



Commissioner's report

July 2024

Contents

3 Introduction

4 Safety and security

10 Our customers

22 Our colleagues

26 Our green future

30 Our finances

Introduction

Our work to deliver a safe, inclusive and connected transport network for Londoners

It's hard to believe it's been only six weeks since the last Board meeting. During this period, we've continued to deliver against our commitments, hit key milestones and supported countless music and sporting events across the city.

A new government is now in place after the general election on 4 July – and we look forward to our discussions with them, as we continue to make the positive case for investment for TfL. Investment in London's public transport is not only key to support growth in the capital, it also has a significant, direct positive economic impact on the rest of the UK through our supply chain, with over 100,000 jobs supported outside London.

We continue to put safety at the heart of everything we do. As detailed in this report, we have a sharp focus on improving customer safety on our network. All our workstreams contribute towards achieving our Vision Zero ambition, to eliminate deaths and serious injuries from our transport network by 2041. We are undeterred in tackling work-related violence and aggression and our 2024/25 delivery plan sets out 50 specific actions we will deliver this year towards this goal.

Ahead of Pride in London, I had the privilege of joining the CEO of the Mildmay Hospital in hosting a ride on a specially wrapped London Overground train. The IFS Cloud Cable Car also marked Pride month by wrapping 10 gondolas – for the first time – in the 'Every Story Matters' livery and our OUTBound Colleague Network Group held a series of informative events. We supported the Pride parade on 29 June as an official partner, which saw thousands take to the streets to celebrate

diversity and raise awareness of the great contributions of the LGBTQ+ community.

It wouldn't be summer in London if we didn't have a wide variety of world-class events taking place. From the tennis at Queen's and Wimbledon to the Trooping the Colour ceremony – we kept Londoners and visitors alike moving across our network. This also included supporting travel plans for the screening of the UEFA Euro 2024 men's football final at the O2 Arena. Despite the disappointing result, 15,000 fans were able to safely attend the capital's largest free screening of this historic match. Our beloved Tube map even got a makeover to mark Taylor Swift's first series of concerts at Wembley stadium last month. While for customers who were not attending these events, we kept disruption to their journeys to a minimum so they could carry on with their normal business.

I'm also proud to share that we've reached some great milestones this period. We launched 10 new Cycleways across London in June, making cycling safer and easier for Londoners. We also completed 4G/5G coverage in the central section tunnels between Paddington and Liverpool Street on the Elizabeth line – with more coverage being delivered in the coming weeks – helping customers stay as connected as they would be above ground. I'm also pleased we have reached agreement with the Department for Transport and Alstom to procure 10 additional trains for the Elizabeth line, which will support additional demand ahead of HS2.

It was also great to host a meeting of the regional mayors from across the UK at our offices, following their meeting at Downing Street with the Prime Minister.

After leaving Downing Street, the mayors and their teams made their way to Palestra in Southwark, on one of our double-deck electric buses, to discuss how they can work better together to overcome challenges within their regions.

Finally, I was delighted to hear that the work and dedication of our people had been recognised at the Chartered Institute of Highways and Transportation awards, where we received several accolades, including our Senior Bus Safety Development Manager Kerri Cheek being named Bus Person of the Year.

These awards and the work included in this report are testament to the passion that our colleagues put into their work. I see this every day when I'm out on the network or in the office, which is why it's a real privilege to do this job.



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

Andy Lord
Commissioner

Safety and security

Putting the safety of our customers and colleagues at the heart of everything we do

It is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London. Every death or serious injury on our streets is devastating, bringing heartache and tragedy to all those involved.

London has made huge strides towards reaching Vision Zero, with deaths and serious injuries on London's streets falling faster than the national average. Last year was the lowest year on record for people being killed on our roads excluding 2020 and 2021, which were heavily affected by pandemic-related lockdowns and changes in travel patterns.

However, while significant progress is being made, further action is needed to eliminate deaths and serious injuries from London's streets. This report updates on incidents where there has been a loss of life either on or involving a TfL vehicle or premises, including any fatalities involving our buses across London. Further information, including data on the number of people killed or seriously injured across all modes, is available both in the Safety, Health and Environment Quarterly reports and on our Bus Safety Dashboard.

Notable incidents

On 28 June, a customer fell as they stepped onto an escalator at Victoria Tube station. The customer was taken to hospital by the emergency services but sadly died later that night. In line with normal practice, investigations are under way.

Shortly after midnight on Sunday 16 June, a route 309 bus collided with a pedestrian as they crossed St Paul's Way in Mile End, at the junction with Burdett Road. The pedestrian was conveyed to hospital but sadly died from their injuries two weeks later. The incident is under investigation.

Investigations

Following the tragic death of a customer at Walthamstow bus station in December 2023 when a bus collided with them, we are completing our investigation into the circumstances of the collision. We are also working to deliver the first phase of pedestrian safety improvements at the bus station in response to issues raised by the Health and Safety Executive in its Notice of Contravention. This has involved installing a temporary signalised pedestrian crossing at the northern end of the bus station, as well as altering the turn manoeuvre so that buses approach the crossing more head-on to improve visibility, and to shorten the crossing distance for pedestrians.

We continue to cooperate with the Health and Safety Executive. We are monitoring the effectiveness of the new signal arrangement for safe pedestrian and vehicle movements. This learning is being used in developing options for the future permanent signal scheme at the bus station, which we are committed to delivering this year, as well as introducing further safety improvements for pedestrians at other crossing locations within the bus station.

Continuing to improve customer safety across the public transport network

We are continuing our work to reduce the risk of entrapments on station escalators. Our approach to keeping our customers safe involves engineering devices, research and influencing customer behaviour. We are currently trialling engineering devices that turn escalators off when entrapments occur. We are also undertaking research to better influence customer behaviour and we are improving our customer messaging.

As we approach the school holidays and noting the risk posed to children in particular through loose footwear, we will be raising awareness through our safe escalator use campaign. During school holidays, we will be displaying our 'Keep kids feet clear of edge' posters and playing regular announcements in stations. These measures will be further reinforced by station colleagues when they see children travelling on the network.

Further work is also under way to address the risk of platform-train interface (PTI) incidents. The risk of such incidents remains very low but the potential

We are continuing our work to reduce the risk of entrapments on station escalators – including trialling devices that turn escalators off when entrapments occur

consequences of them can be severe, including life-changing or fatal injuries as well as trauma to our customers. We have a long-established PTI plan that sets out actions to drive improvements. These actions are based on learning from previous incidents, industry best practice, engineering solutions, staffing and training. We take a dynamic approach to our risk management by assessing how we can introduce new methods and solutions to complement existing measures to keep our customers safe. Our teams are currently focused on refreshing our PTI action plan.

All change for our London Underground rule books

From 31 July, our London Underground colleagues will start to use a new set of rule books which provide the rules and procedures they need to follow to keep the London Underground running safely. These rule books cover everything from station management to track access in operational hours, track access in engineering hours and service control.

As part of this update and following a substantial review involving colleagues

and various subject matter experts, the rule books will be categorised in a new and simplified way, making them easier for colleagues to use. In addition, and for the first time, the rule books will be available via a digital app. This will make it much easier for colleagues to access the materials they need on-the-go, even in tunnels, to stay safe at work and keep our customers safe. We are starting to communicate the updated materials and new ways of accessing them to colleagues now in preparation of them coming into use later this month.

In addition to the digital app, the London Underground rule books will remain available to colleagues in physical form and online via PDFs.

Tackling work-related violence and aggression

This year we will further accelerate progress towards our goal of eliminating work-related violence and aggression towards everyone working for TfL.

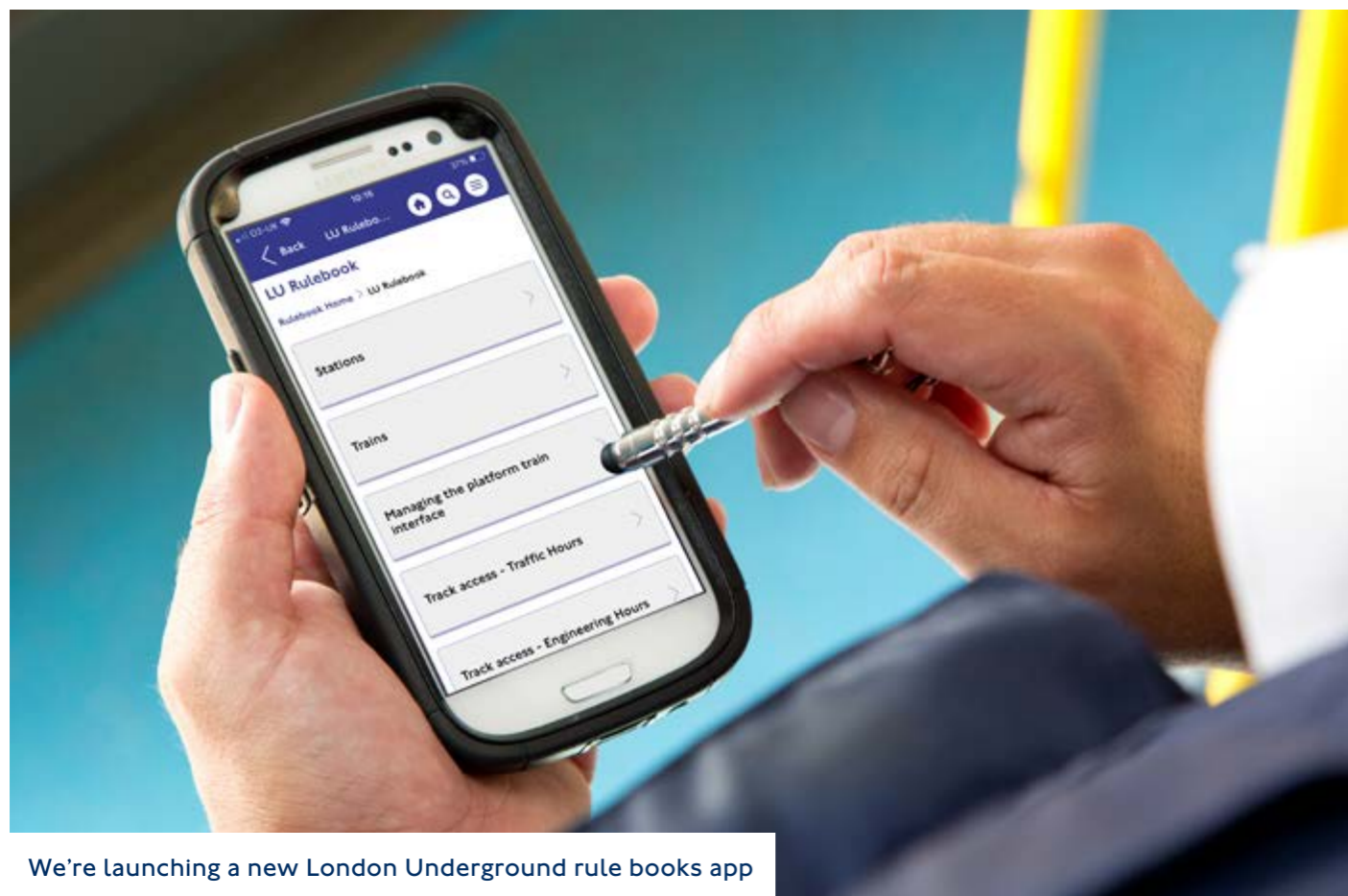
Our annual delivery plan for 2024/25 sets out 50 specific actions we will deliver this year towards this goal. It includes a new approach for managing high-risk repeat offenders; improves support to repeat victims; increases the size of the Transport Support and Enforcement night team; concludes a review of our duty of care processes, strengthening offender management; and sees the continuation of our well-received conflict management training programme.

A new target on the scorecard will drive our work forward. We aim to reduce the number of physical work-related violence and aggression incidents against directly employed colleagues by 10 per cent over 2024/25. We will continue our work to tackle violence, abuse and threats towards all our colleagues, including those working for our operators and contractors.

In recognition of how important our people leaders are to this work, we cascaded a performance objective for senior operational leaders to own and drive delivery towards our vision of eradicating work-related violence and aggression.

We continue to work with our policing partners to ensure anyone who assaults our colleagues is brought to justice.

