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Appendix I

Annual Report and Statement of Accounts

2022/23 – XX July 2023



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Launching the Elizabeth line
The story behind London's transformational new railway. Find out more and go behind the scenes on page 17

Mayor's foreword

With the effects of the pandemic shifting further behind us, the capital is continuing to make great strides toward recovery

Transport remains a cornerstone of my vision for a fairer, greener London for everyone. Transport doesn't only shape our daily lives and determine how we get around, it can create new opportunities for Londoners and shape the character of our city. As Mayor, I am continuing to work to deliver the affordable, reliable and safe services Londoners deserve and to unlock the power of transport in order to improve people's lives.

The hard work and dedication of London's transport workers is fundamental to achieving these goals, and I want to thank them once again for what they do to keep London moving.

During the pandemic, we sadly lost 107 public transport workers to COVID-19. We will never forget the sacrifices our colleagues made during such a tough time for London and it's right that we now have a permanent memorial in Aldgate.

I also want to thank Andy Byford, who stepped down as Transport Commissioner last year. He led TfL through an exceptionally difficult time with great skill and dedication. After some tough negotiations, we were able to reach a funding agreement with the Government for TfL, which was only needed following the impact of the coronavirus pandemic on TfL's finances. The deal was far from perfect, but we have managed to avoid

making big cuts to the transport services Londoners rely upon.

Despite these huge challenges, I'm proud that we have continued to make great improvements to London's transport network. Last summer, the Night Tube and Night Overground service was fully restored and the Elizabeth line opened to great fanfare. We also delivered upgrades to Bank station and opened the new Barking Riverside London Overground station, providing high-quality transport links for residents, as well as seeing record numbers of journeys through the Northern line's two newest underground stations – Nine Elms and Battersea Power Station.

As part of my vision for London, I remain committed to tackling air pollution and protecting the health of Londoners. Transport policy is crucial in order to achieve these objectives and I announced last year that we will be expanding the Ultra Low Emission Zone (ULEZ) on the 29 August 2023. This will help ensure that five million more Londoners will be able to breathe cleaner air.

The vast majority of drivers in outer London already have compliant vehicles and so will not have to pay. To support those with older, more polluting vehicles, we launched the largest ever scrappage scheme. This is aimed at helping low-income Londoners, disabled Londoners, charities and micro businesses. We have

had excellent take up of the scheme so far and are listening carefully to Londoners' feedback.

We want more and more Londoners, particularly in outer London, to have more options to use public transport instead of their vehicles. That's why we are implementing bold plans to improve transport links in outer London. This includes the outer London Superloop bus network, which we announced earlier this year. This will provide express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We also continue to work to make London a city where walking and cycling are more often the most appealing and practical choices for many more journeys. It's great to see we are making progress on this front. We have expanded the cycle hire partnership with Santander by adding 500 electric cycles to the fleet and overall cycling levels are growing and exceeding pre-pandemic levels – in 2022 cycling levels were 13 per cent higher than in 2019.

We know a barrier to getting more people cycling is road safety. We remain committed to eliminating deaths and serious injuries on our roads by 2041 and TfL's trailblazing Direct Vision Standard introduced to reduce driver blind spots on lorries is continuing to have a positive impact.

Lastly, I am delighted to be working with Andy Lord as the interim Commissioner as he helps to steer the organisation forward following the pandemic. We both continue to work flat out to maintain the world-class network Londoners deserve – something that is so crucial to building a greener, fairer and more prosperous London for everyone.



SIGNATURE

Sadiq Khan
Mayor of London

Commissioner's foreword

London's transport system continues to grow with 85 per cent of customers now travelling again following the pandemic

This has been an incredibly important year for TfL, as we have continued to support London's recovery from the pandemic, worked to achieve the financial sustainability of our operations, and delivered huge transport improvements that bring significant benefits to London and the country as a whole.

Since becoming Commissioner, my focus has been on attracting customers to public transport, rebuilding our finances, advancing our work to decarbonise and improve London's environment, and ensuring our organisation celebrates and provides for the diversity of our staff and customers.

Passenger demand continues to grow, with the network seeing around 85 per cent of pre-pandemic demand, out-performing public transport in the rest of the UK. Continuing this trend is vital to our work of helping create a greener, more sustainable city for everyone.

Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Central to our work has been the delivery of the transformational Elizabeth line, which has already become one of the country's most popular, busiest and reliable railways. We were honoured to welcome Her Majesty Queen Elizabeth II to open the line, and we have worked since to improve connectivity

and provide even easier journeys for passengers. The Elizabeth line is a brilliant example of what can be achieved when the Government and London's authorities and businesses work together to invest in transport infrastructure.

Other notable achievements include the completion of the Bank station upgrade, completing the signal automation of the Hammersmith & City line, the London Overground extension to Barking Riverside and the start of tunnelling on the new public transport-focused river crossing at Silvertown, due for completion in 2025.

Securing a longer-term funding agreement with the Government last August has enabled us to get on with the business of delivering for London. Our annual budget for 2023/24 shows that we can now fully cover operational costs while investing in our network across London. We are now in discussion with the Government to secure the critical capital investment needed in 2024/25 – ensuring the delivery of the committed contracts for rolling stock and signalling on the Piccadilly line and the DLR.

The decarbonisation agenda, improving air quality, and new investment in green infrastructure remain of paramount importance. Last year, we supported the Mayor in consulting on his plans to expand the Ultra Low Emission Zone this summer. Plans to deliver some five million more kilometres for buses in outer London will

help strengthen alternatives to car use, particularly as we begin to deliver the new Superloop service. We have continued to invest in active travel, with 14.6 kilometres of new or upgraded high-quality cycle lanes and infrastructure added this year.

In May we were pleased to resume the Jubilee line Night Tube service, just in time for the Queen's Platinum Jubilee celebrations. The line, which has Tube stations located near Buckingham Palace, Green Park and the Mall, was integral in helping customers and tourists visiting London and served more than 16,000 visitors during the celebratory weekend. Moving customers around the capital for such occasions showcases how we are a key player during such events.

We also played a vital role in supporting the events to mark the death of Queen Elizabeth II. Staff from every corner of the organisation worked tirelessly to ensure that the transport arrangements were a success and that the millions of people coming to London to pay their respects could do so safely and smoothly.

This spring, we opened a permanent memorial at Braham Street in Aldgate to remember all transport workers in London who tragically lost their lives to COVID-19. We owe them our gratitude for the critical role they played in the city's fight against the pandemic. This memorial will ensure that we never forget them.

More recently, we were delighted to welcome millions again for the Coronation of their Majesties King Charles III and Queen Camilla, and we look forward to a period in which – after an incredibly difficult few years – we move London forward to a brighter future. I would like to thank all our colleagues and partners for their hard work throughout the year.



SIGNATURE

Andy Lord
Interim Transport
Commissioner

About this report

All our work is underpinned by our key pillars and the Mayor’s priorities for London

Our mission is to be the strong, green heartbeat for London. To achieve this, we have developed three key values that underpin our organisation and will ensure that Every Journey Matters.



Caring

This means that we care about our colleagues, our customers and our work.



Open

This means that we are open to each other, and we are open to new ideas and ways of working.



Adaptable

We will adapt to the diverse needs of the organisation and we are willing to innovate.

Our Annual Report details our achievements and updates from the last financial year, which runs from 1 April 2022 to 31 March 2023. It shows the progress we have made against our scorecard targets.

As a publicly funded organisation, it is important that we are transparent with our finances, our investments and the work we are doing to help shape our city. Sustainability and our environmental impact are at the heart of our decisions and a key thread throughout everything we do.

Our reporting is shaped by the ambitions of the Mayor’s Transport Strategy, which acknowledges the key role transport plays in shaping London and enforcing its global competitiveness. It also emphasises the way that effective and well-planned transport projects and improvements can play a vital part in improving the health, opportunities and quality of life of those who live and work in our city.

The central aim of the strategy is to create a place that is not only home to more people but is a better space for them to live, work and visit. This means a safer, healthier, cleaner, greener, more inclusive and better-connected city. This was particularly highlighted by the pandemic, which underlined the importance of continuing to make progress on all elements of the strategy.

All our work, from our daily running to our investment programmes, follows the key themes as set out in the Mayor’s Transport Strategy. These are Healthy Streets and healthy people, a good public transport experience and new homes and jobs.

Throughout this report, we have showcased our achievements and project milestones against these three key areas and reported on the progress we are making towards achieving the Mayor’s vision for the future of London.

Healthy Streets and healthy people

We aim to improve the experience of being in the places where people live, work, spend time and travel. We will reduce traffic dominance and encourage people to walk, cycle and use public transport.



A good public transport experience

We will ensure public transport is an increasingly attractive alternative to the car, through whole-journey planning to help integrate public transport in our schemes and projects



New homes and jobs

Transport is vital for creating the new homes and jobs London needs. This includes creating communities where amenities are within walking and cycling distance.



Our year at a glance

From launching the Elizabeth line to introducing new e-bikes to our cycle hire fleet, we have achieved many notable milestones this year



April 2022
We mark the fifth anniversary of our 'Please offer me a seat' badges as part of Priority Seating Week



May 2022
Her Majesty Queen Elizabeth II helps launch the Elizabeth line, which has transformed journeys across London



June 2022
Data shows our Direct Vision Standard is improving road safety in the first year of its enforcement



July 2022
A new step-free station opens at Barking Riverside, improving transport links in the area



August 2022
We partner with London's biggest attractions to offer discounted entry when using our services



September 2022
A new timetable launches on the DLR, providing quicker and easier journeys across east London.



October 2022
Rapid, wireless bus charging technology is introduced as part of our journey to zero-emission carbon



November 2022
More digital walking routes are launched as part of our latest plans to boost leisure walking



December 2022
We announce plans for all private hire vehicles licensed in 2023 to be zero-emission capable



January 2023
The Tube, which was the world's first underground railway, celebrates its 160-year anniversary



February 2023
Mayor Sadiq Khan visits Bank Tube station as our £700m upgrade is completed



March 2023
We launch plans for the Superloop, offering four million kilometres of express bus services in outer London

Financial review

‘We are transforming our finances through consistent service delivery for our customers, strong cost control and careful cash management. With a longer-term commitment from the Government for major capital investments, we would be able to deliver even more for London and for the UK’



Rachel McLean
Chief Finance Officer



Chief Finance Officer foreword

We have continued to focus on our recovery as we support London and the UK's economic growth

This was a pivotal year in the history of our finances, as we continued to build our recovery and look forward into 2023/24 when we expect to achieve an operating surplus without Government base funding support. This is the first time we will make a surplus, and any surplus that we make is always reinvested into our services.

This remarkable turnaround, from the lowest point in 2020 when passenger journeys fell to just 12 per cent of pre-pandemic demand, reflects sustained hard work at every level of the organisation. I would like to pay tribute to all my colleagues, and to our partners and suppliers, for their substantial contribution to this outcome.

As with all public transport authorities, we will continue to need Government support for major capital investment, as noted by the (then) Secretary of State for Transport in our most recent funding agreement.

This report sets out our progress in 2022/23, in which we have focused on London's recovery and rebuilding our ridership. In 2022/23, passenger demand increased from 68 per cent of pre-pandemic levels to around 85 per cent, and passenger income grew by 34 per cent from £3.2bn to £4.2bn.

We also increased our other sources of income. Compared to the budget for 2020/21, set just before the pandemic, we have grown our total income in 2022/23, excluding Extraordinary Revenue Grant, by 11 per cent, while reducing passenger income as a percentage of total operating income from 72 per cent to 54 per cent. In June 2022, we launched our commercial property company, TTL Properties Limited (TTLP), which will deliver a dividend that we will invest back into London's transport network.

We continue to reduce like-for-like costs from £5.2bn in 2021/22 to £4.9bn in 2022/23 at constant prices. In 2022/23, the seventh year of our efficiencies programme, we made recurring savings of £92m. We plan to extend this programme by an additional year and stretch the target to £600m from 2022/23 to 2025/26. This takes the total recurring saving to £1.7bn since 2016, of which £1.2bn has been delivered to 2022/23.

A further sign of our progress is that over the last year we have reduced our debt, including leases, from £15.5bn to £15.3bn. Our budget for next year includes an assumption of a return to new net borrowing to support our investment programme. We continue to maintain cash

reserves so we can make payments and protect against shocks. Cash balances have averaged just under £1.2bn throughout 2022/23, in line with Government conditions and our own assessment of need.

This sustained effort means our Extraordinary Revenue Grant has reduced from £1.7bn in 2021/22 to under £1bn in 2022/23. In 2023/24, base Government funding of £500 to 700m will be used solely for capital investment.

We will continue to play our part in the national recovery, supporting London's economy and society, providing confidence to our national and international supply chain, and reducing our reliance on central Government – exactly as we committed to do in our funding agreement.

With confirmation of a commitment to longer-term capital investment from Government, we can continue to deliver the modern public transport network that London needs.



SIGNATURE

Rachel McLean
Chief Finance Officer

Our scorecard



















We assess our progress against a range of agreed measures

The TfL scorecard is our primary tool for tracking progress against our strategic objectives and is structured around our vision and values. It provides a clear line of sight between the Mayor's Transport Strategy, our Business Plan and our Budget, and helps drive our in-year performance. The metrics are designed to be stretching and realistic. In 2022/23, we achieved 62.1 per cent against the scorecard target. The results reflect some notable achievements in a challenging economic and funding environment, and they highlighted areas to focus on next year.

Our funding from Government was only secured in late August 2022 and runs to 31 March 2024. Before that, we were reliant on short-term agreements. This longer-term agreement, albeit with conditions attached, meant we could start planning further ahead, and working with our supply chain to achieve our objectives.

Key

Achieved	
Partially achieved	
Not achieved	

Measure	Results	Target	Floor target
Green			
Carbon dioxide emissions from our operations and buildings (ktonnes CO2e)	814 	845	900
Colleague			
Total engagement	59.0% 	62.0%	60.0%
Inclusion index	50.0% 	52.0%	50.0%
Wellbeing index	56.0% 	58.0%	56.0%
Diversity declaration rates	60.3% 	56.0%	56.0%
Workforce – all injuries	1,550.0 	1,348.0	1,987.0
Finance			
Cash balances*	£1,237m 	£1,200m+/-£100m	£1,200m+/-£100m
Operating expenditure against budget*	(£7,055m) 	(£7,109m)	(£7,109m)
Capital expenditure against budget (excluding TTLP)*	(£1,707m) 	(£1,748m)	(£1,704m)
Customer			
Percentage of Londoners who agree we care about our customers	53.0% 	57.0%	54.0%
Public transport passenger journeys (millions)*	3,252.5 	3,248.0	3,227.0
People killed or seriously injured on our roads (per million surface journey stages)*	0.31 	0.33	0.35
Customer injuries (per million passenger journeys)	2.48 	2.58	2.72
Foundation			
Investment programme milestone delivery	77.8% 	90.0%	75.0%
Elizabeth line: Open the central section for revenue service	May 2022 	June 2022	June 2022
Barking Riverside Extension: Service operational	July 2022 	July 2022	August 2022
Percentage of London Underground service operated	90.1% 	90.0%	89.0%
Bus journey time (minutes)	33.98 	33.50	34.00

* Scorecard targets updated at 7 December 2022 Board to align to new Business Plan



Our performance is measured against a range of key indicators

We achieved our green objective to reduce carbon dioxide emissions from our operations and buildings.

On safety, we achieved our customer and roads targets. However, the result for workforce injuries, while an improvement from last year, shows more needs to be done. We are working towards the Mayor's Vision Zero goal and these metrics are an important measure of progress against that.

Customer care, which is measured through surveys of all Londoners on their perception of TfL, also fell below target, showing the reputational impact of strikes in the wider rail sector, fares increases, and increased crowding on services as passengers return to the network.

Greater funding certainty and increased flexibility on pay has meant many of our people have received their first pay increase since before the coronavirus pandemic. However, under the terms of the funding agreement with government, pay has been capped at average public sector levels; coupled with funding constraints, this has meant our people have seen real terms pay reductions in 2022/23. Along with a buoyant external job market, this led to an increase in staff turnover, and will have impacted our success in achieving some of the people metrics.

We achieved our financial targets, despite the difficult economic environment, including the highest inflation in 40 years, and funding uncertainty at the start of the year. We delivered additional operating expenditure savings on top of those set in our December 2022 Revised Budget and delivered our capital investment target. Our passenger income is protected to an extent through our funding agreement with Government, but the demand levels reflect the impact of industrial action taken by various train operating companies and our own services, and the 5.9 per cent fare increase announced by Government in March 2023, which we implemented in line with our funding agreement.

We delivered the opening of the Elizabeth line central section, but fell behind on delivering all our investment programme milestones.

We achieved our London Underground service operated target, with more services to meet growing demand. Bus journey time has been more challenging, coming in just under the floor target. This measure has been impacted by an industry-wide shortage of drivers.

A sustainable future

We are working to ensure our priorities support a sustainable future for the capital

Significant progress has been made across our sustainability objectives in the last year, despite our current financial constraints, but more action is still required.

Society

We have made life-saving changes to London's road network by introducing 20mph speed limits on our roads in Camden, Islington, Hackney, Haringey and Tower Hamlets and completed Safer Junctions work at York Road Roundabout in Wandsworth. So far, we have completed work at 44 junctions across London as part of this programme. To make bus travel more inclusive and accessible, more than 300 buses now have new more prominent priority seating designs, with the entire New Routemaster fleet to have new moquette by the end of 2025.

Environment

We are transitioning our operations to zero-emission and supporting broader efforts to clean London's air by decarbonising our fleet, installing electric vehicle charging points and removing carbon from construction. As of March 2023, around 11 per cent of our bus fleet operated with zero-emission buses. Through our construction work at Old Street, we have significantly reduced carbon emissions by shifting from diesel to electric-powered equipment, saving 13.8 tonnes of carbon dioxide.

We are working to support London's goal of being a zero-waste city. For example, we have increased the number of dedicated recycling services to stations and depots.

All our business cases must now explicitly consider environmental impacts. Some schemes completed in the last year have already paved the way for good practice designing for future climate, providing local employment, and reducing whole-life carbon, including the Northern Line Extension and the Barking Riverside Extension.

We are working to reduce carbon emissions from our activities and ensure we are ready for the impacts of climate change. This past year, we relaunched our first Power Purchase Agreement tender – a vital step towards ensuring all our operations can be net-zero by 2030 – with a view to sign a contract in early 2024.

We secured funding to transition our tram depot at Therapia Lane to become our first low-carbon depot. We concluded initial feasibility studies to understand how we can remove carbon from the operation of our buildings. We are working to convert all lighting on our network to LEDs. We also published our first Adaptation Plan with short-, medium- and longer-term actions including embedding interventions such as Sustainable Drainage Systems to improve

storm water management. We are also upskilling our colleagues to go further, through an accredited Carbon Literacy training completed by more than 700 colleagues in 2022/23, with a target for 3,000 more to complete the training in 2023/24.

Economy

Our 2022/23 Budget sets the trajectory to achieve financial sustainability from April 2023. Key to good financial decisions is ensuring we are engaging with our supply chain on sustainable practices.

In the first year of implementing the GLA Group Responsible Procurement Implementation Plan, we have made several decisions with impact, including developing a plan to reduce emissions associated with last-mile delivery for all new contracts and working to improve supply-chain transparency of the mining and manufacturing of minerals used in the provision of batteries for electric vehicles, with respect to socio-economic and environmental impacts.

Our financial disclosure on climate change

Environmental sustainability is integral to our business and the way we work, but we face huge challenges in a changing world

London’s transport network is woven throughout the city. Together with our stakeholders, we must take a leading role in managing climate risks, which will enable us to provide a safer and more reliable transport network, as well as enabling us to make well-informed investment decisions and reduce our financial liability from climate disasters.

We are the largest user of electricity, and the second biggest landowner in London, therefore we are uniquely positioned to provide opportunities.

In 2017, the Taskforce on Climate-related Financial Disclosures (TCFD) released climate-related financial disclosure recommendations designed to help organisations assess and manage climate-related risks and opportunities. The disclosure recommendations are structured around four thematic areas, which provide a framework for us to understand and take action on our climate risks and opportunities. These areas represent core elements of how organisations operate: governance, strategy, risk management, and

metrics and targets. Ultimately, widespread adoption of the recommendations is aimed at enabling financial risks and opportunities related to climate change, to become a core part of organisations’ risk management and strategic planning processes.

Following last year’s disclosure on physical risks, we are giving an update on our progress against all four themes, with a plan to provide more detailed disclosures as we develop our adoption of the TCFD recommendations and as we move forward in developing scenario analysis.



1/4

of London’s greenhouse gas emissions come from transport

Our climate governance

Achievements in 2022/23

- Sustainability sub-group of the Executive Committee established, responsible for managing environmental risks and opportunities
- Executive Committee completed sustainability training
- More than 800 people completed carbon literacy training, including our senior leaders

Responsibility for managing climate risk sits with our Executive Committee, overseen by our Board. Environment management is embedded across the organisation, with all areas represented at our Executive Committee Sustainability Group. The Executive Committee Sustainability Group meet every six weeks and they oversee the strategic and operational direction on our behalf by ensuring we align between the vision, purpose, and corporate plans relating to climate risks and opportunities.

We delivered sustainability training to our Executive Committee in November 2022, enabling our directors to engage and lead on sustainability with confidence and this training will be made available to all senior leaders over the next 12 months. We are also rolling out our carbon literacy training across the organisation to increase awareness of the carbon impacts of everyday activities and give people the ability and motivation to reduce emissions. Our training course, accredited by the Carbon Literacy Project, encourages us to incorporate carbon into our decision making processes.



400

people are part of our Sustainability colleague network group

800

colleagues have completed our carbon literacy training



Our climate strategy

Achievements in 2022/23

- Published our 2023 Business Plan, which prioritises progress against key green enablers, such as decarbonising operations and green infrastructure
- Established our Green roadmap
- Published our Climate Change Adaptation Plan
- Updated the Board on our progress on our Corporate Environment Plan
- Launched procurement for our first renewable energy Power Purchasing Agreement (PPA) to achieve our goal of running a zero-carbon railway

Our strategy for the environment has been built to support the Mayor's London Environment Strategy. Our response to this is set out in our 2021 Corporate Environment Plan, which describes our environmental priorities and how we will manage key risks and opportunities. This includes a focus on how we will respond to the climate emergency by reducing carbon emissions, and how we will adapt to physical climate risks through adaptation.

The Corporate Environment Plan provides the foundation for developing environmental strategies and delivery plans. This is considered as part of the development of our Business Plan, which determines our strategic plan over the medium-term, the most recent version of which covers the period between 2023/24 and 2025/26. This includes a summary of where we will allocate resources across our various strategic priorities, including our plans for the environment, covering our operations, asset renewals portfolio and capital investment programme. Our 2023 Business Plan also included our first ever submission to the GLA Climate Budget process, providing a forecast of the carbon emissions resulting from our operations over the next seven years, and highlighted key risks and opportunities, and potential funding requirements over the longer-term.

The overall business strategy is supported and informed by a number of policies, technical strategies and analysis.

We are committed to being a responsible business and to understanding how climate change may impact our operations and property portfolio.

Types of risk

Transition risks

Policy and legal

Meeting enhanced compliance requirements relating to building efficiency standards. Embodied carbon, future planning requirements and building regulations for projects and carbon pricing.

Market

Greater demands from customers to meet higher sustainability standards.

Reputational

Loss of reputation in market due to greenwashing or by slow response or inaction.

Technology

Additional capital, operational and maintenance costs incurred from lower emission technologies.

