

# Commissioner's report

March 2023

# Contents

---

<b>Introduction</b>	<b>3</b>
<b>Safety and environment</b>	<b>4</b>
<b>Operations and customers</b>	<b>17</b>
<b>Our people</b>	<b>29</b>
<b>Finance</b>	<b>32</b>

---

# Introduction

## We continue to improve our network and support sustainable travel across the capital and beyond

I was delighted to visit Bank station with the Mayor and Deputy Mayor for Transport at the end of February to mark the completion of the Bank station capacity upgrade. The new entrance on Cannon Street includes two new lifts which provide step-free access to the Northern line for the first time as well as improved access to the DLR. This major upgrade to one of the Tube network's busiest interchanges is a hugely important moment for the City of London and customers are already benefiting from quicker, easier journeys. I want to extend my thanks to everyone who worked so hard on this project.

From next year, DLR customers will benefit from new, air-conditioned, state-of-the-art trains. The Mayor and I visited the Beckton Depot to see the first train, which features walk-through carriages, increased capacity and improved accessibility. These new trains will transform journeys for our customers and help support future growth in east London, which will further benefit the UK's economy. I look forward to seeing these across the DLR network in 2024, after a period of rigorous testing.

One year on from the expansion of the Ultra Low Emission Zone (ULEZ) to the North and South Circular roads, it's clear that the scheme is working: the existing ULEZ has had a transformational impact, helping to reduce harmful roadside nitrogen dioxide by almost half in central London and a fifth in inner London.

This means that four million people are now breathing cleaner air, including children in more than 1,000 schools. As we reflect on the positive change the ULEZ has already achieved, we continue to prepare for the expansion of the scheme across all London boroughs. A £110m scrappage scheme has been launched and those who need it most are already benefitting from grants to change to cleaner vehicles or more sustainable travel.

We have published consultations on proposals to improve buses in Barnet, Brent, Havering and Wandsworth. The proposals are a key part of the Mayor's commitment to improving the bus network in outer London, which means customers will benefit from more than one million extra kilometres of bus services.

These add to previously announced enhancements, which include three new routes in the Sutton and Croydon areas, with improved services to the new London Cancer Hub at the Royal Marsden Hospital. New zero-emission cross-river services will also be introduced in east London, subject to consultation.

I was disappointed that the RMT and ASLEF unions took strike action on London Underground on 15 March, despite us proposing no changes to pensions or their working terms and conditions. I want to thank everyone who worked hard to keep London moving on that day and look forward to continuing to work with our trade unions to make our organisation a better place to work.



There is good news on our latest Budget, which shows that we will achieve an operating surplus in 2023/24, returning TfL to operating financial sustainability. This achievement has taken a lot of hard work and there will, no doubt, be more to come as we aim to rebuild our ridership and invest billions in making London's transport network better for everyone.

We continue to work closely with the Government on the review of our pension arrangements, as required by our funding agreement. We have written to the Government to explain we are unable to progress until we are provided with certain assurances and further information. It remains the case that no changes to the TfL pension are currently being proposed.

Without the Government's detailed analysis, it remains our firm view that alternative potential approaches considered in the 14 October submission are likely to be capable of delivering better outcomes than moving to the LGPS when reviewed against all the assessment criteria set out in the funding agreement and, therefore, should remain under consideration.

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

**Andy Lord**  
Interim Commissioner

# Safety and environment

The safety of our transport network, customers and people remains a priority



Analysing of our road data is key to meeting our Vision Zero goal

## Our road network

We have committed to eliminate deaths and serious injuries from London's roads by 2041 and have been working towards an interim target of a 65 per cent reduction from levels from 2005 to 2009. As we gather and check the final 2022 collision data and associated analysis it is clear that, while good progress has been made, there is further work to do to achieve our Vision Zero goals.

In the spring we will also publish the outcomes of detailed analysis of inequalities in road danger in London, which will assist in developing interventions.

We are also progressing significant work to ensure we improve safety for those most at risk on the road network, including motorcycle delivery riders, by developing a code of practice for the motorcycle delivery sector.

## Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero goal. Between 1 February and 21 March, our policing partners dealt with a total of 3,171 traffic offences for risky, dangerous and antisocial driving, such as excessive speed, distraction, alcohol and drugs, no insurance and non-compliance with road rules.

During the months of February and March, the Metropolitan Police Service (MPS) enforced a total of 41,591 speeding offences. This included 37,356 offences through fixed safety cameras and 3,258 offences through mobile safety cameras.

The MPS has enforced 565,945 speeding offences in the financial year to date, up from 416,941 in the same period last year. In our work to improve safety on our roads, we are making good progress on our commitment to increase the levels of speed enforcement undertaken by the police, building the capacity to enforce up to one million offences per year.

As part of its efforts to tackle road danger, the MPS's Roads Transport Policing Command (RTPC) participates in monthly national campaigns coordinated by the National Police Chiefs' Council. These operations are themed around national road danger enforcement priorities and are an important element of the RTPC's operational activity. The focus for February was 'the fatal four': speeding, drink and drug driving, driving while distracted and not wearing a seat belt. A total of 4,421 traffic offence reports were issued, including 56 vehicle seizures – 635 for no insurance, 584 for speeding and 88 for drink and/or drug driving offences.

### Vision Zero dashboard

On 9 March, we published the Vision Zero dashboard, which is available on our website alongside the existing Road Danger Reduction dashboard. The dashboard brings together data from the MPS and the City of London Police and enables users to more easily access and interpret London's roads policing and enforcement data. It contains data on arrests, Notice of Intended Prosecutions issued by the police for public reports of road traffic offences and for offences detected through London's safety cameras, Traffic Offence Reports issued by police at the roadside, and letters to speeding motorists identified through Community Roadwatch.

Users can filter the data by police force, time period (month and year), offence categories or specific offences, as well as enforcement output. The dashboard provides access to data from January 2015 to December 2022, which will be updated this week to include January and February 2023. We want to improve this data over time and welcome feedback from users.

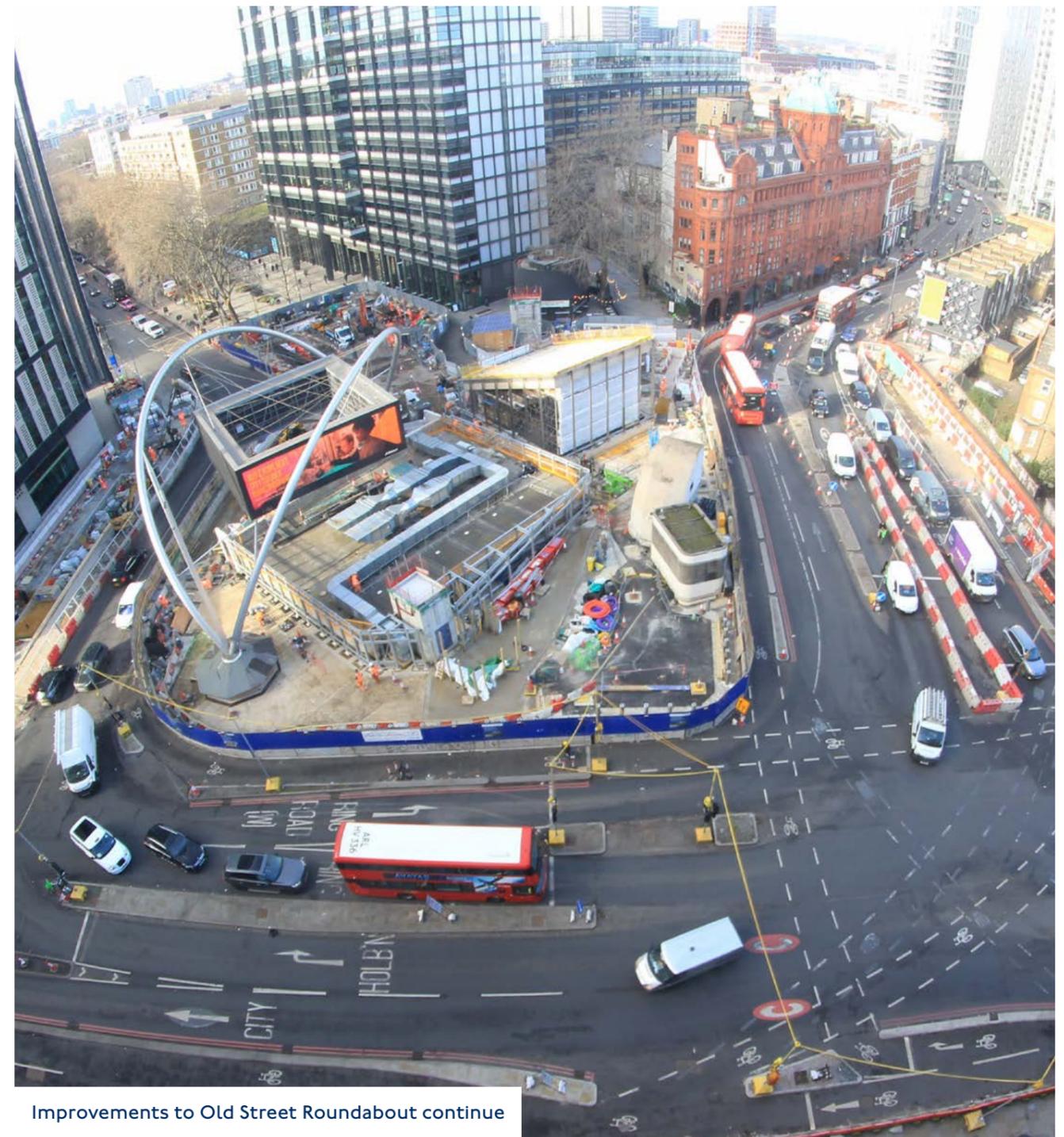
### Vision Zero projects

Design work continues on the remaining 30 Safer Junction locations, which were prioritised due to the high number of fatal or serious injury collisions involving people walking, cycling and riding motorcycles.

