



# Commissioner's report

December 2024

MAYOR OF LONDON

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# Introduction

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

In the period since my last report, we have received confirmation from Government of the capital funding settlement for 2025/26. The level of funding is £485m, inclusive of the £24m previously committed for the additional Elizabeth line trains. This is a good settlement, which enables us to move forward positively and now engage in the longer-term funding discussion as part of the Government's Comprehensive Spending Review. This contrasts with 2024/25 funding, where we received £250m less than we asked. In the context of the national fiscal position, this is a positive outcome.

Our work on addressing the impact of the cyber security incident is ongoing but we are slowly getting back to normal. After pausing new Oyster concessions and photocard applications, we have now brought our concession photocard website back online and started accepting and processing new applications for all photocard concessions. I would like to reiterate my thanks to all of our customers for their patience and our colleagues who have been relentlessly focused on restoring these services. We continue to work with partners to conduct a thorough investigation into the incident.

I was pleased that RMT and ASLEF suspended planned industrial action on the Tube that would have seriously disrupted Londoners. We believe we have made an offer to our trade unions that is fair, affordable, good for our colleagues and good for London - and we urge our trade unions to continue working with us.

I am also delighted to report some key highlights around our performance. The

Elizabeth line had its best performance since the start of services across the line – a direct result of immense efforts from all parties who collectively work together to improve reliability on the line. Separately, our Santander Cycles e-bikes continue to be extremely popular. On 15 October, we had more than 4,900 hires making it the busiest day ever for e-bike hires.

In project news, the first new Piccadilly line train arrived in London in October, a real step forward and insight into what the Piccadilly line upgrade will bring. The first two trains are also being manufactured at Siemens' new facility in Goole in Yorkshire, marking further progress for this exciting project. Separately, we reopened Kingston Cromwell Road bus station on 16 November which now has improved live information screens at both ends of the bus station, new and accessible toilets as well as improved accommodation for our colleagues including bus drivers. The bus station is also an energy-efficient building with a new canopy in the waiting area.

Last month, I had the privilege of representing TfL at events and meetings with key city authorities, stakeholders and international partners. I attended the International Association of Public Transport Conference and Exhibition in Singapore and the Tourist & Transport Forum in Sydney as well as meeting various politicians and dignitaries. In addition to sharing what we do well, it was really interesting to learn from other transport authorities facing similar challenges.

At home, I met with Councillor Kieron Williams, leader of London Borough of Southwark and Chair of London Councils

TEC, as we continue to build close working relationships with London Councils.

Internally, it was an honour to be able to recognise colleagues who played a key role in last year's Coronation of Their Majesties King Charles III and Queen Camilla. At a special event at the London Transport Museum, colleagues received a certificate and commemorative medal on behalf of the Department for Transport and Royal Household as a thank you for their efforts.

As 2024 comes to a close, it is inevitable to reflect on the challenges we have faced but also the great successes we have had this year and the resilience we have shown as an organisation. It is a true privilege to lead this incredible organisation – made up of so many wonderful and dedicated colleagues – and I am looking forward to building on what we have achieved and continuing to deliver for London in 2025.



A handwritten signature in black ink, appearing to read 'Andy Lord'.

**Andy Lord**  
Commissioner

# Safety and security

Prioritising the safety of our customers and colleagues as they travel around the network

## Notable incidents

This section begins with a summary of the most notable incidents that have occurred since the last report was published. This is followed by updates on elements of our established safety programme that are in place to eliminate all deaths and serious injuries on London's transport network by 2041. Safety is the priority in everything we do, and it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London.

As noted in the previous editions, we only report limited details about such incidents while matters remain under investigation, pending the outcome of inquests or any regulatory or other legal proceedings.

## Safety incidents on the network

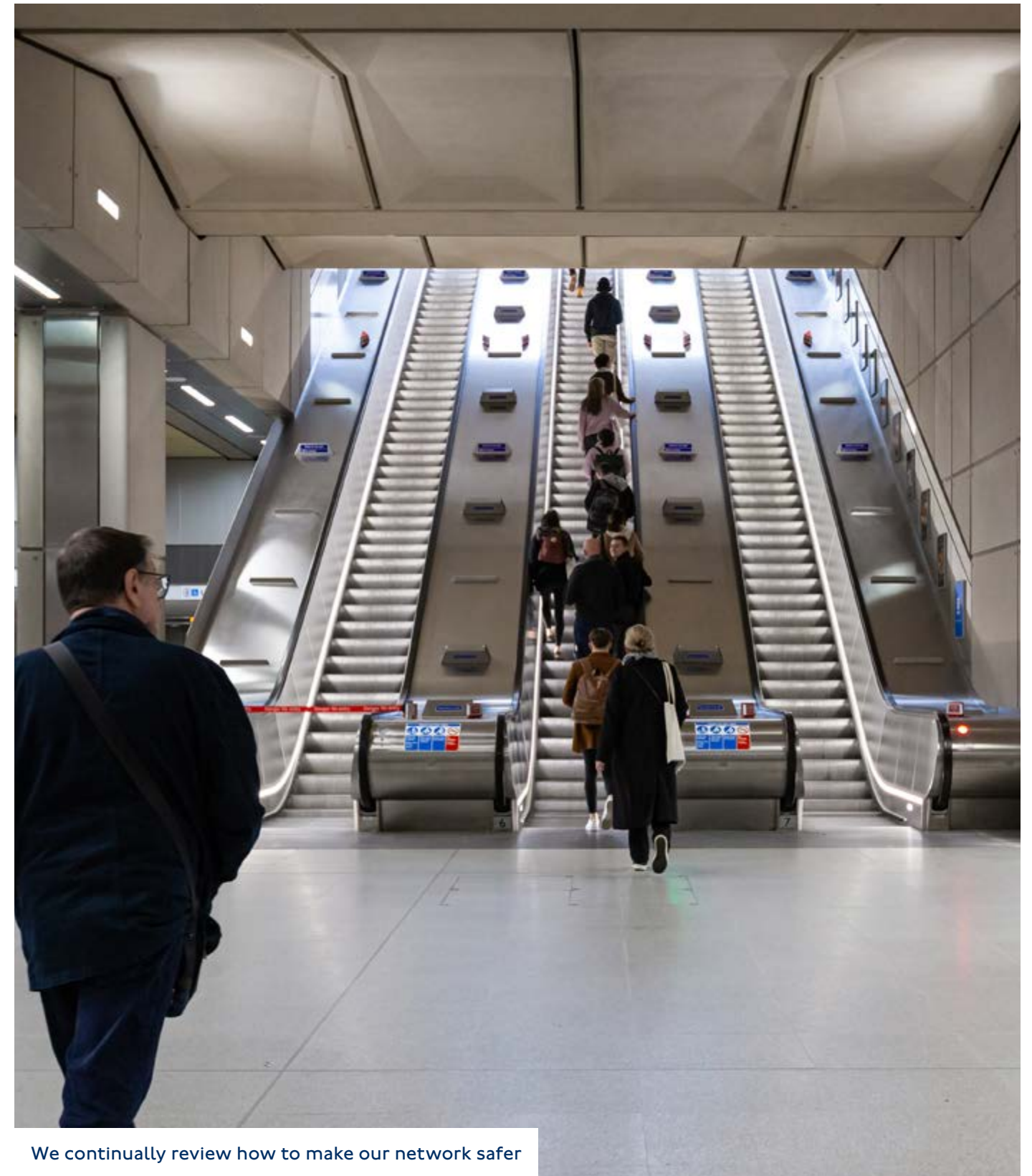
On 24 October, a pedestrian was struck by a bus in Church Lane, Leytonstone. The pedestrian sadly died some days later while in hospital.

On 26 October, a pedestrian was struck by a bus on South Lambeth Road, Stockwell. The pedestrian sadly died some days later in hospital.

On 4 November, a customer was fatally injured at Chalk Farm station and sadly died at the scene.

On 23 November, a cyclist was struck by a bus on Westferry Road, Isle of Dogs and sadly died at the scene.

All of the incidents are under investigation and our thoughts are with the family and friends of the four people who have lost their lives.



We continually review how to make our network safer



### **New measures introduced to the Direct Vision Standard**

From 28 October, we strengthened the requirements for the world-leading Direct Vision Standard (DVS), which is playing a vital role in helping to save the lives of vulnerable road users in the capital. The DVS measures how much a heavy goods vehicle (HGV) driver can see directly through their cab windows and sets minimum standards to promote visibility and safe driving practices. We are now strengthening the minimum safety requirements for vehicles in the capital to reduce the level of risk that HGVs can pose to all road users, especially people walking and cycling.

HGVs that are more than 12 tonnes will now require a minimum three-star DVS rating or to fit an updated system of enhanced safety features - the Progressive Safe System - to operate in Greater London. Operators will receive a penalty charge notice of up to £550 if they operate an HGV more than 12 tonnes in Greater London without a valid HGV safety permit, or do not meet the permit conditions. We introduced these changes to further enhance the safety standards of HGVs operating in the capital, helping them to reduce road danger for everyone.

The latest data indicates that the DVS continues to contribute to the Mayor's Vision Zero targets. Revised 2023 data shows there was a 49 per cent reduction in the number of fatal collisions involving an HGV, compared to the 2017-19 baseline. Improving vehicle safety features will further reduce the level of risk to all road users. Before it came into force, the upcoming change in requirement was

## **Our new Colleague Safety Plan outlines how all staff play a role in making TfL a safe place to work**

regularly communicated through a variety of channels, including weekly calls with industry representative groups. We also launched a marketing campaign which was featured across trade press publications, posters in service stations on the north, south, east and west approaches to London, paid search content and service emails to existing permit holders.

An event was held on launch day which was attended by Will Norman, Walking and Cycling Commissioner, among other colleagues and Vision Zero stakeholders, to celebrate the continued success of the scheme and publicly congratulate the freight industry for their commitment to road safety.