Physical risks

Acute

Increased severity of extreme weather events.

Chronic

Longer-term shifts in variability of weather patterns and precipitation. Rising mean temperatures and rising sea levels.

Physical climate change poses significant risk to us. Our transition to net zero poses significant risks, as well as opportunities.

In March 2023, we published our Climate Change Adaptation Plan, which outlines what we need to do by 2030 to manage our risks from physical climate hazards. Physical risk will increase the likelihood of safety issues for staff and customers, increase the likelihood of operational disruption including delays and cancellations, and have negative financial impacts in terms of recovery from events and reduced revenue. We manage these risks through robust resilience processes. We monitor weather and coordinate emergency plans, as well as organising for recovery after extreme weather events. Resilience will become more expensive as extreme weather events become more frequent, therefore it is important we embed our Adaptation Plan across the organisation.

For transition risks, we have a target to be net-zero carbon by 2030 in our transport operations. We are moving forward with our strategy to achieve this. By the end of March 2023, more than 50 per cent of our bus shelters were converted to LED, and we aim to convert all of our bus shelters by March 2024, saving more than 1,000 tonnes of carbon dioxide equivalent each year. As of 31 March 2023, around 11 per cent of our bus fleet operated with zero-emission buses, 970 zero-emission buses in total, helping us reduce our reliance on diesel, cut emissions and reduce carbon dioxide.

Decarbonising our buildings is integral to our net-zero strategy. In 2022, we conducted a baseline assessment of the carbon emissions associated with our buildings, using existing data, supplemented with 40 site visits. This year, we will conduct 20 feasibility studies to move forward with our buildings decarbonisation.



Extreme temperatures can damage tracks and equipment

The impacts of a heatwave

In July 2022, London experienced record temperatures of more than 40 degrees Celsius on two consecutive days, which highlighted the effects of extreme weather on our services and operations.

This extreme heat caused disruption on our network, with some services having to close and others being delayed. We had to put in speed restrictions across our Tube and rail services.

We also had to suspend work on our construction projects, while trackside fires and fires near our Tube services caused disruption and damage.

There was a major DC power failure at Dagenham East, and points, signalling and track circuits also failed. A number of customers and colleagues also fell ill from the heat.



£8.4m

lost revenue across our operations during the week of the heatwave

Our climate risks

Achievements in 2022/23

- Developed and agreed an adaptation enterprise risk on the environment

Climate risks are considered across our organisation, which is reflected at different levels in our risk hierarchy. We have developed our enterprise- and strategic level risks relating to the environment, including climate adaptation since the last Annual Report. Enterprise-level risks are reviewed each year by our Executive Committee and Safety, Sustainability and Human Resources Panel. Our strategic climate and environment risks are reviewed in detail each year, as well as an ongoing review by our sustainability sub-group.

We have a risk database that enables climate and environment risks to be tagged and monitored. Interdependencies between risks are also considered. For example, climate change could cause potentially significant disruption to our supply chain, which must be monitored and mitigated.

We have assessed the risks on assets and people under different climate scenarios. There is more work we must do to understand our climate risks in more detail. We need to continue to collect quantitative data, as well as understand our transition risks within the stated timeframes and under different scenarios.

Our climate metrics and targets







Achievements in 2022/23

- Green measures added to our Scorecard
- Scorecard measure developed for Sustainable Drainage Systems
- 970 zero-emission buses in operation
- 50 per cent of bus shelters converted to LED lighting
- 50 per cent of all lamp columns on our road network now fitted with LED lighting

Carbon emissions is a key metric on our scorecard, the tool by which we measure our performance, and will be reported on quarterly across the business in 2023-2024.

Our target set out in the Mayor's Climate Budget, is to be net-zero by 2030 for our operational emissions. This includes all energy and fuel that we purchase directly (Scope 1 and 2 emissions), along with emissions associated with the operation of branded services.

Our plan to achieve net zero is:

 Buses	Our target is for all buses to be zero-emission by 2030, but this is subject to securing additional funding
 Our support fleet	All cars and vans in our support fleet to be zero-emission by 2030.
 Piccadilly line trains	Lighter, more energy efficient trains with regenerative braking.
 Private wire	Directly receive a proportion of our electricity from zero-carbon, private, dedicated solar installations.
 Our buildings	Decarbonising our buildings by removing fossil fuel heating and increasing energy efficiency.
 Power Purchase Agreements	Net-zero carbon electricity supply by 2030 using Power Purchase Agreements

We have identified risks to achieving net-zero by 2030. These include changes to regulation, which could impact progress of PPA procurement. In addition, to achieve our net zero target by 2030, we will require additional funding. With additional funding, we could lock-in the pathway to making the bus fleet zero-emission by our target 2030, which in combination with existing and funded initiatives would save an additional 300,000 tonnes of carbon. This would require additional financial support, although this cost would be spread over the lifetime of the new vehicles, which extends beyond 2030. There is currently no certainty on Government funding for capital investment beyond March 2024. Our Business Plan makes an assumption on the level of funding that will be made available for trains and signalling replacement. If this funding is not confirmed, this will impact the ability to fund all of our capital investment, including green initiatives.

Our metrics and targets for physical climate risks are related to tree coverage and Sustainable Drainage Systems. Through the Mayor's Transport Strategy, we have a target to increase numbers on our roads by one per cent each year between 2016 and 2025. We increased the tree coverage on our network to 24,795, planting 453 trees in 2022/23. This is an increase of 21 trees above target. The Mayor's Transport Strategy includes a target to deliver an effective surface area of 50,000 square metres to first drain into Sustainable Drainage System features rather than conventional drains and sewers. We are committed to delivering 5,000 square metres a year along our road network as part of this target. These targets will help to protect London from flooding, and provide shade and shelter from extreme weather events.

Our next steps

We are continually improving our approach to TCFD by improving our understanding of climate risks and opportunities through more detailed data and research. In the next 12 months, we plan to:

Governance

- Ensure robust tracking of climate risks and opportunities
- Ensure all senior leaders complete Sustainability training
- Train more than 3,000 colleagues in carbon literacy
- Agree a value framework for capital investment for environmental schemes
- Start implementing an asset management decision support system

Strategy

- Continue our strategic research programme
- Progress the actions from our Adaptation Plan
- Continue to transition our bus fleet to net zero and deliver buildings decarbonisation projects
- Agree timescale and begin work on risks and opportunities for scenario analysis

- Explore potential funding requirements over the longer-term, by completing exercise looking at the next 25 to 50 years in relation to climate risks and opportunities
- Expand climate budget to include adaptation
- Publish Green Infrastructure and biodiversity plan
- Launch our transition plan for zero-emission support fleet vehicles

Risk

- Expand our enterprise risk register to cover strategic and tactical risks
- Incorporate physical climate risks into Active Risk Management system
- Identify and tag all risks across enterprise risk framework that link to climate

Metrics and targets

- Agree emissions reduction target for our scope 3 measures
- Deliver Sustainable Drainage Systems to enable 5,000 square metres of drainage
- Remove 845 ktonnes of carbon dioxide emissions from our operations and buildings

London's newest railway

Launching the Elizabeth line

In May 2022, we were delighted to launch the transformational Elizabeth line, providing a vital connection from Reading and Heathrow in the west through to Shenfield and Abbey Wood in the east.



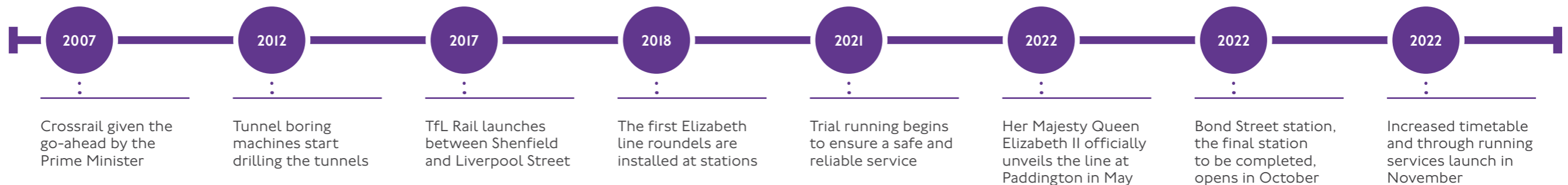
Celebrating the launch

London turned purple in May 2022 when we officially opened the transformational Elizabeth line

There was a party atmosphere when the Elizabeth line officially opened on 24 May 2022. Her Majesty Queen Elizabeth II, who the line is named after, officially unveiled the line in one of her final public appearances. The celebrations started early as Londoners were keen to be among the first to ride on the line.



Major Elizabeth line milestones



All aboard the Elizabeth line

London's newest line launched in May 2022, transforming journeys across London



Launching the line

In May 2022, the Elizabeth line was officially launched, with thousands of people eager to be among the first to ride on the new railway. The line, which supports faster journeys across London, and new jobs and economic growth throughout the country, is the most significant addition to our transport network for a generation.

As the Elizabeth line launched, we opened nine brand-new, fully accessible stations in central London, with services every five minutes from 06:30 until 23:00 on Monday to Saturday.

All services between Reading and Heathrow to Paddington, and between Shenfield to Liverpool Street, which were previously operated as TfL Rail, were rebranded to the Elizabeth line.

We also added Elizabeth line information to the TfL Go app and our Journey Planner, enabling customers to plan their journeys on the new line.

We have made changes to 14 bus routes to improve links to Elizabeth line stations in east and south-east London, where many

customers will use buses to get to and from stations. This includes a new between Manor Park and Custom House stations.

In October 2022, we opened Bond Street station, the final station to open on the line, while in November 2022, through running services launched to give seamless travel for passengers across London.

The Elizabeth line provides new journey options and supports wider regeneration - creating jobs, business opportunities and a huge economic boost for the country.

'This brand new line is the most significant addition to our transport network in decades. It will add billions to our economy and is set to serve up to 200 million passengers each year. I'm sure passengers are enjoying the modern trains, beautiful step-free stations and the reduced journey times across the capital and the South East'



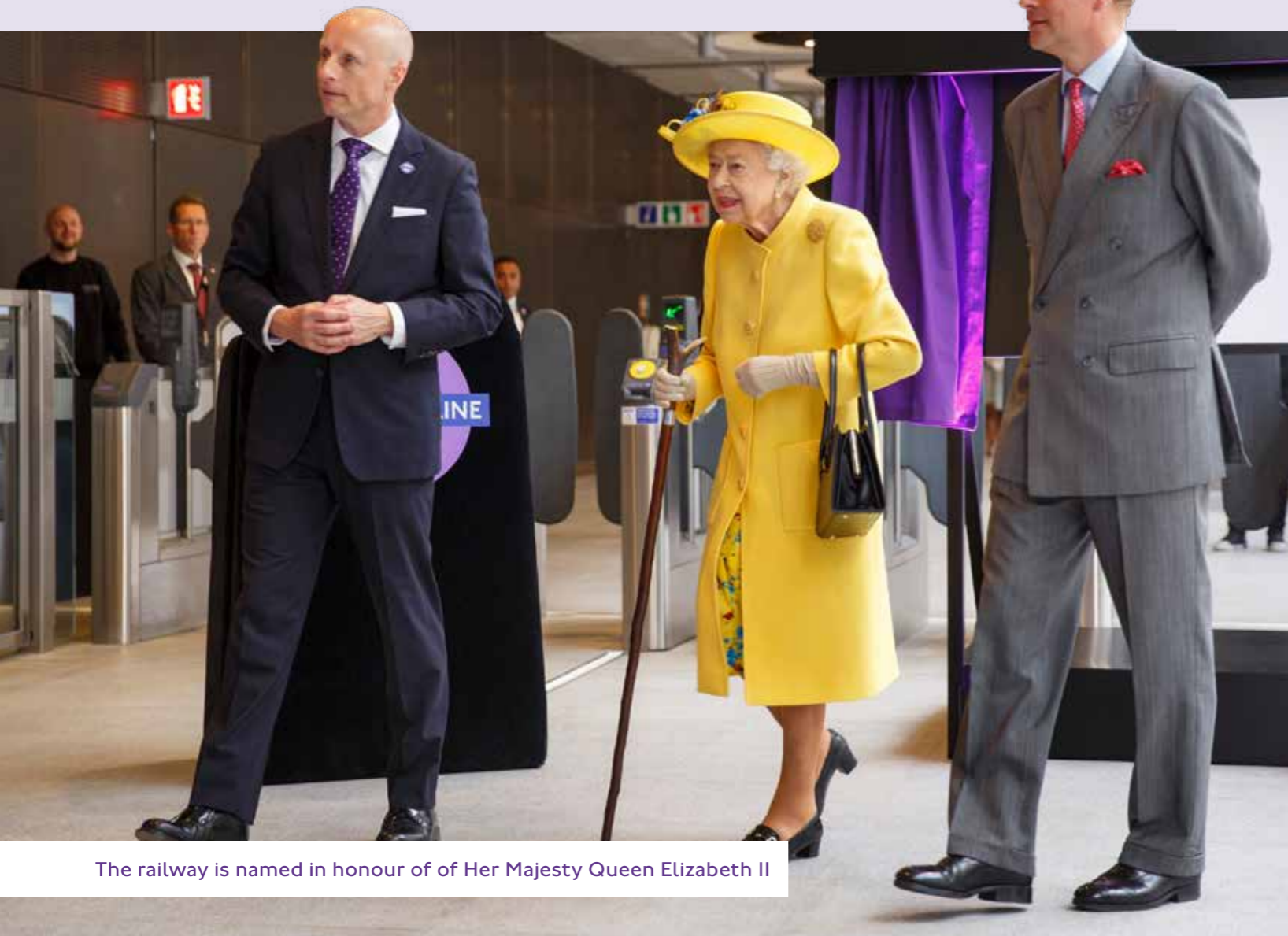
Sadiq Khan
Mayor of London

The Royal seal of approval

Her Majesty Queen Elizabeth II and The Earl of Wessex visited the Elizabeth line station at Paddington on 17 May 2022, ahead of the launch of the line, to mark the completion of the new railway.

During the Royal visit, the late Queen officially unveiled a plaque to celebrate

the completion of the line named in her honour. The plaque is permanently mounted at Paddington station, celebrating Queen Elizabeth II's connection with the railway for generations to come.



The railway is named in honour of of Her Majesty Queen Elizabeth II



The Elizabeth line is proving popular with customers

Milestone achieved on the Elizabeth line

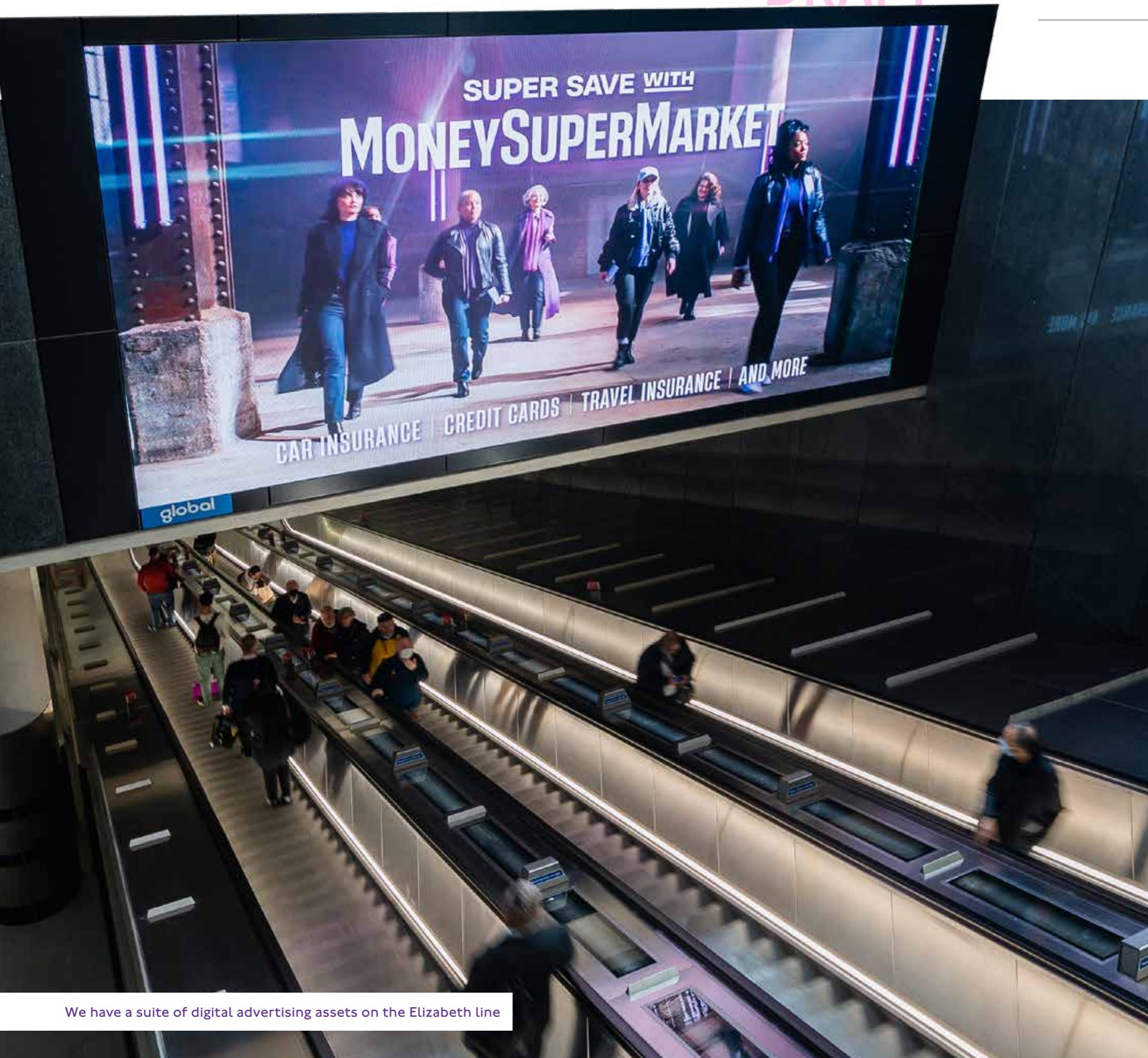
London's newest railway saw more than one million journeys made on the new central section between Paddington and Abbey Wood within five days of its opening in May 2022.

In the west to Shenfield and Abbey Wood in the east, more than two million journeys have been made. As the line reached its one year anniversary in May 2023, around 600,000 passenger journeys are now being made each weekday following connections across the line from Reading, Heathrow, and Shenfield.



150million

passenger journeys have been taken on the Elizabeth line in its first year



We have a suite of digital advertising assets on the Elizabeth line

Elizabeth line advertising

The Elizabeth line is a major addition to our advertising estate, offering brands another exciting opportunity to reach their audiences. With a range of impressive formats including the latest digital assets, advertisers can use our new assets to push the boundaries of creativity.

Ahead of the launch of the line, we worked with Global to embed advertising into the architecture of the new stations and the Elizabeth line saw the biggest single introduction of out-of-home advertising assets for a generation. Our advertising estate includes a wide range of digital assets, as well as enhanced versions of the more traditional formats.

In the run up to the launch, we hosted many stakeholder visits to showcase the advertising opportunities offered to brands. These were successful, with Reed.co.uk, Google, MoneySuperMarket, Sage and Schweppes being among the first brands to advertise for the opening in May.



329

new state-of-the-art advertising sites across the Elizabeth line

44

metre long digital screens at Bond Street Elizabeth line station, the longest screen on our network



The line in numbers

From quicker journey times to accessible stations, there are some impressive statistics behind the Elizabeth line

Trains go up to **90mph** on parts of the route

Lifetime of **120 years** for almost every element of the line

41 fully accessible stations

 **42km** of new tunnels



10 new stations



More than **100km** of track

Each train has **9** carriages

Each train is **205** metres long 

Paddington to Tottenham Court Road:

4mins
(was 20 mins)



Deepest station at Liverpool Street (34m)

Abbey Wood to Heathrow:

52mins
(was 93 mins)

Extra **1.5m** people within 45 minutes of central London



Central London's rail capacity increased by 10%

70 trains running on the line

150 million passenger journeys since opening by May 2023

3.5million passenger journeys every week

1,500 passenger capacity per train



Almost 93% public performance measure rating

My Elizabeth line journey



Monika Michalska

Elizabeth line driver

Monika was the first person to drive an Elizabeth line in passenger service on the day of the launch

Drive to succeed

How did it feel to be one of the first drivers on the Elizabeth line?

Absolutely glorious and unreal! I still cannot believe this actually happened to me. Of all the people out there who can drive trains it was myself who had the privilege to operate the very first one to officially open Elizabeth line.

The crowds at each station and along the route, drones above in the sky, cheering, 'purple energy' everywhere. All of that caused my emotions and adrenaline to go through the roof. I was on top of the world!

To me to say that I drove the Elizabeth line's first train is an honour beyond words. I am so grateful that my company entrusted me with this responsibility and gave me the opportunity to be a part of something so monumental. I am equally thankful to my colleagues and my family for all the support received, and for putting up with me talking about nothing else but the Elizabeth line.

Were there any nerves before you started on the day of the launch?

Definitely. A lot of nerves and all kind of emotions. I remember the feeling when I realised that there was a chance I might be the one to drive the first train on the opening day. I checked my allocated diagram for that day and it showed a 06:30 departure from Abbey Wood. Once



The purple Elizabeth line trains are instantly recognisable

I finally got it confirmed, I did start to feel the weight of the responsibility on my shoulders and nerves began to set in.

I was concerned, but mainly about possible train failures or signalling problems, which could have spoiled that big moment. The idea of holding up this historic event because of a technical issue terrified me, and I could barely refrain from thinking about such possibility in the lead-up to the big day.

What are your overall memories from the launch day?

I am reminded of the sheer magnitude of this project and the dedication of all those involved in bringing it to fruition. It is indeed a testament to the power of collaboration, innovation, and hard work. For me, it is a reminder that every person has the potential to make history in their own way.

As someone who had the honour of driving the first train along the new line, it was

a momentous occasion and experience that I will cherish forever. I still absolutely love talking about it, and I doubt this will ever change.

What is your favourite thing about working on the Elizabeth line?

When asked by my friends or strangers why I like my job, so many people expect to hear that it is because this job pays well. But it really is not the case. It is the great company values, the supportive attitude from management, the inclusion and camaraderie among drivers and other colleagues that makes me feel that way about working for MTR Elizabeth line.

Having a sense of community with your co-workers can be just as important as the job itself. It truly is a blessing, and especially during hard times and when dealing with challenges that life brings us sometimes.

Working on the Elizabeth line is, without a shadow of the doubt, one of the best things that has happened to me.

A new look for London's stations

As well as transforming travel on the trains, the new stations are home to some stunning design features

Bond Street station

This step-free station links to one of the busiest shopping districts in the UK. It is designed with decorative bronze panels to help absorb noise. There are three abstract artworks to reflect the daily rhythm of the station: descent, ascent, arrival and departure.

60m length of the escalators at Bond Street
137,000 customer capacity at Bond Street



Farringdon station

There is a frieze, called Avalanche, at Farringdon station, which features the tracery of large diamonds as a nod to the goldsmiths, jewellers, and ironsmiths of the nearby Hatton Garden.

5 passenger lifts at Farringdon station
82,000 customers each day

Woolwich station

The bronze cladding of the new 276-metre box station displays a rifling pattern that refers to the many cannons that were cast in this area.

Whitechapel station

The original 1876 entrance on Whitechapel Road has been retained. Inspired by the diversity of the area, a series of vibrant portraits depict east Londoners at leisure. Paper collages have been enlarged and recreated in laser-cut aluminium and fixed to the arching walls.