Work has started at York Road Roundabout in Wandsworth, on improvements to the circulatory area and crossing points around the roundabout.

In addition, we continue work on the former Old Street Roundabout which, this summer, will have permanent, fully segregated cycle lanes and cycle-only traffic signals around the re-designed junction alongside new pedestrian crossings to make it easier to navigate the area on foot. Construction has also begun on a major transformation of Lea Bridge Roundabout. Further details of both these projects are included later in the report

We have started consulting on a safety scheme at King's Cross, where we are proposing walking, cycling and bus priority improvements to the junctions of Pentonville Road, King's Cross Road and Northdown Road as part of a phased approach to making the corridor safer for people travelling through it.



Improvements to Old Street Roundabout continue



Work is progressing to lower speed limits on our roads

### Lowering speed limits

The programme to introduce a 20mph speed limit on our road network in central London was completed in March 2020 – two months ahead of schedule.

Analysis to date shows that collisions involving a vulnerable road user have decreased by 36 per cent and collisions resulting in death or serious injury have decreased by 25 per cent since speed limits were lowered.

The next phase of the programme, to reduce speed limits on more than 140km of our roads by 10mph in 37 town centre locations, is making good progress. To date, speed limits on 40km of the TfL road network have been reduced, against a target of 140km.

We're working to deliver five further projects, which will cover 28km of streets with reduced speeds. This will see a consistent 20mph speed limit on the majority of roads in the London boroughs of Camden, Islington, Hackney, Tower

Hamlets and Haringey. Local residents and businesses have been contacted and details of the proposals have been added to our Have your say website.

We have launched local engagement on plans to introduce 65km of new 20mph speed limits in Greenwich, Kensington and Chelsea, Lewisham, Southwark, Wandsworth, Merton, Bromley and Lambeth. The new speed limits would help to make a large area of south London safer and work could begin in September to go live by the end of October.

The remaining seven kilometres of our road network, scheduled for delivery by March 2024, in the London boroughs of Wandsworth, Richmond, Merton, Sutton, Hounslow and Enfield, is currently in concept design.

### Direct Vision Standard phase 2

We are asking people to have their say on proposals to improve lorry safety in London, by making changes to London's pioneering Direct Vision Standard and HGV

safety permit scheme. Data from 2018 to 2020 showed HGVs were involved in nearly half of fatal collisions involving people cycling and 19 per cent of collisions involving people walking. The proposed changes are designed to improve the safety standards of HGVs operating in the capital, further reducing the risks to vulnerable road users, such as people walking and cycling.

Our HGV safety permit scheme, first introduced in 2019, requires all operators of HGVs weighing more than 12 tonnes to apply for a free permit to operate in London. Data shows that fatal collisions involving HGVs where vision is cited as a contributing factor halved from 12 in 2018, the year before the scheme was introduced, to six in 2021.

We are now asking people to have their say on recommendations to enhance the current safe system, taking into account new and emerging technology or safety equipment that was not previously available. Moving to a new progressive safe system is vital to our continued efforts to meet the Vision Zero goal of eliminating all deaths and serious injuries from London's transport network by 2041.

The proposals include 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. It is estimated that these new safety requirements will be applied to around 165,000 vehicles, which is 90 per cent of the existing fleet operating in London.

### New lane rental-funded technology

Our lane rental scheme encourages behaviour change and reduces highway occupation by applying a daily charge for utility companies working on the most traffic-sensitive locations and times of day on the TfL road network. To manage surplus income generated from the scheme, a committee has been established and meets quarterly to authorise funding requests for individual projects aimed at reducing disruption and other adverse effects caused by street and roadworks.

In March we assisted Southern Gas Networks on the A3 Clapham Road to use three different lane rental-funded technologies as part of their gas main remediation programme. Their cast iron joint sealing robot has been working on Clapham Road since September 2022 to renew 5.5km of gas pipe. In March it was joined by a semi-autonomous robotic platform that detects and marks out below-ground infrastructure, as well as an excavation toolhead that uses supersonic air nozzles to agitate and break up the soil.

The use of these technologies improves site safety, provides speedier processes and significantly reduces disruption to road users, residents and businesses. By using these new tools rather than the traditional open-cut methods, less of the highway is dug up, fewer bus stops and bays need to be suspended, and multi-way signals have not been required to cross busy road junctions. Most of the work has been completed unseen and underground, further limiting the effect on our customers.

### Bus priority programme

Our target to deliver 25km of new bus lanes by March 2025 continues at pace. We have completed an assessment exercise to identify locations that are potentially suitable for bus lanes, and where there is likely to be significant benefit to bus journey times. Locations on our roads have progressed into feasibility design. We are still on track to deliver 10km of new bus lanes by March 2024, with our current total delivered standing at 3.8km.

A number of bus priority infrastructure schemes on our roads have progressed to later delivery stages, with Lower Clapton Road in Hackney taken through a public engagement exercise in February and construction work due to finish on the A41 Finchley Road/ Fortune Green Road in Hampstead in late March. The traffic signals programme continues to deliver high levels of benefit to bus customers, with more than 8,000 bus passenger hours saved this financial year.

### Bus network

#### Bus Safety Standard

The number of buses that meet our Bus Safety Standard continues to grow as new buses join the fleet. Today, around 925 buses – about 10 per cent of the current fleet – meet the standard. Intelligent speed assistance (ISA) technology, which limits the bus speed to the posted speed limit, is one measure required in the bus safety standard and we are now working on plans to extend our retrofit of ISA technology to around 1,800 more buses, with preparations under way for work to begin in April this year.

Around 780 of our 9,000 buses are now fitted with our acoustic vehicle alerting system (AVAS) and this continues to grow as we add more quiet-running buses to our fleet. We now have camera monitoring systems on 832 buses, which reduce blind spots and provide enhanced visibility for our bus drivers – particularly important in poorer weather and lighting conditions.

We have commercialised our ‘urban bus sound’, which is used in AVAS and we are actively licensing it for use on buses outside London, across the UK and internationally.

### Zero-emission buses

Key to our journey to reaching net-zero carbon emissions across our operations is the work to transition our entire bus fleet of approximately 9,000 vehicles to zero carbon emissions by 2034. We now have more than 950 zero-emission buses in the fleet, with around a further 700 zero-emission buses on order with various manufacturers.

We remain open to trialling new types of zero-emission technology, which includes hydrogen fuel cell and battery electric buses, which makes up the largest proportion of the zero-emission bus fleet, and more recently ‘opportunity charged’ buses, which operate on route 132 in Bexleyheath. We currently have the largest electric bus fleet in western Europe.



Our fleet now has more than 950 zero-emission buses

Work continues on building electric bus charging infrastructure (using pantograph technology to deliver a quick, high-power charge) at either end of route 358 in Bromley, which will also see the introduction of 20 new single-deck buses, combining innovative electric bus technology and enhanced customer features on board the bus. These new technologies are supporting the wider objective of converting the fleet to zero emission no later than 2034.

#### **Bus driver welfare**

The refurbishments to improve bus driver welfare facilities are going well and we are refurbishing 25 toilets and mess rooms, and providing three new toilets by the end of March. The renewals include providing extra capacity, where required, and improving the condition and functionality of the assets. Work is also on track to complete five feasibility designs for new bus driver toilets and 16 concept designs for the renewal of existing bus driver welfare facilities to be delivered over the next two years.

#### **Organisational safety Safety, health and environment management system**

Our work to refresh and improve our safety, health and environment (SHE) management system continues apace. We have successfully launched instructions and guidance on key risk topics, providing in one place the tools our people need to be safe and healthy in the workplace. This digital transformation will play a significant part in embedding our SHE culture in all that we do.

#### **Safety data and reporting**

We continue to make progress to improve our system capability for safety data. This month, we processed the records of 2,500 road traffic collisions that occurred in October 2022, which will be added to our public dashboard of collisions in London. Members of the public can now see trends and injury modes, as well as analysis of vehicles involved, and retrieve data from specific junctions or roads that are of interest to them.