- In April 2024, a man who assaulted a bus driver on route K1 was convicted on a charge of actual bodily harm and given a 20-month custodial sentence. The man, who had missed the bus, approached the driver's side window while the bus was waiting at traffic lights after leaving Kingston Cromwell Road bus station. He punched the driver in the face, leaving him with a swelling and bruise below his right eye which resulted in him spending five hours in hospital.
- Also in April, a man pleaded guilty to common assault and was ordered to pay compensation and costs totalling £815. This follows an awful attack in January 2024, when the man punched a train operator in the face after he was awoken on a terminating train



We're launching a new London Underground rule books app

Crime and antisocial behaviour on public transport

Tackling robbery continues to be a focus for our policing partners. The Roads and Transport Policing Command's (RTPC) Operation Surge is the Metropolitan Police Service (MPS) response to robbery on the bus network. Around 80 per cent of bus-related robbery happens at bus stops. Victims are often young people, under the age of 18. The RTPC deploys high-visibility patrols to the highest-risk locations. Since 1 May, Operation Surge resulted in 417 arrests and 346 stop and searches.

The British Transport Police's Operation Invert is a similar operation on the rail network, with high-visibility patrols deployed across identified stations and lines. For the month of June, the operation resulted in 23 arrests and 23 stop-and-searches.

Tackling violence against women and girls

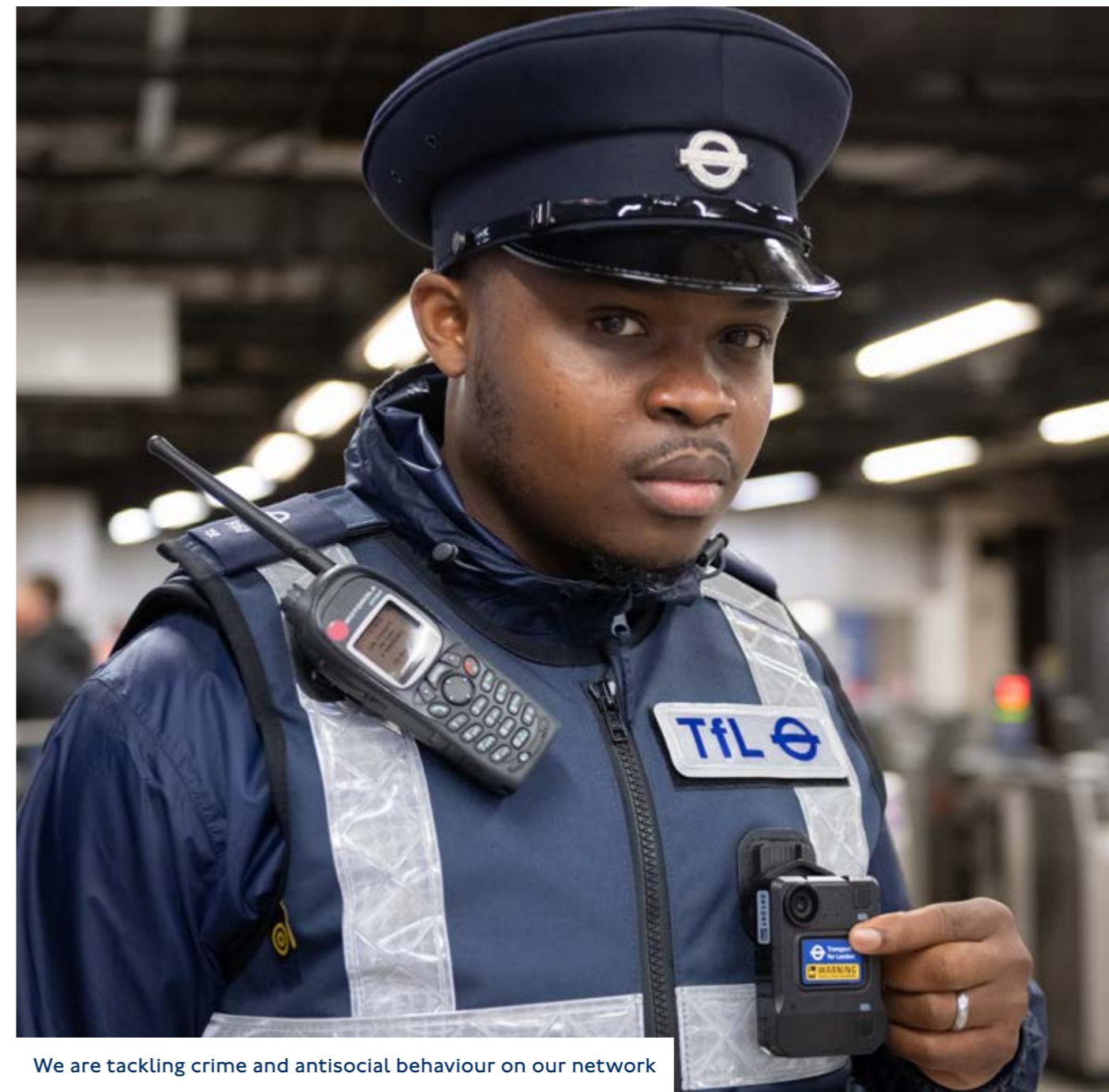
We continue our work to tackle violence against women and girls on the public transport network and improve their confidence to travel.

It is vital that we show empathy and offer support to those who experience sexual harassment or any behaviour that makes them feel uncomfortable when travelling in London. Our roll-out of bespoke sexual harassment training to London Underground customer service colleagues is on track for completion by April 2025.

To date, over 20 per cent of London Underground frontline staff have attended face-to-face sessions, helping them respond to reports, support customers and each other, and challenge behaviour. Around 10 per cent of London's 25,000 bus drivers have engaged in the new equality and diversity training, which includes the required sexual harassment modules.

We continue to work in partnership with the Mayor's Office for Policing and Crime to conduct localised women's safety audits. Fifty women from the boroughs of Hillingdon, Lambeth, Westminster, Waltham Forest and Brent have been recruited and trained as community researchers, to carry out and test a variety of audit methodologies. This will include indoor group discussions, outdoor observations and mapping exercises. The audits will cover a mix of location types, such as transport hubs, busy high streets, quiet paths, green spaces and low traffic neighbourhoods.

The aim is to develop a toolkit and framework for future audits, empowering any interested party to engage with women, girls, and gender-diverse people and understand their experience of public space. Going beyond safety improvements, the aspiration is for the audits to foster a sense of community and belonging for participants, as well as those impacted by the outcomes.



We are tackling crime and antisocial behaviour on our network

World-leading upgrade to London's traffic signal system

In collaboration with Yunex Traffic Limited, we have successfully transferred our ageing traffic signal system to the cloud-based Real Time Optimiser (RTO) system. This constitutes a world-leading upgrade to the management of London's road network. The new system has the capacity to deliver improved journey times, traffic flows and responses to incidents, as well as better data and customer information.

Over a two-week period, almost 4,000 junctions, 1,500 pedestrian crossings and more than 16,000 traffic detectors across Greater London were migrated to the new system without any impact on road users.

Traffic signals are central to the safety of road users in London and vital in helping us run an efficient bus network. This infrastructure and its integration with RTO enable our Control Centre to respond to incidents to ensure that all road users can travel safely, whether they are walking, cycling, using public transport or driving. How we manage

our roads is also central to achieving our Vision Zero goal of eliminating deaths and serious injuries on the transport network.

The RTO system also provides the platform to support the introduction of FUSION, a new intelligent control system that uses data from a wide range of sources to optimise traffic signals for all road users. This will replace the existing system that has been operating across London for more than 30 years. Benefits of this system will include improving air quality, reducing congestion and helping traffic flow.

The transfer was completed with a first-time average success rate of 99.2 per cent. The RTO system will now form the bedrock on which we will build a roadmap of traffic signal enhancements. This will help us position London as a forward-thinking city ready to embrace the challenges of an older road layout and opportunities presented by future technologies.



Our new traffic signalling system will improve journey times

Safeguarding our vulnerable customers

Helping people sleeping rough get the support they need is a safeguarding priority for us. Our transport-focused outreach team, operated by Thames Reach, continues to help people sleeping rough on London's public transport network access the support and services they need. The team works every night, responding to referrals from StreetLink and information provided by us. We encourage our colleagues and stakeholders to report rough sleeping using internal channels and StreetLink so Thames Reach can target these people.

We have developed and published an internal online course aimed at educating and reminding colleagues across the whole network on how to respond to rough sleeping. This covers information including how to spot a person sleeping rough and how to support them.

Safe behaviours

Police activity to support Vision Zero

We continue to work in partnership with the MPS, City of London Police and other enforcement agencies to fulfil our Vision Zero goal of no deaths or serious injuries on our roads by 2041.

We now publish borough-specific safety camera and Community Roadwatch data on our Vision Zero enforcement dashboard. We received two requests for speed enforcement through our London borough speed referral process from the boroughs of Harrow and Bexley. This is an initiative where local authorities can bid for police speed enforcement activity to address community concerns.

We have also started a two-month trial of some exciting technology that adapts our mobile speed-enforcement laser cameras so we can undertake night-time enforcement.

Between 3-19 June, our policing partners took part in a national operation focusing on risky two-wheelers, including e-bikes, bicycles and motorcycles. They issued 490 traffic offence reports as part of this operation.

The MPS Motorcycle Safety team delivered a covert operation that led to three vehicle seizures. They also provided specialist advice into 'organised crash for cash' offences, visiting eight addresses. The team also aimed to increase motorcycle awareness and spoke to 300-400 riders during the weeks of operation, as well as visiting colleges where a motorcycle safety talk was delivered to over 50 students.

The Cycle Safety team seized 12 e-bikes and ran a number of Exchanging Places events at identified high-risk locations – these events enable cyclists to experience the view from the cab of an HGV. The team also completed Close Pass operations during this period. Close Pass involves plainclothed officers on cycles identifying drivers that pass too close, providing both educational or enforcement solutions. The team also delivered cycle safety and e-scooter information to approximately 2,000 year six children at approximately 50 primary schools as the part of the Junior Citizen Scheme.

Our policing partners continue to balance enforcement with education. The MPS Commercial Vehicle Unit delivers its multi-award-winning 'Toolbox Talk' to heavy goods vehicle (HGV) drivers, transport managers and operators. The talk is being adapted for bus and coach operators, further advancing our goal of reducing casualties involving these vehicles.

We attended the National Roads Transport Expo, 4-7 June, where operators shared best practices across more than 280 exhibitions.

Alongside our policing partners, we continue to focus on targeting the most dangerous drivers who have repeatedly committed offences through our four-weekly tactical tasking meetings, as well as monitoring our riskiest and most harmful corridors. Additionally, the MPS Safer Transport teams conducted five Operation CUBO operations, using automatic number plate readers to identify and stop vehicles with no insurance, no tax or disqualified drivers. They identified 153 vehicles as uninsured, resulting in the seizure of 70 vehicles.

Safe speeds

Lowering speed limits

Reducing vehicle speeds in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome when collisions do occur. As detailed in the Vision Zero progress report published in 2021, the second phase of the Lowering Speeds Programme aimed to lower speeds by 10mph on at least a further 140km of our roads by 2024.

By March 2024, we exceeded this target and have reduced the speed limit by 10mph on more than 183km of our roads since 2020. We continue to introduce 20mph speed limits on more of the TfL Road Network and now have 20mph limits on a total of 264km of our roads.

Key initiatives under way as part of the lowering speed limits programme include introducing a new 40mph limit on the A406 North Circular Road. This is due to come into operation in early August 2024.

In addition to what we have already delivered, we are also exploring any additional roads that could be in scope to extend the benefits further.

Safe streets

Road safety schemes

Design and construction work is continuing on more than 40 schemes across London, at locations where we have identified road safety concerns. Construction started on 10 June to deliver a new pedestrian crossing on the A23 Brixton Hill close to the junction with St Saviours Road in Lambeth. This location has a poor safety record but has been identified as a preferred crossing point for pedestrians.

Detailed design work is continuing at locations where we plan to deliver road safety schemes later in this financial year, including at Redcliffe Gardens in Kensington and Chelsea, the junction of King's Cross Road with Pentonville Road in Camden, A23 Streatham High Road at the junction with Gracefield Gardens in Lambeth and the A20 Amersham Road junction with Parkfield Road in Lewisham.

We have also started public engagement on proposed safety improvements at the junction of A503 Seven Sisters Road and Wilberforce Road, with plans to implement an improved cycle crossing into Finsbury Park and improvements to a nearby pedestrian crossing.

Safer Junctions programme

Public consultation is continuing on walking and cycling improvements between Finsbury Park and Nag's Head in Islington, introduced on an experimental basis as part of the Cycleway 50 works. This includes two locations targeted for improvement through our Safer Junctions programme: Holloway Road/Tollington Road/Camden Road and Holloway Road/ Parkhurst Road/ Seven Sisters Road. This consultation is due to run until 14 August 2024.

Further design and survey work is continuing at pace on the Battersea Bridge scheme, with construction due to start by the end of the year.

Design and outcome planning work continues on the remaining junctions covered by the programme. We are aiming to complete public consultation and engagement on 10 of these locations by the end of 2024.