7 passenger lifts at Whitechapel
99,000 passengers each day



Paddington station

The spacious ticket hall has eight bronze-clad columns that carry the weight of the structure and road. A 120-metre steel and glass canopy allows in natural light. It features an artistic rendering of a sky that seems to change according to the light.

6 passenger lifts at Paddington
174,000 passengers per day

Tottenham Court Road station

The western ticket hall in Soho features black glass and stainless steel to reflect the nocturnal life of the area. By contrast, red and white glass dominates the eastern ticket hall, which is bright and well-lit to reflect the lights of nearby theatreland.



My Elizabeth line journey



Séamus Kearns

Lead Incident
Response Manager

In his role as Lead Incident Response Manager, Séamus has to be prepared for every eventuality and played a key role during the training exercises ahead of the launch

Ready for action

What was it like in the lead up to the launch of the Elizabeth line?

In the final stages of preparation, we were all focused on Trial Operations. The Incident Response Team were out every day, proving that we could respond to the many scenarios that were being tested, such as a train that fails or a major fire.

We were working closely with the emergency services. As part of our response, we have to prove that we can save the infrastructure as soon as we've rescued all the people. We obviously hope that there will never be such major incidents though!

How has your role changed now that the line is open to customers?

The biggest thing is the passengers and the wonderful challenges they bring. These challenges vary from items getting stuck in the doors to a passenger feeling unwell, but all of these highlight the urgency of our role.

It is critical to not only deal with the incident and train, but the impact it will have on the general running of the railway.



The Incident Response Team are prepared for a range of situations

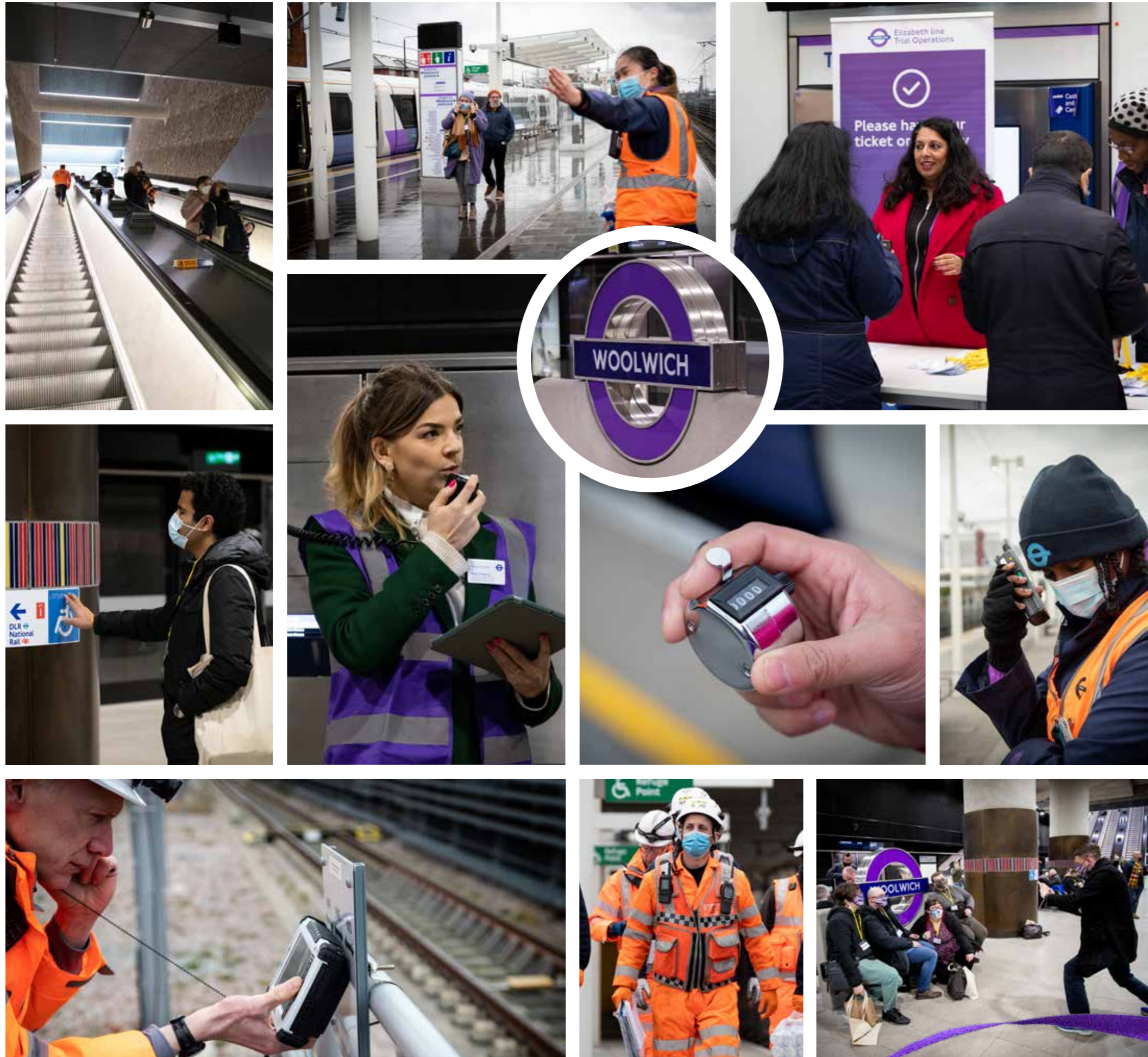
What are your fondest memories of working on the Elizabeth line?

This is actually a pandemic-related memory – not that there were many! My training was interrupted because of coronavirus, as I joined in January 2020. I was expecting to wear bright orange out on a railway, but all the learning was on Microsoft Teams. The nice thing was that we got early exposure to virtual larger scenarios, particularly with the signallers.

We got to see things that would happen in the Route Control Centre that we might not have, which was a positive amid some of the craziness! Now it's nice to pass the railway knowledge to our newer trainees.

What is your favourite Elizabeth line station?

I'm going to go for Paddington because it's my main office. I'm particularly fond of the architecture and the cloud ceiling – which is even nicer in the summer with all the natural light.



Trialled and tested

Before the line launched, we ran an extensive trial operations programme to ensure everything ran smoothly and give colleagues the chance to experience real-life scenarios

We worked in partnership with London Underground, MTR Elizabeth line and Network Rail, along with thousands of volunteers, on our response to trial scenarios.

Emergency services including the British Transport Police, London Fire Brigade and London Ambulance Service were also involved, demonstrating how they would respond to incidents on the network and in stations.

The scenarios included our response to simulated situations on the trains, signalling, platform screen doors and track.

My Elizabeth line journey



Jon Hunter

Head of Design

As Head of Design, Jon Hunter was involved throughout the project, ensuring the strength of the Elizabeth line brand

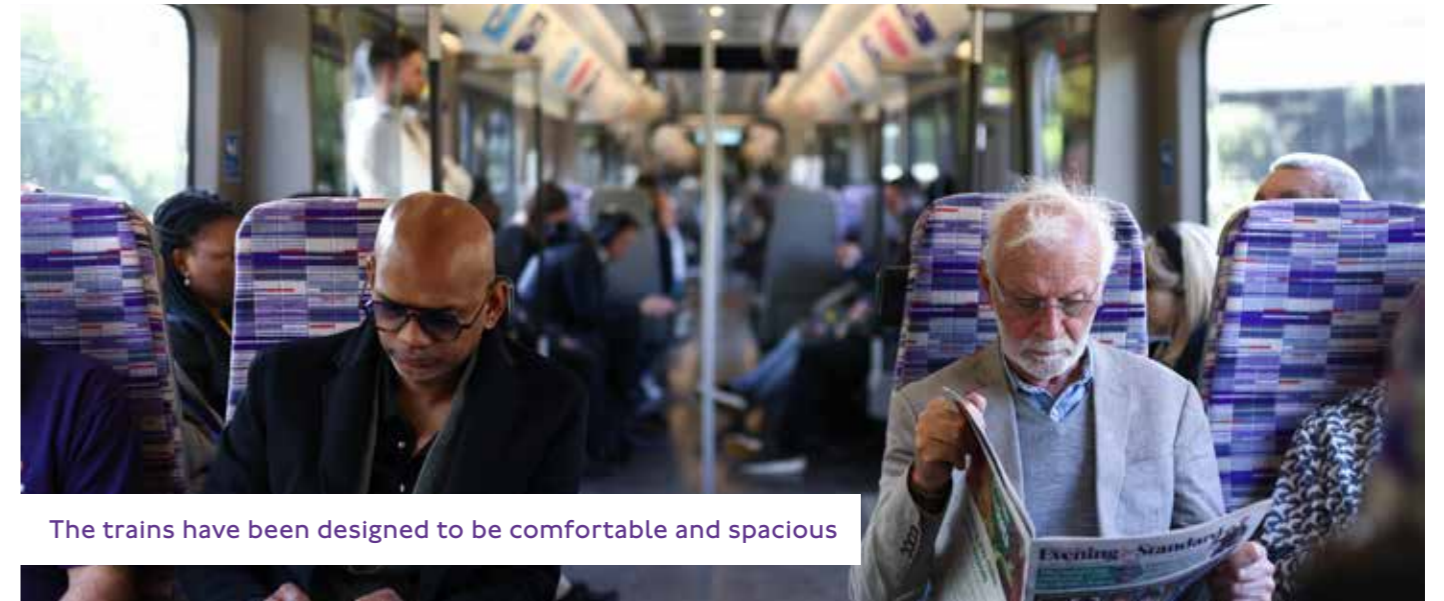
Creating trains for the future

Describe your role in the preparation of the Elizabeth line?

My role has spanned the entire project – from the creation of the Elizabeth line identity through to overseeing the train design and everything in between. This has ensured a really high degree of consistency of the Elizabeth line brand and a really strong connection back to our other modes of transport to ensure familiar customer experience. I view my role sometimes as the conductor of the orchestra – ensuring we are all playing the same song at the same time – even if we have different instruments!

What were some of the main design considerations you had to consider?

The balance between form and function is always paramount – we need the new Elizabeth line to not only look beautiful on day one but also as good in decades to come. Inclusivity was also a key consideration – the railway must work equally well for all customers.



The trains have been designed to be comfortable and spacious

We chose materials that wear in, not out to ensure the railway feels new in 10 or 20-years time, and the use of colour and light to maximise the feeling of space and connectivity with the wider urban realm and other public transport interchanges are also front of mind.

The design of the Elizabeth line has been a true team effort – and showcases TfL at its very best in delivering brand-new services that exceed customer expectations and provide delight and surprise moments through the considered use of design.

How has this project differed from previous work you have done?

The scale of the project has been immense – a proper integrated design project lasting more than a decade. It has involved my entire team, from the product design team looking at trains and stations through to the visual services team recording the construction of the railway and the photography used for the launch campaign for posterity. This project truly was creating an entire turn key railway.

Were there any challenges you had to overcome?

The phased introduction of the service, ensuring we opened the railway in a way that makes sense for our staff and customers while ensuring we could quickly change all of the required touchpoints to show the line as running through Paddington and Liverpool Street. It was essential that we did not break the railway by confusing customers, so clarity and correctness of information were paramount.

What is the thing you are most proud of?

The step-change it has delivered for our customers and staff. The huge improvements in real-time information, the absolute attention to detail and customer focus for the stations and trains, which has resulted in a service that customers want to travel on – which is a major consideration when customers now have so much choice in terms of how they travel – and all of our expectations are so much higher.

Innovation in motion

Our new fleet of trains incorporate the latest technology and design features

90mph

The trains can run at up to 90mph in the other sections of the line

30

The signalling system has the capacity to accommodate 30 trains per hour

■ The light-coloured ceilings help maximise the feeling of height and openness inside the train

■ Each train has nine fully interconnected, walk-through carriages

■ Each carriage features temperature-controlled air conditioning

30%

Energy-efficient management system, including regenerative braking that uses up to 30 per cent less energy

■ We have a fleet of 70 Class 345 trains, which are 205-metres long

■ The trains have an aerodynamic design to reduce drag, even in tunnels

■ Strong but lightweight construction, such as using aluminium for the body shell

■ The stations are designed to accommodate longer trains and have capacity for two additional carriages in the future



■ Real-time journey information in the carriages to help people with their onward journeys

■ The trains have the latest LED headlights to ensure good visibility for oncoming trains

27

Each train has 27 doors on each side to enable quicker and easier boarding



■ The internal design uses colour palettes that are accessible and welcoming, such as darker floors and natural finishes that wear in, and not wear out



■ Each carriage has four dedicated wheelchair spaces, as well as multi-use space for buggies and luggage

My Elizabeth line journey



Naomi Smith

Head of Customer Operations

As Head of Customer Operations for the London Underground sub-surface railway, Naomi had a key role in preparing stations

Happy customers

What is your role within the Elizabeth line?

My role covers the Circle, District, Hammersmith & City and Metropolitan lines. Farringdon, Liverpool Street and Whitechapel stations come under my area of accountability. I am also key senior liaison point for MTR, the operator of the Elizabeth line, on day-to-day operations of London Underground-owned Elizabeth line stations.

What were your preparations like ahead of the launch?

I worked with the Operational Readiness team to ensure that London Underground stations were ready to enable the operating of the Elizabeth line. This included ensuring all our teams were trained and familiar with it. All our stations hugely increased in size, so we also had to recruit extra team members. We also had to ensure all our equipment, operational and emergency procedures, communications, and signage was all in place and ready for operation.

It was my responsibility, working with Employee Communications team, to ensure our Customer Services teams were fully knowledgeable about the Elizabeth line so they could give excellent advice and guidance to our customers, and a sense of excitement about the opening among all our frontline teams.



Our customers were impressed with the Elizabeth line stations

How do the Elizabeth line stations compare to other stations?

It was so exciting and energising. We all knew that the Elizabeth line would be a 'game changer' for London and I feel so privileged to have been part of its success. It is right up there as the highlight of my 30-year career with London Underground. It even beats the Olympics!

Has anything changed during the first year of operation?

The main area of improvement we have been focusing on is providing an excellent service to our customers who require assistance, such as people with mobility or visual impairments.

Following feedback from customers, we have also changed some of our signage and installed an Oyster validator at Farringdon station for anyone alighting from Thameslink services.

What are your favourite memories from the launch?

I welcomed the first customers onto the Elizabeth line at Farringdon, together with the Area Manager. Their sense of wonder and awe at the magnificence of the station was just lovely to see. Many customers bought their children and we posed for and took a lot of photographs!

I was so proud of how my team took their new responsibilities for operating these enormous stations completely in their stride with such confidence. I also took the opportunity to don a tiara on the day of the opening. I don't think I will be able to do that again anytime soon!

I have to give thanks to all the hard work of my team and the Operational Readiness team, I am really proud of how smoothly things have gone. We can't imagine life without the Elizabeth line now.

Light fantastic

Some of London's more famous landmarks were turned purple on the eve of the Elizabeth line opening to passengers

More than 30 iconic locations, including Tower Bridge, the lastminute.com London Eye, City Hall and the Gherkin, were bathed in purple light as the anticipation for the launch grew.

Key bridges across central London, including Westminster Bridge, were illuminated with coordinated light displays. The unified, subtly moving artwork installation by New York-based artist Leo Villareal extended across nine bridges, from London Bridge to Lambeth Bridge, to form the longest public art commission in the world.

Prominent skyscrapers, including One Canada Square, 110 Bishopsgate, and the distinctive Leadenhall Building, often known as 'The Cheesegrater', were also awash with colour.



My Elizabeth line journey



Josh Burrell

Senior Press Officer

Josh has been involved in the Elizabeth line project since 2015 as part of our Press Office

Spreading the word

Despite being involved in various new station launches, as well as numerous large-scale media events, the Elizabeth line was a really special project for Josh.

‘To open nine brand new stations and a new underground railway was an immense undertaking,’ he recalls. ‘None of us were prepared for the crowds of people that were camped outside stations wanting to be some of the first customers to ride the Elizabeth line.’

The success of the launch event was the result of careful planning and close teamwork. ‘With the Department for Transport as a joint sponsor, and Sadiq Khan, Mayor of London as a key supporter, we had to liaise with their teams on opening day celebrations for TfL reaching this milestone moment,’ says Josh.



The Press Office team were involved with preparations for the launch

‘As soon as the Royal visit was successfully completed, it was important we moved all focus to the opening day and it was my role to scope out locations and coordinate partner organisations and stakeholders, working to plan a route with time and space for media to get interviews and capture the opening day.’

Global spotlight

The preparations and promotion all paid off, with huge interest from international press, rail trade press, local TV, radio and print media, and national newspaper reporters all wanting to get the scoop on the launch.

‘The eyes of the UK and the world were watching, so to be able to involve so many staff in the day and have media attend and see the carnival atmosphere was amazing.’

Memorable occasion

After all the hard work, Josh can look back with fond memories of the launch event and the build up to it. ‘It was great to work with so many partners across the Elizabeth line including MTR, Network Rail, and a number of local councils,’ he says.

‘My favourite thing about working on the launch of the Elizabeth line was seeing all the positivity. Everyone really came together to make it a success. The news coverage was also great with countries around the world writing about the success of the launch.’

Yet, while Josh can afford himself a moment of reflection on a job well done, the work didn’t stop with the launch day. ‘We are now looking to make sure the railway runs as smoothly as possible for our customers,’ he says. ‘We will also continue to profile the people that make it such a success behind the scenes!’

Safety

'Ensuring the safety of our customers and staff remains our top priority and is at the heart of all our work'



Lilli Matson
Chief Safety, Health and
Environment Officer





We have installed a number of safety features on our buses



1 in 3

buses in our fleet has intelligent speed assistance technology fitted

Bus safety programme

The number of buses that meet the Bus Safety Standard continued to grow in 2022/23, with nearly 1,000 buses now meeting the 2019 or 2021 roadmap requirements

Our fleet of buses that meet the Bus Safety Standard have features such as intelligent speed assistance technology to limit the bus to the posted speed limit and acoustic vehicle alerting systems using our collaboratively-developed Urban Bus Sound, which is also licenced for use outside of London.

We have also enhanced the vehicle alerting sounds to change the volume depending on the ambient noise levels and time of day. Camera monitoring systems have been installed, which improve the bus driver's indirect vision, reducing blind spots and giving them better vision during bad weather.

We continue to research the future of the Bus Safety Standard beyond 2024 and have aligned it to the European General and Pedestrian Safety Regulations.

We are studying bus driver fatigue, health and wellbeing to better understand how this can be managed or improved, including through our ongoing Health and Wellbeing Bus Safety Innovation Challenge.

One of the successful trials supported by the innovation challenge is the Night Club initiative from The Liminal Space, which is aimed at helping shift workers. It is being delivered in partnership with Stagecoach Bus and is a first for the industry.



New powers to help make cycling safer

In June 2022, we announced new powers to help make cyclists safer. Together with the London boroughs, we can now enforce laws to keep motor vehicles out of mandatory cycle lanes and cycle tracks.

We are now fining drivers who drive within, or cross, the solid white lines of cycle lanes and cycle tracks on our major roads. Initially, we will use existing CCTV cameras to enforce the rules at key locations.

Cycle lanes are vital in keeping people cycling separated from most motor traffic, reducing the risk of collisions, which can

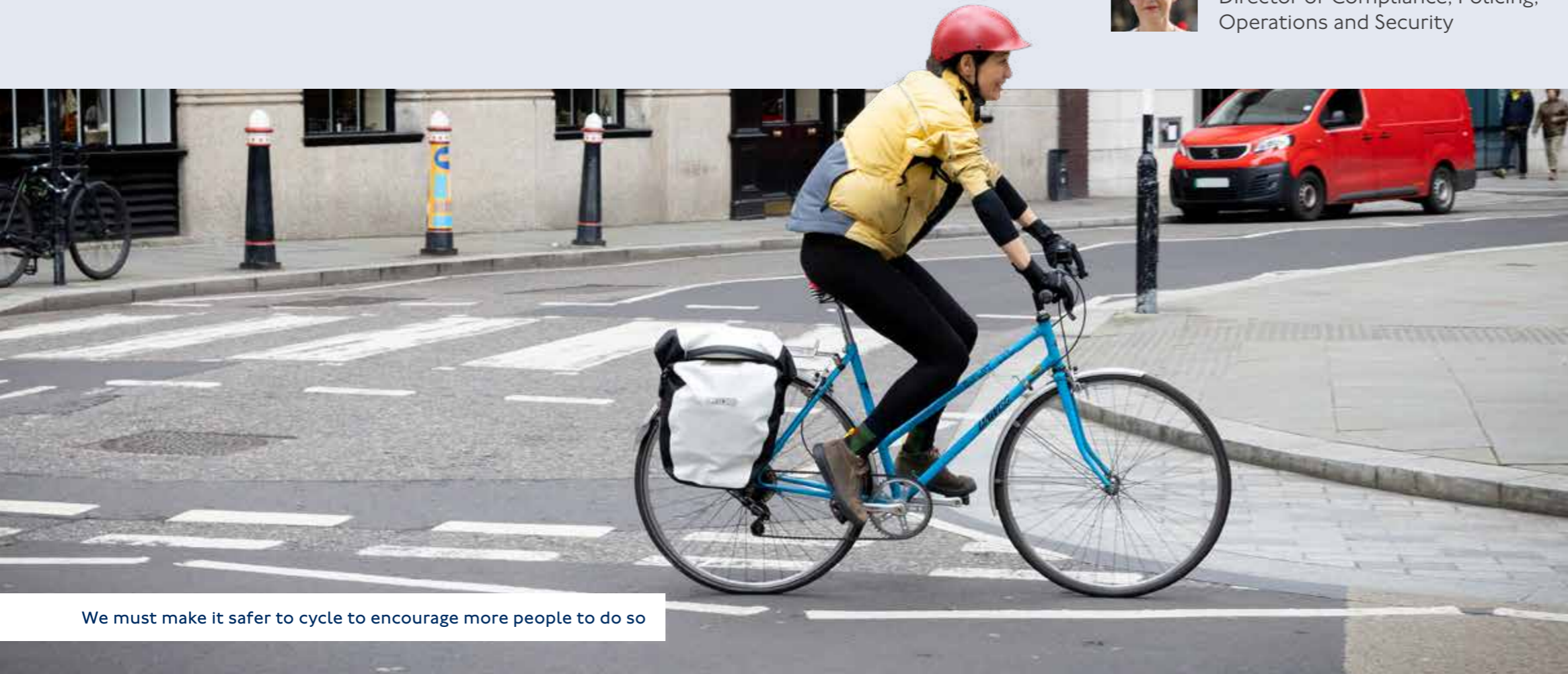
cause death and serious injury. Tackling non-compliant drivers will help improve safety and the confidence of cyclists.

Road danger remains a barrier to people walking and cycling more, with more than half of Londoners choosing not to cycle because of concerns over traffic. The enforcement powers will help protect designated space for cyclists and make the capital's roads more attractive for people to cycle on, helping to build on the huge increases in cycling seen since the start of the pandemic.

'We want to ensure a green and sustainable future for London, and to do this we must continue to make walking and cycling around our city safe and accessible to all Londoners'



Siwan Hayward
Director of Compliance, Policing, Operations and Security



We must make it safer to cycle to encourage more people to do so

Transforming Hammersmith Gyratory

In July 2022, we completed work to transform the roads around Hammersmith Gyratory, reducing danger to vulnerable road users at one of London's most intimidating junctions.

In partnership with Hammersmith & Fulham council, the changes include a protected two-way cycle track on the north side of the gyratory, cyclist-specific signals at junctions to separate cyclists and motor vehicles, safety improvements for pedestrians at all junctions with side roads, and new pedestrian crossing signals with 'countdowns'.