#### **Fatigue management**

We know that a mature safety culture requires consideration of performance, both in terms of what has happened through incidents, using lagging indicators, and in understanding the use and effectiveness of controls to prevent incidents or harm occurring. We actively encourage leading indicator reporting, including incidents of fatigue, so we can work to address them.

Included in our SHE management system, our new fatigue management plan (FMP) and associated tools give us a wider set of indicators to understand fatigue risk and to focus further improvements. These improvements are targeted at strengthening our preventative fatigue risk management activity to reduce the risk from fatigue for all staff before harm materialises.

The FMP sets out 12 activity areas for managing fatigue risk, aligned with regulatory and industry best practice. Progressive requirements from minimum to best practice are set out for each activity. Business areas need to meet minimum 'must' requirements, ensuring compliance with standards, but are encouraged to work towards progressive 'should' good practice requirements, continually building maturity in risk management.

A range of leading indicators have been identified, including completion of fatigue training appropriate to colleagues' roles, incident investigations where consideration of fatigue has been included and measures relating to overtime.

Further performance indicators and measures we can now use include use of the SHE management system fatigue pages, completion of risk screening, delivery of improvement plans and fatigue self-reports.

Now that our FMP has been launched, we will be supporting all business areas to adopt the tools and monitoring usage.

#### **Notable injuries on our network**

There have been two recent incidents at South Kensington station where young children have been hurt when they trapped a foot in an escalator. Our engineering experts carried out thorough inspections of the asset after both incidents, concluding that the escalator is compliant with TfL and European standards and the escalator was put back into customer service both times.

As a result of these incidents, the SHE team is leading a detailed review of escalator entrapments. This will include a number of workshops, with attendees from across our organisation as well as the Rail Safety and Standards Board, Network Rail and other train operating companies. We are also working closely with our health and safety regulator, the Office of Rail and Road.

This will enable us to share any learnings and look at what can do to reduce the possibility of these incidents taking place and make the network safer for our customers. While this work is being done, temporary activity is in place in a number of stations, including South Kensington, such as giving customers travelling with children guidance on travelling safely through messaging on posters and in public announcements, and positioning station colleagues near the escalators at times of high customer footfall.

A severe braking incident on a bus on 15 February led to a serious injury for a passenger on route 235 along Staines Road in Twickenham. The bus driver braked hard to avoid a collision with a car, resulting in several passengers being thrown forwards. An older passenger standing near the luggage area fell to the floor and was taken to hospital with significant injuries. The incident is currently under investigation.

We are working with Joint Venture partners to deliver new homes for London and, on 25 January 2023, an employee of one of our partners was badly injured during construction work at our Earls Court development site when they were hit by a reversing 360-excavator. We are working with our partners to ensure that the right lessons are learnt from this incident and shared more widely.

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

#### **Policing operations**

Between 1 February and 21 March, the RTPC conducted proactive operations targeting those committing crimes and showing antisocial behaviour across our bus network, in and around our public transport hubs and at bus stops. These operations target emerging risks using local knowledge, intelligence and crime patterns to prevent offences and antisocial behaviour from escalating. During these operations, 315 arrests were made and 166 seizures of weapons and drugs took place.

Operation Denali took place during February and March and focused on robbery offences at hotspots along bus routes. RTPC officers were deployed to key locations to prevent offences, gather intelligence and make arrests. During this operation, 19 arrests were made, and 50 seizures of weapons and drugs took place.

#### **Hate crime bystander campaign**

We launched our new Hate Crime Bystander campaign on National Bystander Awareness Day on Monday 13 March. We supported this by working with our policing partners, the British Transport Police (BTP) and Metropolitan Police Safer Transport Teams (STTs), and our Operational officers to increase awareness of what hate crime is, engaging with the public on how to be an active bystander, and making individuals aware of how to report hate crime. We conducted engagement events at transport hubs across the network, including King's Cross St Pancras and Walthamstow Central.

#### **Rough sleeping**

We are continuing to work closely with outreach services and local authorities to provide the best possible chance for rough sleepers to find long-term housing with specialist support. Our own outreach team, operated by Thames Reach, works at night and focuses on the six bus routes where rough sleeping is most common, as well as conducting outreach shifts on London

Underground stations. Our outreach team carried out regular shifts between Wednesday 1 February and Tuesday 28 February on night bus and London Underground night services. In total, the team engaged with 22 people and 15 people given access to temporary accommodation.

#### **Work-related violence and aggression**

The BTP is focusing on locations on our network where we are experiencing high volumes of staff assaults and public order offences, to reduce assaults and deter or apprehend offenders and make our network a safer place to work. Officers are deployed at specific times where key triggers, such as intoxication, rough sleeping and groups of youths, are present.

Officers have been deployed to various locations including Baker Street, Bank, Bethnal Green, Bond Street, Caledonian Road, Barnsbury, Seven Sisters and Victoria. Following the successful roll-out of body-worn cameras to all our frontline, customer-facing colleagues, we have now installed 'pools' of body-worn cameras for back-office teams who may occasionally have to travel on the network and interact with members of the public. Teams including Engineering, Public Transport Service Planning, Investment Delivery Planning and Commercial Development and Property Management are now able to access a body-worn cameras when needed.

In our drive to ensure all staff have access to safety equipment, we have awarded a contract to provide 500 more emergency communications devices (ECDs), which will be rolled out by the end of May. ECDs are small and portable keyring devices that, when pressed in an emergency, connect direct to an emergency services operator, opening a two-way communication channel. Using advanced, real-time data technology, they provide all the information needed to dispatch a priority response, removing the need for colleagues to give their location, name and contact details.

### **Tackling violence against women and girls Bystander intervention campaign**

Early indications from our bystander intervention campaign, launched in January 2023, which offers customers practical guidance to support victims of sexual harassment, have been extremely positive. Posters on the network have been supported by communications and social media activity, including a livestream reaching more than 1,900 people. A post on Ladbible's Instagram page, featuring a video of a woman who intervened when she witnessed another woman being harassed on the Tube, received more than 31,000 likes within 12 hours, exceeding our expectations.

It is estimated we will reach more than one million Londoners with our campaign content, reinforcing the key messaging from the campaign which is to #speakupinterrupt and report offences if you feel you cannot intervene. Recent analysis of our network advertising has also shown that safety is one of the most relatable themes on our network, with this campaign being consistently cited by customers as eye-catching and notable.

On 9 February, our Head of Operational Response, Graham Daly, joined the Mayor, Deputy Mayor for Transport, Seb Dance, Deputy Mayor for Policing and Crime, Sophie Linden, and other Greater London Authority (GLA) staff in taking part in the L'Oréal Paris Stand Up Against Street Harassment bystander training course to help tackle street harassment, delivered by the Suzy Lamplugh Trust.

Research by L'Oréal Paris and the Suzy Lamplugh Trust reveals 80 per cent of women in the UK have reported experiencing harassment in public spaces and nine out of 10 people surveyed in the UK have experienced some form of unwanted behaviour – such as staring, intimidatingly sitting or standing right by someone, and verbal abuse – on public transport in the past five years. The training helps to ensure that London is a city where all women and girls feel confident and safe at night.

### **Canning Town bus station trial**

As part of our Ending Violence Against Women and Girls programme, we want the image of the roundel to become a symbol of safety across the capital and help increase women's confidence to travel on the network, especially at night. Moving beyond our traditional crime prevention measures, we are undertaking a feasibility study at Canning Town bus station, engaging with the community to identify initiatives that could help.

### **Railway safety**

#### **Managing the fire risk in TfL**

It is more than 35 years since a catastrophic fire at King's Cross London Underground station claimed 31 lives, and the tragedy continues to have a significant impact on the way in which we manage fire risk across our network.

As part of our ongoing focus on fire safety, we have recently overhauled our training to make sure that everyone responsible for managing fire risk – whether they be based at a London Underground station, a TfL bus station or at one of our office buildings – has a deep understanding of their responsibilities and has the tools and support to manage fire risk in their area.

In February, we launched a new fire-responsible person training course, which provides specific training as defined by the fire regulations.

### **Capital safety**

#### **Keeping in touch safety sessions**

'Keeping in touch' events are organised by our Safety, Health and Environment team and take place four times a year. They are an opportunity for our staff to meet with representatives from our contractors, away from site, to share experiences and develop best practice. Each session focuses on a different topic, or series of topics.

The latest session took place on 7 February and dealt with the control of emissions from non-road mobile machinery (NRMM) such as cranes, dumpers, excavators and generators. The topic was chosen in collaboration with the GLA and links directly to the drive for cleaner air and healthy streets in London, as well as the obvious health benefits for site workers and the general public. The event explained the NRMM low-emission zone that is already in place for Greater London, and the requirements for registering plant that falls within the scope of the controls with the GLA.

The good news is that benefits have already been achieved for cleaner air in Greater London, but further improvement is still needed. We were fortunate to be joined by a member of the audit and inspection team from the borough of Merton, who explained some of the practical aspects, as well as inspection and award process.