Public consultation started earlier this month on proposed safety improvements at Hogarth roundabout in Hounslow. Detailed traffic modelling is under way on the Monument junction scheme, and we will be undertaking early engagement with statutory stakeholders in July and August ahead of further public consultation in the autumn.

183km

of our roads have had their speed limit reduced by 10mph since 2020, exceeding our target



Safe vehicles

Improving lorry safety in London

On 24 June we opened applications for HGV safety permits under the new progressive safe system (PSS). The PSS is our set of updated safety requirements that will become mandatory for HGVs rated zero, one and two stars on the Direct Vision Standard (DVS) scale from 28 October 2024.

To raise awareness and remind HGV operators and drivers of the opening of applications, we launched a multichannel campaign which included out-of-home advertising placements across 40 service stations, as well as advertisements in trade press magazines in the UK, France, Netherlands, Poland and Germany. A paid search campaign is live until the end of August, leading users to an updated and informative website. Since May, we have been sending monthly emails to any holder of an HGV safety permit, providing clear and up to date guidance designed to aid HGV operators become PSS-ready. We continue to meet and engage regularly with industry representative groups to promote the new requirements and help resolve any stakeholder queries.

We have also been working to understand how ready the road haulage sector is for the new DVS requirements. We will set this out in our update to London Councils' Transport Environment Committee in July.

Revenue protection

Throughout the last financial year, our teams have been deployed across the network carrying out revenue protection activities. These efforts have seen us hold the line against fare evasion, showing a small decrease in the rate to 3.8 per cent. This comes despite over 300 million more journeys on the network.

We will shortly be launching a new fare evasion poster on the network, which includes the message 'A fare is less than a fine'. This update to our messaging follows on from our work with experts on this subject to gain further insight into attitudes towards fare evasion through analysing trends on social media. The research also involved focus groups of accidental, calculated and chronic groups of fare evaders, which has provided further insight to inform our long-term approach to behaviour change.

Use of contactless payment cards has grown in the last financial year, increasing by 15 per cent on London Underground and 11 per cent on buses. This has been a main area of focus when investigating irregular travel patterns. In the last financial year, our investigations identified 414 individuals who habitually avoided paying for all or part of their journeys, adding up to more than £363,000 of avoided fares.

One case identified an individual who had failed to correctly validate their contactless payment card 193 times, totalling over £1,200 of unpaid fares. The individual attended court in April and pleaded guilty to all charges. We also identified another individual who was avoiding fares by using a bank card that had insufficient funds. Analysis of the card's usage showed a failure to validate on every journey made in over a year. We used CCTV footage to help find the offender. The individual attended court and pleaded guilty to all offences and was ordered to pay £1,796 to us.

Judicial reviews

We have been named as an interested party in a judicial review claim made by a local resident (representing a campaign group) against the London Borough of Tower Hamlets' decision to withdraw Low Traffic Neighbourhood measures in Bethnal Green. The court has granted permission for the claim to proceed on all grounds, including grounds based on the borough's statutory duty to implement a Local Implementation Plan. The hearing is due to take place in November.

Successful prosecution of Thames Water for unsafe street works

At a hearing which took place at City of London Magistrate's Court on 12 June 2024, we successfully prosecuted Thames Water for unsafe street works undertaken on Wickham Road (A232) in November 2023. Thames Water had failed to adequately sign, light and guard its site, causing safety hazards including a risk of traffic collisions. A court summons was issued for a Section 65 safety offence and a notification offence (late submission of the emergency works permit). Thames Water did not contest the charges and entered guilty pleas in advance but submitted a significant amount of mitigation in its defence. The court issued fines of £40,000 for the safety offence and £1,650 for the late notification; and awarded full costs of £4,632. The total of £48,282 included a victim surcharge.

Our customers

Constantly working to improve travel in London

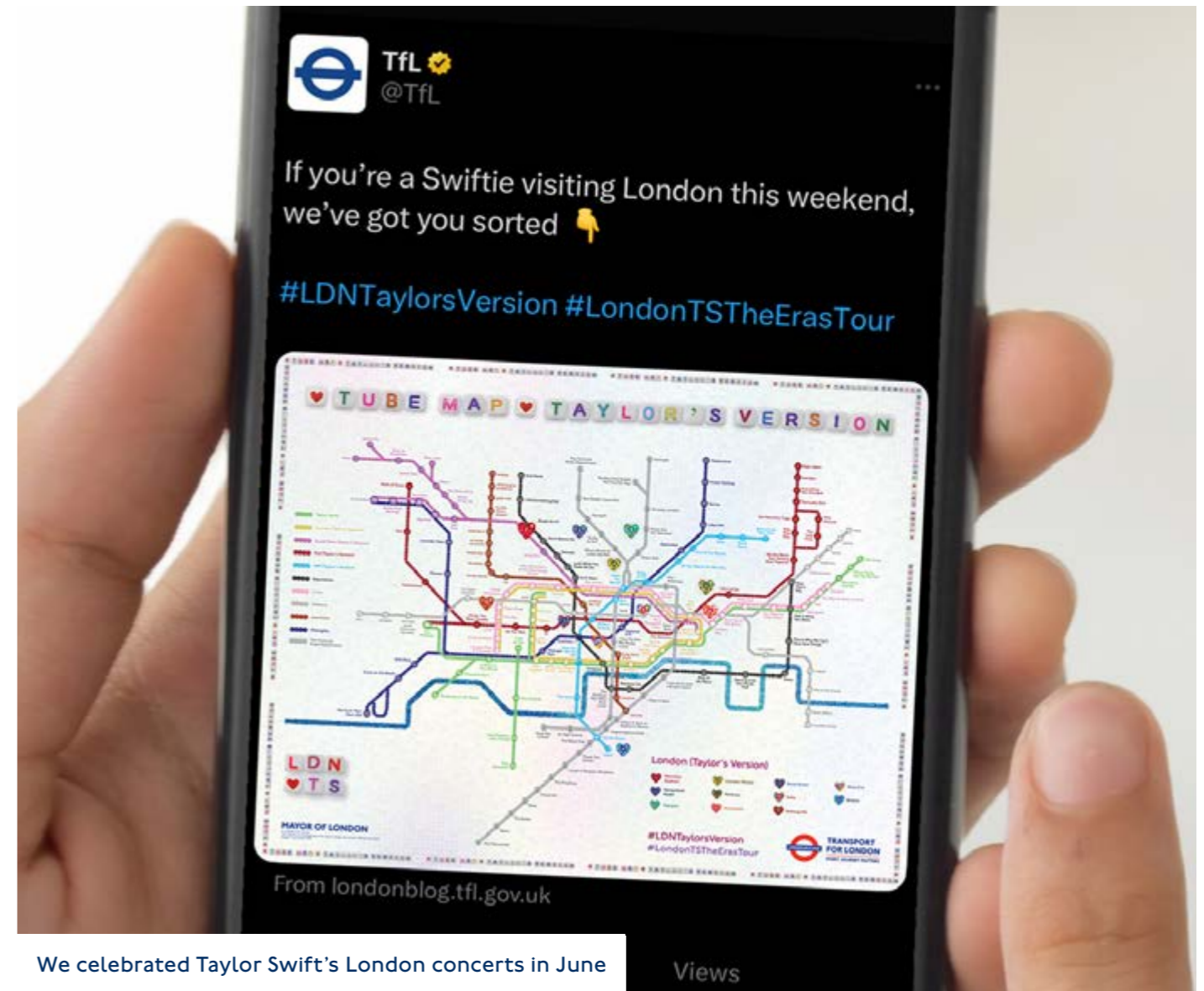
Network report

June and July saw London's summer events calendar in full swing. On Saturday 15 June, Trooping the Colour took place celebrating His Majesty King Charles III's official birthday. There were also concerts at large venues including Taylor Swift playing the first three of eight concerts at Wembley Stadium.

To encourage Taylor Swift fans to explore more of London, we worked with London & Partners and the Greater London Authority (GLA) to create a special Taylor-themed Tube map. London (Taylor's version) sees each line named after a different album and drawn in sequin colours to match, with stations named after songs, and gemstones to reflect key locations with links to Taylor that fans can visit. There were also major events at the London Stadium and Tottenham Hotspur Stadium. The British Summer Time events took place in Hyde Park through both June and July and Finsbury Park again hosted several weekends of music. We also saw Major League Baseball at the London Stadium, domestic and international cricket at Lord's and The Oval, tennis at Queen's Club, the Red Bull Soapbox Race at Alexandra Palace, and on Trafalgar Square the popular West End Live event took place towards the end of June.

On 29 June, the annual London Pride parade and events took place in the West End. This was another vibrant, colourful and well-supported event showcasing London's diversity.

During July, the Wimbledon Tennis Championships took place along with the Saucony London 10k running event on closed roads in Central London.



We celebrated Taylor Swift's London concerts in June

Preparations for the Formula E London ePrix are underway ahead of the event at the end of the month in and around the ExCeL Arena.

Earlier this month, following the England men's football team reaching the final of UEFA Euro 2024, we also supported travel arrangements for the capital's largest free screening of the match at the O2 Arena.

There was also protest activity during this period and we continued to work with our emergency services and transport colleagues to manage London's transport around this activity.

All these events bring people to London and our services are vital to help people navigate their way through our city to either attend these events or carry on with their daily business.

Borough collaboration

We continue to work closely with boroughs and London Councils to deliver schemes and improve transport for Londoners across the city. Boroughs are responsible for 95 per cent of London's roads so collaborative working is vital to help us to achieve our ambition for a healthier and more sustainable transport network for London. We're proud of the achievements we've made working with boroughs and look forward to working together to continue to meet our shared objectives.

We published our Local Implementation Plan (LIP) guidance this month. This has been prepared in partnership with the LIP working group made up of borough representatives from each sub-region and London Councils. This is designed to help boroughs shape their LIP delivery plans and the requirements to obtain funding. Ensuring we help boroughs to invest in local transport schemes is critical for future years and sustainable transport delivery across London.

Delivering our Bus action plan

Bus priority programme

Work is continuing at pace to deliver our target of 25km of new bus lanes on London's roads by 31 March 2025.

To date, we have delivered 10.9km of new bus lanes on TfL and borough roads against this target. We are working closely with boroughs to ensure we remain on track to deliver the remaining 14.1km by the end of the financial year.

Since April 2024, we have delivered 750 metres of bus lanes in the boroughs of Hackney, Brent and Hounslow. Work is also under way on 240 metres of new bus lane on Greenford Road in Ealing.

We have also begun early feasibility design on measures to improve proposed Superloop routes at key pinch points. This includes investigations into whether more direct routing of Superloop services is feasible (given the lower number of stops), saving mileage, cost, time and emissions. We are currently working with the affected London boroughs to progress several of these projects. We have also completed investigations into kerbside activities on the Superloop routes, indicating where further bus priority measures could be progressed to improve journey times.

The bus priority signals programme continues to deliver strong bus journey time benefits. Since April, we have undertaken 46 bus-focused timing reviews, making good progress towards the end of year target of 400 reviews, saving over 830 hours in total for bus passengers in 2024/25.

Route changes and proposals

On Saturday 29 June, route 211 was rerouted at Sloane Square to operate to and from Battersea Power Station. The route now runs between Hammersmith and Battersea, creating several new links for customers. It previously ran to Waterloo station. Route 11 continues to serve the same stops between Sloane Square and Waterloo.

In conjunction with these changes, route 77 (Tooting to Waterloo) towards Waterloo was rerouted between St Thomas' Hospital and Waterloo station. These changes took place as the changes to route 211 made space available for buses to terminate and stand at Waterloo station. This will enable the London Borough of Lambeth to proceed with plans to pedestrianise Concert Hall Approach, and will improve the interchange between buses and rail services at Waterloo station. We consulted on these changes as part of our Central London Bus Review and they were made possible following the completion of infrastructure works at the Battersea Power Station terminus that route 211 now serves.

We continuously review and adapt the bus network to ensure that services reflect changing customer needs and we are working to improve the bus network in outer London. As part of this, on 6 July route 281 (Hounslow to Tolworth) was extended from Tolworth Broadway to nearby Signal Park on Lansdowne Close in the Royal Borough of Kingston upon Thames. The area south of Tolworth roundabout has seen substantial development in recent years. There is also a large residential development at Signal Park and a new large office block on Kingston Road. Extending route 281 provides additional capacity and new connections, and gives residents of Signal Park and existing local residents the option of shorter walk times to access the rest of the bus network, ensuring they do not have to cross the A3 Tolworth roundabout on foot to do so.