The changes are a further injection in our commitment to making walking and cycling safer and easier in the capital.



5km

of Cycleway between Kew Bridge and Hammersmith that was unlocked by our works



Transforming Lea Bridge Roundabout

In March 2023, we started work to transform Lea Bridge Roundabout to make it easier and safer to walk and cycle at this key junction in Hackney.

The upgraded roundabout will feature segregated cycle lanes and dedicated signals for people cycling, making it easier for them to cross this busy junction, separated from motor traffic. Pedestrian crossings are also being upgraded, making it easier for people to move around the area on foot.

The overhauled roundabout will form the latest section of Cycleway 23, a major new high-quality cycle route between Lea Bridge and Dalston. The cycleway has already improved roads and junctions, making it easier for people to travel in a healthy, sustainable and affordable way.

In 2022, we completed work on the first section of Cycleway 23 in Millfields Park. Along with further planned sections on Lea Bridge Road, this will form part of a major new walking and cycling corridor connecting neighbourhoods in Hackney and Waltham Forest to London's growing network of high-quality Cycleways. The route has been designed to ensure buses can continue to move efficiently through the area.

Safety critical works on the Brent Cross Flyover

In October 2022, we introduced a new safety-critical 7.5-tonne weight restriction on the A41 Brent Cross Flyover. This followed part of our programme of regular inspections for all structures across our road network and was to ensure the structure remains safe for everyone.

The flyover is around 190-metres long and carries the A41 dual carriageway over the A406 North Circular in north London, in

the Borough of Barnet. We created a short diversion directly below the flyover via a mid-level roundabout for vehicles weighing more than 7.5 tonnes.

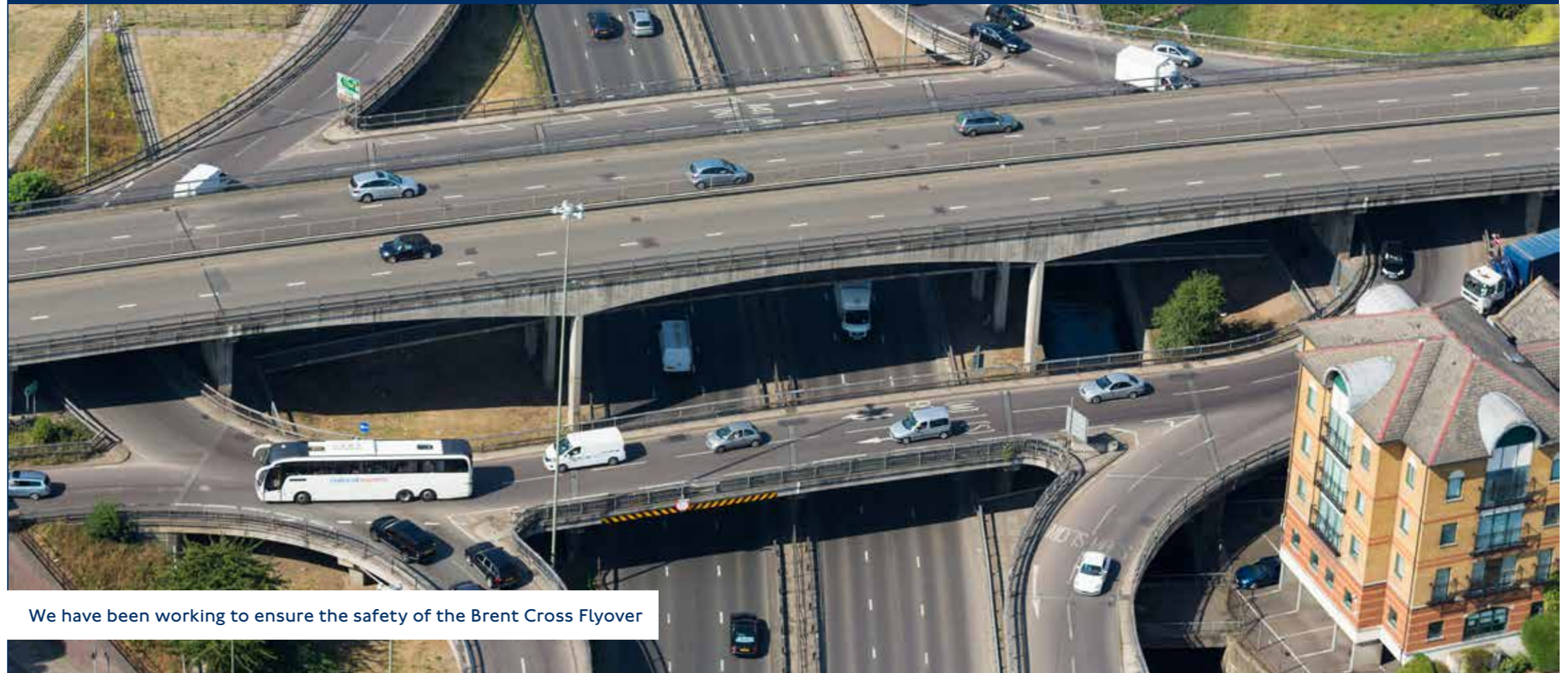
While the flyover posed no immediate risk, these new measures were introduced to avoid any further damage while we work to resolve the issue. This includes a project as part of our Major Renewals Programme that will renew a number of major structures in the area. We continue to work closely with the Department for Transport to secure a funding contribution of 85 per cent of the project costs.

7.5 

tonne weight limit for vehicles crossing the flyover to keep it safe for all users

 190

metres is the length of the Brent Cross Flyover



We have been working to ensure the safety of the Brent Cross Flyover

Our White Ribbon status

In November 2022, we marked International Day for the Elimination of Violence Against Women, also known as White Ribbon Day, with a number of engagement activities across our network.

We joined Network Rail, the British Transport Police, the Department for Transport, White Ribbon and other partners for a day of action to reaffirm our support for tackling violence against women and girls.

We talked to passengers at Kings Cross station about our activity to tackle violence against women and girls, including our work with White Ribbon UK, and our zero-tolerance approach to sexual harassment campaign.

We used the day to encourage men to make the White Ribbon pledge, to never commit, excuse or stay silent about male violence against women.

White Ribbon is the global movement of men and boys working to end male violence against women and girls. We were awarded the White Ribbon Accreditation in 2022 in recognition of our work to tackle violence against women and girls.



Tackling violence against women and girls

The safety of women and girls remains one of our top priorities and we have a zero-tolerance policy on violence and unwanted sexual behaviour against women and girls using our services. Our women's safety programme is focused on tackling the issues that disproportionately impact women and girls – sexual offences and harassment to improve their confidence to travel.

In January 2023, we launched the second phase of our zero tolerance to sexual harassment campaign, focusing on bystander intervention. The campaign aims to create a culture of active bystanders on the network, setting out clear guidance on how customers can safely intervene if they witness incidents of sexual harassment

or hate crimes. The campaign launched to widespread coverage including social media, employee comms, press and posters on the network.

The campaign complements the sexual harassment training being rolled out to all frontline staff, with training for our enforcement officers now complete. This ensures colleagues can respond to reports, support customers and each other, and challenge behaviour. We also run Project Guardian school sessions, which aim to reach more than 6,000 Year 9 students every year to raise awareness of the issue, our zero-tolerance approach and encourage reporting. The sessions are run by the Safety and Citizenship Team from London Transport Museum.

This year, we also introduced our first Domestic Abuse policy, with support from trade unions, colleagues and domestic abuse organisations such as Women's Aid and Hestia. This policy will guide our managers, strengthen our ability to offer better support to colleagues experiencing domestic abuse, and provide a safe and inclusive work environment for those affected.



25,000

bus drivers will complete our sexual harassment training by the end of 2024



We encourage people to be active bystanders to help tackle hate crime

Encouraging active bystanders

In March, we supported National Bystander Awareness Day with a campaign that aims to encourage a culture of active bystanders by highlighting how customers can safely intervene if they witness incidents of hate crime on public transport.

The campaign, run in partnership with British Transport Police and the Metropolitan Police Service, asks Londoners to look out for others by learning to recognise the signs of hate crime and providing information on how they can help, ignoring the offender and focusing on the person being targeted.

Some of the advice offered is to distract the person with a question, by ignoring the offender and asking the victim an unrelated question, such as journey information or for the time. Customers were also asked to make of note of what happens and to report it, and also check the victim is ok and if they are aware of what happened.

The campaign included eye-catching posters on the network, setting clear guidance for customers on how they can safely intervene if they witness hate crime. There were also sponsored podcasts, as well as public engagement activity at King's Cross and Walthamstow Underground and rail stations.

Actively helping

We have encouraged our customers to be active bystanders if they witness a hate crime on our network, but only if they feel safe to do so.

Ask a question

Customers are encouraged to distract with a question – ignoring the offender and asking the victim something unrelated, such as 'what's the time?', or 'what's the next stop?'

Document it

We advise passengers to make a note of what's happening and report it – including the location, bus route or Tube line, and time.

Check they are ok

After any incident, customers are encouraged to check in with the victim and ask if they are ok and let them know that what happened wasn't ok.



We offer advice on how people can intervene if it is safe to do so



Strengthening our Direct Vision Standard

In February 2023, we launched a consultation on the second phase of our Direct Vision Standard, to be introduced in 2024, following extensive informal engagement with the freight industry.

The scheme requires all operators of heavy goods vehicles weighing more than 12 tonnes to apply for a free permit to operate in London. Vehicles are rated on how much the driver can see directly from the cabin window, with ratings ranging from zero, which is the lowest, to five stars, which is excellent direct vision. A permit is granted if the vehicle meets the minimum star rating, which is currently one star, while those that do not meet the standard must fit a Safe System including mirrors, sensors and cameras.

The proposals set out in latest consultation consider new and emerging technology, including requirements for vehicles to be fitted with cameras to eliminate any remaining blind spots on the passenger side, as well as audio warnings about intended manoeuvres. Also, we are proposing that all zero- to two-star rated vehicles will need to be fitted with a new progressive safe system.

The Direct Vision Standard, along with the HGV safety permit scheme that it underpins, were introduced in 2019, with enforcement starting in March 2021. Fatal collisions involving HGVs and vulnerable road users where vision was a contributory factor have halved since 2018, from 12 to six, falling again from eight in 2020 to six in 2021.



50%

reduction in fatal collisions involved HGVs where vision was a contributing factor from 2018 to 2021



22

fewer serious collisions involving HGVs between 2018 and 2021, reducing from 39 to 17

We are improving lorry safety

Mobile cameras helping to enforce speed limits

We launched five mobile safety cameras in January 2022 to tackle the risk and harm caused by speeding. The ability to relocate the cameras to where they are most needed means we can target non-compliance 'hot-spots' and areas where local communities are concerned about speeding on residential roads. This ensures that, alongside the police, we can be more responsive to local concerns and emerging problems.

Since the launch of the cameras, 50,000 offences have been enforced. In 2022/23, there were 650,000 speeding offences enforced overall, up from 160,000 in 2018/19 when our first Vision Zero action plan was launched.

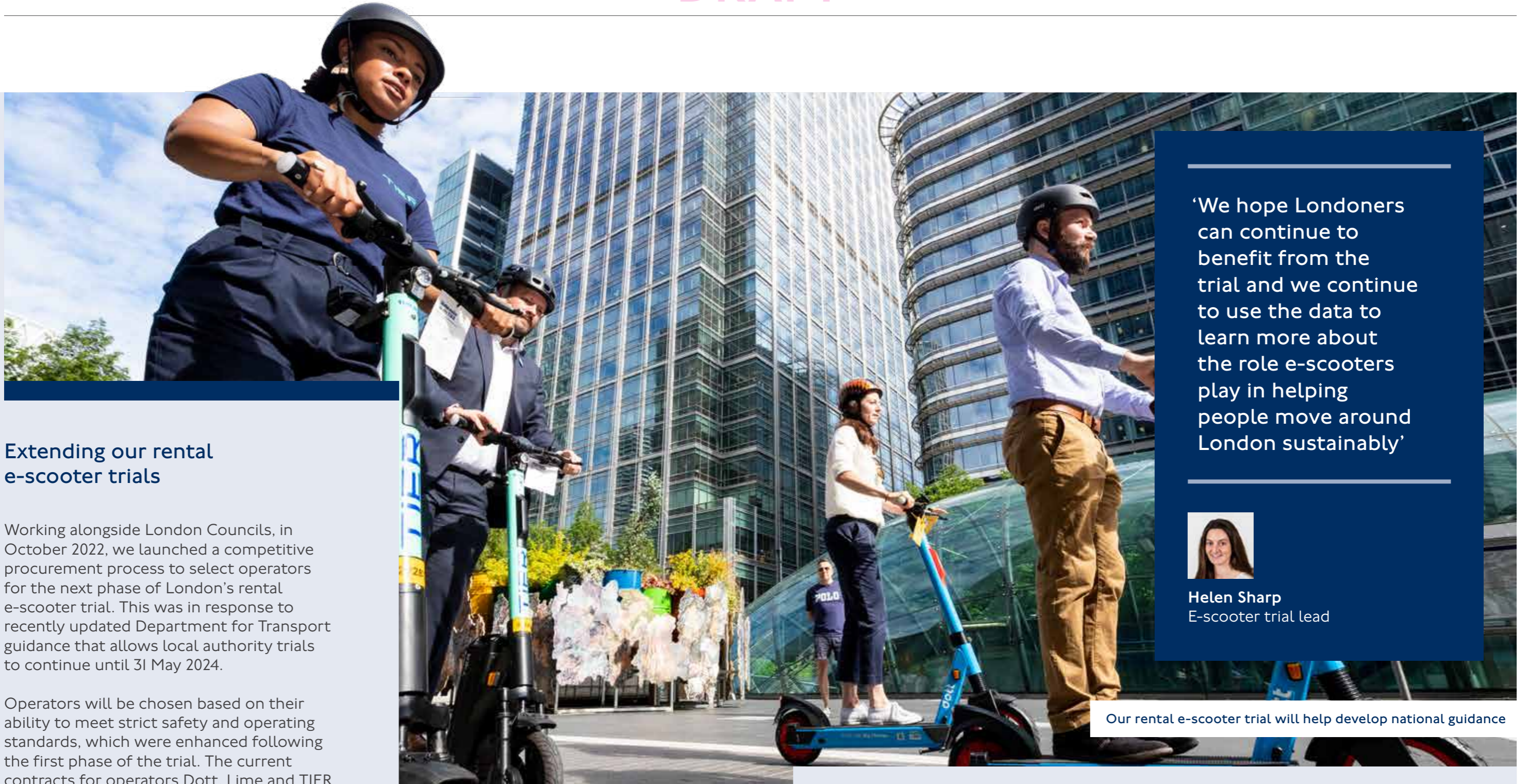
The laser cameras, which are operated by a team of police community support officers for the first time, complement other policing and enforcement activity to tackle speeding. This includes London's extensive fixed safety camera network, police roadside enforcement using speed guns, and Community Roadwatch, where community volunteers work with police to educate speeding motorists about the dangers and consequences of speeding.

We are working with the Metropolitan Police Service to increase police enforcement and tackle speeding. Our aim is to have the capacity to enforce up to one million speeding offences by 2024/25.



50%

of fatal collisions in London have speed as a factor



Extending our rental e-scooter trials

Working alongside London Councils, in October 2022, we launched a competitive procurement process to select operators for the next phase of London’s rental e-scooter trial. This was in response to recently updated Department for Transport guidance that allows local authority trials to continue until 31 May 2024.

Operators will be chosen based on their ability to meet strict safety and operating standards, which were enhanced following the first phase of the trial. The current contracts for operators Dott, Lime and TIER have been extended until this procurement is complete.

Continuing the trial will ensure that London can keep learning about e-scooters and the role they can play in London’s transport offering. This follows Government plans to create a new vehicle category in legislation, in which e-scooters would be included. In the meantime, privately owned e-scooters remain illegal for use on public land, including public roads.

The trial has proved popular since its launch in June 2021, with more than 500 designated parking locations available and more than two million journeys made.

Safety remains at the core of the London trial, which has standards that go beyond those set out at a national level by the Department for Transport.

‘We hope Londoners can continue to benefit from the trial and we continue to use the data to learn more about the role e-scooters play in helping people move around London sustainably’



Helen Sharp
E-scooter trial lead

Our rental e-scooter trial will help develop national guidance



10

Boroughs taking part in the e-scooters trial



4,425

e-scooters available for hire across the trial area

Healthy Streets and healthy people

'London's Healthy Streets programme is enabling more people to walk and cycle, helping cut pollution and improve the health of communities across the capital'



Will Norman
Walking and Cycling
Commissioner



Clearing the air

We have been preparing to expand the Ultra Low Emission Zone to help even more Londoners breathe clean air



The ULEZ has helped to improve air quality in central London

Expanding the Ultra Low Emission Zone

On 25 November 2022, the Mayor announced that the Ultra Low Emission Zone (ULEZ) will be expanded across all London boroughs from 29 August 2023, to help tackle the triple challenges of toxic air pollution, the climate emergency and congestion.

Since the Mayor introduced the ULEZ in central London in 2019 and expanded it in 2021, it has had a huge impact. Yet despite this progress, toxic air is still leading to thousands of premature deaths in London every year, with the greatest number attributable to air pollution in the outer boroughs, where higher proportions of older people live.

The expansion will help enable five million more Londoners to breathe cleaner air and marks an important step towards London being a net-zero carbon city by 2030.

To maximise the benefits of expanding the ULEZ and strengthen the alternatives to private cars, there are also plans for improving the bus network in outer London, including the new Superloop orbital bus service, which was announced in March 2023.



46%

lower nitrogen dioxide levels seen in central London since the ULEZ was introduced in 2019, and 21 per cent lower in inner London



90%

of cars driving in outer London meet the ULEZ standard



We asked the public for their views on the expansion

Consulting on our proposals

In May 2022, we opened a public consultation on expanding the ULEZ to all London boroughs. It ran for 10 weeks, until 29 July, and attracted a record number of responses.

Alongside the public consultation, the GLA commissioned a poll in July to understand Londoner's views on the proposals. The survey, carried out by YouGov, saw 1,245 responses, which were weighted to be representative of all London adults. More than half of those surveyed (51 per cent) supported the ULEZ expansion.

The consultation covered other proposals, including removing the £10 annual AutoPay registration fee, and increasing the penalty charge notice level for the ULEZ and Congestion Charge to £180 to maintain its deterrent effect.

It also asked people for their views on the future of road user charging, which could include replacing existing charges with a scheme that uses more sophisticated technology to make it as simple and fair as possible for customers. Road safety and bus reliability emerged as respondents' biggest priorities for any future schemes.

 **58,000**
responses to our ULEZ public consultation

 **342**
of the responses to our consultation came from stakeholder groups

Scrappage scheme to help Londoners clean up their vehicles

In January 2023, the Mayor launched a £110m scrappage scheme to support people on lower incomes, disabled people, London-based charities, sole traders and business with 10 or fewer employees, to prepare for the ULEZ expansion by replacing or retrofitting their old, polluting vehicles.

London residents receiving certain means-tested benefits and non-means-tested disability benefits can apply for cash grants of up to £2,000 to scrap their non-compliant cars or motorcycles. As a new feature, successful applicants can also choose to receive a higher value package comprised of up to two free annual bus and tram passes and a lower cash grant.

Disabled people who want to scrap or retrofit a non-compliant wheelchair accessible vehicle can apply for grants of £5,000 to reflect the higher cost of these

vehicles. Disabled people will also be supported through new and extended grace periods.

Charities, sole traders and business with 10 or fewer employees can apply to scrap a van or a minibus, retrofit certain vans or minibuses or scrap and replace a van or minibus with a fully electric vehicle.

To accompany the scrappage scheme, we also put together a range of support offers from businesses. This enables successful applicants to benefit from discounts and promotions on subscriptions, rentals and purchases of bicycles, e-bikes, cargo bikes, cars and vans from companies including Brompton, Enterprise and Santander Cycles.

By May 2023, more than 17,000 people had applied for scrappage grants, and we had committed more than £16m to help support them.



We are helping people to exchange their vehicles for cleaner models



27%
of all Londoners have cycled in the past 12 months



24%
of Black people have cycled in the past 12 months



25%
of Asian people have cycled in the past 12 months



31%
of people from mixed backgrounds have cycled in the past 12 months



49%
of Black non-cyclists are open to trying cycling

Joining forces to encourage more groups to cycle

We joined forces with leading afro-urban media platform Trace TV in May 2022 to encourage more women and underrepresented groups to give cycling a go, with a Santander Cycles ride around the capital.

A group of 16 influential women of colour, including a member of the band Cleopatra and the founder of Miss Jamaica UK, took to the saddle and rode from Tower Hill Gardens along protected cycle routes.

They rode past some of London's most famous landmarks, including Big Ben, the statue of Nelson Mandela in Parliament Square and Buckingham Palace.

Led by Cycle Confident, the group ranged from complete beginners to those more experienced, helping demonstrate that cycling is safe and open to everyone whether it's for gentle exercise, leisure or a way to get around.

'I am big on health and wellbeing so given the opportunity to support and advocate women of colour in doing so was for me a no brainer. Cycling can be good for mental and physical health, and I wanted to be a part of this message of encouragement and in raising awareness'



Chaly D.N.
Model



A number of influential women took part in the ride



Santander Cycles go electric

In September 2022, we launched 500 e-bikes in to our Santander Cycles hire scheme.

The new e-bikes, which use an electric motor to help riders as they pedal, are distributed across key central London locations and will enable even more Londoners to enjoy the benefits that cycling can bring, from improved health to cleaner air.

They can be docked at any of the scheme's 800 docking stations, giving customers an easy and sustainable way of travelling across a large area of central and inner London.

The e-bikes will help to break down the barriers that stop some people from cycling, such as fitness, age and journey length.

Alongside the introduction of e-bikes, we also made changes to the Santander Cycles fare tariff, to support the introduction of

e-bikes and to secure continued investment in our cycle hire scheme. This makes access charges more flexible and easier to understand for everyone.

The Santander Cycles scheme also experienced a historic year in 2022, with a record-breaking number of hires across the year as well as during several different months.

Our fleet of e-bikes will remove some of the key barriers to cycling



11.5million

Santander Cycles hires made in 2022, beating the previous record of 10.9 million in 2021



129,232

e-bike hires in the first four months of the cycles launching

Creating safe spaces for cycling

We are adding more kilometres to our cycling infrastructure to ensure cycling remains a safe and accessible option

We are working to make spaces for cycling even safer



Cycling boost around Finsbury Park

In February 2023, we started work on a new cycle route in Islington between Finsbury Park and Holloway Road. The new route, part of Cycleway 50, includes an overhaul of the intimidating and outdated Nag's Head gyratory and delivers much-needed improvements to roads and junctions, making it easier for everyone in the area to travel in a healthy, sustainable and affordable way.

The new sections will connect people in the neighbourhoods along two new segregated cycle lanes. The work will also make it easier to walk in the area, with upgraded pedestrian crossings and extra space for people walking along the route. Speed limits will also be reduced to 20mph.

Further sections of the Cycleway could begin construction later this year, connecting the Nag's Head gyratory and Holloway Road with York Way via Hungerford Road.

Our analysis shows that the corridor between Camden and Finsbury Park is within the top five per cent in London with the greatest potential for increasing the number of people cycling, and one of the top 10 for travel to and from central London.