### **Learning from safety incidents**

#### **Safety, health and environment culture assessment pilot schemes**

We have developed our safety, health and environment (SHE) culture programme, focusing on four key areas to enable and drive improvements to the overall culture in the SHE directorate. These are characterised by committed, consistent, visible and open SHE leadership at every level, building a psychologically safe environment in which people feel able to raise concerns, knowing they will be heard and action will be taken, as well as being an organisation where we face up to challenges and failures, acknowledge lessons learned and pinpoint where we need to improve.

To achieve this goal, we have developed our SHE culture assessment, asking colleagues to complete a series of questions so that we can measure how they think, feel and act with regards to safety, health and wellbeing, and the environment. Results are used to better understand our overall culture, our strengths and weaknesses, and enable teams to identify focus areas for improvement planning activities.



We opened two new vehicle inspection sites

### **Taxi and private hire vehicles** **Vehicle inspection sites**

As part of the roll-out of a new vehicle licensing inspection contract that ensures we are fit for the future, two new vehicle licensing inspection sites were opened on 27 February at Rainham and Sidcup.

The new contract has seen a transition from a six- to a five-site model, following the closure of three sites (Canning Town and Coulsdon on 24 January and Crayford on 27 January). Our remaining three sites at Heston, Staples Corner and Enfield are in the process of being upgraded. The five sites will retain our current vehicle inspection capacity and geographic spread across London while reducing costs.

As new sites, both Rainham and Sidcup benefit from improved vehicle inspection equipment, a better customer environment, electric vehicle charging points and additional parking for vehicle owners. Further customer improvements will be made when the new licensing IT contract is introduced later this year.

### **New driver assessment centre**

On 23 September 2022, we announced new transitional arrangements to ensure all private hire vehicle (PHV) drivers satisfied both the English language requirement (ELR) and the safety, equality and regulatory understanding (SERU) requirement.

To help deliver this, on 20 February our driver assessment team opened a third assessment centre at our Pier Walk office, to complement the existing Baker Street and Ashfield House sites. The new assessment space will initially provide up to 150 assessment spaces per day for the delivery of the SERU and ELR assessments. Further driver assessments will be delivered at the site from April 2023. We are also exploring the feasibility of merging our assessment facilities into this new site.

### **Statutory standards**

In July 2020, the Department for Transport (DfT) set out new statutory standards to raise taxi and private hire vehicle standards. While the focus of these standards is on protecting children and vulnerable adults, all passengers will benefit.

Most of the standards are already in place in London, but a number are complex or may have a significant impact on the taxi and private hire industries. On 27 February, we launched a consultation on how we plan to deliver the remaining standards. This consultation also includes some areas for exploration, alongside some additional proposals which we believe could further enhance passenger safety. The consultation is available through our Have your say portal and closes on 12 May 2023.



We have reviewed and consulted on our taxi fares

### Taxi fares and tariffs

TfL regulates taxi fares and sets the maximum fares that can be charged for journeys in London. We review fares annually using a cost index, which tracks the costs to licensees providing taxi services. The review aims to strike an appropriate balance between taxi drivers being fairly paid and the affordability of fares for passengers.

Given the economic circumstances of the past year, we consulted on five options for how the taxi fares could be changed, from a freeze of fares to implementing the whole cost index amount of 11.64 per cent. The consultation ran from 11 November to 22 December 2022 and we received 944 responses, which we have considered.

An update on the consultation outcome was presented to the Finance Committee on 8 March. At that meeting the committee approved:

- increasing tariffs 1, 2 and 3, as proposed in the consultation, by 7.61 per cent
- removing the requirement for the extra charge to be added to the taximeter for hires arranged by telephone, mobile phone, smart phone, mobile application, any other application software and through the internet
- increasing some of the fixed-fares for shared-taxis that operate during the Wimbledon Tennis Championships
- amending one of the authorised places from which the fixed-fare, shared-taxi scheme operates during the Wimbledon Tennis Championships

### Zero-emission capable taxis

We have now licensed more than 6,600 zero-emission capable (ZEC) taxis in London, representing 44 per cent of the overall taxi fleet (15,018). Of these, 6,464 are London Electric Vehicle Company TXe taxis, now the most common form of taxi on the capital's streets, more than its predecessor the diesel TX4.

### Air quality and the environment One year on from the North and South Circular expansion

The expansion of the ULEZ in August will build on the existing success of the scheme since it was last expanded in October 2021 to the North and South Circular roads. The Inner London Ultra Low Emission Zone Expansion One Year Report, published on 10 February 2023, evaluates the impacts of the ULEZ and the Low Emission Zone (LEZ) schemes and shows dramatic improvements when compared to what would have happened without the scheme, including:

- A 26 per cent reduction in nitrogen dioxide emissions within the expanded ULEZ area
- Nearly 50 per cent reduction in harmful pollution levels in central London
- Twenty-one per cent lower pollution levels in inner London

- Around 74,000 fewer polluting vehicles driving in the zone each day, a cut of 60 per cent since expansion in October 2021
- Four million people now breathe cleaner air, including children in 1,362 schools

Alongside the air quality benefits, since 2019 it is estimated the ULEZ has led to a reduction of around 800,000 tonnes of carbon dioxide emissions from vehicles across London over the four-year period compared to without the ULEZ, a saving of three per cent. The reduction in emissions is a vital step closer to achieving the Mayor's aim of reaching net zero carbon emissions by 2030.

However, the report highlights the vital need for further action to be taken, as average pollution concentrations at background monitoring sites in outer London have remained constant since 2021, with more than half of deaths attributable to air pollution in outer London.

The Mayor's announcement on 25 November 2022 to expand ULEZ across all London boroughs in August 2023 will help bring air quality and associated health benefits to the five million people living in outer London.



Preparations are under way for the ULEZ expansion in August

### London-wide ULEZ preparations

To help clear London's polluted air and improve the health of people across the capital, the ULEZ is expanding across all London boroughs from 29 August. Modelling suggests this expansion will reduce the number of non-compliant cars each day from 160,000 to 46,000 and the number of non-compliant vans from 42,000 to 26,000. Overall, the scheme is forecast to lead to 146,000 fewer car trips (nearly a two per cent reduction) and reduce London-wide road transport NOx emissions by an estimated 5.4 per cent. This is the equivalent to a 6.9 per cent reduction in outer London.

A new £110m scrappage scheme successfully launched on 30 January. It is the largest of its kind and offers support for Londoners on lower incomes, disabled Londoners, charities, sole traders and businesses with 10 or fewer employees to replace or retrofit their old, polluting vehicles. The money is already helping those who need it most to move to cleaner vehicles or more sustainable travel at a challenging time, with a high number of applications to the scheme already.

Successful scrappage applicants receive a grant to scrap or retrofit their vans and minibuses. Successful car and motorcycle scrappage applicants can opt to receive a smaller grant accompanied by up to two free annual bus and tram passes, which

would give them a higher-value package. In addition, to further help disabled Londoners, there are two new exemption periods, which will apply until October 2027. One is for recipients of certain disability benefits (or their nominated driver) and the other is for all wheelchair-accessible vehicles and some vehicles with other adaptations. Applications are now open on our website.

The London-wide marketing campaign, launched in January, continues to raise awareness of the ULEZ expansion in August, encouraging Londoners to check their vehicle and emphasising the health benefits of the scheme. We are also working with stakeholders including London and home counties boroughs, Members of Parliament and London Assembly members, businesses, community groups and organisations representing disabled people, as well as a wide range of other Londoners to raise awareness of ULEZ expansion and of the scrappage scheme.

On 27 February, I visited Capita, which manages and operates the Congestion Charge, LEZ, ULEZ, Direct Vision Standards and scrappage schemes on our behalf. We looked at how the team manages applications to the scrappage schemes and how they are helping us get ready for the London-wide expansion of ULEZ.

Installation of infrastructure to support the London-wide ULEZ launch on 29 August is under way, with work focused on signs and cameras on TfL assets or where TfL is the highway authority, such as traffic signals on our road network.

Seventeen of the 24 Section 8 consent agreements have been signed with local authorities, which enables signs and cameras to be installed on borough roads. The other seven boroughs have not signed the consent agreement. Infrastructure on their roads is being progressed through direct installation powers under the GLA Act. Engagement is also continuing with county councils directly outside London to secure consent for advanced warning signs.

#### **Proposed judicial review by Hillingdon Borough Council and others of the Mayor's decision to expand ULEZ London-wide and grant scrappage scheme funds**

We have received an application for judicial review made on behalf of the London boroughs of Hillingdon, Harrow, Bexley and Bromley and Surrey County Council challenging the Mayor's decision made on 24 November last year to confirm the expansion of the ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme. TfL is named as an interested party.

