financial Sustainability meeting on 12 July, as per the conditions in the August 2022 funding agreement. The report outlined our progress towards achieving financial sustainability in 2023/24, and our funding requirement for 2024/25. We have made immense progress, from a £3bn underlying operating deficit in 2020/21 to an operating surplus in 2023/24, while delivering every single one of our funding conditions. Significant further benefits would flow from agreeing capital funding in 2024/25 and beyond. Without this, the progress we have made would be reversed.

We met with Richard Holden, Minister for Roads and Local Transport, and officials from the DfT and the Treasury on 12 July to discuss the report and funding for 2024/25. We had extremely constructive discussions and agreed to continue longer-term funding discussions through summer.

New homes and property

Our dedicated property company continues to progress housing schemes with high levels of affordable housing. Construction is under way to build 3,750 homes across London, including sites in Enfield, Brent, Lambeth, and Ealing. We also continue to plan for the future, and consultation and engagement is under way on about 6,000 homes across two major projects in Edgware and Earls Court.

New BOXHALL at Liverpool Street

Our site at Liverpool Street is getting its very own vibrant food hall as BOXPARK's first BOXHALL scheme in London received planning consent.

Following approval of its licensing by the City of London earlier this year, the BOXHALL proposals have been granted planning permission with the venue set to open in summer 2024. We have agreed to a 15-year lease with BOXPARK for the Metropolitan Arcade building, located close to Liverpool Street station, which is served by four Tube lines, the Elizabeth line and other rail services to and from Essex and Hertfordshire.

BOXPARK, the award-winning dining, retail and leisure group is set to transform the building into a stunning all-day dining destination, offering high-quality food and drink from local, independent food traders and restaurant operators.

The approved proposals include 16 kitchen units, two internal bars, and a fully enclosed glass conservatory on the roof with a retractable roof, housing a lush garden roof terrace. The 17,000-square-foot building has a ground floor with 280 internal seating covers and the garden roof terrace will boast an additional 170 covers.

New sustainable office space

We have now signed property investment and development company Helical as our joint venture partner for a new development portfolio of high-quality sustainable office space at Bank, Southwark and Paddington. Together, we look forward to investing in many of central London's best-connected places to create a portfolio of pleasant, innovative and highly sustainable offices. This new joint venture complements our wider commercial development programme, which will see us deliver thousands of new and affordable homes in London, and generate additional revenue, to help further fund a safe, green and reliable public transport network.



We are creating new offices (Computer generated image)

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.

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