Between 31 May and 8 July, we consulted on proposals to extend route 241 (currently Silvertown to Stratford) from Stratford City bus station to Here East in the Queen Elizabeth Olympic Park (QEOP). Our proposals are designed to improve the way buses serve Here East and Stratford Waterfront, Sweetwater and East Wick developments, as well as providing new direct links to QEOP from various parts of Newham including the Royal Docks, Custom House and Plaistow, improving connectivity between Stratford City bus station and local destinations.

Work is continuing at pace to deliver our target of 25km of new bus lanes by 31 March 2025. Since April 2024, we have delivered 750 metres of bus lanes

We are also consulting from 20 June to 31 July on proposals to reroute the 350 south of Hayes & Harlington station. Bus route 350 currently operates between Heathrow Terminal 5 and Station Road/Millington Road in the London Borough of Hillingdon. Our aim is to bring existing and new homes closer to the London bus network and provide a quick link to Hayes & Harlington station for National Rail and Elizabeth line services. This includes approximately 1,400 new homes which are planned as part of the Hayes Village development at the site of the former Nestlé Factory.

In November 2023, the previous Government announced a commitment of up to £23m to support the introduction of a bus transit scheme to serve Thamesmead, enabling first-phase housing development in this area. We are currently working up proposals to support a business case for this.

Improving bus stations

Safety is our top priority, and we continue to focus on progressing improvements at bus stations at pace. We completed improvements at Victoria bus station in December 2023 and continue to review pedestrian data at this location given development in the area.

We completed a review of our 32 principal bus stations in February 2024 and identified improvements to be made. In March 2024, we confirmed a budget of £2.5m in 2024/25 to progress changes to bus station layouts resulting from the review. We have established a project team and developed a prioritised programme of activity based on safety, compliance, and deliverability.

In May 2024, we installed a new temporary pedestrian crossing at Walthamstow bus station. We are progressing design work, and are reviewing the temporary crossing operation, to allow permanent installation to be completed.

Customer Contact Centre

Our contact centre enjoyed a period of stable demand, enabling a positive service to customers across our telephone and correspondence channels. Our team helped customers with the latest information on track and station closures and assisted Northern line passengers during train shortages. Additionally, our team supported customers during industrial action on the trams service. We have begun preparations for our seasonal concessionary peak of Oyster card applications, which begins in August, to ensure we can manage the increased volume of contacts and applications.

As summer arrived, our visitor centres benefitted from an increase in customer numbers with a rise in both domestic and international tourists visiting the city. We decorated our centres to greet visitors attending the Champions League final at Wembley Stadium on 1 June, and to celebrate the start of the Euro 2024 football tournament.

Our Lost Property Office has implemented a new item search and matching engine, enhancing our ability to identify and reunite lost items with their owners.



We are making safety improvements at our bus stations

London's road network

In March and May, we saw the first ever weekend bi-directional closures of the M25 by National Highways. A further closure took place from Friday 12 July to Monday 15 July. We worked closely with National Highways to manage any impact within the Greater London boundary.

We have also been working with several stakeholders to create a hive of collaborative activity during the closure of Farringdon Road for essential gas works. We co-ordinated access for a number of utilities to assess the condition of their assets while supporting nearby developments to accelerate their delivery. This included activities ranging from major crane operations to enabling site access for large vehicles in a safe space to minimise risks for vulnerable road users.

On 27 June, significant works were completed to remove the central reservation on Western Avenue in the London borough of Ealing as part of the High Speed 2 (HS2) works to enable essential gas works to begin. In parallel, we continue to work with Costain on delivering Westway improvements to replace joints on the slip roads. To ensure disruption is minimised we implemented a package of mitigation measures.

Elizabeth line

We are pleased to have reached agreement with the Department for Transport and Alstom to procure 10 additional trains for the Elizabeth line. These will be used to augment services to the new Old Oak Common station linking with HS2 to accommodate expected additional demand while also increasing service levels on other busy sections of the Elizabeth line. The trains will start arriving in 2026.

The Elizabeth line has seen more than 350 million journeys since it opened and on average, there are around 700,000 passenger journeys on the line every weekday. It has also directly impacted the development of 55,000 new homes, with 60 per cent of employment growth in Greater London since the line's opening within 1km of an Elizabeth line station.

Performance remains positive on the line. The programme of improvement works on Network Rail's infrastructure on the west continues with performance being stabilised. Continued focus and support from all parties is required to ensure progress.



We are expanding our Elizabeth line fleet

Weather

Despite a cold and wet start to summer, our teams continue to plan and mitigate against potential challenges on our network and assets caused by adverse weather, including high temperatures, heavy rain and thunderstorms. Our adverse weather plans and procedures cover all operational areas and enable our teams to implement plans quickly and efficiently. This ensures our colleagues and those working in our supply chain are able to respond to and minimise the impacts of adverse weather. Our daily, five-day look-ahead forecasts with defined triggers relating to temperature, rain, wind and lightning are continually monitored.

On 12 July, we held Exercise Tempest across TfL to test our preparedness and response to a summer-focused extreme weather event. Due to the increasing risk of extreme weather events, we have developed contingency plans to mitigate against the impacts this could have on our services, networks and customers. There is an established command-and-control protocol in place to manage extreme weather events, which is referred to as the '54321' process. This is a well-understood process and has been used many times in the past. The purpose of Exercise Tempest was to test the existing plans and processes under a challenging yet plausible scenario to identify any gaps and deficiencies, including areas for improvement.

Piccadilly line upgrade

Testing of the new trains continues in Germany and the project team are getting ready for the first train to arrive in London for testing later this year. Work continues at depots to provide initial maintenance facilities for the first new trains and there has been good progress on the design and delivery planning for the end-state depot facilities. The new stabling and reversing sidings at Northfields will be commissioned in autumn.

There will be a series of closures on the line to support the enabling work for the introduction of the new trains, which will start entering passenger service from late 2025.

Central Line Improvement Programme

We are overhauling all Central line trains to deliver a safer, more reliable and accessible service. The first train entered passenger service on 24 November 2023. This train has been running end-to-end on the Central line, serving our passengers and accumulating over 7,000km travelled, to enable us to understand how the new trains are performing. The overhauled trains

are more accessible, with wheelchair bays and improved customer information; safer, with better lighting and CCTV; and more reliable, with more efficient motors.

The introduction of CCTV on Central line trains is a significant step in the continuing effort to ensure that Londoners feel, and are, as safe as possible when using the transport network. The new motors will reduce energy consumption by seven per cent, leading to a cumulative saving of 6,000 tonnes of carbon dioxide emissions across the programme. This highlights the importance of long-term capital funding certainty for managing transport infrastructure. A genuine, long-term capital funding settlement would enable us to make sure we can replace our life-expired assets in an efficient, effective and planned manner.

Ambience works have concluded on the first overhauled train with continuing updates on the software to improve service performance.

We continue to accelerate the Central line trains overhaul, to address key safety and reliability aspects, with the first train completing works to be returned to service in September.

Our Central line improvements will deliver greater accessibility, safety and reliability for our customers, as well as improving efficiency and reducing emissions

London Overground

Work has commenced to develop the specification for the next operating concession for which a new operator needs to be in place by May 2026. We are working closely with DLR and Elizabeth line teams where similar work is well under way, giving the opportunity to assess market feedback. We aim to engage the market at the end of July.

East London line enhancements programme

Construction works at Surrey Quays station are progressing well and final planning drawings have now been approved by the London Borough of Southwark. Works are now focused upon using three planned closures this summer as effectively as possible. We remain on target to bring a new temporary secondary means of escape into service in August 2024 to support the installation of the new over-bridge, linking the two platforms. Works remain on target to complete in early 2026.

Work to upgrade traction power on core sections of the line are now substantially complete and were successfully commissioned in late June. Related works being delivered by Network Rail remain on target to complete by November 2024. We are also continuing to deliver upgrades to signalling infrastructure and most of the track-side infrastructure work is now complete, with final commissioning due to complete in early 2025.

DLR rolling stock replacement programme

Rolling stock delivery

We are continuing rigorous testing of the new DLR fleet to ensure the trains can enter service safely and reliably. During testing, we have encountered some complex challenges, which means we will introduce the new trains into passenger service later this year. We are still on track to gradually introduce all 54 new trains by 2026, delivering a range of customer benefits including improved reliability and increased capacity across the DLR network.

Manufacturing is continuing to plan, with 34 trains already complete.

Beckton depot and network infrastructure

Although our principal contractor Buckingham Group Contracting Ltd went into administration on 17 August 2023, work is progressing on the north sidings at Beckton depot. Early works agreements with Morgan Sindall, our maintenance building contractor, and four critical subcontractors have been executed pending agreement of a deed of variation. We expect to bring the north sidings into use in Quarter 2 2024/25.

Silvertown Tunnel

The cut-and-cover sections of the tunnel at both Greenwich and Silvertown have now been successfully completed and works have also finished on kerbs and footpaths in the Silvertown northbound cut-and-cover area. Similar works are ongoing in the southbound and retrieval chamber, and mechanical and electrical works are ongoing throughout both tunnels and in the cross passages. Installation of fire suppression and communications facilities are progressing well. Removal of the temporary road bridge on Millennium Way also took place at the end of May.

Further weekend closures of the Blackwall Tunnel have allowed a range of works to be undertaken, including resurfacing roads and pavements on the tunnel approaches, installing safety barriers, work to retaining walls and carrying out landscaping at both Greenwich and Silvertown. These support the integration of the new tunnel with the existing highway network.

At Silvertown, the Tidal Basin roundabout is now using its final permanent layout. Both the new Silvertown and Greenwich portal buildings have also been unveiled, adding architectural interest to the area with the 'flower-pot' shaped copper-clad building at Silvertown and bean-shaped design at Greenwich.

To support the tunnel opening, we are also preparing to make changes to the wider highway network, such as installing new signs, signal timing reviews, and changes to highway layouts. These will be constructed later this year ahead of the tunnel opening.



Work on the Silvertown Tunnel is progressing well

We set out our proposed green and fair package of concessions and discounts on 10 July, to support Londoners and businesses when the tunnel opens in 2025.

East London residents and businesses currently face chronic congestion in the area around Blackwall Tunnel. The Victorian-era tunnel suffers from frequent closures – more than 700 a year – which results in large tailbacks, poor air quality and millions of hours lost due to drivers being trapped in traffic. The new, modern tunnel linking Silvertown in east London to the Greenwich peninsula will reduce journey times and help manage air

pollution. It will also support economic growth and enable us to increase the number of buses able to cross the river in this area from five to 21 buses an hour in each direction during the busiest times between 7am to 7pm Monday to Friday – all of which will be zero-emission.

Tunnel user charges – required as part of the development consent for the new tunnel and first proposed in 2012 – will be introduced for using the Silvertown and Blackwall Tunnels between 06:00 and 22:00, seven days a week, once the new Silvertown Tunnel opens in spring 2025.

The proposed standard off-peak rate of £1.50 for cars, motorbikes and small vans would apply the majority of the time for vehicles registered for TfL AutoPay. To manage traffic during the busiest times, peak charges will apply. The proposed peak charges will be £1 more than standard off-peak charges for motorbikes and an extra £2.50 for cars and small vans. Peak charges will apply for four hours northbound in the morning (06:00 to 10:00) and three hours southbound in the evening (16:00 to 19:00), Monday to Friday.

During the eight-week consultation, Londoners will be able to comment on the proposed tunnel user charges, discounts and exemptions. This will enable us to ensure the user charge and range of discounts, both of which will be subject to the approval of the TfL Board, have been informed by feedback from the public.

The proximity of the two tunnels has meant that, since the plans were first conceived, both need to be charged to ensure that traffic levels do not increase as a result of drivers seeking to use the uncharged crossing.

To help residents and businesses, and to support people to use new public transport connections, we have proposed a package of green and fair measures, including a wide range of concessions and discounts. These include:

- All buses, coaches and vehicles with nine seats or more, registered with the DVLA, would automatically be exempt from Silvertown and Blackwall Tunnel charges
- All taxis, Blue Badge holders, and wheelchair-accessible private hire vehicles registered with TfL would be

exempt. Zero-emission capable private hire vehicles licensed by TfL – which currently make up at least 40 per cent of the 93,000 fleet – would also be exempt

- Tunnel charges would be reimbursed to NHS staff and patients eligible through the NHS reimbursement scheme
- Vehicles registered for accredited breakdown or recovery vehicle discounts would not have to pay a charge
- A 50 per cent discount would be available for low-income drivers in I2 east and southeast London boroughs and the City of London, as well as a £1 discount on the standard off-peak charge for at least one year for small businesses, sole traders and charities registered in Tower Hamlets, Newham and Greenwich
- Bus journeys made on three cross-river routes which start in Newham, Tower Hamlets and Greenwich, as well as cross-river journeys on the DLR from Cutty Sark to Island Gardens stations, and from Woolwich Arsenal to King George V stations will also be free for at least one year. This will support local residents and encourage people to cross the Thames by public transport
- The previously announced cycle shuttle service, which we consulted on in summer 2023, will enable people with bikes to safely cross the river using a high-frequency bus service for cyclists around Silvertown and North Greenwich stations. This service would be free to use for at least the first year. Please visit the [Silvertown Tunnel cycling service consultation page](#) on our website for more information

Colindale station

Work commenced in January 2024 on the reconstruction of Colindale station. This will see a much larger ticket hall, step-free access to the platforms and new retail units. Extensive stakeholder engagement took place in advance of the full closure of the station from 7 June. It will re-open in December 2024 in a temporary state while the remaining platform structures are removed and a new deck installed over the tracks.