The claimants' alleged grounds of challenge include that there has been:

- A failure to comply with the statutory requirements relating to road-user charging schemes
- An unfair and unlawful consultation in relation to, and a failure to have regard to, expected compliance rates in the outer London zone
- An unlawful failure to take into account the potential for inclusion of non-Londoners in the new scrappage scheme; uncertainty on scrappage scheme details made available to the Mayor when making his decision; and an alleged failure to consult on the details of the scrappage scheme
- An unlawful failure to carry out any cost-benefit analysis and/or have regard to the Green Book methodology
- An inadequate consultation, apparent predetermination as to the outcome and the alleged exclusion of certain organised responses from consultation results

We will be defending the claim on behalf of TfL and the Mayor.

#### **Electric vehicle infrastructure strategy and delivery**

London is expected to need between 40,000 to 60,000 electric vehicle (EV) charge points by 2030, including up to 4,000 rapid chargers. The capital has more than 11,500 EV charge points, which represent one-third of all of UK charging infrastructure, and we continue to be at the forefront in rolling out the charge points needed to support the phasing out of petrol and diesel vehicle sales.

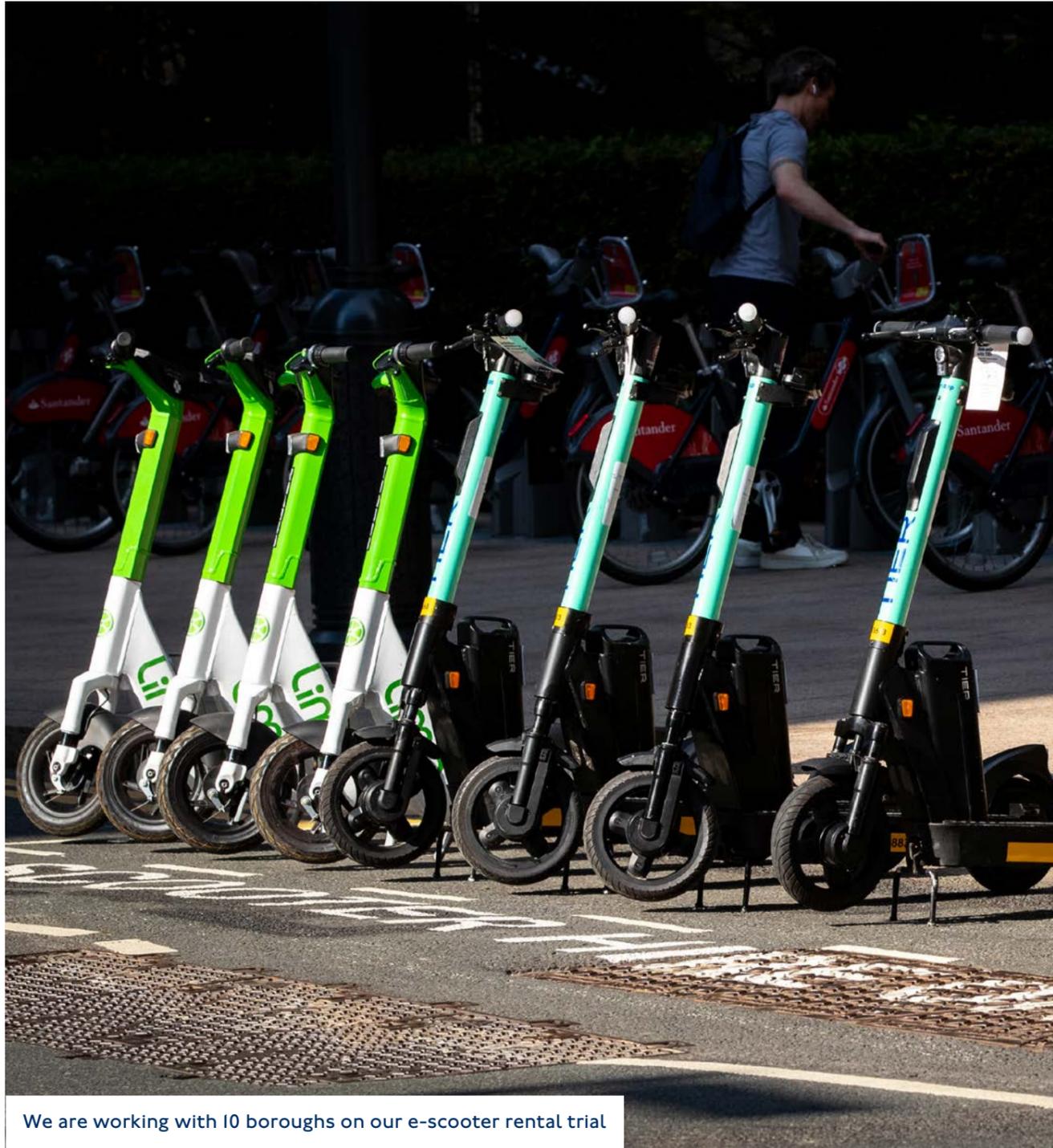
Following the Mayor's announcement that the electric vehicle infrastructure delivery project (EVID) will implement an

initial tranche of 100 rapid charging bays, we have received a positive response from prospective suppliers to provide a turnkey solution.

The evaluation of potential sites is continuing for delivery across multiple tranches and consideration is being given to how EVID's approach could be adopted by boroughs to accelerate delivery of charge points on their highway and freehold land. A borough-engagement event was held on 31 January, with more detailed engagement activities now under way to identify additional sites, both for EVID and the TfL Rapid Hubs programme.



Work continues to fulfil our sustainability goals



We are working with 10 boroughs on our e-scooter rental trial

#### E-scooter rental trial

The London e-scooter rental trial has now been operating for more than 19 months, with 10 participating boroughs making up a continuous trial area. In the period ending 12 February, 75,000 trips were made with a total fleet size of 4,590 vehicles. This brings the total to 2.25 million trips for the trial to date.

#### Micromobility rental services

The term 'micromobility' generally applies to personal transport – low-speed, low-emission devices such as cycles, e-bikes, cargo cycles and e-scooters. We are already delivering forms of micromobility rental through our record-breaking Santander Cycle hire scheme and London's e-scooter trial, but options also encompass rental dockless e-bikes, which are popular in London but unregulated. Managed the right way, together these rental services could play an important part in London's transport offer, as sustainable connections to public transport, strengthening London's green heartbeat, reducing congestion and improving air quality.

In the 2022 Queen's Speech, the Government proposed legislation to legalise e-scooters and grant powers to strategic authorities to manage rental operations for micromobility. Although the

timing of this proposed regulatory change is uncertain, we continue to advocate for this legislation to enable us, working closely with London Councils and the boroughs, to apply the same approach we have taken with the e-scooter rental trial to all micromobility rental services in London, specifying standards and how operations should work in London, including parking.

In the meantime, we have been engaging with the market on future rental services ahead of re-letting our own cycle hire scheme for continued services from 2025 and continue to work with councils and the boroughs to optimise these wider micromobility rental opportunities and ensure a consistent service.

#### Climate change adaptation

On 14 March, we published our Climate Change Adaptation Plan. This underpins our Corporate Environment Plan, published in 2021, helping us to move from strategy to delivery. Our challenge is to adapt our systems to reduce the impacts of climate change and ensure that we are resilient in the face of more extreme and frequent weather events across London. Adapting to climate change also offers us great opportunities to create a more attractive, nature-rich, liveable city, with strong community and new partnerships.

### PPA procurement

In February, we relaunched our first procurement for a power purchasing agreement (PPA) which will facilitate up to 10 per cent of our required electricity coming from new-build renewable energy assets and paves the way towards the aim for all our power to come from renewable sources by 2030. As the largest consumer of electricity in London, we play a vital role not only in decarbonising our energy sources, but in ensuring we use our purchasing power to expand the nation's renewable grid capacity overall. Long-term PPAs are a key part of our strategy to do this as they provide the best strategic fit for balancing renewable energy credentials and financial objectives.

### Carbon literacy

We have continued our accredited, peer-led carbon literacy training for colleagues to increase in-house awareness of carbon and our collective role in reducing our emissions. This activity supports our ambition for net zero operations by 2030 and supports the Mayor's ambition of London becoming a net zero carbon city by 2030. More than 500 of us, including the Executive Committee, have now completed the training, with 24 attendees going on to become carbon literacy trainers, developing skills to enable them to work as carbon specialists embedded across the business. I completed the training in February and found it a very sobering, but inspiring session.

### Bankside Pier light freight trial

On 27 February, we started a new four-week sustainable freight trial at Bankside Pier, funded by the Cross-River Partnership, involving Lyreco (a distributor of office supplies) and Speedy Services Packages. In the trial, up to eight cages of goods from both delivery companies are loaded onto a Thames Clippers vessel in Dartford and transported to Bankside Pier. At the pier, the goods are then loaded onto a waiting electric van or several cargo bikes for onward delivery.

The trial is a further proof of concept to show the advantages of transporting light freight on the river and thereby reduce the number of vehicle trips from London's strategic road network. The trial makes use of Cross River Partnership funding and will help to define the business case for longer-term light freight operations in the river, making use of underused pier space at quieter periods of the day.