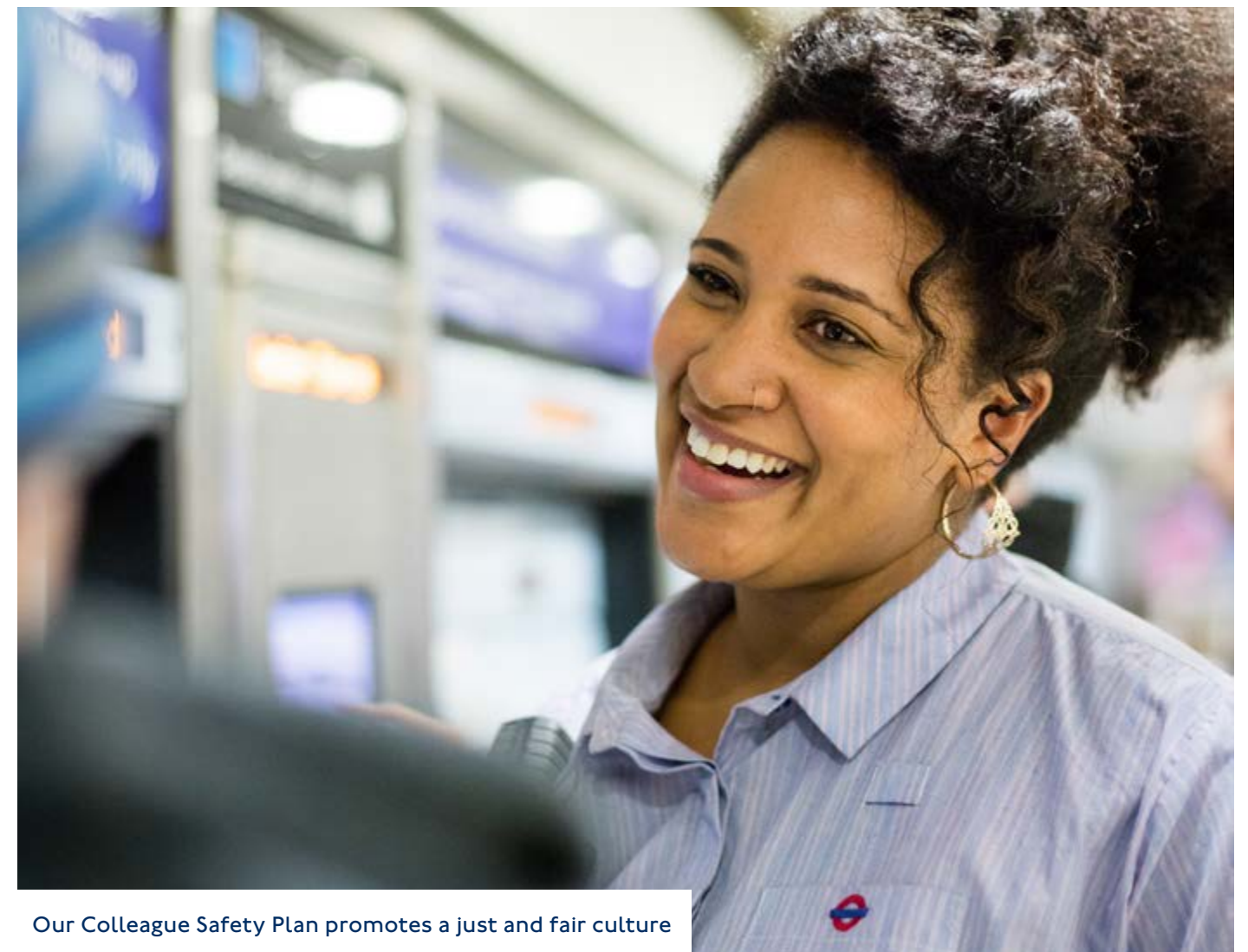
### **Our new Colleague Safety Plan**

On 10 October, we launched our new Colleague Safety Plan. Aimed at all colleagues, it guides us towards our goal to get everyone home safe and healthy every day, and towards our 2030 safety and health ambition that no colleague is killed or seriously injured while at work. People are the beating heart of our organisation, and this plan encourages colleagues to reflect on who they stay safe at work for and drives home the importance of safety.

The plan outlines our accountabilities for safety; signposts our colleagues to the right tools such as our Safety, Health and Environment management system; and promotes a just and fair culture where everybody feels able to speak up, share mistakes and learn from them.

The Colleague Safety Plan outlines the role all staff play in making TfL a safe place to work, and how we all have a responsibility for our own and others' safety, health and wellbeing.

All our senior staff and people leaders are expected to talk to their teams about the plan and make it relatable to everyone's work. To help land the key messages, we have also produced a one-page summary to enable focus on the safety fundamentals and how everyone plays a role in putting safety at the heart of everything we do.



**Our Colleague Safety Plan promotes a just and fair culture**





Keeping customers and colleagues safe on the network

### **Tackling work-related violence and aggression**

We are committed to doing all we can to protect our colleagues and keep them safe in the workplace. Eliminating work-related violence and aggression includes how we support those who experience hate crime. There is no place for discrimination and zero tolerance for any form of hate crime on any of our services.

We have launched a new communications campaign encouraging our train operators to report all incidents of work-related violence and aggression and make them aware of the support available for them.

### **A new communications campaign encourages our train operators to report all incidents of work-related violence and aggression**

In February, a colleague was punched in the face at Earl's Court station by a fare evader. Body-worn cameras captured the incident, and the suspect was identified following checks on their Oyster card. They were charged with common assault and subsequently pleaded guilty. On 16 September, the suspect was sentenced to fines and costs totalling £2,385.

In April, two colleagues were assaulted at Liverpool Street station. One was pushed in the chest, and another struck in the forehead. Evidence was captured on body-worn camera. The suspect was arrested by the British Transport Police and charged with common assault. They entered a plea of not guilty but were found guilty following a trial and sentenced to fines and costs totalling £2,090.

### **Personal Security Summit**

In collaboration with London TravelWatch, on 22 November we held a Personal Security Summit. The first of its kind, the event brought together the policing and transport industries, and Equality, Diversity and Inclusion stakeholders, to discuss personal security on transport in London, with the aim of encouraging wider transport industry collaboration and action.

It helped raise awareness of the work being done by transport and policing partners to improve personal security, as well as our understanding of the key and intersecting issues that drivers, stakeholders and community groups are facing with personal security on London's transport network.

### **Crime and antisocial behaviour on public transport**

Tackling robbery continues to be a focus for our policing partners. Operation Surge is the Metropolitan Police Service (MPS) response to robbery on the bus network. Around 80 per cent of bus-related robberies happen at bus stops. Victims are often young people under the age of 18. The Roads and Transport Policing Command deploys high-visibility patrols to the highest-risk locations. Since 8 October, Operation Surge resulted in 106 arrests and 160 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 October, the operation resulted in 38 arrests and 152 stop-and-searches.

As part of our work with the MPS to tackle crime at bus stops we installed and trialled the use of specially designed CCTV cameras at bus shelters in London. The trial seeks to explore the benefits of CCTV for preventing crime and antisocial behaviour, as well as for investigating incidents, thereby improving customer confidence to travel on the bus network. The trial started on 25 November 2024 and will run for one year.

An initial six-month technology test took place earlier this year, where we installed CCTV at five bus shelter locations in partnership with the MPS. We are now planning to install CCTV at four bus shelters at Cambridge Park by George Green, Walthamstow Market, Morning Lane and Whitechapel.

In addition to assessing the effectiveness of CCTV for crime prevention and investigation, we will gather feedback from customers and stakeholders throughout the trial to assess the impact of CCTV on how they feel about safety and security when using our bus network.

#### **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. Project Guardian continues to be an essential part of our work to help raise awareness of how to be an active bystander and tackle sexual harassment as a community. After exceeding our target of delivering sessions to 28,000 students in financial year 2023/24, we are on track to exceed our target again in 2024/25. To help promote the active bystander initiative we use a variety of communication methods, including wallet-sized leaflets and posters for students, which encourage them to be an active bystander and report incidents.

#### **White Ribbon Day**

We became a White Ribbon accredited organisation in February 2022, and I am proud to be a White Ribbon Ambassador. We continue to deliver our programme of work to foster a positive and safe organisational culture by putting systems in place to both educate and create a hostile environment for violence against women and girls. This year, we celebrated our third year of White Ribbon accreditation by supporting both customers and staff to make the promise to never stay silent about male violence against women.

### **We celebrated our third year of White Ribbon accreditation by supporting customers and staff to never stay silent about male violence**

White Ribbon reminds us that while not all men are perpetrators, all men have the power and responsibility to stop violence against women and girls. This can be achieved through everyday actions, calling out inappropriate behaviour, and advocating for policy changes that enhance protection and support, such as our Domestic Abuse Policy.

Between 25 November and 9 December, in support of the International Day for Elimination of Violence Against Women and Girls and 16 days of Activism against Gender-Based Violence, Piccadilly and Northern line trains and trams display a white ribbon.

#### **Stamping out hate crime**

National Hate Crime Awareness Week started on 13 October, a campaign we have been supporting for the last 10 years. We ran an internal communications campaign highlighting what constitutes a hate crime and dispelling myths around reporting, as well as emphasising the importance of wearing and activating body-worn cameras and reporting every incident internally and

to the police. We held hate crime insight sessions for our colleagues to help gain understanding but also to enable them to relay their views and concerns. The feedback from these sessions meant we could improve our guidance for colleagues by explicitly outlining the support they will receive if they are a victim or witness of hate crime.

We collaborated with our policing partners to support the awareness week, arranging events at King's Cross, Euston, Finsbury Park, Whitechapel, Mile End, Tottenham Court Road and Leicester Square stations. At these, we encouraged people to report any experiences or witnesses of hostility.

We also worked with the Muslim Council of Britain and Community Security Trust to support engagement and raise awareness within communities in places of worship.

As part of our work to help encourage active bystander intervention, we again teamed up with the charity Protection Approaches to offer hundreds of places on active bystander training. The interactive three-hour course empowers people to take action to prevent or reduce harm when they encounter hate crime.



### **Safeguarding our vulnerable customers**

Safeguarding our most vulnerable customers remains our ongoing priority. Suicides on our network remain consistent with trends for the last two years and we continue to employ expertise within local boroughs and charities to increase awareness of mental health support and reduce the number of suicides in London.

We recognise our colleagues who intervene and support people in crisis daily. As a result of their continued commitment to preventing suicides and saving lives, from October to November we awarded five colleagues with a lifesaving award representing two life-saving interventions.

As part of our commitment to ensure our colleagues have the right tools and support to identify and care for the most vulnerable individuals using our services, during October and November we hosted seven suicide prevention courses, which upskilled 125 colleagues.

As well as engaging with and providing toolkits for our colleagues, we also continue to develop our partnership with Thrive London who support us in creating positive mental health messaging across our network. This includes increasing awareness about their 20-minute suicide awareness training. The training is a short, free, online course aimed at anyone aged 16 and over who want to know what to do if they are ever in a situation where someone they know or see may be struggling with thoughts of suicide. More than 4,000 Londoners have already completed the training.

We recently engaged with Network Rail, National Highways and the London boroughs suicide prevention groups to support us in building a consistent London-wide approach to suicide prevention. The groups include community groups, NHS representatives, local councils and charitable organisations, and the aim is to share best practice, support ongoing projects and escalate any areas of concern – by working together we can have a greater impact in reducing suicides.

World Mental Health Day was on 10 October and the national theme this year was workplace mental health. We ran a stall for colleagues at our Palestra office building to share materials, chat over a brew and signpost colleagues to various charities or in-house services.

### **Supporting rough sleepers**

Helping rough sleepers get the support they need is a safeguarding priority for us. We work closely with outreach services, Greater London Authority (GLA) partners, community charities and local authorities to understand how best to support those sleeping rough in London and on the transport network.

On 10 October, to promote World Homeless Day, we worked with the charity Next Meal. We provided information on their services at a number of our stations, including Liverpool Street, St John's Wood, Highbury & Islington and Angel. The aim was to raise awareness of the homelessness support centres across London and to help those in need find their next meal.

Also, to mark the event together with Arriva Rail London, we partnered with national homeless charity Crisis. On the day, the

money made from customers who brought hot drinks at cafes at Camden Road, Gospel Oak, Hackney Central, Highbury & Islington and Shepherd's Bush London Overground stations was donated to Crisis. More than £6,000 was raised in total.

### **Complying with the Equality Act**

We continue to prioritise the safety and security of our most vulnerable customers by ensuring taxi and private hire vehicle drivers are meeting their obligations under the Equality Act 2010 regarding passengers with disabilities. Between October and December, we conducted an Equality Act Day, a proactive operation carried out with the assistance of a person with a guide dog to test the compliance of drivers and vehicles booked through a number of different platforms.