While the station is closed, a shuttle bus is operating at peak times between Colindale and Hendon Central stations, while customers using local buses on route 186 – to access either Hendon Central or Mill Hill Broadway stations – will have the extra bus fare elements of their travel cost refunded. This ensures that customers who are affected have the option of travelling to another Northern line station, or to a Thameslink station at no extra cost. As well as the station closure, the Northern line was closed on three weekends in June between Golders Green and Edgware, primarily for work over and alongside the track at Colindale.

New entrance at Stratford Station

We have also opened a new entrance to Stratford Tube station, from Gibbins Road. The new entrance has been primarily funded by the London Legacy Development Corporation and the London Borough of Newham and will help to reduce walking time to and from the station by up to 20 minutes. This will help make journey times quicker, easier and more direct for people coming from the south and southwest of the station.



Cut-and-cover sections of the tunnel are now complete at both ends

Expanding pay as you go with contactless

On 30 June, we extended contactless pay as you go to five stations on the Chiltern Railways route to High Wycombe. This is the first part of the delivery of the Department for Transport's project to expand pay as you go with contactless to more stations across the southeast. Further stations are expected to benefit later this year.

London Underground asset management project

Following the migration of Trams asset management to Maximo on 20 May, we have now consolidated London Underground asset operations activities onto a single asset management platform. This saves around £800,000 per annum on support and maintenance and around £5m on upgrading multiple asset management information systems. In the longer term, customers should see better services as a result of more efficient maintenance planning.

Unifying our asset management systems has been a key part of our modernisation journey in London Underground. For the first time in our history, we have a single asset management system. This enables us to adopt a one-team approach to managing and maintaining our critical operational assets. Over the past seven years, the fantastic work delivered by the project, supported by our own operational colleagues, truly underpins the vital work we do to make sure our operational assets are available for service every day, ensuring every journey matters for our customers.

Taxi and private hire vehicles

Licensing and regulation

We have been considering an application from Bolt for a new London private hire vehicle operator's licence. On 24 May, we granted Bolt a licence for a period of two and a half years, subject to conditions to enable us to continue to closely monitor compliance. The licence will expire in November 2026.

Department for Transport statutory standards update

We have been focused on implementing the remaining Department for Transport statutory standards in London to enhance the safety of passengers using taxi and private hire services. These are aimed particularly at children and vulnerable adults but also have broader benefits for all passengers.

The majority of the new regulatory changes took effect on 1 July 2024. We have been preparing our systems and processes to accommodate these changes and have carried out extensive engagement with the taxi and private hire trade representatives. We have also developed guidance documents to help licensees understand the changes and how they can ensure regulatory compliance, and these will be published shortly.

Engagement and communication with the industry will continue until the regulatory changes are fully embedded which includes writing to all licensees to confirm which standards will apply to them and helping them to understand how and when they will need to become compliant.

Pedicabs (London) Act 2024

The Pedicabs (London) Act 2024 received Royal Assent on 25 April 2024. The act provides us with powers to regulate pedicabs in public places in Greater London to ensure the safety of customers, drivers and vehicles.

Before making regulations under the act, we are required to consult with whomever we consider appropriate. We are considering a potential regulatory framework for pedicabs and we will engage with the pedicab industry and customers before forming proposals ahead of a full public consultation.

Cycleways

In February, we introduced changes as an experiment to improve facilities for cycling and walking on Cycleway 50 between Finsbury Park and Nag's Head. On 22 May we launched a public consultation on these changes.

In May we also published a consultation report for the walking and cycling improvements between Wembley Central and Harlesden stations.

In June we launched 10 new Cycleways across London, adding another 35km to London's growing strategic cycle network. TfL and the boroughs' continued work to develop Cycleways in London means the strategic cycle network has more than quadrupled in size from 90km in 2016 to 390km in June 2024. These routes are designed to make cycling safer and easier for Londoners. Localised campaigns will inform residents, people cycling and those traveling to the area about the new infrastructure improvements and their benefits for cycling journeys.

Santander Cycles

Following procurement of 1,400 additional e-bikes, the first tranche of 460 new e-bikes have been delivered. The new e-bikes are a vital part of the Santander Cycles growth and revenue generation strategy, to attract new and retain existing customers. The bikes are being hired at around twice the rate of a classic bike, highlighting their popularity. The second and third tranche of 940 e-bikes will arrive and be deployed over the summer, taking the total to 2,000 e-bikes by the end of summer 2024.

To support customer growth, Santander Cycles are working in collaboration with the TfL Cycle Sundays initiative to attract new potential customers, including an offer of free hire on Sundays throughout June.



IFS Cloud Cable Car

The mobilisation of the new operations and maintenance contract for the IFS Cloud Cable Car has been continuing with First Rail, with a smooth transition between them and Macro on 28 June. We continue to support First Rail to deliver their full transition plan and delivering their proposed operational improvements.

We have launched off-peak pricing and advanced purchase ticket discounts, which are aimed at increasing customer journey numbers and revenue. The new customer offering is being supported by an exciting and refreshed marketing campaign on display across our network at key interchanges and busy stations.

London River Services

We are seeking private investment to upgrade and reimagine our Greenwich and Festival piers and have launched early market engagement. This exciting opportunity invites potentially interested developers to submit their ideas to enhance and improve the piers, while retaining their primary function of serving customers for our river services. Interested developers were asked to complete an e-form questionnaire outlining their proposal, how it would be funded, how it aligns with the Mayor's and our aims and objectives by 28 June. Any responses will be assessed and, if deemed feasible, developers will be invited to discuss their proposal in more detail.

E-scooter rental trial

The Department for Transport trial has been operating for three years and there are now 10 boroughs taking part, with around 4,000 e-scooters available for hire. For the period ending 5 May 2024, 85,000 trips were made, bringing the total to 4.1 million trips. The average e-scooter trip duration is 12 minutes and the average distance travelled is 1.9km. 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.

Our agreement with Dott – one of our e-scooter trial operators – ended in April 2024. We continue to work closely with operators and participating boroughs to make improvements to the trial.

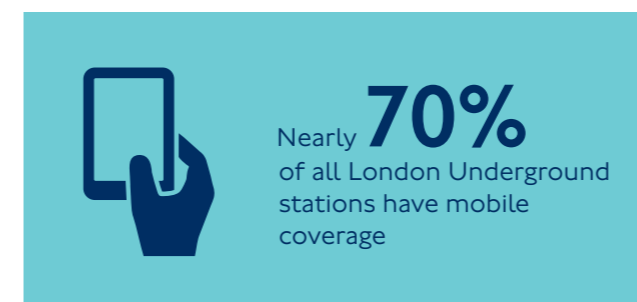
Connected London: 4G and 5G coverage on our network

We continue to introduce high-speed 4G and 5G mobile coverage on our network, enabling customers to stay connected with friends, family and colleagues as they travel around London – even below ground.

We are working with Boldyn Networks to deliver this coverage across the whole of the London Underground, DLR and Elizabeth line, and between Highbury & Islington and New Cross stations on the London Overground. All four mobile network operators – Three UK, EE, Vodafone and Virgin Media O2 – are taking part in the rollout.

Elizabeth line

Following the delivery of 4G coverage to all Elizabeth line stations in May, we are making progress on adding the tunnels. We have now delivered 4G and 5G coverage in the central section tunnels between Paddington and Liverpool Street and further sections towards Whitechapel will be connected in the coming weeks. The whole of the Elizabeth line will have mobile coverage by the end of summer.



London Underground

Hyde Park Corner, Piccadilly Circus and Russell Square stations on the Piccadilly line have recently started to receive coverage. We expect further sections of the Northern, Bakerloo, Piccadilly and Victoria lines to go live in the coming month.

Across London, 38 Tube stations now offer mobile coverage to customers in the ticket halls, platform areas and interchanges, with many more, including the southern end of the Northern line, expected to go live by the end of the summer. This is around 30 per cent of Tube stations that are below ground. When combined with Tube stations above ground, this means nearly 70 per cent of all stations on the Tube network now have mobile coverage.

Supporting the emergency services

Expanding 4G and 5G coverage will also give rail and Tube colleagues better connectivity to pass on information and host the new Emergency Services Network (ESN). When fully operational, the ESN will give first responders immediate access to life-saving data, images and information in live situations and emergencies on the frontline.

Connecting London boroughs

Additionally, we have worked closely with the GLA's Connected London team to help provide the concession agreement to nine London boroughs. This has improved connectivity through the various grants available to them, with more than 200 connections already completed. This work not only improves connectivity to borough locations and improves CCTV coverage but also enhances connectivity in the local area.

London Transport Museum

To celebrate Pride month, London Transport Museum teamed up with OUTbound, our LGBTQ+ colleague network group, to co-create an event for its Museum Late series. The evening event celebrated Londoners and transport workers from the LGBTQ+ community, and their experiences in the city.

The line-up for the evening included short talks and creative workshops, with visitors joining the leaders of OUTbound in conversation. For one night only, a striking Tube-themed gown co-designed and worn by Crossrail Programme Accountant Ervin Corzo-Rueda for the 2023 Pride march was on display in the museum's galleries.



We celebrated Pride month at the London Transport Museum

Toilet feasibility strategy

As we set out in Equity in Motion, increasing the number of customer toilets and making them more inclusive, available and pleasant to use is vital for some customers travelling on our network. This must be done in ways that take account of the challenges sometimes faced by operational colleagues when managing toilets.

Site surveys continue at the prioritised locations for new facilities – both for London Underground and London Overground. For London Underground, we have commenced local discussion with station colleagues. For London Overground, we are coordinating feasibility activity with our operational partners. We have completed prioritisation of stations requiring major mid-life upgrades. A delivery team involving project sponsors, engineers and operational colleagues has been established. We have determined the approach to procurement and set up project governance. Opportunities for improvements on other parts of the network, such as bus stations, are being investigated as a part of future work.

We have developed a good practice engineering design guide, which is already being used to influence the initial designs of new and upgraded facilities. This includes prevention measures to mitigate antisocial behaviour in toilets. We are also investigating how to enhance the cleaning and security of our most-used station

toilets (through measures such as cleaning attendants). This will improve our ability to keep open toilets that are regularly closed because of antisocial behaviour.

We have developed and implemented an internal reporting tool, similar to that used for lift faults, that will allow us to record when a London Underground customer toilet is temporarily closed outside of usual opening hours. We are monitoring use of the tool to ensure it is being consistently used and once confident in the robustness of the information, we hope to publish the real-time status of toilets in TfL Go and on the status updates page on our website (similar to lift notices).

High-level plans have been discussed with relevant trade unions. We will also undertake more detailed, in-depth surveys at priority locations to confirm feasibility, thereby enabling installation work to commence. A programme of refurbishment works will also be starting.

London Overground line naming

Following a successful launch at Highbury & Islington station in February, where the Mayor of London officially announced the new names and colours for the London Overground lines, the project is in full delivery mode.

We have begun work on redesigning our suite of maps and customer information products, such as the Tube map and on-train maps. Our customer journey planning tools, such as TfL Go and Journey Planner, are in digital development. We are also working with our operator, Arriva Rail London, on readiness for the upcoming changes. This includes ensuring all frontline

staff across our public transport services and other transport providers in the southeast are armed with the knowledge they will need to help customers with their journeys and provide excellent customer service when the line names come into use later this year.

Our collaboration and co-creation with groups the line names represent continues. During April, we held a series of stakeholder workshops – one per line name – with over 45 stakeholders in attendance, including the Football Association, Windrush Foundation, Mildmay hospital, London College of Fashion and the Fawcett Society.

The purpose of these workshops was to uncover the stories behind the new line names and generate ideas to inform our summer communications and engagement programme. The outcomes of the workshops have been inputted into a wider communications and engagement plan that will kick off in the summer and run until implementation later in the year. This campaign will help customers prepare for and understand the changes.