### Future of temporary active travel schemes

We continue to make progress with our programme of reviewing and amending temporary and trial schemes delivered during the pandemic. Currently, this programme has eight live experimental schemes (Bishopsgate, Cycleway 8: Lambeth Bridge to Chelsea Bridge, London Bridge/Borough High Street, A21 Lewisham to Catford, A23 Oval to Streatham, Mansell Street, Sheen Lane and Cycleway 9 Chiswick High Road) and three remaining temporary schemes (Park Lane, Cycle Superhighway 7: Colliers Wood to Balham and Cycle Superhighway 7: Clapham to Oval. Works



We are progressing our temporary active travel schemes

have started to replace barriers with semi-permanent footway in Brixton Town Centre, by creating more space for an additional bus stop and moving the shelters onto the new footway area.

We are currently replacing blue barriers with semi-permanent footway buildouts to improve the additional space for people walking on Borough High Street. These works are due to be completed by April.

# Operations and customers

## Planning ahead enabled us to deal with wintry weather and strike action

### Elizabeth line

More than 120 million journeys have now been made on the Elizabeth line since the central section opened on 24 May last year. A total of 100 million journeys had been made on the line by 1 February, in less than nine months of operation, and a recent YouGov poll showed that nearly half of Londoners have used the Elizabeth line since it opened. Office of Rail and Road figures show that usage increased by 41 per cent between October and December 2022, meaning that one in six of all UK rail journeys was made on the Elizabeth line.

The Elizabeth line's central operating section, between Paddington and Abbey Wood, will be closed from 7 to 10 April to enable the roll out of two software upgrades during the Easter weekend to fix minor software issues and remove 21 operational restrictions.

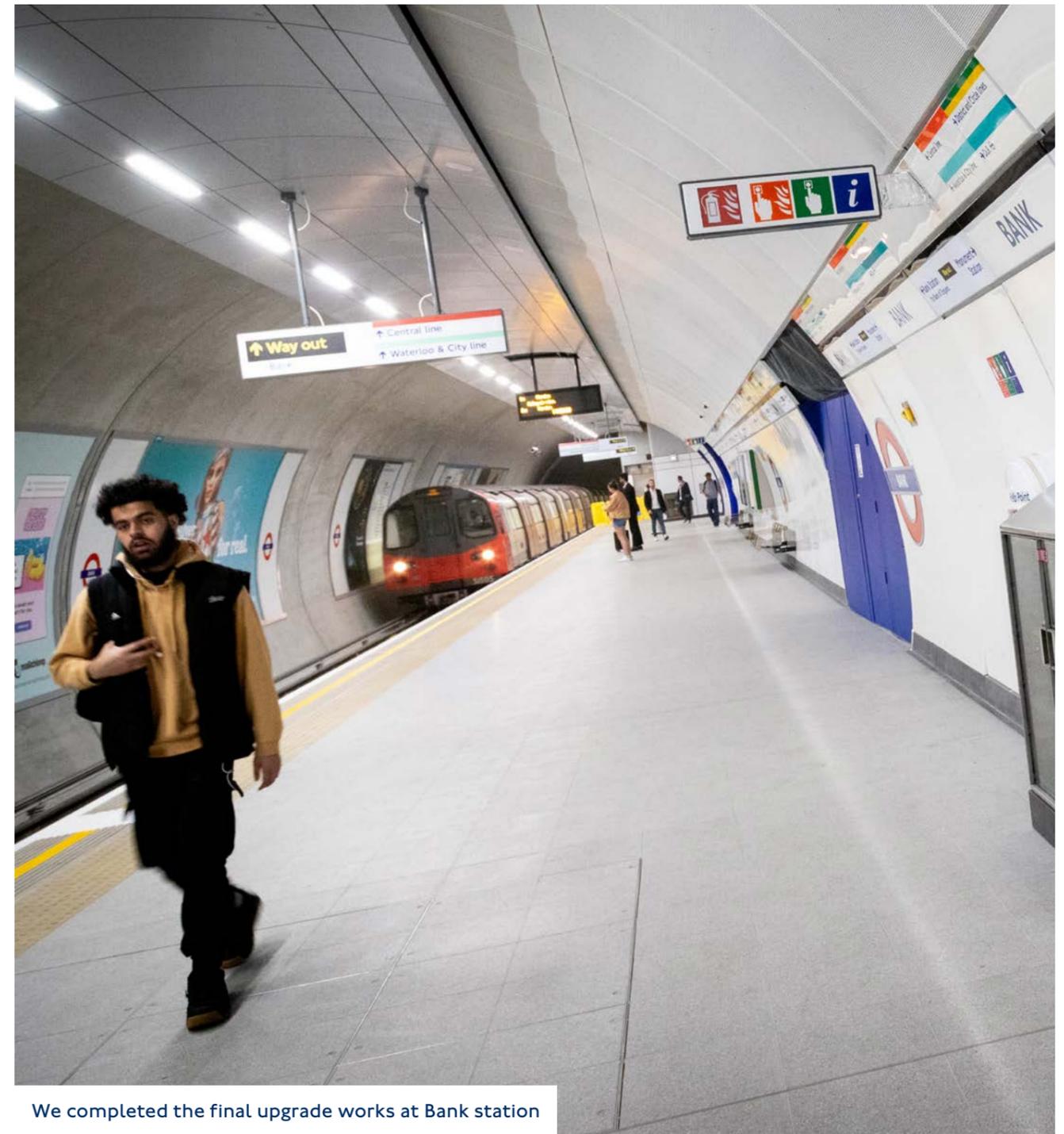
National Rail has agreed a new timetable, which will begin on 21 May. This will provide direct services between Shenfield and Heathrow Airport for the first time and will also deliver an increase in services in the central section to 24 trains per hour, improving journey times, especially for those travelling from Heathrow and Reading, and marking the completion of the project.

### Bank station capacity upgrade

On Monday 27 February, the new street-level station entrance on Cannon Street was brought into passenger use, marking the final phase of the upgrade works at Bank station. This is now the station's main entrance and has been designed to fit in with the architectural style and design of the City of London area. This new addition to Bank station connects all the other elements of the capacity upgrade and includes six further escalators between street level and the Northern line platform, step-free access to the Northern line and, for the first time, improved step-free access to the DLR via new lifts. The new entrance marks the completion of the Bank station upgrade, which has increased station capacity by 40 per cent.

In the last nine months, the Bank project team has successfully commissioned and brought into use: a new Northern line southbound platform and spacious tunnel that connects two further tunnels; a new bank of escalators and lifts providing interchange to and from the DLR; a new interchange area, including two new moving walkways; and a new bank of escalators between the Central and Northern lines. These upgrades have significantly improved the customer experience at Bank by reducing journey times, improving ambience and reducing evacuation times.

Public consultation on the reinstatement of the highway works around Arthur Street was held in early March.



We completed the final upgrade works at Bank station



We are celebrating London Underground's ongoing impact on the city

### London Underground 160-year anniversary

On Thursday 23 February, I joined current and former colleagues, supply chain partners and organisations representing London's diverse communities at the London Transport Museum to mark the 160th anniversary of the London Underground. The evening celebrated the incredible impact of the Tube on the city's history and recognised the magnificent contribution of our frontline staff who keep the network running day-in, day-out. I would like to thank Siemens Mobility for generously supporting the event and everyone who was involved in organising it.

### Bus service changes

Following consultations on the restructuring of the central London bus network, additional funding from the Mayor enabled us to reassess proposals for the bus network and we are going ahead with 22 per cent of the services changes originally consulted on. These changes are all in areas with numerous alternative public transport options and in areas where, following the changes, there will be enough capacity on buses to meet demand.

The first of the central London restructuring schemes on the Holloway Road corridor was implemented on 4 February. Route 271, from Moorgate to Highgate Village, was withdrawn and route 263 restructured to run between Highbury Barn and Barnet Hospital via Highgate Village. To maintain links, route 234, from Barnet to Highgate Wood, was extended south to Archway via Archway Road, and route 21 was restructured to run between Lewisham and Nags Head, Holloway

instead of to Newington Green. To maintain capacity from Newington Green, additional southbound morning peak journeys on routes 76 and 141 were introduced and the night service on route 271 was extended north to North Finchley bus station and re-numbered as route N271. Further stages of the restructuring are due to be implemented during 2023, with the next set of schemes set for 29 April.

We are also continuing our work to enhance services in outer London, building on the 490,000 of additional bus kilometres we operated on outer London roads last year. This year, we plan to increase our network in outer London by more than one million operated kilometres. This includes the re-routing of route 485 to serve Wandsworth Riverside on 25 March. On 6 March, consultation started on several schemes, including the restructuring of routes 102, 189, 210, 232, 266, 316, 326 and C11 to better serve the area south of Brent Cross, including the new station at Brent Cross West in Barnet, extending route 79 from Alperton to Stonebridge Park in Brent, extending route 315 to Springfield Hospital in Tooting in Merton, and restructuring route 497 to incorporate routes 346 and 347 in the east of Havering.