A total of six drivers were tested throughout the day and all were found to be compliant and knowledgeable of their obligations under the Act. This was nonetheless an excellent opportunity for the team to engage with drivers and have those important conversations around making our transport network accessible to everyone.

### **Revenue protection**

Our intelligence-led enforcement focuses on fare evasion through contactless payments, which is increasingly the most used method of paying on the network. This is a priority within our analytical and tactical response to reducing fare evasion. Enforcement teams are conducting more checks on customers on board services and inside stations to check whether those using contactless have paid for their travel

correctly. On the Elizabeth line there has been a 200 per cent increase in the number of contactless payments checks

Our in-house investigation team supports efforts by investigating those who deliberately avoid paying for all or part of their journey. In October, the team worked in collaboration with our Counter-fraud and Corruption team to investigate five individuals for fraudulently obtaining concessionary travel passes. Through proactive interventions we were able to apprehend the individuals at an early stage. The cases will now be reviewed by our Investigation, Appeals and Prosecutions team.

We seek solutions within technology and partnerships that can support us in reducing fare evasion and are working closely with both the Rail Delivery Group and the Department for Transport to explore options to verify barcode tickets at stations that also serve National Rail services. We have undertaken trials using new technology on both the Elizabeth line and the Tube to inform a long-term approach to barcode ticketing on our network.

**We work closely with outreach services, GLA partners, community charities and local authorities to understand how best to support those sleeping rough**



### Judicial reviews

We agreed a settlement of a judicial review claim brought by a number of haulage companies based in the Netherlands against TfL, which sought to challenge the lawfulness of penalty charge notices issued to drivers working for those companies. Any financial remedies arising out of the claim have not been agreed and are subject to further directions from the court.

The London Borough of Tower Hamlets has issued a claim for judicial review against us seeking to challenge a decision not to release further funding under its Local Implementation Plan. We have agreed terms for the claim to be withdrawn that are subject to approval by the court.

### Vision Zero 20mph programme and marketing campaigns

We continue to introduce 20mph speed limits and now have these in place on a total of 264km of our roads.

In July, August and September, we re-installed 20mph banners mounted on lamp columns situated on roads that had installed the new speed limit in March 2024 to help maintain driver awareness. The banners have been used on our road network since 2016, having previously been used by boroughs to support their transition to borough-wide 20mph speed limits. They are repeated at intervals to encourage safer speeds on these corridors. The banners will remain in place for six to nine months before being re-installed on other 20mph corridors to enhance driver awareness of the speed limit.

Our digital marketing and radio advertising campaign supporting the speed limit changes continues to perform strongly. A total of 8.3 million individual users were informed of the campaign at least once in the first half of 2024/25, generating more than 9,000 visits directly to our Safe speeds webpage. The campaign went live again for two weeks starting on 14 October and is due to be repeated on 2 December.

Interim data from February 2023 shows that since 20mph schemes were introduced on key roads in London, the number of collisions reduced by 25 per cent, and collisions resulting in death or serious injury have reduced by 25 per cent. We are commissioning new independent research on the impact of Phase I of the programme, introducing a 20mph speed limit on the remainder of our roads in central London. The analysis will focus on before and after comparisons of personal injury collision data and vehicle speeds, as well as bus journey times, walking and cycling levels and customer perception surveys. We plan to publish the report in the spring.

### Complementary speed-reducing features

Work is taking place to identify where complementary speed-reducing features such as green infrastructure, lane reallocation and raised crossing points can be installed to provide a self-enforcing speed limit where it has recently been introduced. This is in line with the Department for Transport's guidance on setting speed limits, which was published originally in August 2006 and last updated in March 2024.

### Safe streets

Design and construction work is continuing on more than 40 schemes at various locations across London where we have identified road safety concerns.

Public engagement on several schemes is planned from around November until March 2025; these include improving a pedestrian crossing on the A2 Deptford Broadway and a speed limit reduction scheme on the A21 Hastings Road/A232 Croydon Road in Bromley.

16 October saw the closure of a consultation on a proposal to introduce a permanent traffic order banning the right turn from the A21 into Sevenoaks Road (Old London Road) in the London Borough of Bromley. This would replace the existing emergency traffic order introduced in May 2023, which expires in November 2024. The banned turn remains in place for safety reasons following fatal collisions at the junction in 2020 and 2022, while further traffic modelling takes place for a scheme to add signals to the junction. Results of the modelling are due shortly and subject to the outcome of the consultation, construction is planned in 2025/26.

### Safer Junctions programme

The Battersea Bridge Safer Junction scheme started on 30 October, and will continue until late September 2025. Construction is starting on the south side of the river at the junction of Battersea Bridge Road and Cambridge Road and will work its way north towards the bridge in phases, one junction at a time, to minimise disruption on the network.

In our Vision Zero progress report published in 2021, we set ourselves a target to complete public engagement on 10 Safer Junction locations by the end of 2024. We are on track to meet this target, having completed engagement at nine locations, with the 10th public consultation on Cannon Street/King William Street (Monument junction) due to start on 9 December.

Construction work continues on the Lambeth Bridge scheme, which will deliver safety improvements at the Millbank/Lambeth Bridge/Horseferry Road Safer Junction location.

Design and outcome planning work continues on the remaining junctions covered by the programme, with detailed design planned at the junction of A503 and Woodberry Grove, Hogarth Roundabout and Monument junction in 2025/26.

### Bus safety Bus safety programme

Our bus safety programme continuously drives major safety improvements across our network. The programme is structured around five key pillars; safe speeds, safe streets, safe vehicles, safe behaviour and post-collision response.

As part of the safe vehicles pillar, we are continuing to roll out the Bus Safety Standard as new buses enter the fleet. There are now 1,690 buses meeting either the 2019 or 2021 Bus Safety Standard requirements. The first buses that meet the 2024 requirements with the new design for the front of buses are entering



We continue to improve safety standards on our buses

service. Testing of advanced emergency braking is planned for the winter and our retrofit programme continues, with 3,465 buses retrofitted to date with Bus Safety Standard technologies.

We are developing the next phase of the Bus Safety Standard to cover new requirements for 2027, 2030 and 2033. We are working with bus manufacturers on potential measures, and using roadshows to gather bus driver feedback, driver collision restraints, passenger high back seats and alcohol interlocks.

We continue to develop solutions to better understand and address pedal application error. Research by Dr Lisa Dorn at Cranfield University on the psychology behind this is complete and will be published by the end of the year.

We have engaged with more than 100 drivers as part of work to look at pedal standardisation. The initial findings have been presented to bus manufacturers and a report on the options and recommendations to take forward is being drafted. To date, a total of 3,600 buses have been fitted with pedal cameras.

As part of our fatigue, health and wellbeing workstream, we worked with bus operators to update their fatigue risk management plans, which has included providing workshops for operators. The fatigue detection technology trial is ongoing with 352 buses fitted to date. We expect to install the technology in 417 vehicles which is lower than our original target of 500.

As part of an innovation challenge, we are trialling a range of interventions to reduce bus customer injuries. This includes an upstairs seat counter display, with early market engagement now complete.

We are also researching slips, trips and falls with the help of behavioural science specialists SoMoCo, as well as buggy falls with the help of AECOM.

#### Walthamstow bus station

On 8 November, Walthamstow bus station was closed for an estimated six weeks for essential works to improve pedestrian safety and accessibility. This includes converting the temporary signals that have been in place since May to a permanent solution; shortening the crossing distance at pedestrian crossings; providing new lighting and CCTV; updating the carriageway, road markings and signage; and installing Sustainable urban Drainage Systems (SuDS).

These works are in response to a Notice of Contravention issued on 28 March 2024 to TfL by the Health and Safety Executive (HSE) following its investigation into the tragic death of a pedestrian at Walthamstow bus station on 15 December 2023.

To minimise disruption to customers, other renewal works will also be taking place during the closure of the bus station that include resurfacing the carriageway, as well as Thames Water installing a new mains connection.



We have conducted a review of bus station layouts and arrangements at bus stations that we operate; this is a commitment that was made to the HSE in March 2023 in response to a Notice of Contravention following the incident at Victoria bus station in August 2021. An annualised programme is now in place and five targeted interventions are planned this financial year with design work under way to develop a prioritised programme of projects for future years.

### Safe and Healthy Streets

The Safe and Healthy Streets programme has entered its seventh year of delivery and continues to progress ambitious improvements to London's streets that help people walk, cycle and travel by public transport more safely and conveniently. The programme is an important delivery channel for actions set out in the Mayor's Transport Strategy and our Vision Zero action plan, Cycling action plan 2, Walking action plan, and the Bus action plan. Progress has continued throughout the autumn, including the completion of 3,500 SuDS at the former Joe Strummer underpass, and an ambitious project to introduce signalised pedestrian crossings on all arms of the roundabout at London Road in Richmond.

The programme remains on track to deliver 25km of new bus lanes across the road network by March 2025, with 12km constructed to date. As well as improving bus passenger journey times, bus lanes also help taxis and blue light services move around the network and reduce risks to cyclists.

Borough partner delivery results for 2023/24 were collated and finalised in October, with 162 new school streets introduced in 23 boroughs last financial year alongside 43 new pedestrian crossings, 21km of cycle network and more than 34,000 square metres of sustainable urban drainage. A total of 14 boroughs have introduced new speed reduction measures, and 18 now have 20mph borough-wide road networks, reducing both the risk and severity of collisions across London.

### Motorcycle and moped training courses

We offer two free motorcycling training courses for those who live, work or study in London, delivered by our training partners. Beyond Compulsory Basic Training comprises of a one-day classroom and an on-road course designed for delivery riders who have already completed the compulsory training. It focuses on riding in busy urban areas and making deliveries, covering topics like safely loading a motorcycle, riding with loads and using satnavs. This financial year, 133 riders have completed the Beyond training course.

We also provide one-to-one motorcycle training designed to improve rider attitudes, increase skills and reduce risk taking. These free, two hour sessions are tailored to the individual rider, who can pick the route, what they want to learn and the start time/date. So far, 670 riders have completed the programme this financial year.

Since the start of both courses, more than 8,000 riders have benefited. Every year 1,000 riders are trained on one of these motorcycle courses.

### 2023 Casualties in Greater London report

At the end of September, we published our 2023 Annual Casualties in Greater London report. This showed that when comparing 2023 data with the 2010-14 baseline, fatalities have reduced by 30 per cent (from 136 to 95) in London compared to seven per cent for the rest of Great Britain (from 1,663 to 1,550), and serious injuries have decreased by 24 per cent (from 4,734 to 3,615), compared to a 13 per cent decrease (from 28,007 to 24,383) respectively. However, 95 people were tragically killed on London's roads, with devastating consequences for the families, friends and communities impacted by these deaths and life-changing injuries.

Last year was also the lowest year on record for fatalities in the capital, excluding 2021, which was heavily affected by coronavirus pandemic-related lockdowns and changes in travel patterns. This marks important progress towards the Mayor's Vision Zero goal of eliminating death and serious injury from London's streets by 2041.

The publication also provides us with valuable insights around risk factors for our various road users. The risk of a motorcyclist being killed on London's roads is now less than half of what it was compared to the 2010-2014 baseline period (from 0.40 to 0.18 per million journeys), and the number of people killed while cycling has also fallen by 40 per cent against the 2010-14 baseline, from 13 to eight. These insights further demonstrate our progress towards the Vision Zero goal.