Extending Cycleway 4

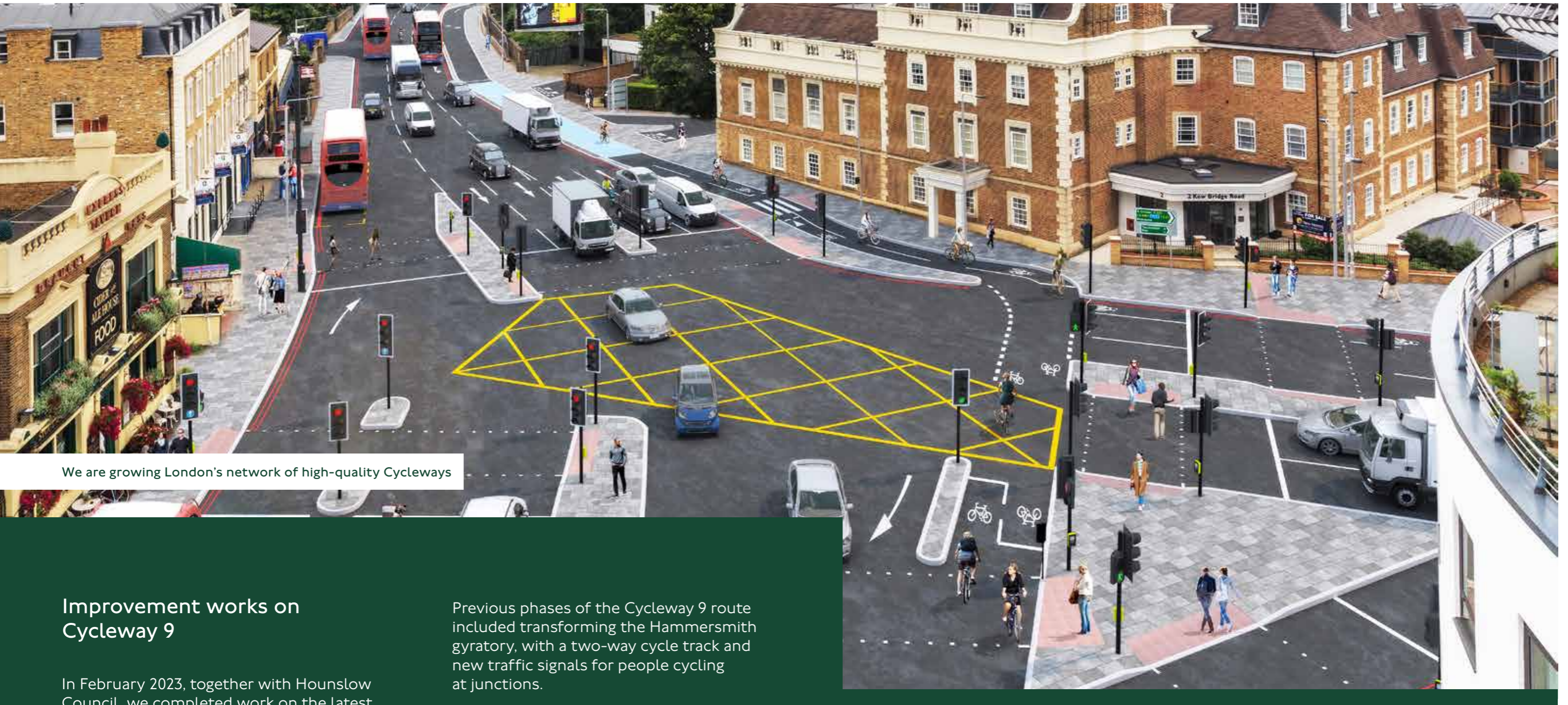
In July 2022, together with Lewisham Council, we completed work on a new section of Cycleway 4 in Deptford.

The section on Creek Road included a two-way protected cycle track on Creek Road between Deptford Church Street and Norman Road, adding 1.6km to London's network of protected cycle routes.

A new pedestrian crossing was also built on the western arm of the Deptford Church Street junction. There was a new pedestrian crossings at Gosterwood Street and Grinstead Road, making walking journeys easier and safer, as well as upgrades to pedestrian crossings at Oxestalls Road and Deptford High Street.

Wider footways and a new public space at New King Street have made the local neighbourhood a nicer place to walk around and spend time in.

The cycleway extension means that people in local communities and beyond will be able to cycle between central London and Greenwich on a safer and mostly protected cycle route.



We are growing London's network of high-quality Cycleways

Improvement works on Cycleway 9

In February 2023, together with Hounslow Council, we completed work on the latest phase of temporary improvements to Cycleway 9 in west London.

The changes, which include new raised junctions, new bus shelters, resurfaced roads and clearer road markings, build on improvements delivered the previous year to make it safer and more attractive for people walking and cycling, and enabling more reliable journeys for bus passengers.

Previous phases of the Cycleway 9 route included transforming the Hammersmith gyratory, with a two-way cycle track and new traffic signals for people cycling at junctions.

We saw a significant increase in people cycling along the route since the temporary schemes were introduced, with the number of people cycling on King Street almost doubling since 2017.

The route is a major addition to London's growing network of high-quality Cycleways, enabling thousands of improved walking and cycling journeys each week between Hammersmith, Chiswick, Kew and beyond.



1,273

more people cycling along the Cycleway 9 route in 2022, compared with 2017



4.6km

of cycle route created between Kew Bridge and Hammersmith on Cycleway 9



John Murray
Principal City Planner

What was your role in the plan?

I was part of a small team that ran workshops with stakeholders to scope out the Leisure walking plan's contents. Building on that, I 'held the pen' to develop and draft the document and worked with our Editorial team to get it designed and published.

Why is it such important work?

London faces big health and wellbeing challenges that could be alleviated by regular physical activity, like going for walks. This document – London's first plan devoted entirely to walking for leisure – seizes the opportunity arising from changes to how people travel and exercise following the pandemic.

What has been response?

Given that the plan outlines the priority actions for when funding becomes available, rather than a fully funded programme, the plan has been greeted with enthusiasm by stakeholders who are excited by the leadership we're bringing.

What are the next steps?

We are busy working with local authorities and stakeholders to deliver some of the plan's key actions, including the creation of a new, 15-mile walking route through five boroughs.



Our Leisure walking plan will encourage more people to walk regularly

Our new plan to boost walking for leisure

In November 2022, we published our Leisure walking plan, the capital's first plan to boost walking for leisure.

Leisure walking gives people an affordable and easy way to support good health and physical and mental wellbeing, while helping the environment. The new action plan will enhance and expand leisure walking routes and better connect London's communities with green spaces, building on increases in leisure walking seen since the pandemic.

As part of the plan, we partnered with Go Jauntly to digitise the Walk London Network, one of the largest walking networks of any city in the world, and make it available through the Go Jauntly app.

We have established a Leisure Walking Plan Delivery Group to bring together all the right partners to help deliver the programme of work set out in the plan.

The Leisure walking plan also sets out further commitments to boost leisure walking in the capital, including auditing signage on the existing Walk London Network and improving existing wayfinding signs. We will also use funding from the Mayor's Green New Deal fund to deliver a new strategic leisure walking route for London by the end of 2023.

The plan will help ensure London's streets are accessible and inclusive for the diverse range of people who live, work and visit the capital. Since the pandemic, walking for leisure has become the top reason for Londoners walking more.



Improved cycling and walking in Nine Elms

In January 2023, we published a consultation report confirming our plans to make it easier and safer to walk and cycle on Battersea Park Road in Nine Elms.

The plans for Battersea Park Road include 150 metres of protected cycle tracks and a range of other upgrades, including improvements at Queenstown Road junction, new 20mph limits along the whole of Battersea Park Road, improved pedestrian crossings and new bus shelters.

Feedback from the consultation showed that 60 per cent of respondents strongly supported the proposed new cycling infrastructure.

The eastern end of the Nine Elms area has seen significant development in recent years, including a new Northern line Tube station, and the changes

will help to connect the new and existing neighbourhoods in the west of Nine Elms to London's growing network of high-quality Cycleways.

The changes are being funded by Wandsworth Council and local developers, with funding from both playing an important role in making recently developed areas better places to live for both new and existing residents.

Battersea Park Road links directly with the CS8 cycle route, which is in the top five per cent of routes in London with the greatest potential for people to cycle. The proposals will build on recent upgrades to other cycle routes in the area, by connecting the existing Cycleways with Vauxhall, through Nine Elms and onwards to Wandsworth town centre. People walking will benefit from signalised crossings and improved public spaces.



Our work around Nine Elms would encourage more people to cycle



We are working with community cycling groups

Funding community projects to make cycling and walking more inclusive

Cycling and walking in London got an important boost in December 2022 when we announced the latest projects to benefit from the Walking and Cycling Grants London programme.

Operated in partnership with The London Marathon Charitable Trust, the programme supports projects that aim to increase participation in walking and cycling among traditionally underrepresented groups, such as disabled people, those from Black, Asian or minority ethnic backgrounds, homeless people, refugees and asylum seekers. In this way it helps tackle the barriers that prevent people from getting active and helping to make London a more sustainable, inclusive and healthy city.

This tranche of funds went to a range of projects across 31 London boroughs and the City of London, including walking tours for older

people, bike maintenance classes for women, and cycling and walking sessions for deaf people. There were also Group Walk and Talk and Therapy4 Healing sessions, which run fortnightly walks that support people from ethnic minorities, women, refugees and asylum seekers, to improve their physical and mental health and encourage social integration.

More than £118,000 was also awarded for 60 existing projects to enable them to continue their work in the community.

 **£416,000**
is the total amount awarded through the Walking and Cycling Grants London programme

 **87**
new projects that will benefit from the funding package



We have western Europe's largest zero-emission bus fleet

Growing our zero-emission bus network

We operate the largest zero-emission bus fleet in western Europe and continue to add zero-emission buses to our network as quickly and affordably as possible. By the end of March 2023, there were 970 zero-emission buses in service, making up around 11 per cent of the fleet, operating across multiple routes all over the capital.

There are different types of zero-emission bus technology we use, including hydrogen fuel-cell double-deck buses, battery

electric buses, which charge at bus garages and make up the majority of the zero-emission fleet, and electric 'opportunity charged' buses, which uses pantograph technology to charge the battery. This type of technology is helping buses on longer journeys as they can receive a 'top-up' charge throughout the day.

We continue to work with multiple bus manufacturers to develop a vibrant and competitive zero-emission market. These new technologies are supporting the wider objective of converting the entire fleet of around 9,000 buses to be zero emission no later than 2034.



970

zero-emission buses in service in our fleet



11%

of our bus fleet is made up of zero-emission vehicles

Rapid electric bus charging

In autumn 2022, we introduced new pantograph technology at Bexleyheath bus garage to provide fast, high-power electric top-up for buses.

The pantograph, which is an arm-like structure, attaches itself to the bus roof to deliver a quick, high-power charge to buses.

With less than 10-minutes of charge, the technology enables buses to travel further distances each day. The quick top-up time, coupled with a longer distance each bus can travel, means fewer buses are needed in the fleet to provide the same high level

of service. This frees up resources to be reinvested into other areas of the bus network.

We plan to extend this work in 2023/24, with pantographs conveniently located at each end of route 358 between Crystal Place and Orpington, which is one of the longest bus routes on our network.

With the varying length and requirements of London's bus routes, this new technology ensures that infrastructure is in place to further support our zero-emission bus ambitions.



Our pantograph technology improves electric bus charging

Using our Power Purchase Agreements

We are one of the largest single consumers of electricity in the UK, with a requirement for up to 1.6TWh per year, which is equivalent to the electricity consumed by around 420,000 homes or 12 per cent of homes across London. We have a strategy in place to procure 100 per cent renewable power by 2030, which will help to meet the Mayor's target for the capital to reach net-zero carbon by 2030.

Our current strategy is for a significant proportion of our electricity demand to be met through renewable Power Purchase Agreements, which are long-term contracts with renewable generators to purchase their electricity in agreed volumes and prices. These contracts give generators a guaranteed income, enabling them to develop new renewable energy projects in the UK, which will help to create new green jobs and support the economy.

We have gone to market for our first Power Purchase Agreements, which will provide up to 10 per cent of our required electricity from renewable sources, such as wind or solar power. We expect to award contacts in early 2024. We will continue to adapt our energy strategy to a changing and uncertain energy market as we pursue the twin objectives of decarbonisation and value for money.

Switching over to LED

Around 12,100 bus shelters across our network have had traditional lighting in them, but we are moving ahead with plans to replace these with LED lights. Together with our contractor, TrueForm, and our electrical maintenance contractor, Milestone, we have been rolling out greener, more environmentally friendly LED lighting, which help reduce waste, energy consumption and associated carbon emissions.


We plan to retrofit and convert all lighting in our bus shelters, including those used in advertising panels, to LED by the end of March 2024. Once complete, it will reduce carbon emissions by more than 1,000 tonnes of carbon dioxide equivalent, measuring carbon dioxide plus all other greenhouse gases, every year. Work is also taking place to upgrade lighting at bus stations across our network, as well as a number of Tube depots, and the London Trams depot in Croydon.


At least a quarter of all Tube stations have been converted to only use LED lighting, with more planned for conversion in the coming months and years. All 38 tram stops have been converted to LED lighting.

Around 50 per cent of all lamp columns on our roads are now fitted with LED lights, with work under way to convert more of these lamps as soon as possible.



LED lights are brighter and cleaner to operate

 **10%**
brighter light using LEDs rather than traditional lighting

 **57%**
less energy use from LED lights compared with traditional options



Cargo bikes are a great addition to London's freight industry

Promoting the use of cargo bikes

In March 2023, we unveiled a new plan to work with local authorities, businesses and the freight and servicing industries to transform how deliveries and servicing trips are made by promoting cargo bikes.

The plan, which was launched at the National Cargo Bike Summit, sets out actions to promote cargo bike use and address barriers that inhibit or prevent a shift from vans to cargo bikes.

The actions proposed in the plan include developing a London safety standard for cargo bikes, exploring opportunities to provide space such as hubs and parking to support last-mile cargo bike operations, and ensuring adequate and suitable capacity for cargo bikes when designing cycling schemes.

The use of cargo bikes for freight and servicing trips is becoming more widespread, with major businesses including Amazon and DHL using them for deliveries because they are quicker, cheaper and greener.

The safe, clean and efficient functioning of freight in London is vitally important to the economy and a healthier and more sustainable city for all Londoners.

Cargo bikes also present a lower risk to people walking and cycling than vans and heavy goods vehicles, helping to make London's streets safer and more attractive for people using public transport, walking and cycling.

90%

of all goods are transported by road in London



17%

of van kilometres could be replaced by cargo bikes by 2030



30,000

tonnes of carbon dioxide could be saved a year by 2030 by promoting cargo bikes

'Cargo bikes are no longer a niche concept, and are becoming real game changers when it comes to delivering freight and servicing trips. Not only do they provide environmental benefits by not contributing to air pollution, they also make journeys more efficient, and present a much lower risk of danger to people walking and cycling than vans and HGVs'



Will Norman
Walking and Cycling
Commissioner

Making streets for active travel

We continue to make roads safer and more healthy as we work towards the Mayor's Vision Zero ambition

Funding agreed for Healthy Streets investment

In March 2023, we allocated more than £63m in Local Implementation Plan funding for London's boroughs in 2023/24, with more to follow in 2024/25. This funding will enable boroughs to continue their vital work making the capital's roads safer and more attractive for people using public transport, walking and cycling.

Healthy Streets investment provides funding for local projects that support

the Mayor's Transport Strategy and local priorities. These include improved public transport, schemes that support the Mayor's Vision Zero goal of eliminating death and serious injury from the transport network and opportunities for safe and active travel.

Our funding will help boroughs introduce new cycle routes, School Streets, new or upgraded pedestrian crossings, bus priority schemes and 20mph speed limits. Enabling more people to walk, cycle and access public transport is vital to a healthier and more sustainable city for all Londoners.

Nearly £39m was allocated to outer London boroughs, including £4m to Barking and Dagenham, £1.8m to Hounslow, £2.5m to Hillingdon and nearly £2m to Sutton. There was £24m allocated to inner London boroughs, including almost £1.9m to Islington and nearly £2.3m to Newham.

Confirming this funding gives boroughs certainty, enabling them to progress their plans. It is the latest allocation of the £138m made available to boroughs as part of our funding deal with the Government last year. Boroughs have already invested £59m in vital schemes to improve access to walking, cycling and public transport.

Working to make our junctions safer

Our Safer Junctions programme continued this year, with 44 junctions redesigned since the programme launched, helping to make them safer for all road users, especially those walking, cycling or riding motorcycles.

We recently started work at York Road Roundabout in Wandsworth, with plans under way for Safer Junctions schemes at Holloway Road and Drayton Park later in 2023. We are consulting on changes to roads and junctions at Battersea Bridge and Kings Cross/Pentonville Road, as well as working on pedestrian and cycling improvements at Lambert Bridge North and South, and Manor Circus.

We are working closely with the London Borough of Camden on improvements at Holborn, including Holborn Gyratory, which has gained much public support. Our Safer Junctions programme targets key locations where the greatest numbers of people have been killed or injured while walking, cycling or riding motorcycles. All locations in the Safer Junctions programme had higher-than-average collision rates, and this improvement work is a vital part of our Vision Zero ambition.



Pushing ahead with zero-emission capable private hire vehicles

We took another step forward in our work to clean up London’s air in January when we introduced the requirement for all private hire vehicles licensed for the first time to be zero-emission capable.

The previous requirement, which came into force in 2020, was for all vehicles under 18-months old and licensed for the first time to be zero-emission capable. This led to 25 per cent of all private hire vehicles in London meeting these game-changing standards, with a number of the larger operators committing to having an all-electric fleet by 2025.

We announced the zero-emission capable requirement seven years ago to ensure the industry could plan ahead. Since then, we have worked with the trade to ensure that it was prepared for this date.

As well as playing a pivotal role in helping Londoners breathe cleaner air, private hire drivers making the switch to fully zero-emission vehicles will also be able to apply for the Cleaner Vehicle Discount, meaning they won’t have to pay the Congestion Charge until December 2025.

We want more zero-emission vehicles across London



46%

of all black cabs in London are capable of not producing any emissions at their exhausts



820

fast or ultra-rapid charging points across London



We have introduced more 20mph speed limits on our roads

Speed limits helping to make our road safer and encourage active travel

Data that was released in February 2023 showed that there had been a significant reduction in the number of collisions on London's roads following the implementation of 20mph speed limits on key roads around the capital.

In March 2020, we introduced 20mph speed limits on all of our roads within the central London Congestion Charging zone, as part of our commitment to our Vision Zero ambition of eliminating death and serious injury on the capital's roads by 2041.

The statistics show that there has been a 25 per cent reduction in collisions that result in someone being killed or seriously injured, from 94 to 71. While every death and serious injury is an absolute tragedy, the data suggests that lower speed limits are having a huge impact on reducing road danger.

Since the 20mph speed limits were introduced, collisions involving vulnerable road users decreased by 36 per cent, while collisions involving people walking fell by 63 per cent.

As well as making our roads safer, the speed limits can also help encourage more Londoners out of their cars to walk, cycle and use public transport, which is vital to reducing congestion and air pollution.



25%

reduction in collisions that result in someone being killed or seriously injured since 20mph speed limits were introduced



220km

of our roads in inner and outer London will have a 20mph speed limit by 2024

'Our 20mph speed limits not only save lives, but also encourage Londoners to travel in more active and sustainable ways. We look forward to seeing the expansion of the programme benefit more areas of London'



Penny Rees
Head of Healthy Streets Investment

A good public transport experience

'Public transport in London continues to support and provide the safest and greenest options, investing in faster and more reliable journeys for all our customers'



Stuart Harvey
Chief Capital Officer



In 2023, we are celebrating 160 years of the Tube. For the full story, see page 65

Improvements you can Bank on

We completed a major upgrade of Bank station to provide better access for customers

Our upgrade of Bank station involved intricate and complex work

Upgrade unveiled at Bank station

In February 2023, we completed the £700m upgrade of Bank Underground station, which includes a new entrance on Cannon Street, giving customers easy access, via six new escalators, to the Northern line and DLR.

New, more direct interchanges mean journeys are quicker for those changing between lines, shaving up to nine minutes off journey times for some customers.

The upgraded station also includes two new lifts to provide step-free access to the Northern line for the first time, and improved access to the DLR.

More than 1,000 metres of new tunnels were dug during the upgrade, including the new southbound Northern line running tunnel and the pedestrian tunnel, which houses two new moving walkways between the Northern and Central lines.

The work was often intricate, with care being taken to avoid disrupting any of the 31 listed buildings that surround the site.



40%

more capacity at Bank station as a result of the upgrade work

550

people worked on the Bank station upgrade project each day



Reopening the Bank branch

In May 2022, we re-opened the Bank branch of the Northern line following a 17-week planned closure to support our upgrade work at Bank station.

The closure enabled construction staff to work around the clock to finish constructing a brand-new Northern line tunnel and passenger concourse at Bank station, as well as a new, wider southbound platform.

The Northern line closure also enabled us to do essential work at other stations including London Bridge, Borough and Elephant & Castle, to help minimise future disruption. This included work on lifts and escalators, as well as refurbishment work at Borough, and enabling works for the future Elephant & Castle station upgrade.



550

construction staff worked on the Bank station upgrade



650

train drivers and 100 station staff took part in familiarisation exercises ahead of the line reopening



Claire Horne
Experience Design Lead

What is new for TfL Go this year?

I worked on a new feature that invites customers to discover London and its places of interest, cultural hubs and events. The feature shows a selection of events throughout the year, as part of the search screen. Customers can discover more content, visit a booking link, or plan their journey.

Were there any challenges?

There are many things to consider from design to content, and how different people and teams will work together. When launching a new feature, it can also be a challenge to get people to know that it exists. Will your customers find it by chance or will we have to market it heavily?

Did you work with other groups?

We worked with Business Improvement Districts and many other partners to promote events across different London neighbourhoods. We also work with our own Marketing Partnerships, Commercial Partnerships and Content teams. With so many teams involved, we are always refining and developing ways on how to work with each other.

What are the future plans?

There are a lot of exciting things we could develop. There are also many types of content we could include to make the feature even richer and more engaging.

Latest upgrades to the TfL Go app

Our TfL Go app continues to be a popular option for customers to help them plan their journeys and check live service status. We regularly update the app with new features to help make travel in London even easier. During 2022/23, we added more live bus data and fares information, as well features that provide additional support during severe disruption.

In summer 2022, we launched Promoted Places, which helps customers discover and visit places of interest, cultural hubs and events. Since its launch, we have used it to mark the opening of Bond Street Elizabeth line station, promote festive days out and celebrate summer and spring in the city. We also used Promoted Places following the death of Her Majesty Queen Elizabeth II to help customers find the end of the queue for the Lying in State.