On 15 March we launched a consultation on re-routing the 92, 206 and 440 in Wembley Stadium area in Brent. These consultations are due to close during April. More schemes are planned for implementation and consultation later in the year and further updates will be provided in future reports. We are also looking to increase frequencies on a number of routes.



Our new DLR trains will improve customer experience and boost capacity

### **DLR rolling stock replacement programme**

Our rolling stock programme will deliver 54 new, walk-through trains to replace the oldest trains on the DLR. The new trains are air-conditioned and able to provide real-time customer information. This will improve the customer experience and expand capacity across the network to support housing and employment growth in east London.

The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train-operation system and enhanced customer information systems.

### **Rolling stock**

The Mayor and I visited Beckton depot to view the first new train on 8 February. Each new, walk-through train will boost capacity by 10 per cent and offer better facilities for people with mobility impairments, with three multi-use areas and three dedicated wheelchair spaces.

The first train will now undergo a period of intensive testing on the network to ensure the new trains are reliable and integrate successfully into the signalling system before entering customer service in 2024.

### **Beckton depot and network infrastructure**

At Beckton, works have intensified in preparation for bringing into use the new northern sidings in the middle of this year. We have started piling and work on the sub-structure for the new electrical switch room. The contractor for the maintenance facility building and southern sidings has now been agreed and is working with the project team to identify further programme and delivery opportunities.

We have successfully concluded the first phase of signalling testing with the existing fleet on the DLR network. The contractor for Blackwall station has mobilised and begun site activities.

### **Housing infrastructure funding**

We have now received funding from the Government for 11 additional trains through the Housing Infrastructure Fund to provide additional capacity and unlock further housing growth in the Royal Docks and Isle of Dogs areas. We are now working with the train manufacturer to confirm the schedule for the supply of these additional trains.

### **DLR extension to Thamesmead**

On 9 March, Patrick Doig, our Group Finance Director, stepped in for me during a visit to Thamesmead with Housing Minister Rachel Maclean. Along with other stakeholders including Peabody and Lendlease, they took a tour of the potential site and reviewed the plans for housing and public transport infrastructure in the area.

### **Elephant & Castle station capacity upgrade**

A new station entrance and Northern line ticket hall will support the creation of 5,000 new homes and 10,000 new jobs in the area. This new entrance will significantly increase the station's capacity to meet both existing and new demand for Tube services.

The developer, Delancey, is creating a new structure for the station as part of its scheme, within which we will fit out a new ticket hall, subject to funding being available. Customers will have step-free access to the Northern line for the first time, together with future-proofing an interchange to support any increases in demand from the possible future Bakerloo line extension which would provide step-free access to the Bakerloo line.

The project team is currently pushing ahead with procurement arrangements for the new tunnels, with the Invitation to Tender set for May this year. Tender responses for pre-tunnelling ancillary works were not deemed to represent good value for us, and a revised approach is being finalised. This updated strategy has no adverse impact on final time or costs.

The team has procured a package of work to determine best options for the eventual fit-out (known as Stage 2). The successful supplier is Arcadis with architects Hawkins Brown. The contract was awarded ahead of schedule, and work is under way. A costed options report will be delivered during August this year for consideration.

A second supplier information day took place on 17 March to go through the proposed civils scope (constructing the connecting tunnels and other works). Invitations to Tender are on target for issue during May this year.

### High Speed 2 (HS2)

HS2 has several interfaces and implications for our network, and our work involves securing the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, as well as protecting operational networks and services, and minimising disruption for residents, customers and local businesses.

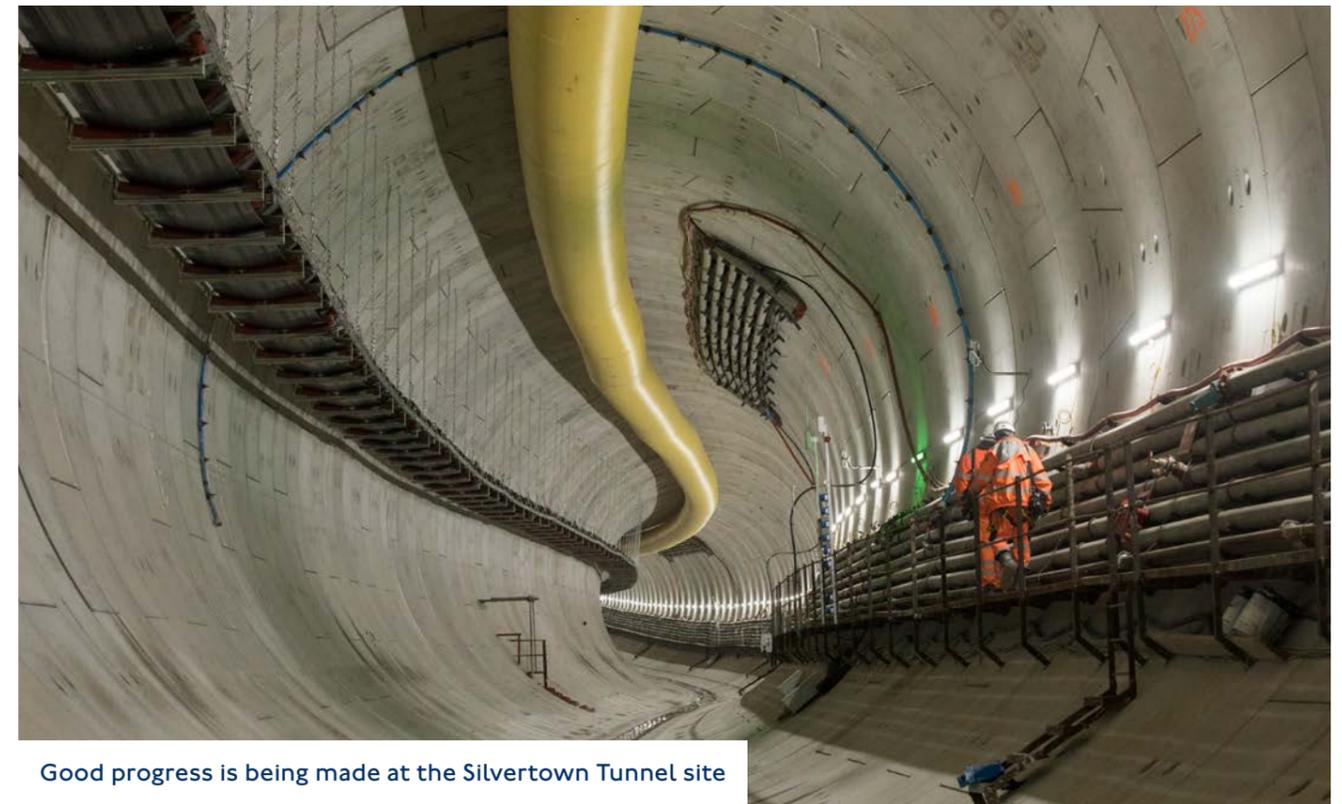
HS2 Ltd began a major lane closures programme on the Euston Road in February. These works will be ongoing for the next seven years as HS2 Ltd completes essential utilities diversions, enabling works for the construction of the new Euston Square and Euston London Underground station upgrades.

We have an active travel demand management campaign in place for road users who will be affected and are advising customers travelling through the area to check their journeys before they travel. We have mitigations in place for bus services in the area. We will also be engaging with affected businesses to help them adapt to long-term road space reduction and make positive changes to how they receive deliveries and servicing visits.

We continue to work with The Euston Partnership to ensure our requirements are met for the future bus station, taxi rank and cycle parking. Engagement with the Partnership on the integrated development of the Euston campus also continues, including the refurbishment of the existing Euston Network Rail station. We are working with Network Rail and HS2 Ltd to mitigate the impacts of the loss of stabling capacity for London Overground services at Euston later in 2023, when HS2 Ltd works take possession of platforms I5 and I6.

Following the news that HS2 Ltd is looking at potential delays to the project to save costs, the Mayor has written to the Secretary of State for Transport, urging all parties to work together to avoid Old Oak Common being used as a temporary terminus for HS2 for a long period of time. This could cause issues with Elizabeth line capacity and manual boarding ramps. We will continue to support the Mayor in making this case and work closely with HS2 Ltd and delivery partners to ensure that London benefits from this investment.

At Old Oak Common, we continue to work with HS2 Ltd on the design development of the new surface intermodal area to ensure our requirements are met for buses, cycling and the new Elizabeth line station.



Good progress is being made at the Silvertown Tunnel site

### Silvertown Tunnel

Good progress continues to be made on issuing notices for permanent land acquisition, with these planned to be completed by the end of March.

On the evening of 15 February, Jill, the Tunnel Boring Machine delivering the tunnel in east London, reached the rotation chamber in the Greenwich site, completing the tunnelling of the first bore. It will now be rotated in pieces within a 40m rotation chamber, before beginning its 1.1km journey back under the river to the Silvertown site in Newham in the coming months.