Urgent action is still needed, and we remain committed to working closely with London's boroughs, the police and other partners to carry out the work needed to reduce danger on London's roads for everyone.

### Police activity to support Vision Zero

Between 28 October and 10 November, we ran a number of National Policing Chiefs Constabulary (NPCC) road safety campaigns called Operation Dark Nights. The objectives were to increase pedestrian visibility at night, improve road safety for horse riders, reduce collisions involving pedestrians and horse riders, and increase awareness of safety regulations for cyclists. During this operation a total of 1,647 Traffic Offence Reports were issued, including 95 for seatbelts; 129 for mobile phone use; 203 for excess speed; and 1,492 for other traffic offences. A total of 289 vehicles were also seized during this period, with 160 arrests made for 234 offences, which included 53 for drink and drug driving.

November was a busy month for our policing partners who supported three NPCC campaigns including Operation Drive Insured to ensure our policing partners were able to identify vehicles that were not insured through automatic number plate readers.

There were several tactics deployed where 523 traffic offence reports were issued, with 168 of those for no insurance. A total of 150 vehicles were seized and 52 arrests made. The police also supported RoadPeace Remembrance Day on 17 November, an important moment for



We are lowering the speed limit to 20mph on more of London's roads

reflection, solidarity and advocacy. The day brings together bereaved families, local communities and professionals to honour road crash victims and call for urgent action to prevent future tragedies.

BRAKE Road Safety Week took place between 18 November and 24 November. This year's theme was After the Crash.

## Security

### Cyber security incident

On 31 August TfL was subject to a sophisticated cyber security incident, resulting in the need to reduce access to the network and systems to minimise and contain the threat. The incident did not disrupt our core operations, with the exception of a short disruption to Dial-a-Ride services due to interruptions in being able to take bookings.

We have worked closely with the National Crime Agency (NCA) and the National Cyber Security Centre (NCSC) throughout this process and have also notified the Information Commissioner's Office. We are continuing to work with the NCA and NCSC to conduct a thorough investigation into the incident and the NCA has confirmed that one arrest has been made to date. Partners (including the NCSC, NCA and Microsoft) have stated their view that we responded well to the incident and disrupted the attack to some extent, potentially preventing a far worse outcome.

Our investigations identified that some limited customer data had been accessed. We contacted around 5,000 customers whose bank account details were accessed as a precautionary measure to offer them support and guidance.

While our core operations were disrupted minimally, we suspended our system for photocard applications, which we know has affected customers who have not been able to take the benefit of concessionary rates of travel to which they were entitled. We are now accepting new applications for all concession photocards. We are beginning to work through refund requests and are working in a priority order, starting with the oldest cases. We are also, and will continue to, identify exceptional cases from vulnerable customers and those citing hardship and/or high value refunds so that we can resolve those as quickly as possible. We understand that the disruption to refunds and issuance of concessionary cards has caused difficulties to our customers and apologise for this. We are working hard to resolve the backlog.

Given the nature and scale of the cyber incident, an independent review will be conducted to consider the circumstances surrounding the incident and the impact, our response to the incident, and whether further improvements are needed to our cyber security strategy, taking into consideration existing initiatives that are in



progress. As the cyber incident is ongoing and the subject of a criminal investigation by the NCA, the review may be undertaken in phases. The review will be overseen by members of our Board.

We are continuing to recover from the cyber incident and restore all systems in a secure and managed way and there continue to be temporary impacts to some customers. We have kept customers informed throughout and continue to do so. We know that other organisations are keen to learn from our experience and, with the NCA and NCSC, we will provide appropriate briefings on our response and lessons learnt in due course.

#### **Oyster photocard open for students, care leavers and apprentices**

Our concession photocard website was made temporarily unavailable on 1 September. As part of the measures implemented to deal with the cyber incident, we took the difficult decision to temporarily pause new concession photocard applications while we undertook important security checks.

While work continues to restore services, we have now safely brought back online the concession photocard website and started processing new applications. As of 4 November, new applications for 18+ Student, 18-25 Care Leaver and Apprentice

Oyster photocards were being accepted. Applications for 60+ were reopened on 12 November. Applications for 5-10, 11-15 and 16+ Zip photocard reopened throughout November. Customers needing to apply for a Freedom Pass can continue to do so via London Councils.

Once customers have successfully applied for a new photocard, we will advise them on how to claim for any additional travel costs incurred while the photocard website has been unavailable. We, alongside train operating companies across London, continue to accept expired 5-10 and 11-15 Zip Oyster photocard where they are normally valid, in light of the cyber security incident until 31 December 2024, giving expired Zip photocard holders plenty of time to apply for their new concession photocard. Parents and guardians of those with expired Zip photocards have been emailed, and posters in our stations updated. We have also informed bus drivers and gate line staff of this change.

#### **Driver and operator licensing**

On 14 October we issued a cyber security incident notice updating licensees on the impact on the cyber security incident on driver and operator licensing. The notice (a regulatory update) reassured licensees that there was no evidence that their data or the licensing system had been compromised, but that as a result of necessary measures to safeguard our systems, our processes are taking longer than normal.



Our photocard website is now safely back online



## World Cities Day

In 2013, the United Nations General Assembly decided to designate 31 October as an annual day of observance aimed at promoting cooperation among countries in addressing the challenges of urbanisation and sustainable development. On World Cities Day this year, the World Health Organization published a report detailing how cities can advance efforts to address the rising challenges of noncommunicable diseases and injuries. With urbanisation on the rise, the role of cities in safeguarding health and wellbeing is more crucial than ever, and the report draws on the first ever set of indicators designed specifically for use in helping recognise the important role cities can play in protecting people from key risk factors.

Between 2021 and 2023 the indicators were piloted in 20 cities from a range of settings, including London, with the aim of providing a data baseline and to trial data collection methodology. In collaboration with the GLA Public Health team we collated data for our submission. We were extremely pleased to see how positively London was reflected. Out of the 34 indicators, London scored 'advanced' (the most desirable outcome) for 19 and 'developing' (the median) for 15. This reflects the extensive work that has been undertaken in London to monitor, prevent and treat noncommunicable diseases and injuries.



Safeguarding health and wellbeing for all Londoners



# Our customers

Maintaining and optimising our services to improve the customer experience

## Network report

### London Overground

We continue to work with Arriva Rail London and Network Rail to improve performance on the Mildmay line. The challenges are the result of poor asset reliability, particularly between Willesden Junction and Richmond. The Camden Stabilisation plan is under way to address key asset performance on the Richmond branch. Network Rail successfully delivered the Chingford and Watford to Euston/ Lioness line blockades which has improved assets on the Weaver and Lioness lines.

### Elizabeth line

Progress continues on improving the reliability of the Class 345 trains, with the impact of faults notably reduced compared

to earlier in the year. Work continues with National Rail Western to facilitate improvements through their Project Brunel programme. Recent work has focused on improving track conditions, with extra access for National Rail engineers on evenings and weekends to resolve long-standing issues. These initiatives should lead to higher reliability going forward. We already seeing the results, as during Period 8 (13 October to 9 November), the Elizabeth line had its best performance since the start of services across the line.

### Trams

We are working closely with Alstom and other key suppliers to agree on the reliability improvements by sourcing key spare components that are approaching

obsolescence. This will improve overall availability and in turn improve performance and reliability.

### Road network

As we moved into autumn we saw an increased number of burst water and gas mains across London. We have long established relationships with the major utilities companies, which enables us to work on highly effective plans to ensure the network can be cleared as quickly as possible. Our operations teams host regular meetings to discuss street performance with key stakeholders and will be working closely with them during what may be a challenging winter to ensure people can move freely around London's network.

Between July and October, one of a series of safety critical projects was completed on the A40 Westway. This work involved replacing four joints on the slip roads to the Westway roundabout, necessitating several road closures in and around this major arterial route for London. To minimise disruption, the work was scheduled only on weekends, with the A40 Westway closed in one direction at a time. A travel demand management campaign was implemented to mitigate further impacts on Londoners, successfully encouraging drivers to use alternative routes. This campaign included paid marketing channels, reaching more than 100,000 daily road users.

Similar measures are under way to support Londoners as a new series of weekend closures on the A40 began in November and will continue until summer 2025.



Supporting sustainable journeys by public transport

We have worked closely with Cadent on the closure of Farringdon in mid-November, in preparation for their next phase of works on Bridge Street in 2025. The Thames Water mains replacement works on the A24 are ahead of schedule, enabling us to make further programme changes to support the delivery of the important bus scheme on the A23.

### Improving our toilet provision

On 30 October, we published a report called 'Improving our toilet provision', which identifies opportunities to increase and upgrade our existing toilet provision across our network. Access to reliable toilets is an essential service for many customers and a vital enabler to travelling, especially for older customers, people with disabilities and those with young children, which is why this study formed part of Equity in Motion; our plan to enable more Londoners to travel safely, accessibly and spontaneously.

In January this year, the Mayor announced that additional funding of £3m each year would be allocated to improving toilet facilities on our network. Since this announcement, we have taken our feasibility findings and assessed the options available to deliver maximum benefit to customers. The report sets out our long-

term plans to address where there are a lack of facilities and improve both toilet accessibility and availability. It also sets out how the funding will be split between creating new facilities, enhancing existing ones, and improving cleanliness.

In addition to the report publication, we hosted a launch event on 30 October at White Hart Lane station, with political and accessibility stakeholders in attendance. Speakers included Deputy Mayor for Transport, Seb Dance, Director of Customer, Emma Strain, and stakeholders including Caroline Russell AM, Haringey Council Deputy Leader Sarah Williams and John McGeachy of Age Concern London. Following the announcement, we were also interviewed by BBC London and on The Politics Show about our commitments.

### Events and protests

Throughout the period we have seen a significant number of protests and marches. We are actively involved in the London Partnership meetings and are working closely with London agencies, in particular the MPS, to understand routes and possible mitigations to ensure we can provide our transport services. We successfully delivered three full capacity NFL games that took place at Tottenham Hotspur Stadium and Wembley Stadium. There were international football matches for both men and women at Wembley Stadium, and the Autumn Rugby Internationals at Twickenham Stadium. The beginning of November was particularly busy with the traditional Guy Fawkes fireworks displays across London, the City of London's Lord Mayor's Show on 9 November followed by Remembrance Sunday events across London. We also supported a number of key religious events during the period such as

Nagar Kirtan in the Southall area and Diwali in central London and Neasden. Winter Wonderland opened on 21 November at Hyde Park, which saw good attendance due to its popularity.

To deliver these events successfully and showcase what London has to offer, we continue to work collaboratively and reactively as an organisation, as well as with all organisers and external partners such as London boroughs, event organisers and venues, policing partners and Network Rail.

### Weather

Our adverse weather plans and procedures cover all operational areas. These enable our teams to implement their plans with staff and the supply chain to respond to and mitigate the impacts of adverse

weather. We closely monitor our daily five-day look-ahead forecasts which have defined triggers for temperature, snow, rain, wind and lightning. As we move into the colder months, our teams have worked hard to ensure the transport network remains resilient, including preparation and mitigation against seasonal challenges, ensuring pre-winter maintenance has been completed and there is a sufficient stock of salt and de-icer for snow and icy weather.