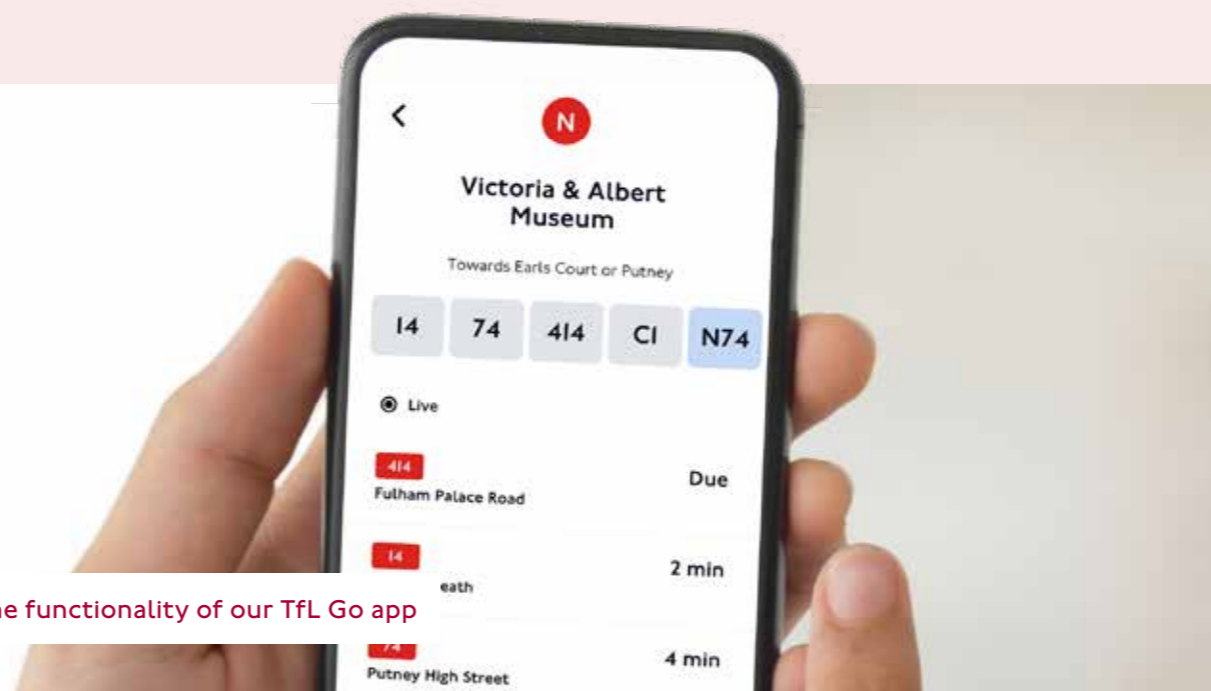
Future planned updates include account and payment features so that customers can plan, pay and travel on one integrated app. Customers will be able to top-up their Oyster cards, buy Travelcards and view their journey history. We are also planning to incorporate more real-time information for buses and national rail services, and launch app notifications so that customers can receive status updates on the go. The app has been recognised with Design Week, Drum and British Interactive Media Association awards.



3.6million

times the TfL Go app has been downloaded since it launched in August 2020

We have improved the functionality of our TfL Go app



Return of the Night Tube to keep London moving

In July 2022, Night Tube services started again on the Piccadilly line, marking a complete restoration of our weekend Night Tube and Night Overground services to provide more options for safe travel around the city.

Night Tube services, which run through Friday and Saturday nights on selected lines, were suspended in March 2020 during the pandemic.

The Central and Victoria lines were the first to start operating in November 2021, ahead of the return of the Jubilee and Northern lines in May and June 2022. In addition, Night Overground services between Highbury & Islington and New Cross Gate returned in December 2021.

London's recovery from the pandemic has been driven by a safe and reliable public transport network that serves the city night and day. The complete restoration of Night Tube services enables Londoners and visitors to make the most of all the capital has to offer on weekend evenings with shorter journey times, while also giving late-night revellers another safe way to get home.





Barking Riverside station is improving transport links in the area

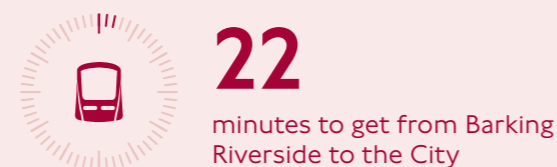
Barking Riverside Extension opening

A new London Overground station opened at the heart of Barking Riverside in July 2022, helping transform journeys to this rapidly developing area of east London and supporting the delivery of more than 10,000 new homes.

Sitting at the heart of a new public square and only a five-minute walk from the riverfront, Barking Riverside station forms part of the extended Gospel Oak to Barking route. With around 3,000 homes already built or under construction, the new railway will help unlock more than 7,000 further homes along with new leisure facilities, schools and riverside walks.

The 178-hectare brownfield site will become home to around 30,000 new residents with Barking Riverside station forming an intrinsic part of the development, which is being delivered by Barking Riverside Limited, while the housing development will be delivered through a joint venture between the Mayor of London and housing provider L&Q.

Sustainable travel is a key part of the plans for the development. Public transport, walking and cycling feature heavily, supported by local bus services, easily connected with the new London Overground station, and a network of footpaths and cycleways. We also extended our river services to this area. Cycle parking for 180 cycles is provided at a dedicated new facility as part of the new station, making it easier for people to start or end their journeys by cycle.



‘Residents can now benefit from a modern, spacious new station and greatly reduced journey times with Barking just seven minutes away – I’m pleased to say that the station is also fully step-free’



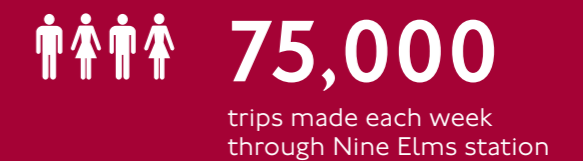
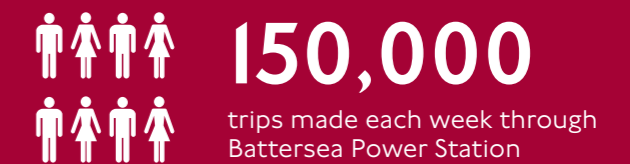
Sadiq Khan
Mayor of London

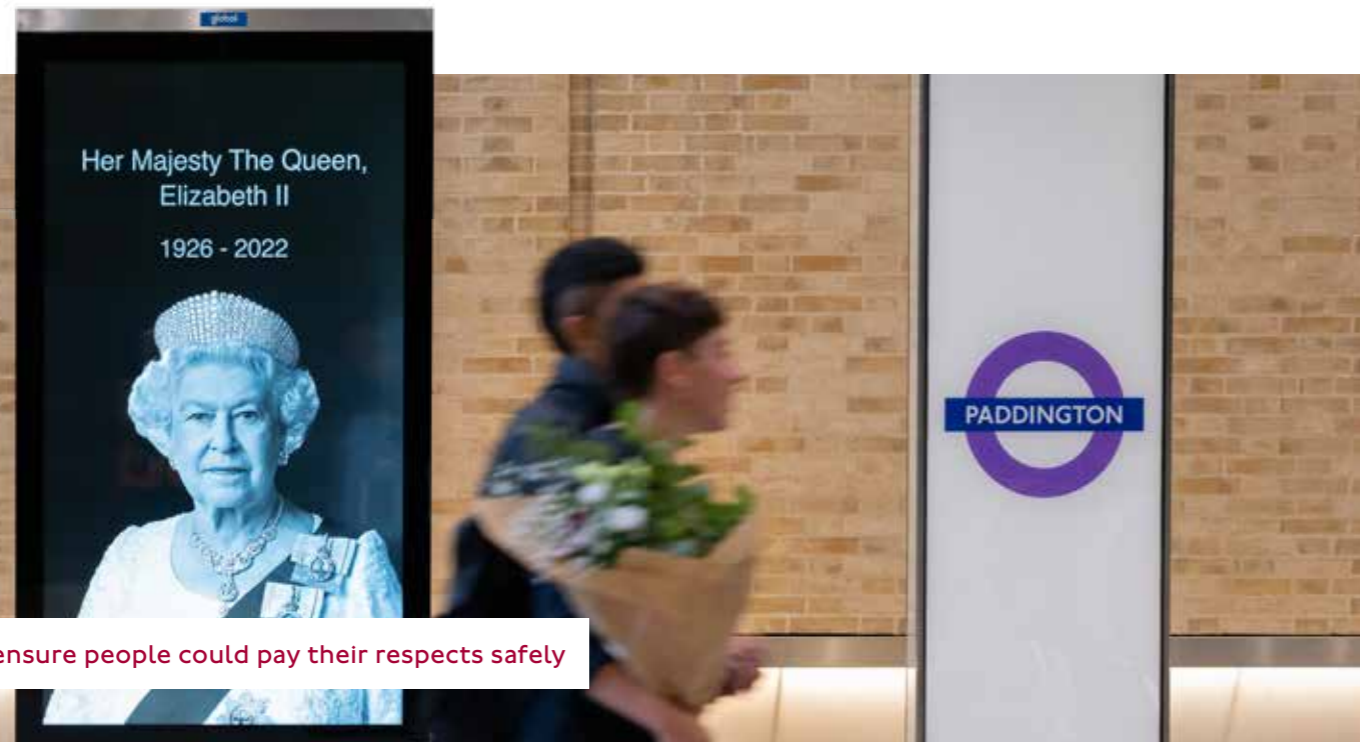
Northern Line Extension proving popular

September 2022 marked the first anniversary of the Northern line stations opening at Battersea Power Station and Nine Elms, with more than five million journeys made through the new stations in the first year.

The two new step-free Zone 1 stations have given a huge boost to the area’s connectivity, reducing journey times and helping to support the ongoing delivery of around 25,000 new jobs and more than 20,000 new homes.

In June 2022, we doubled the frequency of trains running on the extension, from six to 12 trains per hour during peak times, and from five to 10 trains per hour at off-peak times.





We helped ensure people could pay their respects safely

Helping people travel during the Queen's funeral

When the world received the sad news of the death of Her Majesty Queen Elizabeth II in September 2022, it marked the official activation of Operation London Bridge, the official plans for the State Funeral and associated events that a great many at TfL had been planning for, for a number of years.

Our teams from across the organisation pulled together, alongside London and transport sector partners and Government departments, to ensure that Londoners and visitors to the capital could get around safely and as easily as possible.

With the huge demand for people to visit the ceremonial and memorial events over the 11 day period, the volume of activities needed to support was significant. It was one of the biggest operations on our network, across London and the nation we had seen since the 2012 Olympics.

We provided travel advice and transport information via emails, posters, station announcements, social media posts, website updates, our Metro travel page, travel apps such as TfL Go, Journey Planner and City Mapper and via the thousands of staff and ambassadors on the ground.

We amplified messages of our event partners to help the quarter of a million people travelling to the Lying-in-State get there and back with ease, and those going to watch the processions find their way to and from their viewing spots.



350,000

visits made to our travel advice webpage

Supporting London's Jubilee celebrations

In June 2022, London's streets were awash with Union Jacks as the celebrations for Her Majesty Queen Elizabeth II's Platinum Jubilee began.

We helped share the celebratory atmosphere, with eight of our buses decorated with special commemorative wraps. The platinum buses ran on selected routes passing by some iconic locations associated with the Royal Family, including Kensington Palace and Westminster Abbey, and Royal Parks such as Hyde Park and Green Park.

The wraps were funded by bus operators Arriva, RATP, Abellio, Go-Ahead, Metroline and Stagecoach.

We also played celebratory messages at selected Jubilee line, Elizabeth line and other stations with a Royal link in their name during the four-day Jubilee weekend. We helped people get around and enjoy the many street parties and events, with all our services running with no closures and Night Tube services were available on the Central, Jubilee and Victoria lines. We issued travel advice ahead of the weekend, including a dedicated webpage offering up-to-date advice.



The Platinum Jubilee saw Londoners celebrating across the capital



Tunnelling begins at Silvertown

In August 2022, we began tunnelling work for the new public-transport focused river crossing at Silvertown.

Preparation works began in 2020, including the creation of a launch chamber for the tunnel boring machine, a conveyor system to remove excavated materials by barge and repairs to the river wall to ensure it is not affected by the tunnelling.

TfL and Riverlinx are also actively working on the designs for the walking, cycling and landscaping improvements, which will be delivered around either side of the tunnel entrances. These will see new dedicated cycleways and footways, as well as ‘shared space’ and new public spaces.

The project is being delivered by Riverlinx, a consortium made up of design, build, operations and contracting. With the vast majority of the funding coming from private finance, which has been specifically raised for this scheme. Once open in 2025, both the Silvertown Tunnel and Blackwall Tunnels will be subject to a user charge to help manage traffic flows.

The Silvertown Tunnel will provide improved bus links, which will be kept under review, which will enable around 20 zero-emission buses an hour to cross the Thames when it opens. By reducing congestion at the Blackwall Tunnel, providing new cross-river bus links and creating a more reliable river crossing for cars, vans and lorries, it will support

economic growth across east and southeast London and improve air quality on the approaches to the tunnels.

The tunnel will also provide better access to new job opportunities and support new housing and business developments across the wider area.

Tunnel vision
The tunnel boring machine used on the Silvertown Tunnel is 82 metre-long and named after Jill Viner, the first female bus driver in London.

The Silvertown Tunnel will provide new bus links and reduce congestion



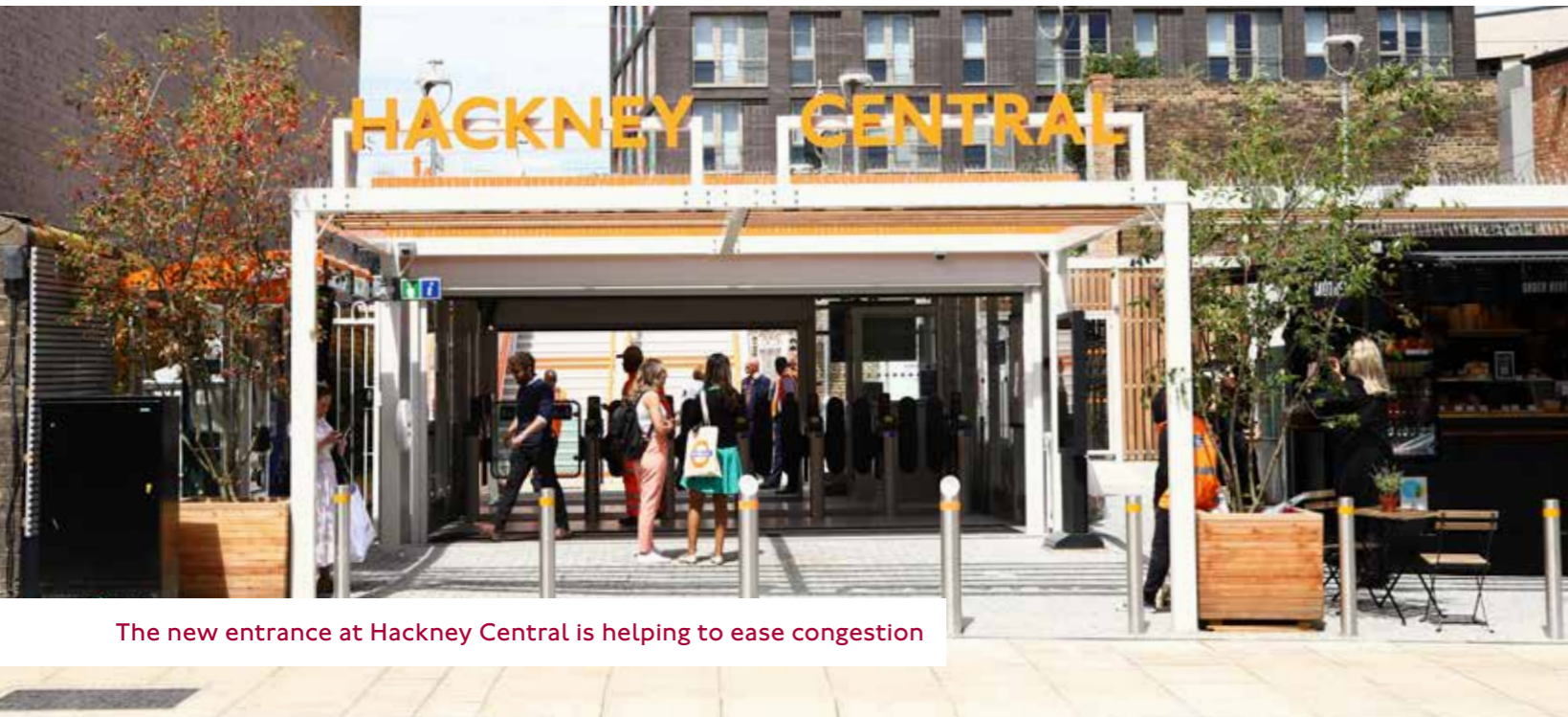
600,000

tonnes of material will be excavated and removed via barges during the course of the project



1.4km

long tunnel will link Newham to the Greenwich Peninsula



The new entrance at Hackney Central is helping to ease congestion

Second entrance at Hackney Central station opens

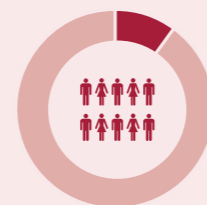
In July 2022, we opened a new second entrance at Hackney Central London Overground station, helping to ease congestion, providing more direct access to the town centre and enabling customers to make a simpler interchange with Hackney Downs station and local bus services.

The £3m scheme, which was delivered collaboratively with funding by the Department for Transport using Hackney Council land, includes a new covered gate line, two new ticket machines and additional cycle storage, helping to encourage greener and more sustainable journeys to and from the station.

It also features a living roof on both the new station building and the covered cycle storage and a green wall and new trees in the customer area. Lighting was upgraded to the latest energy saving LED technology

throughout the station, providing a brighter and safer environment for customers.

An information screen provides live bus information next to the station exit to help with onward connections, with a newly installed pedestrian crossing making it safer to cross the road for buses heading towards Dalston. There is also a new water fountain for customers to refill reusable bottles, free of charge.



10%

increase in passenger journeys on the London Overground in Hackney in the two years before the pandemic

New entrance opens at Imperial Wharf station

We opened a new additional entrance at Imperial Wharf station in June 2022, giving customers better access to London Overground and Southern services.

The £1.7m upgrade, which was funded by the Department for Transport, includes a new second entrance and ticket gate line. This enables people to make quicker and easier journeys towards Shepherd's Bush, Willesden Junction and Stratford, helping to reduce congestion and improve journey times.

The new entrance was delivered in the most cost effective way by refurbishing an existing set of stairs, previously used as a fire escape, at the end of the platform, and a new covered walkway was installed.

'This is a great addition to Imperial Wharf station helping to make it easier for our customers using the station but also helping to ensure trains can leave promptly'



Rory O'Neill
General Manager for London Overground



Our improvements will enable shorter journey times

Step-free boost at Leyton and Colindale

In early 2023, we received confirmation of funding to make Colindale and Leyton Tube stations step-free and increase their capacities, as part of the Government's Levelling Up Fund allocation.

At Colindale, our project includes a new ticket hall, a new lift to provide step-free access from the street to train, as well as additional ticket gates.

At Leyton, there will be a new ticket hall, two new lifts to provide step-free access from street to platform, with access to the train provided by manual boarding ramps, and additional ticket gates.

Both projects are now fully funded, subject to us meeting the Government's detailed conditions for release of the money. We are working closely with the Government, the GLA and the London Boroughs of Barnet and Waltham Forest and we hope to be able to carry out the next stage of contract award for construction at Colindale and for detailed design at Leyton later this year.



Contractor chosen for Surrey Quays improvements

In December 2022, we appointed a main works contractor for our plans to transform Surrey Quays station to make it more accessible and help improve journeys.

The improvements, which will be carried out by Morgan Sindall Infrastructure, include a second station entrance built that will provide more direct access to a nearby new development and the existing shopping centre at Canada Water.

This brand-new entrance will include a new spacious ticket hall, along with a new gate line to help ease congestion at the busiest times at the existing entrance.

A new customer bridge, with stairs leading to platforms, will provide relief to the existing narrow staircases. For the first time, step-free access will be provided to the platforms via two new lifts, helping those who are mobility impaired and parents with pushchairs.

Enabling works are expected to start on site later in 2023, with the main work expected to start by the end of 2023. The station improvements are expected to be complete in 2026.

This project is funded by the Department for Levelling Up, Housing and Communities as part of its Housing Infrastructure Programme with a contribution from British Land, the developer of the Canada Water Masterplan Development.



Surrey Quays station will have step-free access for the first time



20%
increase in step-free access across our network since May 2016



200+
stations on our network are step-free



Our priority seating moquette will help customers who need a seat

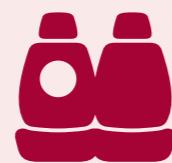
Priority seating on new Routemaster buses

Throughout 2022/23, we continued to refurbish our New Routemaster buses. The refurbishments include new priority seat moquettes featuring an eye-catching pattern with distinctive colours and a clear message explaining that it is a priority seat.

The design helps people who need a seat, including older and disabled customers and people with non-visible conditions, to easily identify these seats and serves as a helpful reminder to fellow passengers that there may be customers who need a seat more than them.

We will continue to install priority seat moquette on the remainder of our New Routemaster fleet and are on target to complete this by the end of 2025.

We continue to work closely with bus operators, who are also introducing new, prominent priority seat designs across the wider bus fleet.



300+

buses in our fleet now have more prominent priority seating moquettes



100,000

Please offer me a seat badges have been issued to disabled customers and those with non-visible conditions

Bus countdown signs and real-time information trial

In February 2023, we took another step in improving customer information and experience by installing a new wave of bus countdown boards across every borough, including those in outer London.

The countdown signs, which use real-time technology to show when the next buses are due and any disruption on the network, give customers certainty, while also improving accessibility for those without smartphones.

We also began trialling 12 new innovative screens on route 63 between King's Cross and Honor Oak, which give customers live bus arrival information, alongside a variety of other live mapping and travel information including any disruptions and diversions.

We are also trialling new information displays attached to the bus stop pole itself. The device is battery-powered and in greyscale to save energy. They enable customers to view live bus arrival times, disruption information, digital timetables and route maps, and the displays are mounted at a suitable height for wheelchair users.

Live bus arrival information can also be activated as an audio announcement at the push of a button, improving the travelling experience for all customers, including those with visual impairments.

'We are now looking at the next generation of technology, using the route 63 as a pilot. We are looking to transform the experience of how people get from A to B and make the network even more accessible'



Louise Cheeseman
Director of Buses



We trialled bus stop pole screens



SUPERLOOP

Launching the new Superloop

In March 2023, we announced plans for our new Superloop bus network. The network will provide limited-stop express bus routes that circle the capital and enable quicker connections with outer London town centres, railway stations, hospitals and transport hubs.

The Superloop will reduce journey times and is proposed to be introduced in stages, with some routes that would become part of the Superloop already in operation. This includes the XI40 connecting Heathrow and Harrow, which was introduced in December 2019, and a more frequent route X26 connecting Heathrow and West Croydon.

Future sections could include a limited-stop express link between North Finchley and Walthamstow, and between Walthamstow and the Royal Docks via Ilford. Links are also proposed between Bexleyheath, Bromley and Croydon.

We also unveiled a new Superloop brand, which uses a new roundel and bus livery to help customers identify the new service, while still being recognisable as part of our bus network. The new branding will also feature on maps, timetables and other pieces of customer information.

‘The Superloop is the jewel in the crown in our plans to strengthen alternatives to the private car ahead of the ULEZ expanding London-wide and is a game changer for outer London’



Alex Williams
Chief Customer and Strategy Officer



£6m

funding provided by the Mayor for outer London bus service improvements

The Superloop will improve outer London bus journeys



We celebrated the Tube's 160th anniversary with a series of events

'A milestone birthday gives us the perfect opportunity to reflect on the historical significance of the Tube and how it has expanded and improved to meet the needs of an ever-changing world city. During this time the Tube has breathed new life into unconnected parts of London and been the catalyst to many local economies'



Andy Lord
Interim Transport
Commissioner

Happy birthday to the London Underground

We announced a series of activities at the start of 2023 to mark the 160th anniversary of the London Underground, the world's first and most famous underground railway.

To mark the milestone birthday, Mayor of London Sadiq Khan met with four London Underground staff members, who have given a total of 160 years of service in a range of roles.