The project is on track to complete implementation by the end of 2024. The new names of the lines are Liberty, Lioness, Mildmay, Suffragette, Weaver, and Windrush. More information and the stories behind the names can be found on the TfL website

Marketing and behaviour change

On 18 June we launched a partnership with three trusted and well-known media outlets, Time Out, Metro and Secret London, to inspire Londoners to use public transport and make the most of

London life. Each month, we will work with these partners to publish engaging content highlighting great things to do in London and how to get there using public transport. We will highlight our great value fares, as well as services and improvements to our network. This will motivate Londoners to travel more in the city and contribute to revenue growth.

This month also saw the launch of an exciting campaign for the IFS Cloud Cable Car. The campaign focused on the spectacular views of London from above that can be enjoyed while travelling on the cable car. The campaign encouraged people to book ahead for less busy days of the week through a new dynamic pricing system which offers discounts of

up to 30 per cent on advance bookings for round-trip journeys. Paid social and poster activity alongside targeted emails supported the campaign to drive revenue. The cable car now has a dedicated organic social media channel which is managed by our in-house social media team.

In June, we launched a new message within our Travel Kind campaign. The campaign aims to encourage considerate behaviours between customers and educate them on behaviours which could make services less reliable. Recently we have seen an increase in incidents of customers pulling the passenger alarm when someone is ill on their train, which can cause delays. Our new poster educates customers that if someone is ill on their



We are updating our maps with the new London Overground line names

train, they should help them onto the platform at the next stop, where we can provide the best care for them. This also enables us to help the customer in the best way possible and enables us to keep the network running.

Following the reduction in speed limits on the A406 North Circular Road, we launched a campaign on digital banners and digital audio. This was aimed at local drivers within the affected boroughs, to inform those most impacted by the change. The campaign completed on 17 June.

People and Places programme

In June, Poems on the Underground launched its second series of poems on trains. This series of poems covered several themes, including summer, with the traditional British song Sumer Is Icumen In and Don Paterson's poem Taste. Other poems include Azita Ghareman's A Glimpse, AE Houseman's The Isle of Portland, Nii Ayikwei Parkes' By Yourself Boy..., and Benjamin Zephaniah's We Refugees. The poems series was launched with Nii Ayikwei Parkes and Poems on the Underground's Imtiaz Dharker reading their works at Covent Garden station and recording poems over the public address system.

Hardware donation to schools

We have donated more than 800 laptops, computers and iPads to 38 schools, helping thousands of students access digital learning in an initiative to reduce our environmental impact.

The programme started during the pandemic in 2020, initially to help schools that were lacking devices to teach students remotely and share online learning materials. Four years on, 38 London schools, including five special educational needs schools, have benefitted from greater access to digital learning using like-new equipment.

This is a major boost to schools when budgets are tight, removing the pressure to buy costly new devices.

These donations extend the life of devices that have no commercial value to TfL and would otherwise be sent for recycling or disposal. This initiative means our hardware and resources are being used more sustainably, minimising waste, raw material use, energy and carbon emissions. This supports our commitment and ambitions that are outlined in our Corporate Environment Plan.

Volunteers decommission older and out-of-use IT devices following standard security audits and check they are in good condition. The volunteers then prepare these devices for school learning before delivering them to schools. Active engagement and support from staff members, local businesses and communities at grassroots level has helped to develop and widen this programme, with more schools to be added over the next few months.

Additionally, Places for London colleagues have begun engaging with more schools in and around our commercial and housing development sites. This will see an increase in the total number of schools receiving the donated devices to more than 60. An estimated 6,000 more laptops, iPads and computers are expected to be donated to schools, which is a huge achievement.



We are providing computer equipment to help London schools

38

London schools supported since 2020 through donation of old TfL laptops, computers and iPads



Our colleagues

Making TfL a great place to work, where our people feel supported and empowered

Creating a culture of inclusion

June was Pride Month, an annual event to raise awareness of LGBTQ+ issues and advocate for the freedoms that will enable everyone to live their lives on equal footing. At TfL, we are proud to be one of the official partners of Pride in London, with the parade taking place on Saturday 29 June. A new Pride bus wrap was installed for the parade.

Our OUTbound colleague network group hosted a range of engaging and informative events during June – from sharing sessions to film screenings, museum late-opening sessions at the London Transport Museum, and lived experience talks with keynote speakers who identify as members of the LGBTQ+ community.

For the first time, our IFS Cable Car has had a Pride-themed makeover, with 10 gondolas wrapped in the 'Every Story Matters' 2024 design. I was at Mildmay Hospital on 25 June to celebrate Pride, and was offered the chance to ride on a specially wrapped train along with a bespoke Mildmay pin, sold for £5 each to raise funds for the hospital.

Following the success of the colleague artwork competition last year, we again invited colleagues to submit artwork to be displayed across our estate. There was a competition for colleagues to design the T-shirts worn by our people on the Pride in London parade and a series of group portraits of LGBTQ+ colleagues and volunteers to be displayed at several stations and on social media. Campaign

activity included our zero tolerance to hate and our bystander intervention posters running across the network, a content partnership with Pink News reaching over 650,000 Londoners, and social media activity showcasing the impact of a TfL volunteer through 'Get ready with me' style content.

As representatives of the LGBTQ+ community in TfL, OUTbound provides LGBTQ+ colleagues and allies with opportunities to connect with one another to support them and help them develop. Working alongside charities and LGBTQ+ community interest groups, OUTbound is committed to championing colleagues to be authentic at work.

Further to celebrating LGBTQ+ History Month, we continue to promote our long-term Action on Inclusion strategy, whereby we are committed to being a fully inclusive employer across all roles, that represents the communities we serve, and where everyone can realise their potential. Our continued efforts to champion a safe and inclusive work environment remains prominent to ensure our LGBTQ+ colleagues can be authentic, celebrate who they are and enjoy equality of opportunity.



We took a ride on a Pride-themed London Overground train

Employee relations

Extensive work has taken place across our operational teams to ensure we implemented mitigations to minimise disruption to our customers caused by industrial action, including the enhancement of additional services where possible.

We continue to engage with key stakeholders to ensure we prepare appropriately for any action and work to minimise the impact on our customers wherever possible, as well as learning lessons from previous disruptions to ensure our preparedness for future action.

I'm pleased that working closely with colleagues in Unite the Union, TfL have reached agreement on a range of measures to address pay issues for London Trams workers. This led to strike action on the tram network being suspended.

Carers Week

Carers Week, which took place from 10-16 June, is an annual campaign to raise awareness of caring, highlight the challenges unpaid carers face and recognise the contribution they make to families and communities throughout the UK. It also helps people who do not think of themselves as having caring responsibilities to identify as carers and access much-needed support.

This year the theme was 'Putting carers on the map', highlighting the invaluable contributions of carers across the UK and ensuring their voices are heard loud and clear.

Together we want to help increase the visibility of carers among politicians, employers and throughout our communities. By raising awareness, we hope they will better recognise the challenges unpaid carers face and help them access the support they deserve. Being carers, parents and guardians unites us and many of our colleagues and reminds us of our shared human experience.

Supporting everyone to achieve their work ambitions

Objective setting

All colleagues were asked to set their objectives for the year by 31 May. Performance objectives are key in supporting direction, while development objectives are aligned to career aspirations and support individual performance to help everyone to achieve their career ambitions.

The Executive Committee also set their objectives. These are to demonstrate where the Chief Officers will place their focus as a team to transform TfL, and help inform their individual objectives, which are then cascaded throughout the organisation.

We are reviewing how we attract people to our organisation, highlighting our rich history, exciting future and value-driven culture

Based on our roadmaps, these cascaded objectives feature the steps we need to take to move in the right direction, helping everyone prioritise and be involved in our progress.

Provide a fair and attractive employee offer

Our employee value proposition for recruitment

Defining, refreshing, and publishing our employee value proposition is a key enabler of our Colleague strategy and one that we are committed to delivering. To achieve this, we are reviewing the material we use to attract people into our organisation and how we articulate our employee offer.

That story will help us create a brand for recruitment, focusing on our vision and purpose and what it means to work for TfL: an organisation with a rich history and an exciting future, that lives a value-driven culture, provides a great service for London, and that is actively tackling the climate emergency. Our employee value proposition will also positively set out what people can gain from employment with us: our development journey, our benefits offered, our inclusive workplace environment.

We have received iterations from our design agency on our narrative and branding and have engaged with the wider business on our proposition concepts. Following this, our external provider will continue to develop recruitment resources and style guides for roll-out.

Our reward strategy and changes to pay structures

Earlier in the year we took the decision to separate the timing for changes in pay structures between TfL and London Underground. The main reason for this was the significantly greater complexity and challenge surrounding this work within London Underground compared to TfL, and hence the longer timeframe needed. To realise the positive benefits for colleagues and the business alike as swiftly as possible, we are bringing forward implementation within TfL.

Our recent work on the development of a job families pay structure proposal has therefore primarily focused upon the TfL environment. We have now defined 21 job families for our non-operational business areas and a further eight within operational areas (excluding London Underground). We have already completed mapping of all TfL jobs to their job family, collation of relevant benchmarking and the development of pay ranges for each family. We are now working with senior business leads and engaging more widely with senior teams to further review and refine initial proposals.

Our work on job families is now sufficiently developed that we are ready to take our proposals through to consultation with trade unions as the next stage of implementation. The Reward and Employee Relations teams are working closely together on a plan for consultation on the reward strategy that will necessarily be tied in with TfL pay talks for 2024.

Safety, Health and wellbeing of our colleagues

Developing colleague safety and wellbeing plans

Our colleagues are at the centre of everything we do to ensure we deliver a safe, healthy and sustainable future for the city we serve. We are currently developing two documents to support this work and provide practical tools to colleagues.

First, the colleague safety plan, which will be launched in September, will set out what we are doing to ensure that everyone who works here goes home safely at the end of their working day; and how we are working towards our ambition that no colleague is killed or seriously injured at work by 2030. It will be a practical resource for all colleagues, including senior leaders and those who manage others, to support them in understanding their accountabilities and how they can act in line with them.

Intrinsic to the safety of our colleagues is their health and wellbeing. At TfL, we are on a journey to build a workplace where people want to work, build a career and feel healthy, motivated, included and able to achieve their potential and deliver for London. In the autumn, we will launch a colleague wellbeing plan which, in alignment with our wider Colleague strategy, will provide practical tools and guidance to support everyone in thriving at work in a way that is important to their own health and wellbeing.

Continually improving our safety management system

In June 2023, we re-launched our safety management system. This provides colleagues and people leaders with a central place where they can access all

the tools and guidance they need to drive improvements in operational performance and to fulfil their safety, health and environment accountabilities.

Over the last year, as a result of colleague and trade union feedback, as well as key learnings from how the system is used (such as incident reporting), we have been implementing various improvements to the system including making colleague accountabilities even clearer and what actions they need to take, such as training.

The training our colleagues undertake is varied and often very specific but there are also courses that are focused on our wider safety culture. These courses ensure that everyone feels empowered to act in line with their accountabilities and that they feel safe to raise safety observations. In the last year colleagues completed 79,305 of these courses, actively contributing towards reductions in customer and colleague injury and ill-health.

Wellbeing interventions at Acton Depot

Following the success of health and wellbeing checks at the Railway Engineering Workshop in Acton in 2023, the Wellbeing team returned to the depot for both day and night shift colleagues in the last two weeks of June to deliver targeted support and advice. This involved several talks, educational and engagement sessions including mental health presentations for our colleagues, masterclasses for line managers, smoking cessation, health surveillance, nutrition, drugs and alcohol treatment services as well as Employee Assistance Programme sessions. Acton colleagues also had a chance to have further health and wellbeing checks to track their health changes.

The sessions proved to be incredibly positive with Acton depot colleagues praising the sessions for being practical, relatable, inspirational and engaging. On average, each talk or workshop was attended by 15-20 colleagues, both on day and night shifts and overall, we reached approximately 200 colleagues. People leaders took part in mental health masterclasses, and the measures collected before and after the training showed statistically significant improvements in confidence and ability to have mental health conversations, use relevant resources and signposting and recognise signs and symptoms of poor mental health.

InsideOut awards success

On 13 June, I was delighted to hear that we had triumphed in the Physical Wellbeing Initiative of The Year category, in recognition of the work we have been doing

in association with weight-management specialists Roczen to support weight loss and, where appropriate, reverse metabolic conditions such as type 2 diabetes among at-risk colleagues.

World No Tobacco Day

On 31 May, we marked World No Tobacco Day. This annual event, which has taken place every year since 1987, aims to remind people of the dangers associated with using tobacco, highlight some of the more questionable business practices of tobacco companies, and draw attention to what the World Health Organisation is doing to counter these problems. We partnered with the organisation London Tobacco Alliance and Stop London Smoking who gave a presentation to colleagues on the impact of smoking on the body and the best ways to quit.