### Promoting safe and sustainable travel

London Transport Museum promotes active, safe, responsible and sustainable travel to young Londoners each year. In the last academic year ending July 2024, the museum's dedicated teams visited 1,994 primary schools and engaged with 102,048 year six pupils. In that same year

Improving our toilet provision is essential to enable more Londoners to travel safely, accessibly and spontaneously



Encouraging young people to travel safely and sustainably





knowledgeable and passionate staff delivered 801 sessions at secondary schools reaching around 41,876 students. That is an impressive reach of 80 per cent of all our programmes, which include Travel for Life, Citizens and Pioneers, and Project Guardian across all London schools.

To help young people make better travel decisions we partnered with London’s borough officers to ensure more than 1,300 schools were accredited as part of the Travel for Life programme in the last academic year. As the nights draw in during the autumn term, London Transport Museum continues to take on the challenge of inspiring school children to travel safely and sustainably and having an impact on young lives.

### London Overground line naming

The signage for the newly named London Overground lines began to be unveiled from 20 November, making it easier for customers to navigate the network. A phased approach is being taken due to the number of maps, diagrams and information systems to update. To support this, we have continued our summer engagement programme at pace over the past few months. On 23 October the sixth and final episode of the Mind the

Gap podcast was released, looking at the Weaver line. It interviewed three women with a connection to the textile trade and design, and explored the history of textile production in east London as well as how the woollen moquette fabric used to upholster Tubes and buses is designed.

In November, we launched a marketing campaign to celebrate the stories behind the line names. This was seen at stations, via outdoor posters and on social media. We are also rolling out the new line names and colours for London Overground across all digital channels, including the TfL Go app. We announced the winners of our community competition for the Liberty line, where locals were asked to nominate three people who had gone above and beyond for the local community. We also partnered with the Women’s Super League to promote the Lioness line, which saw star Lioness players doing station announcements at three of our stations on 16 November.

### Industrial action

Industrial action planned for November, which had the potential to cause significant disruption across the Tube network, was suspended. This positive outcome reflects the ongoing constructive dialogue with our trade unions, demonstrating our shared commitment to finding shared solutions.

### Pay talks

As part of our commitment to providing a fair and attractive pay offer, we are currently engaged in three separate pay negotiations for the 2024 pay award in TfL, London Underground and Rail for London Infrastructure. We are pleased that the trade unions representing Rail for London Infrastructure have accepted our pay offer. This positive outcome is a testament to the

collaborative discussions that have taken place. In TfL and London Underground, discussions continue as the trade unions consider our best offer.

### Licensing and regulation

#### 2024 taxi fares review consultation

On 21 October we launched our annual consultation on taxi (black cab) fares and tariffs. It will be open until 2 December and this year looks at whether there should be any increase to the minimum fare or taxi tariffs, as well as the additional charge that was recently introduced for when passengers are dropped off or picked up from Heathrow Airport. After considering the responses, if changes to fares and tariffs are approved, the changes would be implemented in April 2025.

#### Uber London Limited

Uber London Limited’s private hire operator licence was due to expire on 27 September. On 20 September, after careful consideration of its application for renewal, we confirmed our decision to grant a new private hire operator’s licence to Uber London Limited for a period of 30 months from 27 September 2024, with a number of conditions attached to the licence.

#### Regulation of pedicabs

The Pedicabs (London) Act 2024 (the Act) received Royal Assent on 25 April. The Act provides us with powers to regulate pedicabs in public places in Greater London. Before making regulations under the Act, we are required to consult with who we think appropriate. We are considering how we might regulate pedicabs to ensure safety standards are met, providing certainty as to fares, and preventing antisocial behaviour. We continue to engage with a number of stakeholders ahead of a

public consultation in early 2025. Feedback from the consultation will help shape the new regulatory framework and will enable us to confirm a timetable for its introduction and implementation.

### Projects

#### Old Street roundabout transformation

We have completed the transformation of Old Street roundabout and station to help make sustainable journeys by public transport or active travel easier and safer. This includes creating a new road layout and peninsula as well as safer walking and cycling routes and new station entrances. Works at Old Street have been ongoing since 2019, and this October marked the completion of the project. We ran a communications campaign that supported this huge milestone including posters on the network that targeted cyclists and customers of the station, digital adverts and stakeholder communications.

#### New Piccadilly line trains

We have received our first new Piccadilly line train in London ahead of a period of intensive testing later this year. The first two production trains are currently being manufactured at Siemens’ new Goole facility in Yorkshire. The trains are part of a £2.9bn investment to modernise the Piccadilly line and help it run more reliably, safely, inclusively and sustainably.

To support the introduction of the new trains, essential work continues to take place across the Piccadilly line, most recently at Caledonian Road station. The scale of the upgrade means that further closures will take place on the line to support the enabling work required for the new trains to be introduced from late 2025.

### New DLR timetable

To reduce the impact of the speed restrictions put in place after a review of the signalling system in preparation for the introduction of a new modern fleet of trains, we introduced a new timetable in November. It restores the direct peak hour services between Stratford and Lewisham and maintains the rest of the current DLR timetable. Some services that previously terminated at Canning Town have been extended to Stratford International. Services returned to broadly the same levels as before, which means only a small increase in journey times for some customers. We are working hard to bring the new trains into service safely and as quickly as possible.

### Silvertown Tunnel

The final stages of construction and testing commissioning on the Silvertown Tunnel continues at both the Greenwich and Silvertown sites. We have completed integration testing of tunnel and road highway works and continue testing and commissioning work as well as the design and development of the cycle shuttle bus with the help of Stagecoach.

We have assessed the response to a public consultation this summer on our proposals for the opening user charge levels as well as discounts and exemptions. A separate paper is provided elsewhere on the agenda for this meeting with proposals for approval by the Board.

### Cycleway 50

Cycleway 50 is an experimental cycleway on our road network between Holloway Road (A1) and Finsbury Park station. The scheme was delivered in temporary materials to assess the safety, user experience, cycling benefits and impacts to wider road users and businesses.

As part of the public engagement, we commissioned an all-inclusive cycling assessment to learn how someone using an adapted bicycle and cargo bike might experience the route and whether any aspects of the design would exclude them.

The assessment revealed the comfort afforded by protected cycling and good signage in reducing the stress when cycling in a busy location. Some aspects of the design and some behavioural issues from other road users, notably inconsiderate parking and loading, and litter build-ups, could pose a barrier to people using non-standard bikes. These matters will be addressed as part of our decision on whether to retain, change or remove the experimental scheme next year.



New Cycleway 50 is an experimental cycleway



**Other modes**

**IFS Cloud Cable Car**

We hosted a number of events including a Halloween experience with customers completing a spooky scavenger hunt and mask making. The cable car also supported Remembrance Day with 10 cabins wrapped in a bespoke poppy design.

We also launched a campaign to support the Christmas period on 25 November, including promotion of a ticketed

Christmas event on the cable car. The campaign will run until late December, including social media advertising, digital posters and marketing emails.

**Santander Cycles**

The Santander Cycles e-bikes continue to be extremely popular, with more than three hires per bike each day, and more than 1.5 million hires overall. More than 4,900 hires took place on 15 October making it the busiest day yet for e-bike hires.

The scheme offers students and recent graduates a 25 per cent discount on an annual subscription to encourage the habit of cycling at a younger age. September saw the best ever month for redemptions of the student concession with 750 subscriptions, a more than 100 per cent increase year-on-year. The success can be attributed to attending fresher fairs and contacting London Universities with digital tool kits for them to promote Santander Cycles to their students.

Residents on low income can access unlimited 60-minute hires of the bikes for £5 per month. London boroughs promoted the offers to selected residents and at food banks in each borough that are located near docking stations. The aim of the trial is to encourage people who do not typically cycle to start cycling. We worked with boroughs to deliver promotional codes and promote the benefits of cycling. To date, there have been 128 redemptions of the monthly code.

In October we finished the roll out of the additional e-bikes, bringing the total fleet to 2,000. E-bikes are our most popular bikes and enable customers to arrive faster, feel fresher and go further distances, making cycling more appealing and accessible. To celebrate this key improvement milestone, we featured it as a message in our Purpose marketing campaign and promoted it through our marketing campaign from 17 October. Activity included digital posters, social media, emails to registered Santander Cycles users, a press release, engagement with boroughs and stakeholders, Metro features and website updates.

**E-scooter rental trial**

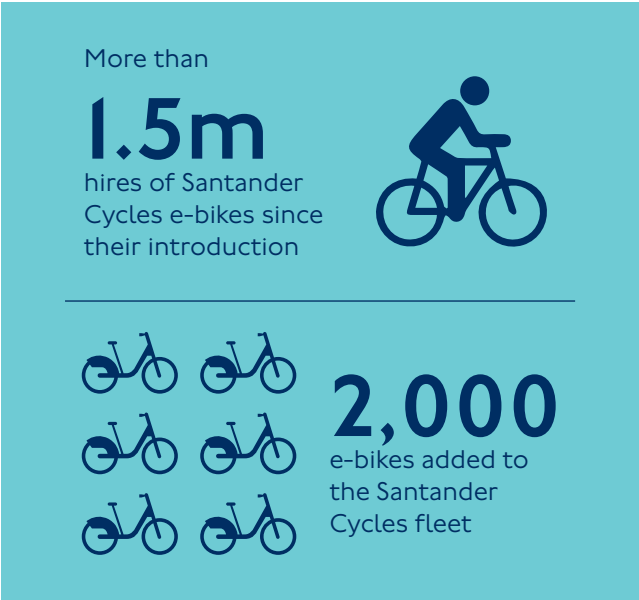
Our e-scooter rental trial has been operating for three years, with 10 boroughs taking part and around 4,500 e-scooters available for hire across 1,000 parking bays. For the period ending 18 November, 148,000 trips were made, taking this to a total of 4.6 million trips. The average e-scooter trip duration is 15 minutes and the average distance travelled is 2.3km. As part of the second phase of the trial we are gathering further data to inform policy on rental e-scooters and trialling innovations such as artificial intelligence to improve parking compliance.

**New approach for dockless e-bike and e-scooter parking**

In November, we set out a new enforcement policy for dockless rental e-bike and e-scooter parking on our red routes on the road network. The new enforcement, alongside significant investment in new parking spaces, will help to ensure that schemes can continue to operate while ensuring streets remain accessible to everyone. The approach will predominantly affect dockless e-bikes, as



Celebrating Halloween at the IFS Cloud Cable Car





London's e-scooter trial already requires parking in bays with controls in place to ensure compliance. Dockless rental e-bikes and e-scooters are an important part of the transport network, helping people get around sustainably and connecting them to other transport modes. However, poor parking of the vehicles can cause significant safety issues for many Londoners, particularly disabled and older people, and these issues have been exacerbated by recent increases in fleet sizes.

We are also investing £1m in additional parking spaces for dockless rental bikes and e-scooters to enable more people to use the schemes safely. We plan to deliver at least 800 vehicle spaces by next summer and create a network of 3,000 spaces by the end of 2026. The new enforcement policy, alongside investment in safe and appropriate parking, will help these services operate in a way that protects the rights of all Londoners to use and enjoy the capital's streets. This action is a response to the issues caused by dockless rental schemes, but we continue to encourage the Government to address these issues in the longer term through new powers for strategic transport authorities to regulate and manage these services.