A celebration took place at Baker Street station, one of the original stations that opened on 10 January 1863, when the first Tube journey took place between Paddington and Farringdon stations, on what was then the Metropolitan Railway.

The Mayor also unveiled a special 160th year 'Love the Tube' roundel, which went on display at stations across the network

including at Gloucester Road, Brixton, Oxford Circus and Covent Garden. London Transport Museum will be supporting the celebrations with activities throughout the year, highlighting the heritage and innovation of the Tube. This will be alongside the museum's permanent exhibitions, which encourage visitors to explore the Tube's origins as the world's first subterranean railway.

The Tube through time

1863	1908	1969	1979	2000	2003	2007	2016	2021	2022
The Metropolitan Railway opens the world's first underground railway between Paddington, then called Bishop's Road, and Farringdon Street	The name 'Underground' makes its first appearance in stations, and the first electric ticket-issuing machine is introduced. This year also sees the first appearance of our famous roundel symbol	Her Majesty Queen Elizabeth II opens the Victoria line	The Prince of Wales opens the Jubilee line	TfL is formed bringing London together into one integrated transport body	London Underground becomes a wholly owned subsidiary of TfL	The Tube carries one billion passengers in a year for the first time.	The Night Tube is launched, offering all-night services at weekends	The Northern line is extended to Battersea Power Station and Nine Elms, supporting the complete regeneration of the area	The Elizabeth line – the evolution of the Tube network – is opened by Her Majesty Queen Elizabeth II

Wellbeing station pilot launched

In August 2022, we began work on a pilot to test a pop-up wellbeing station at Beckton DLR station and West Ham Tube station.

The focus of the first phase of the pilot was on specific outreach activities to give local residents information on cost of living support and ways to proactively protect their health during the winter.

The wellbeing station was available on six occasions in November and December 2022, with experts on cost of living from Our Newham Money and the mental health charity MIND joining two of the events.

There were 180 residents who attended the events across the two stations and offered further support and given a range of informational materials. By holding the events during the day the initiative was able to support residents from areas of deprivation and health inequalities and in much need of support.

A second phase of the pilot to include Custom House station is being expanded to promote health choices and active travel, including offering free fruit from Whole Foods.



Our wellbeing work includes offering free fruit



Our innovations are helping to keep the Tube cool

Cooling the Tube

Following the extreme temperatures seen during summer 2022, that July, we announced a trial of state-of-the-art cooling panel at Holborn station to test its suitability for reducing temperatures across our deep Tube network.

The cooling panel works by circulating cold water around pipework within a curved metal structure to chill it before circulating air using an industrial-sized fan, through gaps in the panel's structure, which in turn is cooled.

The panel could also have the additional benefit of halving operational and maintenance costs, compared to existing technology used to manage temperatures on Tube lines.

The cooling panel, which was tested at a disused platform, aims to provide cooler air to passengers waiting on platforms, as well as mitigating potential temperature increases

associated with running an increased number of trains on the Piccadilly line, as part of the line's future capacity upgrade.

Following the trial at Holborn station and subject to funding, we will explore whether the panels could provide a cooling solution for other deep Tube lines.

40.3C

was recorded in 2022, the hottest temperature in the UK since records began



1st

ever red alert warning for heat was issued by the Met Office in July 2022

Contactless payments celebrates 10-year anniversary

In December 2022, we marked 10 years since our revolutionary contactless payment technology using a bank card was introduced on London's buses, making paying for travel easier and more convenient for millions of customers.

The system, which evolved from our successful Oyster card system and was developed in partnership with the wider banking industry, enables customers to benefit from the ease and convenience of using their contactless card, phone or watch device, rather than having to buy a ticket. The system also ensures daily and weekly capping, meaning customers never pay more than the equivalent Travelcard.

Our development of contactless payment is seen by many as the catalyst for contactless being adopted more generally by consumers in the UK and across the world. The huge success of pay as you go with contactless in London has led to other cities, including New York, Chicago and Sydney, introducing contactless payment options across their public transport systems.

Bus ridership is now at around 80-85 per cent of pre-pandemic levels. On an average day, fare payers make more than three million bus journeys, more than half of which are made using contactless to pay as you go.



Contactless payments make payments quicker and easier

Tap, tap and away
The most popular bus route for contactless use is the route 149 from London Bridge to Edmonton with around 100,000 contactless taps a week.



70%

of bus journeys are paid for through contactless technology



2billion

bus journeys have been made using pay as you go with a contactless device since the technology was introduced

Supporting HS2 works on Euston Road

We supported Londoners and our customers ahead of the first major set of HS2 works on Euston Road, which started on 20 February 2023 and were expected to lead to significant delays to journey times.

Working with HS2 and their contractor, we developed a communications strategy to help people plan their journeys and mitigate the impacts. We developed travel advice for people travelling to, and through, the area to plan ahead, leave more time for their journeys and use alternative routes where possible.

Targeted communications were issued to key customers and stakeholders, including freight traffic, and a dedicated webpage with detailed advice and information was set up.

The works were to construct the new HS2 station at Euston, which would have meant many years of disruption in the area. HS2 is now rephasing construction of Euston as it develops the scheme. Work continues in other locations across London and we will continue to work closely with HS2 to mitigate these impacts and future works at Euston.



Update on works at Old Street

In February 2023, we confirmed a revised completion date for the transformation of Old Street, a major project that is modernising the station entrances and overhauling the outdated 1960s roundabout to create a much safer, more welcoming environment for everyone.

We are working closely with contractor Morgan Sindall to complete the project by early 2024, including the station entrances and lifts to the retail concourse, which will generate ongoing commercial income.

The work has already seen the northwest arm of the roundabout closed permanently to traffic, creating a major new public space, with better walking and cycling access to Old Street station.

Once complete, the former Old Street Roundabout will have permanent, fully segregated cycle lanes and cycle-only traffic signals around the redesigned junction, alongside new pedestrian crossings to make it much easier to navigate the area on foot. Work on the new cycle lanes and pedestrian crossings is expected to be complete later in 2023.

We are also upgrading Old Street station, including two new passenger entrances and new lifts to an upgraded retail concourse.

The pandemic had a major impact on construction work, with the site shut for three months. This was followed by months of social distancing measures in a confined work site, while the scope of the work needed to deliver the project has also increased significantly. A key requirement of the project has been for the road and station to remain open and accessible throughout the works, which further complicates delivery.



Our work at Old Street will transform the area for everyone



The new DLR trains include a number of improvements for customers

New DLR train is unveiled

The first of 54 new, state-of-the-art DLR trains arrived at our Beckton depot in January 2023. The new trains feature a walk-through design that will increase capacity by 10 per cent, as well as the latest audio and visual real-time travel information, air conditioning and mobile device charging points.

The trains will also improve accessibility for our customers, with three multi-use areas as well as three dedicated wheelchair spaces. These multi-use areas can also be used to accommodate pushchairs, bicycles and luggage. The new trains will also feature a brand new moquette seat fabric, called Poplar.

The new trains, which are designed and built by Construcciones y Auxiliar de Ferrocarriles (CAF), promise to provide thousands of customers with more frequent, reliable and comfortable journeys from 2024.

The trains will go through rigorous testing to ensure they enter service smoothly and reliably from next year. All the new trains will be in service by 2026.

Of the new trains, 11 have been funded through the Government's Housing Infrastructure Fund as they will support the development of thousands of new homes around the network, particularly in the Royal Docks.



33

new trains to replace the oldest rolling stock on the DLR



21

trains will be introduced to boost capacity across the DLR network

Free travel concessions for lowest paid workers

In February 2023, as Londoners continued to be hit by the cost of living crisis, we introduced a new concession for the lowest paid transport workers to receive free travel across our network.

Funded by the Mayor, the announcement means that around 5,800 transport workers who were not previously eligible will now receive free travel. Examples of employees who will receive free travel from April 2023 include cleaners, catering and security staff.

This step builds on measures taken by the Mayor in 2016 when he ensured all who work in TfL, including contractors, are paid the London Living Wage.





Harriet McDonald
Head of Commercial Partnerships

What was your role in the cable car rebrand?

My job was to secure a new sponsor after the 10-year Emirates contract ended. I worked with them and our stakeholders to develop a new look and feel, and ensure we implemented this across the many places it can be seen.

What are your highlights of 2022/23?

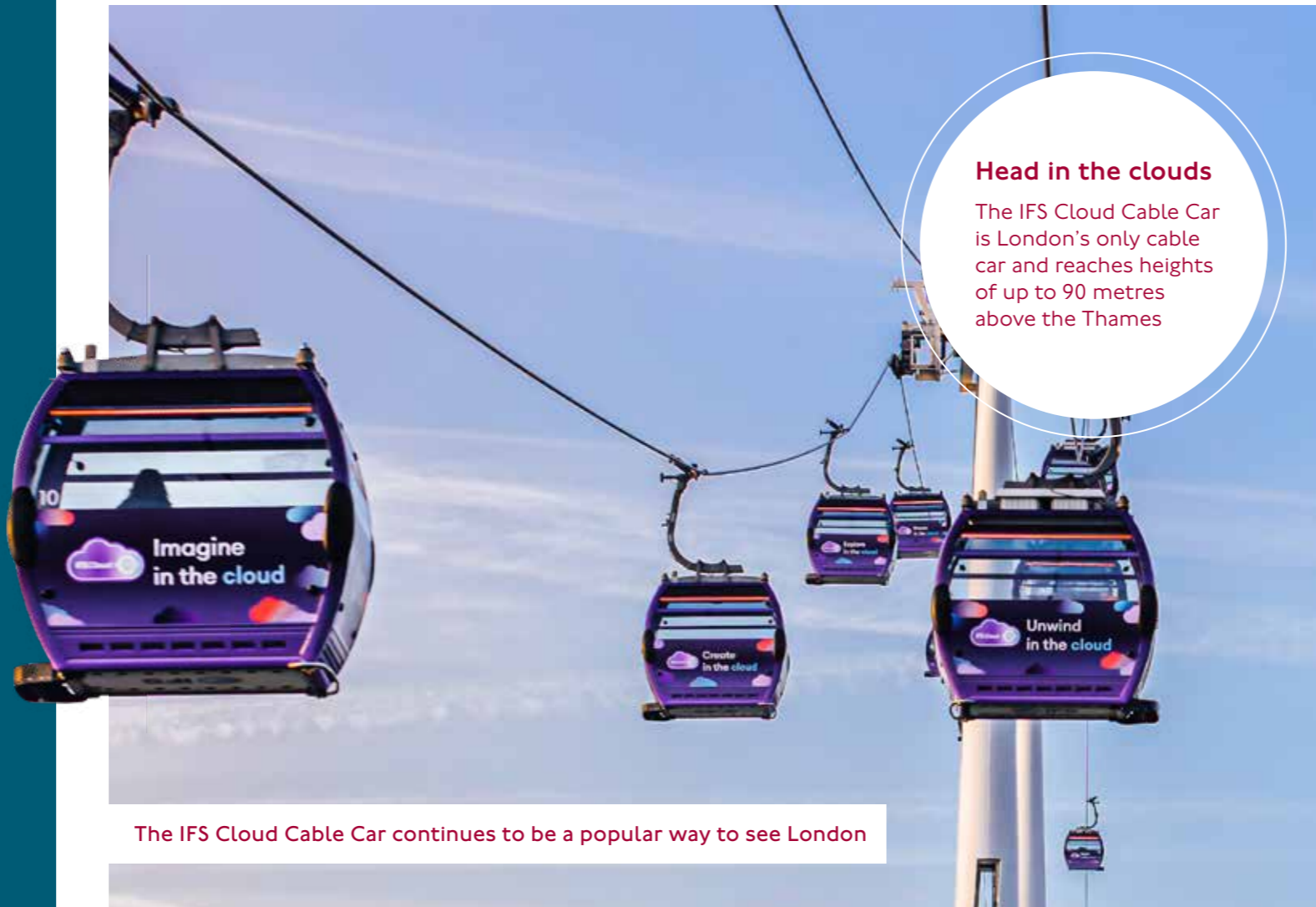
The Pokémon takeover was a real highlight, it was fun putting it together and watching our customers' delight as they got into a cabin with the Pikachu! Another highlight was when we celebrated the new sponsorship and unveiled the bold, vibrant new look.

What makes the cable car so special?

It has all the engineering excellence that is a hallmark of our network, but it also represents the eccentricity, quirk, and creativity of the London spirit. It combines the exhilaration of being 90metres above the Thames with the peace and calm of being in among the clouds. I love it!

What are the future plans?

This year is all about celebrating the Cable Car as a must-do attraction. The team recently opened the London Cable Car Experience, which has a teddy workshop, virtual reality gaming experiences as well as a café and gift shop! We are looking forward to growing this and working with local partners.



Head in the clouds
The IFS Cloud Cable Car is London's only cable car and reaches heights of up to 90 metres above the Thames

The IFS Cloud Cable Car continues to be a popular way to see London

The only way is up for the London Cable Car

We secured a new sponsor for the London Cable Car following the end of the Emirates contract. The newly named IFS Cloud Cable Car officially launched in October 2022. We worked closely with IFS to deliver the rollout of the new branding.

In 2022/23, more than 1.5 million people used the the cable car, up by 200,000 people compared to the previous

year. This demand was helped by the social media activity, which took off following the pandemic when people shared their experiences across their social channels.

In August 2022, we ran a promotion with Pokemon, which won an award at The Drum Out Of Home Awards in the Transport category in December 2022.

4G boost on the Underground

In early 2023, Virgin Media and O2 became the latest mobile network operators to join the BAI Communications network, supporting the provision of Wi-Fi and providing 4G and 5G ready mobile connectivity for customers across the London Underground. The project will see uninterrupted coverage in tunnels and stations across the Underground network. The companies follow EE, Vodafone and Three whose customers who were the first to benefit.

Work on delivering 4G and 5G-ready coverage across the Tube network is already well under way on the Jubilee, Northern and Central lines. The mobile network will also host the new Emergency Services Network, which will give first responders immediate access to life-saving data, images and information in live situations and emergencies.

When complete, Tube customers will be able to access 5G mobile connectivity and the internet within every London Underground station and tunnel, including the Elizabeth line. This investment will remove one of the most high-profile mobile 'not-spots' in the UK.

In spring 2023, Interim Commissioner Andy Lord visited our data centre at Tottenham Court Road station to get a better understanding of the installation. He was able to see the complexity of the project, and how this will be delivered without disrupting services for customers.

Discount partnerships

As part of London's recovery campaign, we teamed-up with some of London's most popular destinations to provide offers, discounts and joint activities to inspire Londoners to use our network for leisure trips.

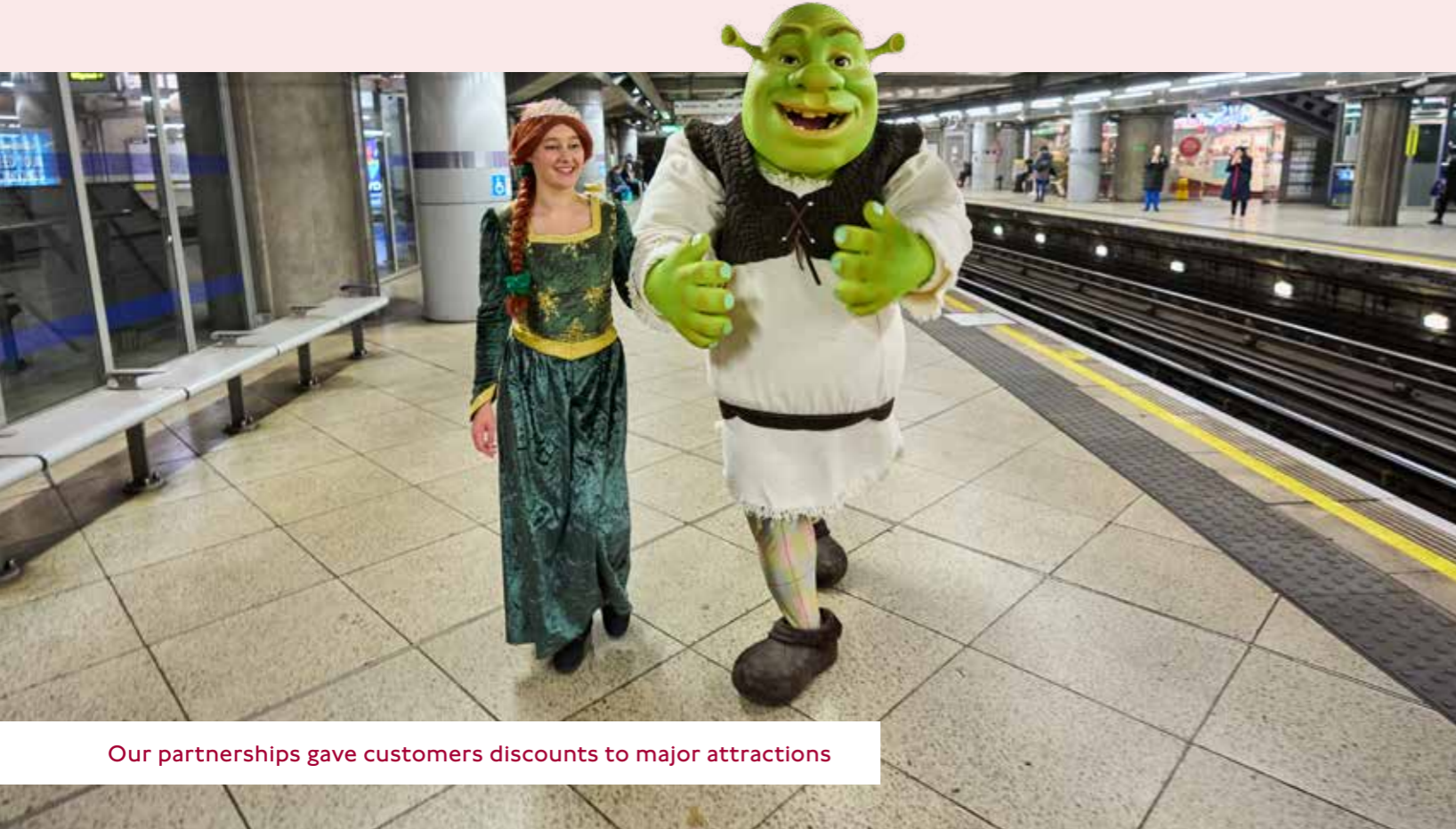
During 2022/23, we worked with Merlin Entertainments to offer full fare paying TfL customers a 30 per cent discount to SEA LIFE London Aquarium, Lastminute.com London Eye, Madame Tussauds, London Dungeons and Shrek Adventure!

We also worked with Kew Gardens to offer a 30 per cent discount to the gardens

and launched our second joint product range available at the Kew onsite and online shops.

Our work with Society of London Theatres saw us launch a 12 Shows of Christmas campaign on OfficialLondonTheatre.com, providing discounted offers to more than 30 top London shows in the run up to the festive season.

We also teamed up with Historic Royal Palaces to offer two-for-one entry for our customers at Tower of London, Hampton Court Palace and Kensington Palace.



Our partnerships gave customers discounts to major attractions



Teaming up with Kurt Geiger

This year, we collaborated with fashion designer Kurt Geiger on two campaigns. The first celebrated the Underground, with a limited-edition handbag and wallet collection featuring the colours of the Tube lines. In November 2022,

the Elizabeth line collection launched, featuring five handbags in purple crystal adorned velvet, leather and glitter, all lined with the Elizabeth line moquette. This collaboration cemented us as a quality, high-end brand.

Licensing partnerships

During 2022/23, we teamed up with premium London-based brand Mallet to create two exclusive new trainers in contrasting black and white colourways.

Featuring the iconic Tube map in a reflective print and additional TfL embellishments, the trainers could be purchased from Mallet's London stores and online for £210.

The launch of the new trainers included a campaign shot on the network and at Acton Depot, which was picked up by press outlets including Sole Supplier and Fashion United.



Celebrating our diversity

We are proud to have again partnered with, and supported, some of London's most iconic celebrations this year

Mapping the histories of London's Black people

To coincide with Black History Month in October 2022, our special edition Tube map went on display at the Victoria and Albert Museum.

The map, which was developed in 2021 with Black Cultural Archives, is a redesigned version of the iconic London Underground map that replaces the 272 Tube station names with the names of notable Black people, from a wide range of disciplines including sport, art and medicine.

Copies of the map were also available to buy from London Transport Museum shop.



Marching on together

As part of the 2022 Pride in London celebrations, a group of colleagues from TfL took part in the march alongside a decorated fully electric bus.

The TfL contingent marched under the banners of the Women, Faith, RACE, Carers, Parent and Guardians, and Disability Colleague Network Groups, as well as the LGBT+ banner

to highlight the many aspects of the LGBT+ communities of London.

The iconic red bus was provided by bus operator Abellio while the decorative signage was fully funded by our advertising media partner, Global.

We are proud that we have been part of the Pride parade since 2006, showing support for our colleagues and the wider London LGBT+ community.



We again supported the Pride in London events

Showing our Pride

In June, we celebrated the 50th anniversary of the Pride movement with a collection of LGBT+ community and people-focused posters across the public transport network.

The specially curated and designed photos and posters appeared across the Tube, London Overground, DLR, and bus stations ahead of the Pride in London celebrations. For the first time, the posters were also displayed across the Elizabeth line.

The posters carried the stories from a wide range of LGBT+ communities and businesses, including The Cocoa Butter Club, an award-winning performance company for performers of colour, Gay's The Word, the UK's oldest LGBT+ independent bookshop, and the Royal Vauxhall Tavern, an institutional LGBT+ entertainment and nightlife venue.

Inclusive sports clubs and teams were also featured, including Stonewall FC, London Cruisers and London Otters Rowing Club.

We also displayed portraits of more than 20 TfL employees and contractors at Vauxhall and Green Park Underground stations and Poplar DLR station.

New homes and jobs

'We are now on site building thousands of high quality, sustainable homes across London, alongside improvements and new jobs for local communities in the areas where we build'



Graeme Craig
Director and Chief
Executive, TTLP



Our commercial office partner announced

As our property development goes from strength to strength, we are pleased to have taken the next step in ensuring we can deliver the homes and services London needs



In February 2023, we confirmed that Helical was our preferred investment partner for our sustainable commercial office portfolio across central London, subject to contract negotiations.

The move was announced by TTL Properties Ltd (TTLP), our wholly owned commercial property company following a competitive procurement process involved a group of central London's most accomplished office developers and investors.

TTLP, advised by JLL and Herbert Smith Freehills LLP, assessed the potential partners' sustainability strategies, partnering approach, and investment proposals for our development sites.

The partnership will see new high-quality and sustainable office space created above or close to Tube stations, which currently consist of three new commercial office developments at Bank, Paddington and Southwark.

All three sites have full planning permission to deliver sustainable commercial office developments that provide exceptional workplaces and positively impact the local community.

The buildings will be constructed on the basis of net-zero carbon while the sites will also fully incorporate a focus on active travel options for occupants, with the three sites providing almost 900 cycle spaces collectively.

'This new joint venture complements our wider commercial development programme, which will see us deliver thousands of new and affordable homes in London, develop our estate to support small businesses and train the next generation entering the construction industry'



Scott Anderson
Head of Property Development at TTLP

New homes in Barkingside

In January 2023, we were given the go-ahead to develop 98 new affordable residential homes next to Barkingside Tube station after Redbridge Council granted permission.

The site mainly covers an area previously used as a builder's yard next to Barkingside Tube station. The development will be delivered across three buildings, and include a mix of one-, two-, and three-bedroom properties and provide a mixture of both shared ownership, which offers an affordable route into home ownership, and social rent.

