



Commissioner's report

December 2023

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Introduction

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

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

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

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

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

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

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

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

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

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

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



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

Andy Lord
Commissioner

Safety and security

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

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

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

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

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

Safety incidents on the network

Contractor fatality

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

London Underground

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

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

Bus network

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

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

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

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

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

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

Investigations

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

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

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

Tackling work-related violence and aggression

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

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

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

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

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

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

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

Crime and antisocial behaviour on public transport

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

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

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

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

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

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

Tackling violence against women and girls

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

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

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

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

Hate crime awareness campaign

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

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

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

Combating fatigue

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

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

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

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

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

Police activity to support Vision Zero

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

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

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

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



We are proud to be White Ribbon accredited

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

Defibrillators on our network

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

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

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

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

Safe speeds: Lowering speed limits

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

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

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

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

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

Safe streets: Lambeth Bridge works

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

Safe behaviours: Meal and grocery delivery forum

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



There are now more defibrillators in place across the network

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

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

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

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

Revenue protection

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

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

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

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

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

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

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



We are tackling fare evasion with a variety of approaches

Our customers

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

Network report

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

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

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

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

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

Services over the Christmas period

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

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

Industrial action

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

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

Elizabeth line

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

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

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

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

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

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

Delivering our Bus action plan Superloop

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

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

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

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

Other outer London bus service enhancements

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



Strengthening our service in outer London

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

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

Piccadilly line upgrade

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

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

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

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

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

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

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

DLR

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

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

High Speed 2

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

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

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

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

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

Silvertown Tunnel

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

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

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

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

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

Old Street

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

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

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

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

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

London Overground line enhancements

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

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

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

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

Taxi and private hire vehicles

Implementation of DfT statutory standards

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

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

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

Taxi fares and tariffs consultation

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

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

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

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

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

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

IFS Cloud Cable Car

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

Behaviour change trials

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

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

Bus priority programme

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

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

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

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

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

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

Cycleways

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

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



Investing in space for cyclists is a priority

Santander Cycles

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

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

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

E-scooter rental trial

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



Safety is at the heart of our e-scooter trial

There are now 10 boroughs taking part, 670 designated parking bays and around 5,000 e-scooters available for hire. For the period ending 22 October, 75,000 trips were made, taking this to a total of 3.12 million trips. The average e-scooter trip duration is 16 minutes and the average distance travelled is 2.4km. The second phase of the trial will build on its existing success by gathering more data to inform policy on rental e-scooters and trialling further innovations. This includes trialling new technology using artificial intelligence to improve parking compliance and exploring the use of pavement riding detection technology and audible vehicle alerts.

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

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

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

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

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

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

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

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

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

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

Green wheelchair traffic signal launch

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

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

Fare deal for care leavers

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

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

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

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

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

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

Contactless roll out

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

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

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

TfL Go app

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

Collaboration with Google Street View

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

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



We've launched green wheelchair traffic signals

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

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

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

Customer Contact Centre operations

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

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

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

British Institute of Learning Disabilities and People First partnership

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

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

Poems on the Underground

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

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

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

Art on the Underground

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

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

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



Exploring privilege through Art on the Underground

Our colleagues

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



Creating a more inclusive workforce

Viewpoint

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

Women in the Bus and Coach industry event

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

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

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

Creating a culture of inclusion

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

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

Our Colleague Network Groups

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

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

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

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

Disability History Month

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

An attractive and fair employee offer

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

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

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

London Underground pay

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

Celebrating our success

You Matter Awards

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



Recognising talent and hard work at TfL

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

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

Business Culture Awards

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

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

Brake Global Fleet Champions Awards

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

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

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

CiTTi Awards

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

Workforce planning

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

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

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

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

Our TfL Programme

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

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

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

Carbon Literacy training programme

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

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

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

Our green future

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

Ultra Low Emission Zone

London-wide ULEZ first month report

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

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

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

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

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

Judicial reviews relating to road user charging matters

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

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

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

Zero-emission buses

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

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

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

Innovating to deliver electric vehicle infrastructure

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

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

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

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

Making our network more energy efficient

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

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

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

Public Sector Decarbonisation Scheme application

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

Climate change adaptation

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

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



Building a more energy efficient network



We support initiatives that are both sustainable and improve safety

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

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

Green Finance Fund

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

Youth Panel Sustainability Report

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

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

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

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

Our new environmental evaluation tool

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



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

Our finances

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

Autumn Statement

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

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

Year-to-date financial performance

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

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

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

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

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

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

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

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

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

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

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

New analysis shows the power of our spending

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

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

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

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

Route to financial sustainability

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

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

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

Travelcard agreement

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

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

Commercial advertising

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

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

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

Our Licensing programme

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

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

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

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

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

Buck Street Market

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

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

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

Earls Court

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

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

South Kensington

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

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



Launching the skills hub at Earls Court

About us

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport. We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise safety, sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

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

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

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