### Delivering our Bus action plan

Our Bus action plan was published in March 2022, and set out our five priorities for the bus network to achieve by 2030: inclusive customer experience, safety and security, journey times, connectivity, and decarbonisation and climate change resilience. We have made significant strides in achieving the ambitions within it.



We have completed more than 650 new Routemaster mid-life refurbishments, which includes fitting new priority moquette seating. We aim to have more than 700 completed by the end of the financial year.

We have finished the first new toilet facilities for drivers at Morden station, with seven more sites expected to follow this financial year. We continue to move towards our target of 7,000 bus drivers receiving our Equality, Diversity and Inclusion training by March 2025.

We have 1,700 zero-emission buses running in London, the largest zero-emission fleet in western Europe.

### HS2 Euston link funding announced in autumn budget

In the autumn budget announced on 30 October, the Chancellor Rachel Reeves confirmed that government funding would be provided for the High Speed 2 (HS2) railway to go to Euston. As part of the commitment to the tunnel between Old Oak Common and Euston station and restarting formal work on Euston station, we are engaging with HS2 and The Euston Partnership (TEP) to review a range of options for transport under the Spatial Integration Plan.

We expect design work to begin again next year, with further push from the government on affordability and scope challenge. We are also exploring affordable solutions that still enable us deliver safe and accessible transport and that supports HS2 and the development at Euston.

### New Hidden London family tours

Children aged 10 years and over can now go on London Transport Museum's Hidden London tours, where previously only children over 14 years could attend. For the first time, during October half term, families were able to join tours of Clapham South's deep level shelter, secret parts of Euston Tube station, and the disused platforms of Holborn station. A new location, Dover Street was also unveiled as the programme continued to expand.

### Partnership with HMS Belfast

In November, we partnered with the Imperial War Museums' HMS Belfast to offer customers two-for-one entry if they travel there on our network. The offer is valid from 11 November until March 2025.

Built in 1936, HMS Belfast is an iconic London landmark, permanently moored on the River Thames. A veteran warship, it is the only remaining British Navy warship from D-Day. With nine decks to explore, visitors can hear stories of life onboard from the crew who called it home, take a seat in the captain's chair and delve into the armoured heart of the ship.

With many of us looking for new experiences to have with family and friends, this offer is a great way of enjoying



Opening up Hidden London tours to younger children



one of the city’s cultural gems and unique attractions for less. We also offer customers discounts at attractions across the capital including with Historic Royal Palaces, Kew Gardens, the Old Royal Naval College and Merlin Attractions.

**Customer experience**  
**Kingston Cromwell Road bus station reopens after transformation**

The new state-of the-art Cromwell Road bus station in Kingston re-opened on 16 November. The station underwent

a redesign aimed at improving safety, sustainability, accessibility and the overall customer experience. The brand-new bus station therefore plays an important role in making bus journeys in Kingston more convenient and attractive.

Work to redevelop the bus station started last summer and customers are now able to benefit from improved real-time travel information screens and accessible toilets. Safety improvements include enhanced LED lighting and CCTV in and

around the station, a wider passenger island with more space for customers waiting and moving around the bus station and a new public announcement system. There are also improved welfare facilities for bus drivers and other colleagues, as well as a new retail unit.

It is now an energy-efficient building with a new canopy in the waiting area. The pavements have also been resurfaced and drainage improved with the installation of 1,600 square meters of SuDS.

The changes to Cromwell Road bus station are part of our Bus action plan to make London’s bus network safer and better, improving the customer experience throughout each journey and enabling more people to use sustainable modes of transport. The station will serve a total of 32 bus routes, including Superloop service SL7, several night buses and a school and university bus.

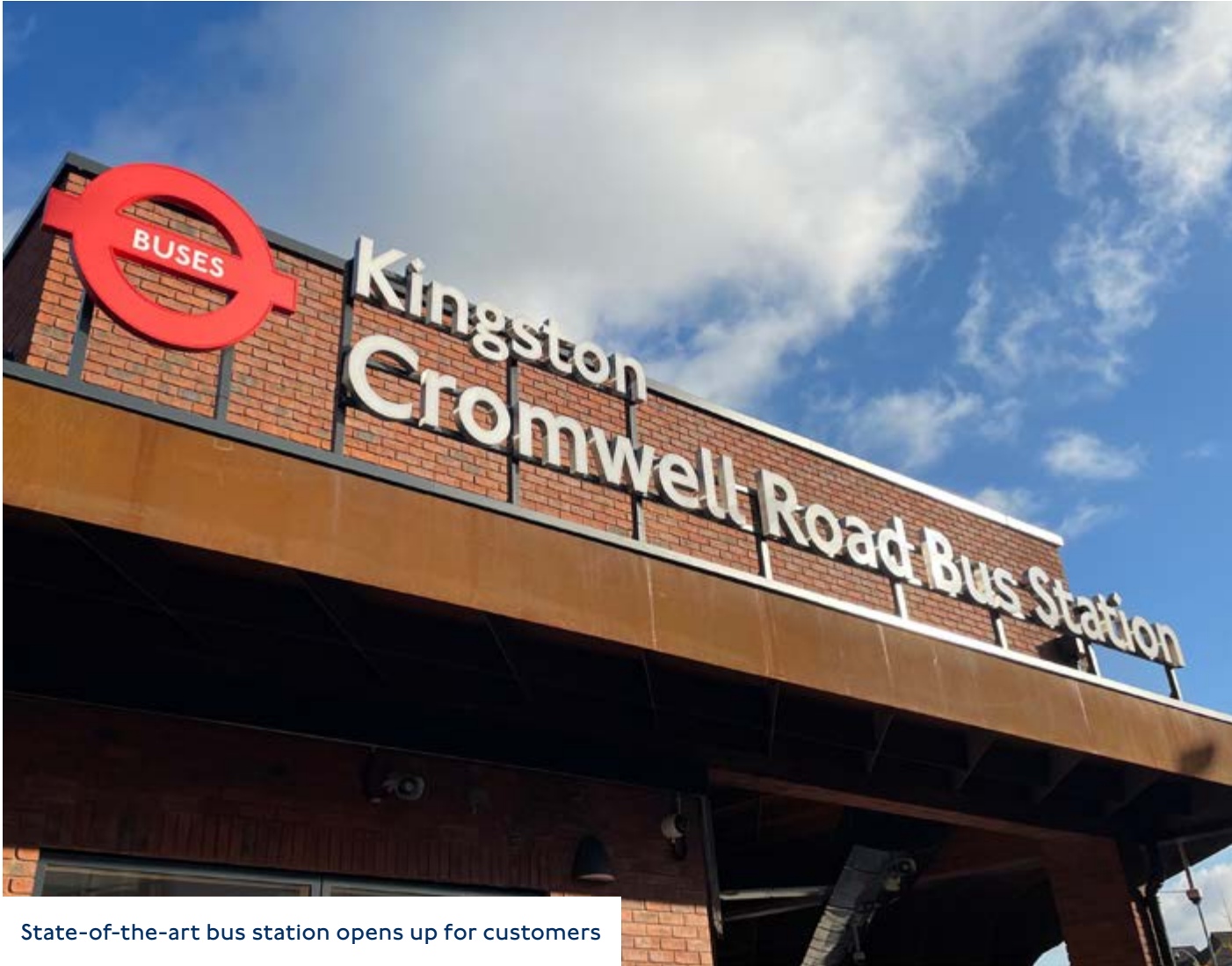
**Connected London**  
We continue to roll out high-speed 4G and 5G mobile coverage on our network, enabling customers to stay connected as they travel around London, even below ground. We are working with our supplier to deliver this coverage across the whole of the London Underground, DLR and Elizabeth 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 roll out.

We now have coverage in 36 per cent of stations and 28 per cent of underground tunnel sections. We will complete the full coverage of stations and tunnel sections on the Elizabeth line by the end of November. We will also be starting coverage on the Bakerloo line and the southern end of the Northern line by the end of the year, as well as further tunnel sections in Zone 1.

**International events**  
In November, I was delighted to represent TfL at the International Transport Congress and Exhibition in Singapore, together with a number of colleagues. The event was organised by the International Association of Public Transport (UITP), the non-profit member-led organisation for public transport authorities, networks and operators, which champions sustainability and safety in the urban mobility realm.

Later that month, I joined the Tourist & Transport Forum Australia in Sydney and met key stakeholders from the industry and government.

We hugely value the opportunities that such events present, for us to both share our knowledge and understanding of the key issues affecting London and the UK, and learn from equivalent bodies overseas, while encouraging investment in TfL too.



State-of-the-art bus station opens up for customers



# Our colleagues

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

## Building Skills for the Future

On 9 September we welcomed 271 graduates, apprentices and interns after selecting them from more than 1,000 candidates who attended our 77 assessment centres.

Our demographic data this year indicates that we exceed the London 'economically active' percentage for all protected characteristics apart from women for our graduates and apprentices, and disability for just our apprentices. However, overall, there is a positive trajectory.

More than

**50%**

of our new apprentices are Black, Asian or minority ethnic



Of our new apprentices, more than 50 per cent are Black, Asian or minority ethnic, as well as more than 60 per cent of our new graduates. This year, women account for 28 per cent of our apprentices and 38 per cent of our graduates. In addition, the percentage of graduates declaring a disability has increased by eight per cent for 2024.

A detailed summary of the demographic data of this year's graduate and apprentice intake was provided to the meeting of the People and Remuneration Committee on 20 November.

## Steps into Work and Activate programmes

In September, we welcomed 24 new starters into the Steps into Work programme, which offers valuable work experience and employability skills training to people who are neurodivergent.

In November, we welcomed 16 participants of the Activate programme. This 12-week programme offers people with little to no work experience the opportunity to develop the personal and professional skills needed to enter employment.

## King's Coronation medal event

On 15 October, it was a privilege to join Claire Mann, Chief Operating Officer, and welcome colleagues to a special event at London Transport Museum to recognise the remarkable role they played in last year's Coronation of His Majesty The King and Queen Camilla.

From the complex logistical planning to supporting the huge numbers of visitors to the city, our people stepped-up to deliver on this historic day when the eyes



Recognition for our work for the Coronation



of the world were focused on the capital. They went above and beyond to ensure everything ran smoothly, keeping the network moving and delivering world class customer service under great pressure.

In total, 68 of our colleagues received a certificate and commemorative coronation medal on behalf of the Department for Transport as a thank you gift from the Royal Household and the nation to honour them for making this monumental event happen.

**You Matter Awards**

On 21 November, we held our annual You Matter Awards ceremony. Now in their third year, these awards are a golden opportunity to celebrate champions from across the organisation who have steered us closer to achieving our vision. They are also a chance for colleagues to recognise their peers and show appreciation for their efforts.

A total of 315 nominations were received across 14 individual and team awards, all aligned to our Vision, Values and strategic themes. Once again, the event included the hugely popular Lifetime Achievement award and People’s Choice award categories, the winner of the latter determined by colleagues.

This fantastic event again showcased the immense volume and variety of important work we deliver across our organisation and the enthusiasm and commitment of our hard-working colleagues. It was a delight to be involved in the judging process and attend the evening; a huge congratulations to all the nominees.