Located close to the Central line, as well as to local bus routes, new residents will be able to easily travel sustainably and affordably across the capital using public transport.

Sustainability is also being factored into the scheme, with the development being powered using renewable forms of energy such as air source heat pumps along with the potential for solar panels.

Green roofs, new allotments and communal gardens for residents will also be delivered. Together, this focus on sustainability will help improve local biodiversity alongside much of the existing flora being retained and enhanced.



98

new affordable residential homes to be built



We have ambitious plans for Edgware town centre

Proposals in place for Edgware

In March 2023, our wholly owned property company TTLP and leading property developer Ballymore launched a consultation setting out plans for £1.7bn investment in Edgware town centre.

The ambitious plans would transform the current Broadwalk Shopping Centre and our adjacent bus garage into a vibrant, exciting destination.

The proposals include a new retail and leisure district created with half a million square feet of office, retail, food and drink, and health uses. The complex will include up to 4,000 much needed new homes, including affordable rent, shared ownership, first time homes, senior living and student accommodation.

Edgware town centre would connect with neighbouring areas through new walking and cycling routes, and a new cycle hub

with around 200 publicly accessible cycle spaces. The proposals will also open up the new 1.9-hectare Deans Brook Nature Park on green open space next to the site and some of our land that has been closed off to the public for almost 100 years.

The designs include the use of renewable energy sources, such as air heat pumps, as well as solar panels, green roofs and a community food garden.

A brand-new transport interchange is proposed, with the existing bus garage moved underground and fully electrified.

Plans were publicly launched in March, with a series of consultation drop-in sessions in the Broadwalk Shopping Centre and other community locations. The sessions will gather public feedback ahead of a planning application being submitted later this year.



1,400

full-time jobs would be created through the Edgware town centre proposals



£3.7m

could be generated each year through local spending



Our plans would create more commercial space in Bollo Lane

Bounding ahead at Bollo Lane

Our plans to develop our site at Bollo Lane in Acton moved a step closer this year when TTL Properties Ltd appointed Barratt London as joint venture partner.

The plans to deliver new homes and a new commercial space site were given the go-ahead in January 2021 by Ealing Council.

The proposals will also open up public space, with green areas, play spaces, new footpaths and pavements as well as facilities to make walking and cycling safer and easier.

The development will be delivered in three phases, with the first phase comprising 195 build-to-rent homes, the second phase delivering around 450 homes and a third phase delivering around 250 homes.

Further land to the north in Acton, which could be incorporated into the partnership, could deliver a new facility for London Transport Museum, along with a further 800 homes. The joint venture partnership will also have the opportunity to develop other TfL sites across west London, helping to deliver thousands of new and much needed homes with close access to public transport.

Barratt London was selected as the joint venture partner after a competitive dialogue procurement process. Bidders were assessed on their technical capability and the commercial performance of their tender.



900

new homes will be delivered at the Bollo Lane site in Acton



50%

of the new homes will be affordable

‘This joint venture partnership demonstrates how we are going from strength-to-strength with our wider commercial development programme, which will see thousands of high-quality homes delivered across London alongside improvements for the local communities in the areas where we build’



Jonathan Cornelius
Head of Property Development at TfL



Grace O'Connor
Commercial Real Estate Apprentice

What is your role at TfL?

I am a first year, Commercial Real Estate Degree Apprentice, currently working as a property manager in TTLP Asset Management.

How did you find out about the roles available at TfL?

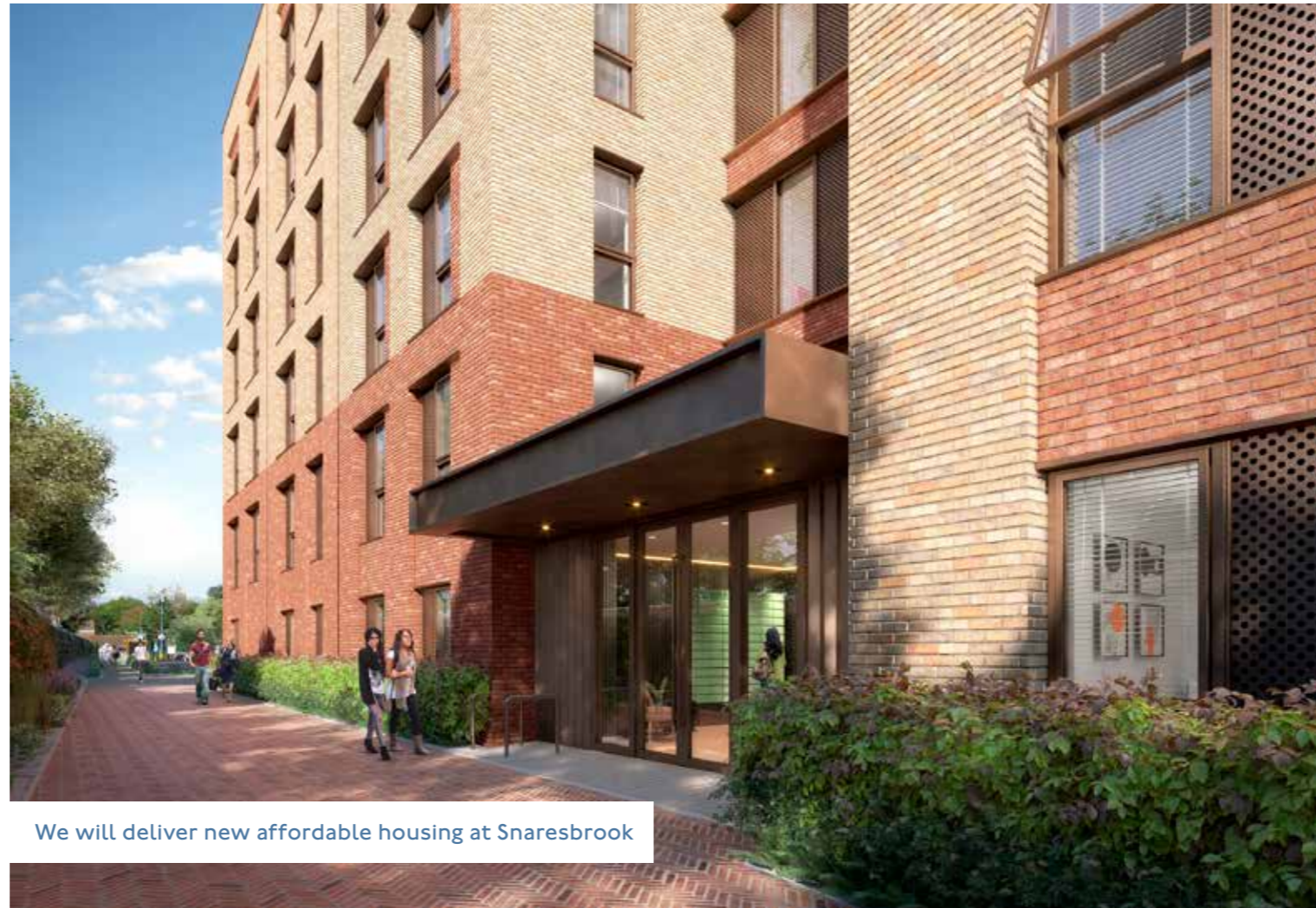
I first found out about the Real Estate apprenticeships through the company's collaboration with my school. As part of the Educational Engagement Programme, myself and two other students conducted retail gap analysis for Blackhorse View, which we then presented to some TfL Board members. Before this, I wasn't aware of the wide range of apprenticeships TfL offers in the property industry.

How have you found the support available for you?

It has been outstanding from the beginning. The buddy programme allows me to learn from someone who was in my place a year ago. They are able to give me advice on day-to-day work and the professional development I need to complete for my apprenticeship. I have been fortunate to have very accommodating and supportive placement and line managers that I can talk to about any issues I face.

What is your favourite thing about working for TfL?

I really enjoy the community I have entered into, everyone is super friendly and then being able to help people run their business and build them affordable homes feels like a great thing to be part of.



We will deliver new affordable housing at Snaresbrook

Approval granted for Snaresbrook development

In March 2023, our plans to deliver new homes on land next to Snaresbrook Tube station were approved by Redbridge Planning Committee.

The proposals, which will be delivered with our partners Pocket Living, will deliver 74 new homes, all of which will be 20 per cent discounted to local market values and available to first-time buyers who live or work in Redbridge.

It will also deliver a new pathway and mews space for the local community. It is also effectively car-free for residents, with the exception of disabled Blue Badge parking, and encompasses land that is currently used as a car park.

The Snaresbrook homes are expected to be complete by 2026 and will make up 15 per cent of the council's annual affordable housing targets.

Building a career in construction

Our Construction Skills team are helping hundreds of people take their first steps in the construction industry or find new challenges to help move them into the next chapter of their career.

Together with our partners, we have trained hundreds of people in the past two years, with many of these going into full-time employment within the construction industry. The majority of our trainees are from ethnic minority backgrounds, and importantly, a growing number of them are women.

We also work with schools across the capital to help children understand the vast range of roles across the built environment sector and show the next generation how they could have a part in shaping London's ever-changing skyline.

Along with the traditional construction roles, we also highlight the possibilities of careers in other areas, such as communications, sales, project management and even photography and filmmaking. This year, three students from our programme progressed into degree apprenticeships in the industry, including one with us in TTLP.

Our people

'Our colleagues are at the centre of everything we do for London. We will continue working towards making this a great place to work where everyone can thrive, and an organisation where people want to work and build their careers'



Fiona Brunskill
Chief People Officer



Remembering our colleagues

In autumn 2021, we announced our plans to create a fitting memorial to honour our colleagues and transport workers who tragically died as a result of COVID-19. Sadly, we lost 107 colleagues from the pandemic.

Earlier this year the site in Tower Hamlets was completed, and a ceremony to unveil the memorial to the families and loved ones affected took place in April. The ceremony was attended by the Mayor, the Transport Commissioner and Louise Cheeseman, Director of Buses and Marcia Williams, Head of Customer Operations Strategic Delivery and Change.

The memorial will be maintained by us. Any floral tributes left at the location will be removed regularly and composted. Non-floral tributes will be environmentally recycled wherever appropriate to do so.

‘When the entire nation was gripped by fear they did not waver. They ensured our phenomenal NHS workers could still care for our friends and family, our shopworkers and delivery drivers could still meet our basic needs and our care workers could still look after our most vulnerable’



Sadiq Khan
Mayor of London



We are working with London's organisations to create a fairer city



Supporting the Anchor Institutions Charter

In January 2023, we attended the London Anchors Institutions' Network Conference, hosted by the Mayor, to share our progress on our pledges. We are founding signatories of the Anchor Institutions Charter. Launched in March 2021, as the devastating impact of the pandemic was becoming clear, we committed to London's first ever city-wide Anchor Institutions' agreement, demonstrating our support in tackling long-standing social and economic inequalities and the growing climate emergency.

By working with other founding organisations, we aim to create a fairer, greener, more prosperous city. Our pledges include purchasing 20 per cent of goods and services from small- and medium-sized enterprises, either directly or indirectly.

Other pledges are to diversify our apprenticeship and intern hires, working towards being reflective of economically active Londoners, and in transferring up to £1m of our apprenticeship levy to small- and medium-sized enterprises who support the Mayor's Good Work Standard. Our pledges cover jobs and skills, young people, green London and the procurement pledge.



Danielle Eddington
Senior Press Officer

Can you describe your role?

I am a Senior Press Officer, which means I pitch stories to the media about TfL and respond to any enquiries from journalists too.

What projects have you worked on?

I lead on the media relations for some really exciting areas, including our wholly owned property company and our advertising estate. This means I have worked on some really interesting projects recently, such as profiling our new housing developments and the launch of the TfL Book Club. I was also recognised for this award because I co-lead a Diversifying Recruitment workstream for our communications directorate.

What was it like to be recognised by PR Week?

It feels fantastic and it's still a bit of a shock to have been selected! It's quite rare for in-house entrants to be represented in the final 30. My nomination came about through a conversation with my line manager after a colleague encouraged me to consider it. It was nerve-wracking, but it shows how championing each other can make a difference.

How can this inspire others?

I hope to use this achievement to build my own confidence and show others who may not believe in themselves what's possible if you take a leap of faith. It's a testament to what can be achieved when we support each other – if my colleague hadn't encouraged my nomination, it wouldn't have happened.



Danielle has worked on a number of major campaigns



An award-winning PR team

In June 2022, Senior Press Officer Danielle Eddington was recognised in PR Week's 30 Under 30 list.

Since joining TfL through its press office graduate scheme in 2014, Danielle has been promoted to a senior role and chiefly covers communications about our property company as well as our advertising estate.

Also celebrating this year was Ben Bloom, who, in March 2023, was named public affairs newcomer of the year in the PR Week awards. Since joining TfL permanently in January 2022, Ben has brought innovative ideas to our Youth Panel initiative, which he helped expand through an engaging recruitment campaign.

One of the judges praised Ben for demonstrating 'a real passion, combined with a dedication to finding innovative solutions that are strategic and deliver strong outcomes.'

Our Well@TfL bus

We perform mobile health checks for our staff as part of our Well@TfL scheme, which was launched in 2021. To support this work, our newly commissioned mobile Well@TfL bus includes the equipment needed for onsite occupational health medical checks.

By the end of 2022/23, the bus had visited 16 sites and conducted 840 health checks. The checks measure cholesterol, blood glucose, blood pressure and body composition and are focused on indicating risk factors associated with the major public health issues, such as heart disease and diabetes.

We want to accommodate night-time workers too, so this year the bus stopped at Northumberland park, Poplar and Stratford Market depots and will be stopping at more bus depots in the coming year. The bus continues to be available for periodic medical examinations, which prevents staff having to attend the occupational health office for their medical appointments.

We use the information from our Well@TfL work to address and identify trends to help inform our future plans, using results from a target of more than 1,000 health checks on our staff.



We provide facilities to help monitor the health of staff



Our apprenticeships provide opportunities across many sectors

Promoting our apprenticeship opportunities

We marked National Careers Week in March by highlighting the wide range of apprenticeships schemes that we offer across the organisation.

Over the years, our apprenticeship roles have helped thousands of people develop the essential skills needed to go on to find careers in transport and further afield. The extensive apprenticeship programmes offer roles in many sectors including commercial real estate, human resources, sustainability, software development and civil engineering.

We have more than 170 roles across 30 apprenticeship schemes available to apply for, ranging from Levels 2 to 6. People working on a Level 2 apprenticeship will earn the equivalent of five GCSEs, while those on a Level 6 apprenticeship would earn a degree while gaining the essential work experience they need to further their careers.

In February 2023, we also hosted our annual supply chain recruitment fair during National Apprenticeship Week. This year's fair linked more than 20 employers from TfL, HS2 and our GLA partners with almost 1,000 prospective candidates.



29%

of the people joining our apprenticeship scheme in 2022 were women



46%

of the people who joined our apprenticeship scheme in 2022 were from Black, Asian and minority ethnic backgrounds

'We are very proud of our apprenticeship programme, which is yet another way that we are working to create an organisation that is representative of the diverse city we serve'



Patrica Obinna

Director of Diversity and Inclusion

Working with our trade unions

Since summer 2022, there has been an increase in industrial action across the UK in a number of sectors. We were not immune to this, and strike action on both national rail and our services affected travel to and within the capital.

We kept customers informed by providing accurate and up-to-date travel advice across a range of channels, including our website, emails, in-station announcements and our daily Metro travel page, while also continuing to work with and speak to our trade union colleagues to help keep London moving.

Current Board Member	For the year ended 31/03/223 (£)
Sadiq Khan	Not remunerated by TfL
Seb Dance	Not remunerated by TfL
Heidi Alexander	19,000
Cllr Julian Bell**	7,636 (until 4 September 2022)
Kay Carberry CBE	20,000
Professor Greg Clark CBE***	20,000 (from 23 November 2022)
Anurag Gupta	18,000
Bronwen Handyside	18,000
Anne McMeel	20,000
Dr Mee Ling Ng OBE	20,000
Dr Nelson Ogunshakin OBE	19,000
Mark Phillips	20,000
Marie Pye	18,000
Dr Nina Skopuska CBE FEI	19,000
Dr Lynn Sloman MBE	20,000
Ben Story	20,000
Peter Strachan	20,000
Cllr Kieron Williams****	7,682 (from 10 October 2022)

Non-Voting meeting attendees: Elizabeth Line Committee	For the year ended 31/03/223 (£)
Sarah Atkins	16,000
Kathryn Cearns OBE (Government)^	Not remunerated by TfL
Matt Lodge (Government)^	Not remunerated by TfL

Non-Voting meeting attendees: Government Special Representatives	For the year ended 31/03/223 (£)
Andrew Gilligan^^^	Not remunerated by TfL
Becky Wood	Not remunerated by TfL
John Hall^^^^	Not remunerated by TfL

Members whose remuneration changed during the year

- * Heidi Alexander became a member of the Land and Property Committee
- ** Cllr Julian Bell's appointment as a TfL Board Member expired on 4 September 2022
- *** Professor Greg Clark CBE stood down from the Elizabeth Line Committee on 23 November 2022
- **** Cllr Kieron Williams was appointed as a TfL Board Member on 10 October 2022. He was appointed to the Programmes and Investment Committee and Customer Services and Operational Performance Panel from 23 November 2022

Non-Voting meeting attendees who joined or left during the year

- * TBC

Elizabeth Line Committee Government Observers

- ^ Kathryn Cearns OBE stood down as the Government observer to the Elizabeth Line Committee on 14 July 2022
- ^^ Matt Lodge was appointed as the Government observer to the Elizabeth Line Committee from 14 July 2022

Government Special Representatives to TfL Board

- ^^^ Andrew Gilligan, Strategic Special Representative, stood down in September 2022
- ^^^^ John Hall, Strategic Special Representative, appointed on 28 November 2022

TfL Board members

The Mayor appoints members for their skills, knowledge and experience relating to TfL's activities. The Board is independent of the executive



Sadiq Khan
Chair



Seb Dance
Deputy Chair



Heidi Alexander



Kay Carberry CBE



Cllr Julian Bell*



Professor Greg Clark CBE



Anurag Gupta



Bronwen Handyside



Anne McMeel



Dr Mee Ling Ng OBE



Dr Nelson Ogunshakin OBE



Mark Phillips



Marie Pye



**Dr Nina Skorupska
CBE FEI**



Dr Lynn Sloman MBE



Ben Story



Peter Strachan



Cllr Kieron Williams**

* Cllr Bell left the Board on 4 September 2022

** Cllr Williams appointed from 12 October 2022

Membership of TfL Committees and Panels

Audit and Assurance Committee



Mark Phillips
Chair



Anurag Gupta
Vice Chair



Kay Carberry CBE



Dr Mee Ling Ng OBE

Elizabeth line Committee



Heidi Alexander
Chair



Anne McMeel
Vice Chair



Prof Greg Clark CBE*



**Dr Nelson
Ogunshakin OBE**



Mark Phillips

* Professor Greg Clark CBE stood down on 23 November 2022

Finance Committee



Anne McMeel
Chair



Ben Story
Vice Chair



Prof Greg Clark CBE



Seb Dance



Anurag Gupta



Dr Nina Skorupska
CBE FEI

Land and Property Committee



Prof Greg Clark CBE
Chair



Dr Nina Skorupska
CBE FEI



Heidi Alexander



Seb Dance



Anne McMeel



Ben Story

Programmes and Investment Committee



Ben Story
Chair



Dr Nelson Ogunshakin OBE
Vice Chair



Dr Lynn Sloman MBE



Peter Strachan



Cllr Kieron Williams*

* Cllr Williams appointed from 23 November 2022

Remuneration Committee



Kay Carberry CBE
Chair



Peter Strachan
Vice Chair



Seb Dance



Dr Nelson Ogunshakin OBE

Customer Service and Operational Performance Panel



Dr Mee Ling Ng OBE
Chair



Marie Pye
Vice Chair



Bronwen Handyside



Anne McMeel



Dr Lynn Sloman MBE



Peter Strachan



Cllr Kieron Williams*

* Cllr Williams appointed from 23 November 2022

Safety, Sustainability and Human Resources Panel



Dr Lynn Sloman MBE
Chair



Dr Nina Skorupska CBE FEI
Vice Chair



Kay Carberry CBE



Bronwen Handyside



Dr Mee Ling Ng OBE



Mark Phillips



Marie Pye

TfL Members Attendance 2022/23¹

Member	Board (8) ²	Audit and Assurance Committee (4)	Customer Service and Operational Performance Panel (4)	Elizabeth Line Committee (6)	Finance Committee (4)	Land and Property Committee (4)	Programmes and Investment Committee (5)	Remuneration Committee (3)	Safety, Sustainability and Human Resources Panel (3)
Sadiq Khan	8	-	-	-	-	-	-	-	-
Cllr Julian Bell ³	4 (4)	1 (1)	-	-	-	-	2 (2)	-	-
Seb Dance	8	-	-	5	4	4	5	3	-
Heidi Alexander	5	-	-	5	-	2	-	-	-
Kay Carberry CBE	8	4	-	-	-	-	-	3	3
Professor Greg Clark CBE ⁴	5	-	-	2 (3)	4	4	-	-	-
Anurag Gupta	6	4	-	-	3	-	-	-	-
Bronwen Handyside ⁵	4	-	2	-	-	-	-	-	2
Anne McMeel	8	-	4	5	4	3	-	-	-
Dr Mee Ling Ng OBE	7	4	3	-	-	-	-	-	2
Dr Nelson Ogunshakin OBE	8	-	-	4	-	-	2	1	-
Marie Pye	8	-	4	-	-	-	-	-	3
Mark Phillips	8	4	-	3	-	-	-	-	3
Dr Nina Skorupska CBE FEI	8	-	-	-	3	4	-	-	2
Dr Lynn Sloman MBE	8	-	3	-	-	-	3	-	3
Ben Story	8	-	-	-	3	4	4	-	-
Peter Strachan	7	-	4	-	-	-	5	3	-
Cllr Kieron Williams ⁶	3 (4)	-	1 (2)	-	-	-	0 (2)	-	-

¹ Number of total meetings includes those held entirely online, but live streamed for the public. Member attendance includes virtual attendance

² Includes meetings held on 9 and 30 August 2023, called with less than five clear days' notice, to discuss TfL's funding. This impacted Member availability

³ Cllr Bell left the Board on 4 September 2022

⁴ Prof Greg Clark CBE stood down from the Elizabeth Line Committee on 23 November 2022

⁵ Bronwen Handyside's attendance was impacted by ill-health

⁶ Cllr Williams joined the Board on 12 October 2022 and was appointed to serve on Committees and Panels from 23 November 2022

About Transport for London (TfL)

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, our expanded Ultra Low Emission Zone and fleets of increasingly environmentally friendly and zero-emission buses are helping to tackle London's toxic air.

During the pandemic, we took a huge range of measures to ensure people were safe while travelling. This included extensive cleaning regimes across the public transport network and working with London's boroughs to introduce the Streetspace for London programme, which provided wider pavements and cycle lanes for people to walk and cycle safely and maintain social distancing. London's recovery is vital to the UK's recovery as life returns to normal. We want to ensure London avoids a car-led recovery and we continue to reassure people the capital and our transport network is safe and ready for them.

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

Working with the Government, we opened the Elizabeth line in time for Queen Elizabeth II's Jubilee. This transformational new railway adds 10 per cent to central London's rail capacity and supports the delivery of high-density, mixed-use developments, which are planned around active and sustainable travel to ensure London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

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