Our Wellbeing team celebrated success at the InsideOut awards



The CIHT recognised the work of our colleagues

Chartered Institute of Highways and Transportation Awards

Several TfL projects and TfL colleagues were recognised at the annual Chartered Institute of Highways and Transportation Awards on 13 June. Senior Bus Safety Development Manager, Kerri Cheek, won Bus Person of the Year Award for her exceptional contribution within the bus transportation sector and our Network Management & Resilience Construction Advisory & Innovation Team won Team of the Year for their ability to work effectively under the challenges posed in the highways and transportation sector. Our Women in Bus and Coach programme which seeks to improve

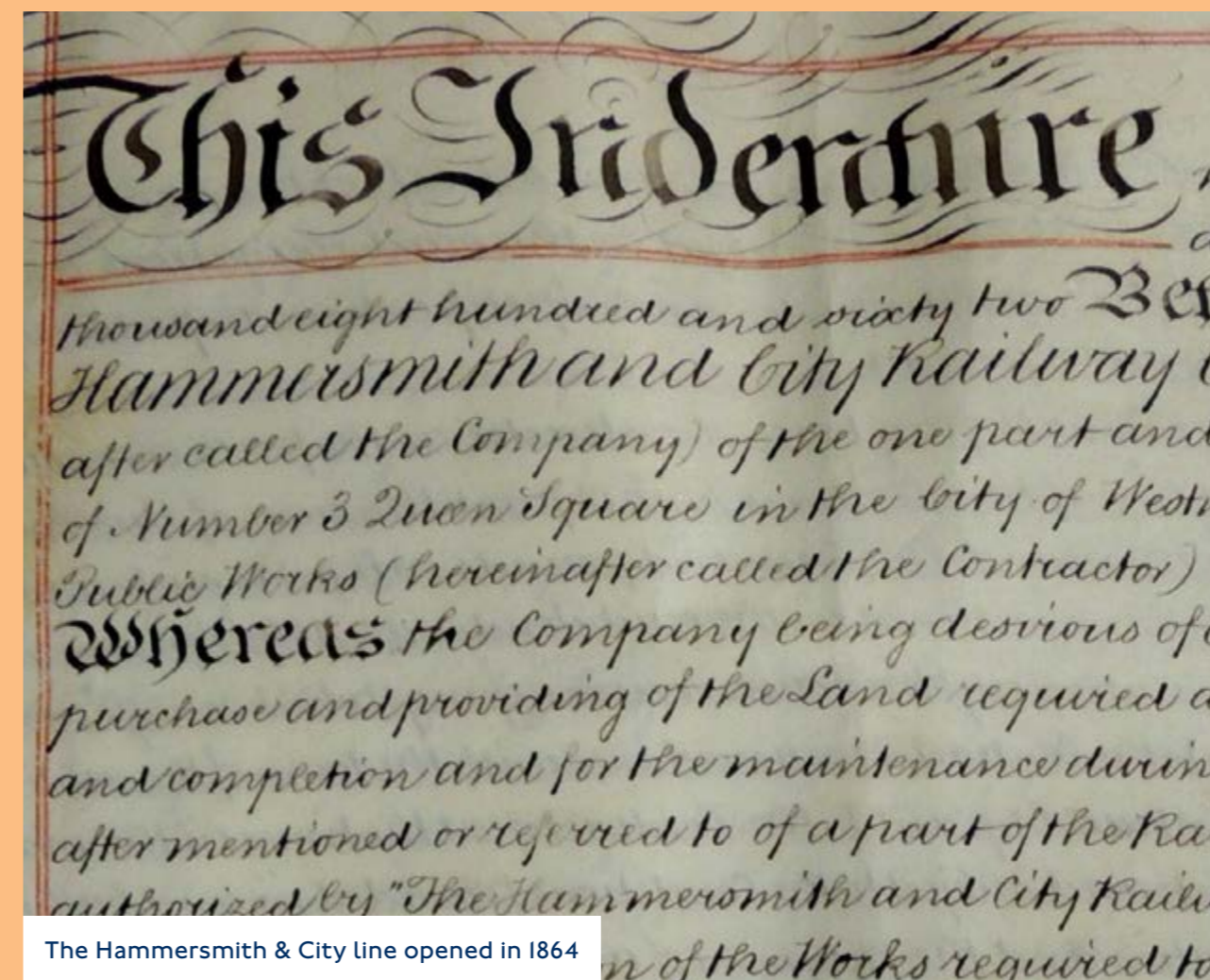
the representation of women in the bus industry won the Equality, Diversity & Inclusion Award.

Other notable highlights included Superloop receiving highly commended for Bus Initiative of the Year Award, our Carbon Literacy training programme receiving highly commended for the Sustainability Award and Bus Braking Analysis receiving highly commended for the Research Award. Our Bus Safety Strategy and First Responder Hazard Identification initiative were also shortlisted for awards.

Hammersmith & City line celebrates 160 years

On 13 June we celebrated 160 years of the Hammersmith & City line. Originally designed as a feeder to the Metropolitan line, it even shared the same colour on the map up to 1990. Our TfL archives featured on the Google Arts & Culture website with lots of interesting facts

and images about the line. We ran a competition for colleagues to win Hammersmith & City line merchandise from the London Transport Museum and the Director of London Underground Customer Operations posted a video message to colleagues.



The Hammersmith & City line opened in 1864

© TfL Corporate Archives

Our green future

Creating a healthier, more sustainable city for the wellbeing of all Londoners

Air quality

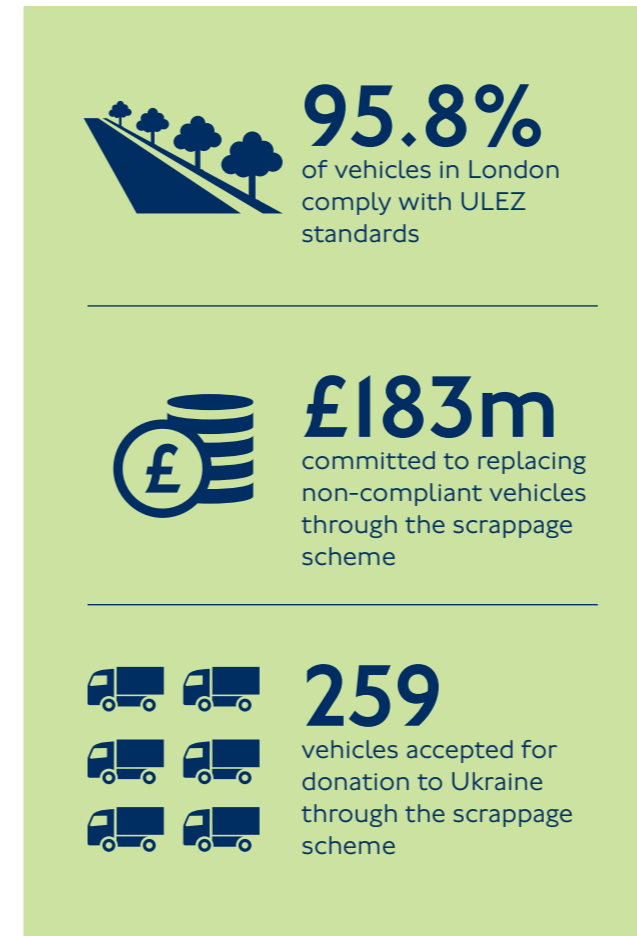
Ultra Low Emission Zone

The Ultra Low Emission Zone (ULEZ) was expanded London-wide on 29 August 2023 and has now been operational for coming up to a year. Early findings from the one-month report showed that over 95 per cent of vehicles comply with the ULEZ standards.

The London-wide ULEZ six-month report is due to be published in the coming weeks and will provide an update on the compliance rate of vehicles travelling in the zone alongside a preliminary analysis of pollutant concentrations. Fuller analysis of both emissions and concentrations will be reported in the one-year report. Alongside the London-wide ULEZ monitoring reports, we publish quarterly factsheets that provide a breakdown of the daily average number and proportion of vehicles detected in the ULEZ that were non-compliant. These figures are broken down by those who paid the charge and those who received a penalty charge notice or warning notice or were non-chargeable. The latest factsheet, covering the three-month period to the end of December 2023 (the latest was delayed due to the pre-election period), shows that 95.8 per cent of vehicles now comply with ULEZ standards.

The £210m scrappage scheme continues to support Londoners switch to cleaner, greener modes of transport. The most recent available data, up to and including 7 July 2024, shows that 53,351 applications have been approved and over £183m has been committed.*

* TfL ULEZ scrappage scheme fact sheet July 2024



Baker Street air filtration trial

We have a robust programme to tackle dust in our stations, focusing on enhanced cleaning, research and monitoring, as well as innovative technologies to reduce dust. Results from 2023 monitoring rounds have shown that dust levels on the London Underground have been falling over the last four years.

As part of this programme, a trial of air filtration units recently went live at Baker Street station and will run for around six months. The aim of the trial is to test

the effectiveness and practicality of this type of technology at tackling dust on the Tube. We will monitor and collect data throughout the trial to ascertain the effectiveness of this technology.

Zero-emission buses

Currently, over 17 per cent of the bus fleet operates with zero-emission buses, and we exceeded our target of having 1,400 zero-emission buses by the end of March. This includes hydrogen, battery electric and 'opportunity charged' electric buses, which are topped up via a pantograph multiple times during the day.

London continues to have the largest zero-emission bus fleet in western Europe, which has increased to over 1,500 from just 30 buses in 2016. Since March, four further routes have converted to zero emission – namely routes 152, 276, 307 and 384. Our opportunity charging trial on route 358 that is being launched this summer will continue to build on the electric bus charging infrastructure network by using pantograph technology.

This commitment to environmentally friendly technologies continues to support our vision be a strong, green heartbeat for London.



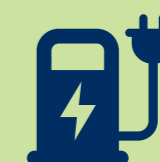
We are delivering electric vehicle charging points across London

Electric vehicle infrastructure strategy and delivery

The number of public electric vehicle (EV) charge points in London continues to grow. London now has just over 20,000 public charge points, including 1,213 rapid charge points. To date, we have delivered more than 300 of these rapid charge points.

Our partner Zest continues to install new rapid charge points on our road network, with a target of 100 electric vehicle charging bays by June 2025. We also released a further 33 bays to the market on 7 June 2024, and expect to award a contract before the end of the calendar year. Work continues to assess suitable sites for further delivery phases. Places for London's tender for a joint venture partner to deliver and operate EV charging hub sites continues to be assessed. We expect to be able to announce the partner later this year. London boroughs continue to progress the delivery of slow to fast charging using the £35.7m from government via the Local EV infrastructure fund. We are working with London Councils and supporting boroughs on this, including managing a separate 'capability' funding pot which will include conducting research.

On 3 June 2024, we held an inclusive EV infrastructure workshop with London Councils, GLA and our infrastructure delivery teams. We heard from Helen Dolphin MBE, on her experience of using public charge points as a disabled driver, and from Motability Foundation and the Office for Zero Emission Vehicles on requirements of the PASI899 accessible charging specification. We also discussed challenges that delivery teams have faced in London in delivering infrastructure that complies with PASI899 and considered ways we could overcome these. This workshop will be followed by a workshop with borough officers to inform their charge point procurement and delivery. We will also engage with disabled drivers in London to better understand how they use public charge points and their requirements. The outcomes of this work will inform new commitments for our strategy to deliver accessible EV infrastructure in London.



Over **300**
electric vehicle rapid
charging points delivered
by TfL across London

Building decarbonisation **Building feasibility studies**

In February 2024, we launched a Net Zero Matrix team to accelerate progress towards our decarbonisation commitments. In partnership with Arcadis, the team is exploring options to decarbonise our buildings through measures such as phasing out fossil fuel-based heating systems and improving building performance through energy efficiency measures.

The studies looked at 19 buildings, including depots, maintenance buildings, track offices and train crew accommodations. The studies are now complete and are being reviewed. A prioritisation exercise to determine which sites will be progressed to the next stage of design, is due to start in the next couple of weeks.

The results of this exercise will also help to inform which sites would be most suitable for a Phase 4 Public Sector Decarbonisation Scheme application, which is expected to be open for grant funding applications later in 2024.

Climate change adaptation

In line with our Climate Change Adaptation Plan, on 1 July we launched a tender for our tidal flood defences project, jointly funded by us and GLA Land and Property, the GLA's property subsidiary.

As landowners, we need to have a proactive programme in place to ensure that tidal flood defence structures on our land will be raised to required future levels where necessary. This tender is seeking to appoint consultants to help us determine which defences need intervention in the future.