**Public Finance Awards**

A number of our teams and individuals were shortlisted for the Public Finance Awards. The ceremony was held on 26 November and the nominees include:

- Finance Team of the Year Councils and Local Services – GLA SME prompt payment working group - Graeme King, Katherine Adams, Shoba Varghese and Alex Coatalen (the working group includes TfL, GLA and Bloomberg Associates)
- Finance Team of the Year Councils and Local Services – all our finance teams were shortlisted as a collective
- Public Finance Future Leader of the Year - Olivia Beasley, Senior Finance Business Partner
- Public Finance Leader of the Year - Patrick Doig, Group Finance Director
- Outstanding contribution to Promoting Diversity and Inclusion - Sonia Khan, Principal Advisor, CFO Office
- Excellence in Governance, Reporting and Assurance - Group Financial Accounting and Tax team
- Delivering Sustainability and Social Value - Bus Finance Business Partnering team

**Elizabeth line wins big**

The Elizabeth line won the Stirling prize at the highly prestigious Royal Institute of British Architects awards for architecture and the design of an inclusive and cohesive

transport system. This is one of the most prestigious architectural awards in the UK and is a great testament to all who have worked on this great addition to our network.

**Vision and values scoops award**

Our internal vision and values campaign won best Employee Engagement/Internal Communications at the PRCA awards in November, which are seen as the ultimate celebration of outstanding work, creativity and talent within the public relations industry and demonstrates the ability of our teams to deliver real results and make a difference in the world.

This campaign focused on sharing and celebrating inspiring stories from colleagues across the organisation that embody our values of being caring, open and adaptable. The stories encourage us all to live these values everyday and fulfill our vision of being a strong, green heartbeat for London.

**Menopause in the workplace hub session**

On 30 November, I joined the Menopause in the Workplace session as a male ally, hosted by our Women’s Colleague Network Group, where participants discussed the experiences of menopausal colleagues, the support provided at TfL and the important role male allies can play in normalising this stage of life, which affects more than half the population. Over and above what we offer as an organisation, there is so much that we can do as individuals to support colleagues, partners and loved ones by actively engaging in conversations.

Panellists took the opportunity to draw attention to how we should actively create opportunities to talk about the menopause, our menopause hub and e-learning training. This has been developed to raise awareness of sensitive ways to manage menopause in the workplace, help managers to have caring conversations and highlight workplace adjustments to put in place if needed.

The menopause affects everyone’s emotional and physical health differently, but educating ourselves about and acting on the needs of those experiencing it will improve the quality of working life for millions. Creating an environment where we can all thrive in our roles means we all win – and we are doing that by listening and being willing to learn, as well as speaking up and actively supporting.

**Senior leadership event**

It is important for senior leaders to meet regularly to focus on the strategic direction of our organisation, and in October we hosted an event designed to inform, inspire and motivate the team around the opportunities and challenges we face. As London’s strategic transport authority, our remit is vast and varied and demands exceptional leadership and strategic vision to ensure we are effectively guiding our teams to achieve our objectives and deliver everything that we need to for our city, both in the short and long-term.

The event featured keynote speaker, Jamil Qureshi, an expert in high performing teams and behavioural change. He inspired leaders to think differently and lead their people to

fulfil their potential and deliver outstanding results while not only navigating the relentless changes of modern working life but embracing them and using them as a springboard for innovation.

Our leaders also heard directly from colleagues across our business at a series of TED Talk style discussions. Each told powerful stories of how they connect their day-to-day roles to our Vision and Values, bringing these to life in meaningful ways. I am particularly grateful to these colleagues for taking the time to attend and share their personal thoughts and insights.

### Supporting the Royal British Legion

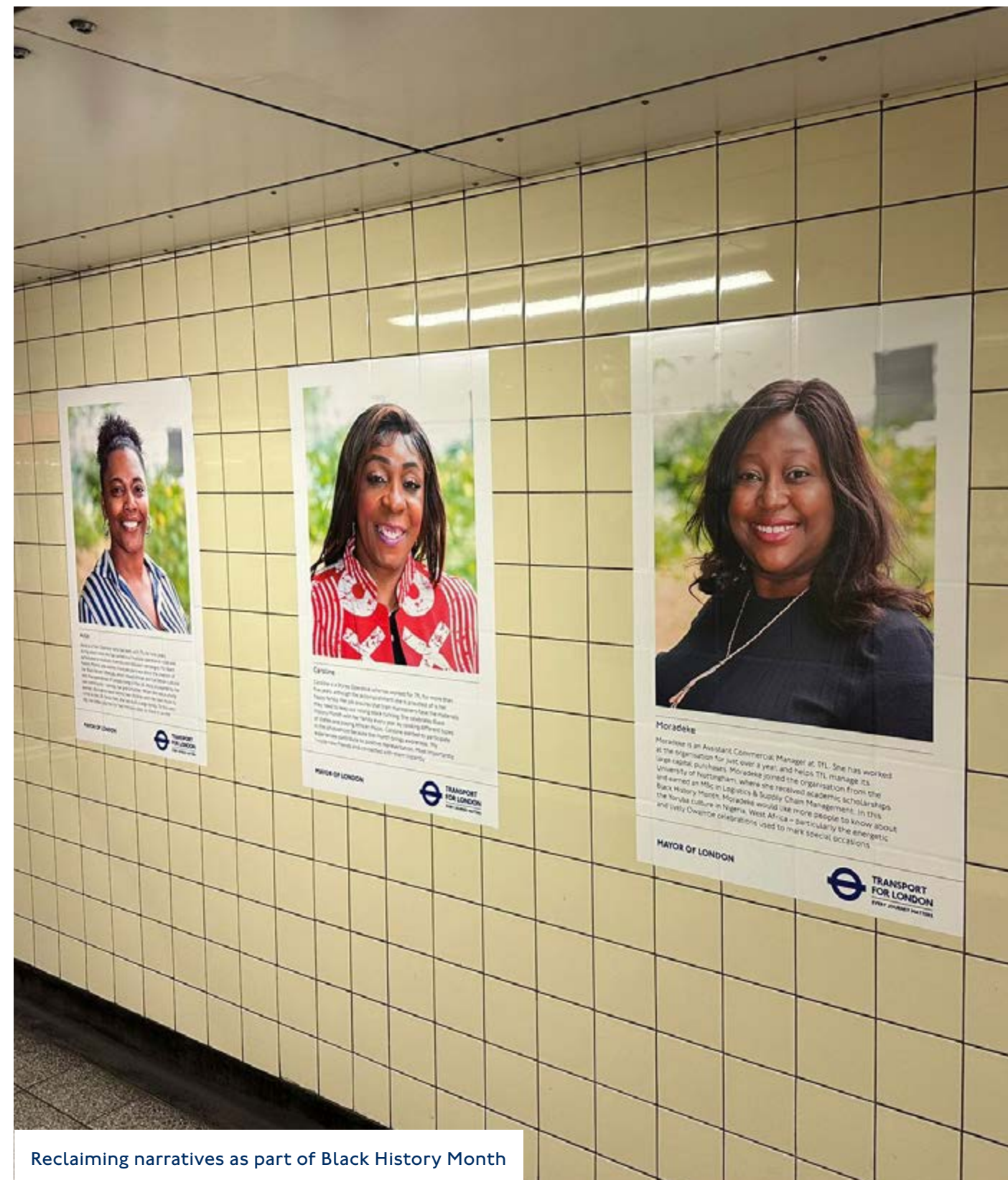
To support the Royal British Legion and their Poppy Day collections, we displayed poppies at stations across the Underground, London Overground and bus network with poppy branding featuring on the front of Tube, Tram, DLR, and Elizabeth line trains. In addition, five buses were wrapped. We also supported the collections across 35 of our stations, raising more than £374,000. Staff came together to raise more than £30,000 through the sales of specially designed pin badges, taking our cumulative total to more than £300,000 since 2014.

### People and Places programme

To commemorate Black History Month, a display of portraits of our colleagues from our Raising Awareness of Culture and Ethnicity Colleague Network Group went on display at Victoria and Brixton stations. This year's theme was 'Reclaiming Narratives' and our colleagues shared the narratives they thought deserved more attention, as well as their own personal stories.

In October, the final series of Poems on the Underground was launched on our network. Among the six poems featured were two by participants in Foyle's Young Poets of the Year competition – Anglerfish by Arthur Lawson and Epilogue by Dawn Sands. Poems on the Underground has been running for nearly 40 years and continues to delight customers and colleagues.

Inter Faith Week took place from 10 to 17 November, and members of the Faith Colleague Network Group volunteered to participate in a portrait project. Colleagues who follow faith traditions including Hinduism, Jainism, Judaism, Christianity and Islam talked about the ways their faiths provide support and meaning in their lives.



Reclaiming narratives as part of Black History Month



# Our green future

## Reducing our carbon emissions and investing in London's future

### Solar private wire

On 31 October we released our solar private wire tender, under which we will appoint a delivery partner to link solar energy directly to our network. As one of the largest single electricity consumers in the UK with a use of approximately 1.6 terra-watt hours per year, we seek every opportunity to source renewable energy and ultimately run our operations using 100 per cent renewable electricity.

We aim to connect to new solar photovoltaic projects on sites to locations close to our network, which may not necessarily be on our own estate. This significantly widens the scale of potential solar sources far beyond what is currently available on our own rooftops and land.

Procuring renewable energy in this way means we would bypass the National Grid and significantly reduce our carbon emissions. The scheme has the potential to deliver up to 64 megawatts of electricity per year, which is around five per cent of the electricity needed to run the Tube network. Our current plan is to appoint a delivery partner to a single supplier framework in early 2026.

### Building decarbonisation

In November, we completed feasibility studies for a further 11 of our operational estate buildings that are part of our building decarbonisation programme. This work has been undertaken in partnership with Arcadis, who are providing technical support in developing the second tranche of feasibility studies. In parallel, we have continued to work with Arup, our existing partner for the development of the first tranche of feasibility studies, on six of our

buildings, to add more detailed assessment of carbon saving options to early-stage Phase 3 Low Carbon Skills Fund reports.

The two sets of feasibility studies, combined with the first package of work with Arcadis, means we have now completed building decarbonisation feasibility studies for 44 buildings across our operational estate. We have improved our understanding of decarbonising different types of buildings by looking at their associated cost, carbon and programme impacts. The findings have enabled the team to conduct prioritisation exercises for which buildings we should focus on progressing first to further design and delivery stages.

We also continue to progress building decarbonisation projects that were previously awarded Public Sector Decarbonisation Scheme funding at Therapia Lane Tram Depot, Neasden Depot and Finchley Central Signal Depot. Plans for the decarbonisation at the selected buildings include measures to remove the reliance on life expired gas heating assets by replacing boilers with air source heat pumps, as well as energy saving installations including LED lighting, solar panels and improved insulation.

### Electric vehicle infrastructure and delivery

London's electric vehicle charging network continues to grow with almost 22,000 public charge points as of 2 October, including 1,230 rapid charge points. We continue to provide rapid and ultra-rapid charge points on our road network, in addition to the 300 rapid charge points we have already delivered. New sites are now operational in Sutton, Lewisham

and Bromley and delivery continues at more sites in Richmond, Sutton and Hammersmith & Fulham. We expect to award a new contract before the end of the calendar year to build more charge points.

On 25 September, Places for London announced Fastned as its preferred partner for developing ultra-rapid charging hubs. The joint venture aims to deliver new off-street urban charging hubs that can simultaneously charge multiple vehicles. Each site has the potential to provide a minimum of six ultra-rapid charging bays. An update was included in the Chief Executive's report to the Land and Property Committee meeting held on 1 October. Places for London is in the process of formalising the joint venture and associated corporate structures, with the first site expected to be delivered from 2026. A further update will be provided to the Land and Property Committee on 10 December.

 **22,000**  
public charge  
points available

 **1,230**  
rapid charge  
points available

**ULEZ**

We are currently producing the London-wide Ultra Low Emission Zone (ULEZ) One Year Report that will provide an even more comprehensive analysis of the air quality impact of the expansion, following on from the interim analysis presented in the Six Month Report published in July 2024. The report will be published in early 2025 and will be supported by an independent advisory group of experts.

Work has also begun on the ULEZ scrappage scheme evaluation report, following on from the closure of the scheme to new applicants on 8 September. The report will evaluate the uptake of the scheme by vehicle type and grant option, the usage of the grant, travel behaviour changes as a result of taking part in the scheme and perceptions of the scheme. It will also assess the impact and perceptions of the ULEZ support offers. The report will be published in spring 2025. To date, more than 500 vehicles have been accepted for donation to Ukraine through the scrappage scheme, with donated vehicles regularly being transported to the country.

**Climate change adaptation**  
**Improving sustainable drainage on our network**  
We are supporting London to tackle the impacts of flooding from surface water by installing Sustainable urban Drainage Systems (SuDS) across our network. SuDS reduce flooding risk by slowing and reducing the amount of rainwater that reaches the drainage networks, and can include rain gardens, permeable paving and green roofs. They are a key part of our Adaptation Plan’s aim to make our capital more resilient to the effects of extreme weather, while also supporting biodiversity.

**By installing SuDS we aim to make our capital more resilient to the effects of extreme weather events**

On 17 October we announced that the Marylebone Flyover rain gardens are now ready for rainfall after the final plants went into the ground, thanks to the children in Christ Church Bentinck School’s eco club. Drainage has been installed underneath the road surface at the site of a disused subway system, and the ramps and stairs have been transformed into porous rain gardens, able to capture rainfall from approximately 3,500 square metres of catchment. The gardens have been planted with a variety of trees, shrubs and flowers that have been curated to support pollinating insects, while thriving in the local climate with minimal maintenance.

With a target to create a minimum of 5,000 square metres of additional catchment draining into SuDS per year, in alignment with the Mayor’s Transport Strategy this project has made a significant contribution to this target being achieved for 2024/25.

**Carbon Literacy Action Day**  
Our Carbon Literacy training course, developed in partnership with and accredited by The Carbon Literacy Project, has now been completed by more than 5,400 colleagues. This November, we took part in Carbon Literacy Action Day which focused on the theme of Climate Inclusion. We used this opportunity to consider

how we can support our colleagues who regularly work shift patterns outside of regular office hours. For example, we considered providing sessions with different formats and timings to empower them to identify opportunities in their work to help reduce our environmental impact.

**Zero-emission buses**  
There are now more than 1,700 zero-emission electric buses operating across the capital, making up around 19 per cent of the fleet. Decarbonising the bus fleet plays a crucial role in the journey to net-zero and we are helping to meet the Mayor of London’s target for London to be a net-zero city by 2030.

We launched our first end-to-end electric bus ‘opportunity charging’ trial on route 358 in Bromley, one of our longest bus routes. Pantograph charging infrastructure is built at either end of the route at Orpington and Crystal Palace. This enables the new electric tram-style buses to top up on charge at the end of each journey. The first of their type in London, the new single-deck buses have enhanced customer and safety features and can travel further with the help of electric charging throughout the day.

As London makes up around a third to half of all new bus orders in the UK in any given year, we are encouraging the bus market to explore innovative green technologies, leading to more jobs in manufacturing and supply chains across the country.



Our new electric tram-style buses on route 358





Wildflower verges improve biodiversity and store carbon

#### **Transport award for wildflower verges**

Our Network Management and Resilience team has won the prize at the National Couriers Awards for wildflower verges on our road network. We pledged last year to double biodiversity, and the wildflower verges have doubled to the equivalent of 37 football pitches, which is more than 260,000 metres squared. When wildflowers thrive, it supports pollinators and also ensures that more carbon can be stored in the soil. Over the summer, volunteers from the charity Butterfly Conservation surveyed and spotted an impressive 400 butterflies comprising 21 different species.

#### **Polychlorinated biphenyls non-compliance penalty notice**

On 7 October 2019, we received a compliance notice from the Environment Agency requiring the removal of all equipment containing polychlorinated biphenyls (PCBs) on the London Underground network by the end of 2023. PCBs on our network were safely contained within electrical components not accessible to the public and had not escaped into the environment. We made good progress in complying with the notice, however, due to a number of issues which were outside of our control, including the coronavirus pandemic, we were unable to remove and replace all PCBs by that date. We have continually updated the

Environment Agency with our progress in removing PCBs from the network, including where there were risks to completion. At the end of 2023 we confirmed to the Environment Agency that the remaining PCBs would be removed from the London Underground network by the end of 2024, and that undertaking was completed on 21 November 2024.

On 10 October 2024, the Environment Agency issued a fine to London Underground of £150,000 for not completing the removal of all PCBs by the end of 2023 as required by the compliance notice, which has been paid. The Environment Agency has acknowledged the mitigating circumstances which delayed the PCB removal programme and our extensive actions throughout the removal programme to ensure the London Underground network is free from PCBs when deciding on the level of fine.

#### **Cycleways autumn campaign**

Between 2 October and 17 November, we ran our autumn campaign involving six localised campaigns promoting 11 new, upgraded and extended cycleways. These targeted campaigns aimed to promote the benefits of better connected, safer and easier cycling infrastructure in the local area, for those living, working and travelling through the respective boroughs.

# Our finances

Working to ensure financial stability for the long term

## Financial performance to end of Period 7, 2024/25 (12 October 2024)

### Capital funding settlement for 2025/26

In a letter to the Mayor from the Secretary of State for Transport on 30 October 2024, the Government confirmed £485m in funding for our capital programme in 2025/26, inclusive of the £24m of funding for the procurement of additional Elizabeth line trains committed by the previous government.

Similar to other transport authorities across the world, we cannot fund major enhancements alone, so we were extremely grateful to secure this vital government capital funding for 2025/26 - almost twice the level received for 2024/25.

With this funding and the business rates retention provided by the Mayor, we can continue to deliver for London and for the country. Our plan will support new jobs, homes and economic growth, and will deliver new trains on the Piccadilly line and Elizabeth line, both of which will provide additional capacity, improve reliability and secure skilled jobs in Derby and Goole in East Yorkshire, where they are being manufactured.

We are now able to continue to progress plans for replacing rolling stock on the Bakerloo line and the 20-year-old tram fleet in south London, as well as continuing work on the proposed DLR extension to Thamesmead. However, we will only be able to move these projects into delivery,

and enter into contracts with the UK-wide supply chain, if there is the certainty of a long-term capital funding settlement. That is why we continue to work collaboratively with the Mayor and Government to secure a new long-term capital funding settlement as part of the Government's Spending Review, which will conclude in late spring 2025.

Our latest financial report covers up to the end of Period 7 2024/25 (12 October 2024).

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 increase our ability to invest by continuing to deliver on our financial strategy:

### Grow and diversify our revenue

- Cumulative journey growth in the year to date is 1.6 per cent, slightly down from the two per cent reported in Period 5. In our budget we were 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 74 million lower than Budget with passenger income £111m lower than Budget
- Our latest forecast is for passenger income to be £300m up on last year, but £188m lower than Budget

### Deliver recurring cost savings

- Total operating costs are just under Budget. Core operating costs are £59m higher than Budget, mainly from higher bad debt charges from enforcement income and pressures from higher bus retender costs. This is offset by contingency (budgeted to mitigate risks on revenue)
- Our Budget included delivery of £259m of savings this year, including £130m of recurring savings
- We have implemented cost saving measures to help mitigate the revenue pressure

### Grow our operating surplus

- We had budgeted for an operating surplus in the year to date – lower passenger income means we have a deficit of £32m at Period 7
- Our latest forecast is for an operating surplus of £23m this year, £138m lower than Budget, but still a small growth in underlying surplus compared to 2023/24
- We have seen several economic headwinds this year – slower economic growth, pressures on real-terms disposable income and a slower fall in inflation than anticipated. This has led to slower than expected growth in passenger demand and higher cost inflation in the supply chain



- More recently, there was the cyber security incident, throughout which TfL managed to prevent significant disruption to customers and Londoners. However, unplanned costs were necessarily incurred to ensure London could keep moving while dealing with the incident
- With a continued focus on cost control and the use of contingency included in the 2024/25 Budget, the impact of these headwinds has been reduced

#### Fund our capital investment

- Capital renewals are £445m in the year to date, £85m up on last year as we increase renewals investment to address the backlog of asset replacement
- Renewals are £9m higher than Budget, from an early ramp up in spend and some cost increases. We expect to hit Budget over the full year

#### Maintain liquidity to protect us against shocks

- Cash balances are £1.18bn at the end of Period 7 and are almost £230m lower than Budget, a result of revenue pressures and timing of borrowing
- The GLA financing facility of £350m offers additional protection against shocks and risks

### Advertising Annual Report 2023/24

In early October we published our Advertising Annual Report for 2023/24. The report covers the work that has taken place across advertising, commercial partnerships, brand licensing and filming and photography, which has contributed to an impressive £154m of commercial revenue.

The report includes examples of our campaigns across 2023/24, demonstrating how we generate revenue through innovative campaigns with our brand partners. It illustrates how our advertising estate continues to offer more exciting and attractive options to brands, including a 3D anamorphic effect on our large-format sites.



Showcasing imaginative campaigns across our estate





Delivering more affordable housing across the city

## Places for London

### More than 1,200 homes completed

We recently reported that Places for London has delivered more than 1,200 homes on our land. Work continues across our estate to deliver more housing towards our target to start 20,000 homes by 2031. In north London we are progressing with our plans at High Barnet station. Our designs could see around 300 new homes delivered across five blocks, with at least 40 per cent being affordable.

Anticipated benefits include more public open space and a better station environment with improved access and safety, which will encourage sustainable and active travel. We will add cycle parking facilities for use by both residents of the development and the public. The proposed scheme, on brownfield land, also puts sustainability at its heart, including enhanced ecology and biodiversity of public open space as part of projects.

### Southwark station

Places for London has started public consultation on a mixed-use, purpose-built student scheme at Southwark station comprising 430 self-contained studios for students alongside 40 affordable homes on the adjacent site.

## New lettings across our estate

Last year, Places for London acquired Buck Street Market, next to Camden Town station. We have since worked with our partner BOXPARK, and BOXPARK Camden market has now opened on our land, transforming the space into an inclusive and welcoming market for locals and visitors to enjoy year-round. The three-floor market includes 60 independent food and retail traders complete with a rooftop terrace, enhancing the site's appeal as a vibrant social hub.

Elsewhere, Places for London has finished key lettings at locations including Piccadilly, Ealing Broadway, South Wimbledon, Canada Water and Victoria Station Arcade. Notably, after major infrastructure works, we completed a flagship letting at Baker Street to Market Place.



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## 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.