All tidal flood defence structures on GLA family land will be surveyed for condition and current crest height. This will enable us to develop a programme of future improvement work in line with the Thames Estuary 2100 Plan.

London Climate Resilience Review

We are supporting London to become a more resilient city by working with the GLA and other organisations and local authorities, to develop the London Climate Resilience Review. The review was commissioned by the Mayor to make recommendations on how London can become more resilient to increased extreme weather events, in response to the heavy flooding in 2021 and the record-breaking heatwave of 2022. We have attended and contributed to a series of workshops, took part in an interview, and reviewed and provided feedback on draft reports.

Our Green Infrastructure and Biodiversity Plan and Transport Adaptation Steering Group are mentioned as exemplar work in this field. The review also strongly endorses our work for the London Surface Water Strategic Group, which is on track to produce an interim report in July 2024.

However, the review also identifies areas for improvement. Guided by our Climate Change Adaptation Plan to help us prioritise, we must proceed with retrofitting existing infrastructure to enable it to cope with the impacts of climate change. We must also accelerate our action to launch a pilot to identify weather as a contributing factor of asset degradation. Related to this work, we are piloting the integration of weather as contributory factor in London Underground electronic incident reporting ahead of a TfL-wide assessment of incident reporting systems.

Wildflower verges

Our Green Infrastructure and Biodiversity Plan sets out how we will support London to respond to the ecological crisis by protecting, connecting and enhancing green infrastructure in London. Wildflower verges encourage biodiversity and help wildflowers thrive, supporting pollinators such as bees and butterflies, as well as many other insects, birds and small mammals, by creating

a supply of food, nectar and shelter. This spring we have met our target to double our wildflower verges from 130,000 square metres to 260,000 square metres, which is equivalent to 36 football pitches. We will continue to maintain these verges to ensure they remain safe for passing drivers but mowing will be limited to allow wildflowers to grow and thrive.



Our wildflower verges support London's biodiversity



25,031

street trees planted on our network since 2016

Planting street trees

Tree canopy, the area covered by trees' leaves, covers approximately 19 per cent of our estate and has an important role to play to support climate adaptation in London, such as reducing surface water flood risk and providing shade and cooling. We recently completed an assessment of the most suitable methodology and tools to use to model changes in tree canopy cover over time. We will next proceed with the modelling work which will help us identify tree planting opportunities and draft a Tree Canopy Cover Plan by March 2025. The plan will detail how we will increase tree canopy cover across our estate by 10 per cent by 2050, compared with the 2016 baseline. Our 2023/24 street tree-planting programme saw a net increase of 236, which takes our total to 25,031 street trees now planted across London. This means we have met the Mayor's target of a one per cent annual increase in the number of street trees planted since 2016.

Office of Rail and Road review of environmental arrangements for railway licence holders

The Office of Rail and Road (ORR) has recently updated environmental guidance associated with licence conditions for railway licence holders. As part of its assurance process, the ORR has undertaken a review of this guidance, supported by

infrastructure consultants AECOM. The review process has been ongoing since July 2023, with 60 licence holders reviewed, 30 of whom were sampled for a quality review and five were invited for interview. The results were positive for TfL, with the full report providing a useful quality matrix scoring guide and recommendations that we can use, review and take forward.

Carbon literacy

I am delighted to say that over 5,000 of our colleagues have now completed carbon literacy training since we began offering the course in July 2022. This milestone highlights our commitment to sustainability and the collective effort of our volunteer trainers and coordinators across the business. As I have mentioned previously, our commitment was recognised last year when we were announced as one of the winners of the 2023 Global Carbon Literacy Action Day Catalyst Award from the Carbon Literacy Project. Our Carbon Literacy training programme was Highly Commended at the Chartered Institute of Highways and Transport awards, in the sustainability category.

We fully intend to maintain the momentum that we have very quickly built-up as regards this training, which is so fundamental to our vision of becoming London's strong green heartbeat.



5,000

Over colleagues have completed carbon literacy training since July 2022



We are increasing the number of trees on London's streets

Our finances

Working to ensure financial stability for the long term

Financial performance

Our latest financial report covers the period to the end of Period 2 2024/25 (1 April to 25 May 2024). Our 2024 Business Plan set out our strategy for rebuilding our finances, improving efficiency and helping secure our future. We delivered an operating surplus in 2023/24, reinvesting this in maintaining and improving our network. Our 2024/25 Budget builds on this foundation, aiming to grow our surplus and increase our ability to invest. We will do this by continuing to deliver on our financial strategy.

Grow and diversify our revenue

Passenger journeys saw cumulative growth of four per cent compared to last year. We are targeting six per cent year-on-year journey growth over the full year, on top of the nine per cent we saw in 2023/24.

Despite growth on last year, journeys are 18 million lower than Budget. Total revenue is £28m, two per cent lower than Budget. It is standard to see variation between our forecasts and actual ridership. We continue to monitor trends closely and, as we have done in previous years, we will update our forecasts for the full year in due course.

Deliver recurring cost savings

Operating costs are one per cent lower than Budget, mainly from contingency held to mitigate risks on revenue. We are targeting £259m of savings this year, including £130m of recurring savings. We currently expect to deliver this, although there remain some risks.

Growing our operating surplus

We expect to deliver an operating surplus this year, but there are risks to revenue which need to be managed.

Fund our capital investment

Our operating surplus funds capital investment. Capital renewals are £142m in the year to date, £41m up on last year as we increase renewals investment to address the backlog of asset replacement. Renewals are £10m higher than Budget, from an early increase in spending. We expect to hit Budget over the full year. We continue to make the case to Government for a long-term funding settlement.

Maintain liquidity to protect us against shocks

Cash balances are just under £1.4bn, and lower than Budget, mainly from timing of an asset sale and adverse working capital.

We aim to maintain cash balances at around £1.3bn in line with our treasury policy. The GLA financing facility of £350m offers additional protection against shocks and risks.

New homes and Places for London Limmo Peninsula

Earlier this year, we began our search for a new joint venture partner to work on developing the Limmo Peninsula in Newham. The partnership presents an opportunity to provide 1,200 new homes

including affordable housing, alongside commercial space and improvements to the public realm such as a new cycle and pedestrian bridge and a new river walkway.

In June, the first stage of the tender was concluded, and Places for London is now working with four bidders. The contract is expected to be awarded in early 2025. The partnership is designed to enable us to develop other sites across east London. While Places for London continues its search to find a partner, it is looking to create a temporary installation at the Limmo Peninsula for up to four years to activate the space and make it a destination for the local community to visit and enjoy.

Upskilling London

In July, Places for London opened its third construction skills hub with The Skills Centre at Edgware, where it is developing proposals to transform the town centre in partnership with Ballymore. This development will include thousands of new homes, a cultural hub with retail and workspace and a new bus garage.

The hub at Edgware will provide a base for local people seeking to embark on a range of rewarding and varied careers in construction and the built environment. The centre is designed to offer a diverse

range of training opportunities, including pre-employment training, dry-lining apprenticeships, retrofit and green skills bootcamps.

New retail openings on the Elizabeth line

The Elizabeth line has recorded over 350m passenger journeys since it opened, and Places for London is welcoming new businesses to our estate at stations that are benefiting from improved connectivity. In June, two staples of the high street, WHSmith and Marks & Spencer, opened at Ealing Broadway in west London, while in Woolwich we were delighted to announce the opening of Gail's Bakery's second shop on the estate following their first at Barons Court station.

We host over 1,500 businesses on our estate, in our arches, stations and on London's high streets, and Places for London is unlocking opportunity across the capital by offering workspaces and support to new businesses, young entrepreneurs and established brands. In September, Places for London is hosting a customer conference when businesses from across the estate will come together to celebrate their achievements.

Victoria Arcade

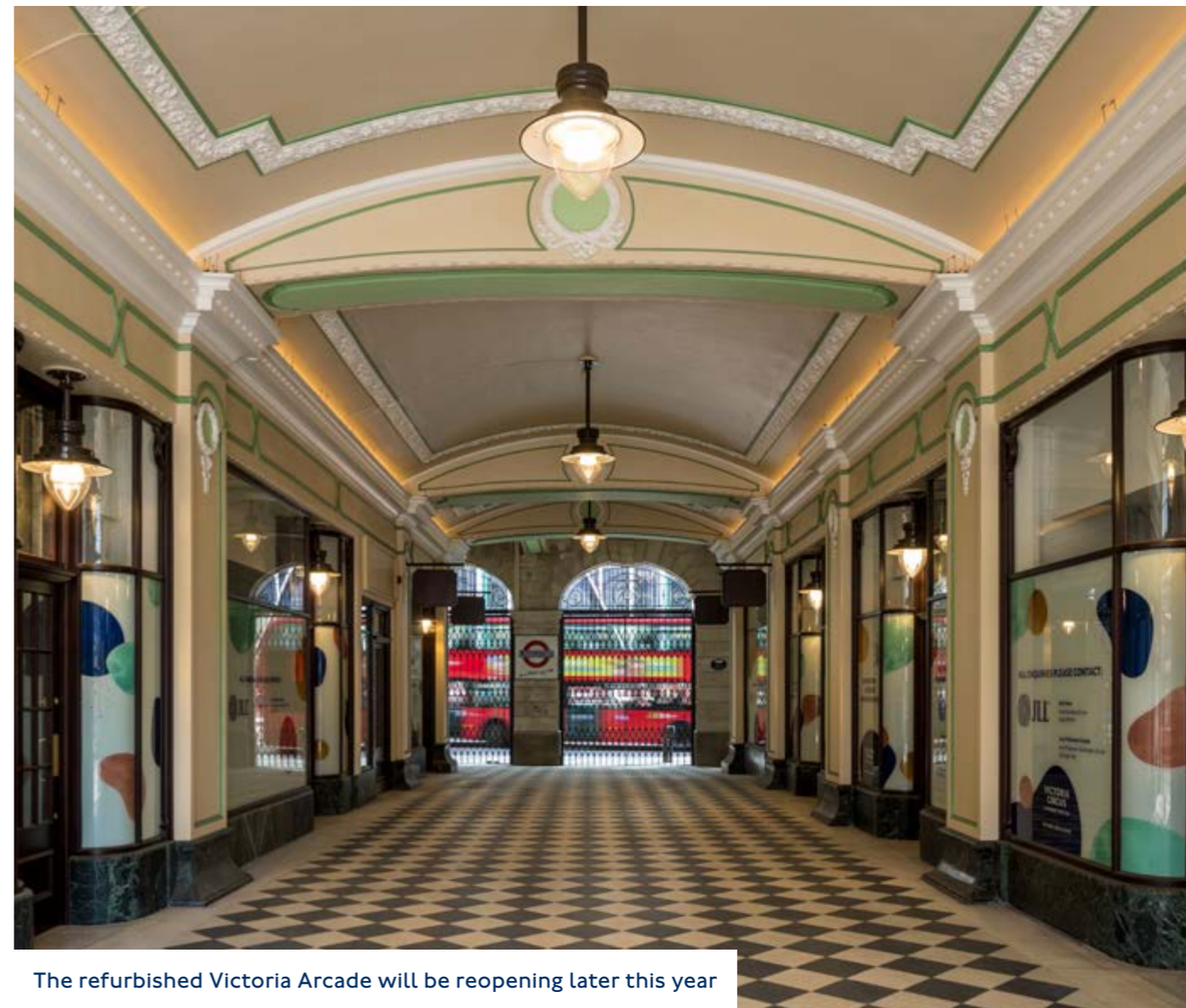
In June, businesses moving into Victoria Arcade began their shop installation. Later this year, the Arcade will reopen to the public for the first time since 2020 following a comprehensive refurbishment and restoration of its period features.

Places for London has invested around £1.5m in transforming the iconic, grade II-listed retail thoroughfare. Once complete, the arcade will support up to seven businesses in a highly-desirable location adjacent to Victoria's rail and Tube stations, and Victoria Market Halls – another successful business on Places for London's estate.

Kilburn Mews

Places for London is refurbishing 11 of the arches opposite Kilburn Tube station. In June, Morgan Sindall started the next phase of the project which includes pre-construction surveys, strip out and demolition works ahead of the refurbishment starting next year. Morgan Sindall will be maintaining close contact with the local community throughout the construction phase of the scheme, working closely with Places for London to offer apprenticeships, jobs and work experience to nearby residents.

This is the next phase of the Kilburn Mews project that has been designed by DK-CM Architects to enhance the existing infrastructure and characterful arches, connecting a renewed, accessible and vibrant commercial space to the high road and local area.



The refurbished Victoria Arcade will be reopening later this year



£1.5m
invested in
transforming grade II
listed Victoria Arcade

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.

© Transport for London

July 2024

tfl.gov.uk