Our contracts for further transport and traffic monitoring, as well as socioeconomic and environmental monitoring are progressing well, with significant further modelling and analysis work now under way. This will support us in setting initial user charges at the Silvertown and Blackwall tunnels, developing the new cross-river bus services, and enabling a refreshed assessment of the scheme's environmental effects in advance of opening in 2025.



We will deliver major improvements to Old Street station

### Old Street

The Old Street Roundabout project team has completed the new cycle lanes and road layout, with the full project scheduled to complete by early 2024. Once complete, the new design will bring safety improvements for people walking and cycling by providing new and improved crossings, fully segregated cycle lanes and a new public space with an accessible main entrance to Old Street Underground station and the shopping arcade below ground. The project is delivering significant improvements to the station, including two new passenger entrances and new lifts to an upgraded retail concourse.

Construction has continued with the installation of the new traffic signals on City Road North and City Road South now under way. Carriageway resurfacing and commissioning of the new traffic signals is planned to take place during April and May.

The superstructure for the new main station entrance has continued to be built, with the green roof and glazing works substantially complete and internal fit-out now under way. Works are also progressing well in the peninsula area with installation of new sustainable drainage systems and hostile vehicle mitigation bollards.

Construction of the new passenger lift and new goods lift has been completed, ahead of standalone testing this summer. Refurbishment of the sub-surface concourse area is progressing with the installation of new mechanical, electrical and communications equipment. The power supply to the new switch-room beneath the main station entrance to enable testing, commissioning and handover of the new assets will be completed next month.

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

We continue to make good progress on the programme, which is delivered by progressively installing new signalling on sections of the railway called signal migration areas (SMAs).

Following our successful commissioning of the signalling section between Stepney Green to Becontree, SMA6, on 15 January, the signalling section between Dagenham East and Upminster, SMA7, went live on 19 March. This is another significant achievement for the programme as it extends the roll-out of the new signalling system on the District line, completes automatic running on the east of the railway, and connects the first depot to the network.

Software development continues for future SMAs covering the Metropolitan line between Finchley Road and Preston Road (SMA8), including the interface with Neasden Depot and the Jubilee line.

### Piccadilly line upgrade

Phase one of our upgrade of the Piccadilly line will provide 94 new-generation high-capacity, walk-through, air-conditioned trains and supporting infrastructure. These will replace some of the oldest trains on our network and will enable a peak frequency increase from 24 to 27 trains per hour.

In February we delivered 22 out of 44 power connections in the communication equipment room, a significant step towards enabling train and platform CCTV to be installed. This marks the completion of 50 per cent of planned installations. Once completed, this work will enable the one-person operation and off-train communications equipment to be installed.

In January, Siemens Mobility completed all works at the test track in Wildenrath in Germany, including installation of third and fourth rail power upgrades and building of a platform for one-person operation. Testing will start on the track to ensure all upgrades are functioning correctly ahead of the first train arriving there for dynamic testing in the summer.

In March, the first-in-type driving motor car body shell was completed by Siemens, following lessons learnt from the build of the previous two first-in-types (IM and KM cars) in record time. The car body is now ready to enter the paint process. This keeps us on target for the first train to be fully formed and transferred to the test centre in Wildenrath to start commissioning tests this autumn.

The first 10 of 210 connect radio units were delivered to Siemens in March, following software acceptance testing. The radios are critical for integration testing of trains in Germany currently and also when the first train comes to London in 2024.

In March, enabling works started in the Northfields sub-station as part of the high-voltage power upgrade. The upgrade of Northfields sub-station is critical, not just for the future roll-out of the new trains, but also to support the increased power demand as a result of the ongoing upgrade to Northfields Depot.

Work is under way on the depot programme to review how to best deliver the facilities required to maintain the new fleet.

#### **IFS Cloud Cable Car**

From 11 to 14 February, the IFS Cloud Cable Car hosted an exclusive event for Valentine's Day. The event offered a memorable experience, including a VIP fast-track round trip for two people, a glass of champagne or non-alcoholic alternative each, a luxurious dessert box to share, a 50 per cent voucher for personalised memorabilia onsite and live music at IFS Cloud Greenwich Peninsula in the evening. This was followed by the IFS Cloud Cable Car Mother's Day event on from 18 to 19 March, which was themed around afternoon tea.

The IFS Cloud Cable Car experience was fully opened on 13 March, including a virtual-reality zone and events room. A stakeholder launch event will take place in late March.

On 20 March, the upgrade to the in-car communication system started, which will upgrade the unreliable and obsolete communications equipment in the gondolas and improve connectivity. This will enable further customer experience enhancements to help generate further revenue. This work is set to be completed by May.

#### **London Trams Mitcham track renewal**

From 8 to 20 February, as part of our programme to renew the London Trams infrastructure, vital maintenance work took place to replace the track in the Mitcham area. There was no tram service between Wimbledon and Therapia Lane while we renewed around 150 metres of track, including a set of points, and 700 metres of track tamping. This work was essential to ensure tram services continue to be reliable and services run smoothly.

#### **Trams rolling stock replacement programme**

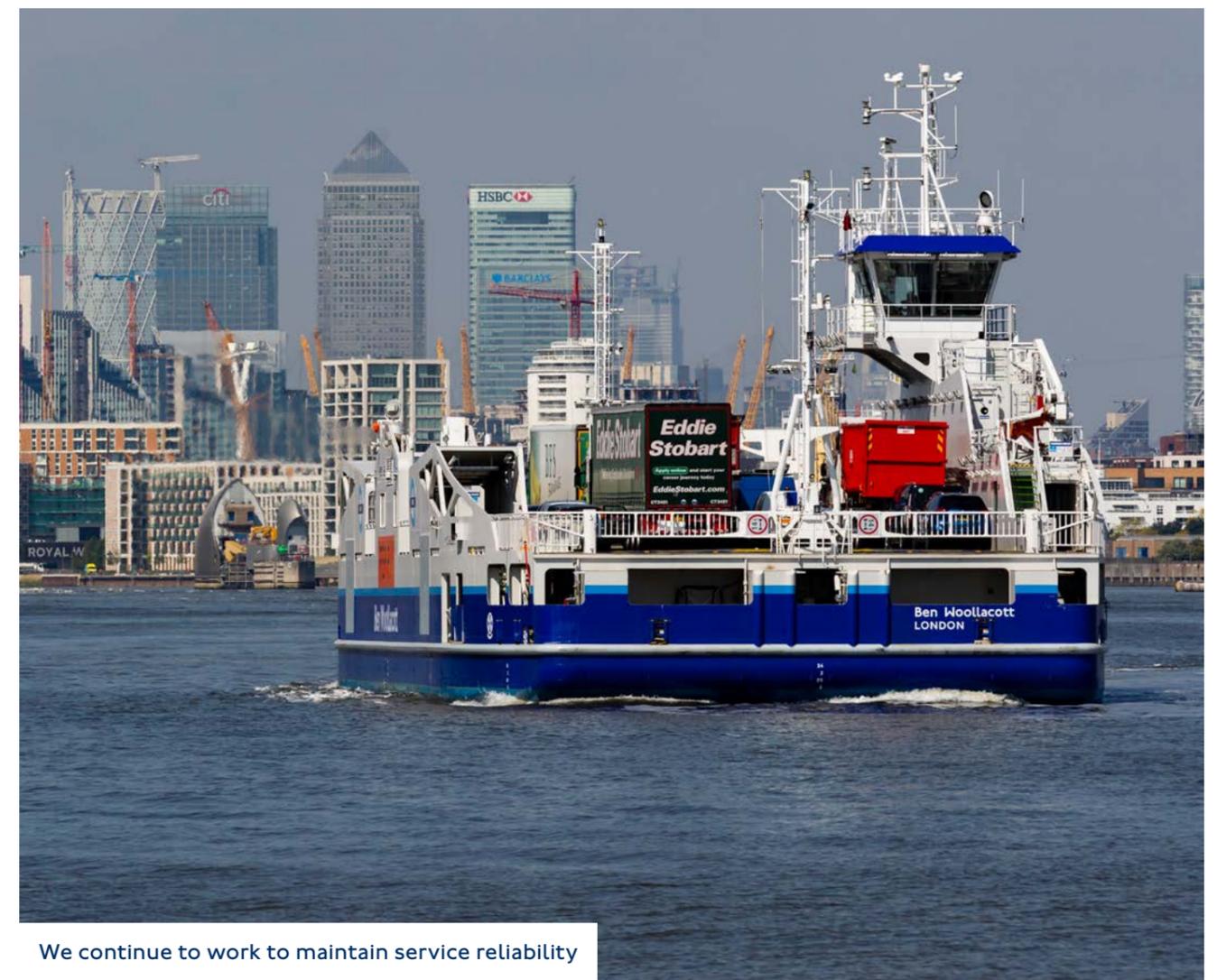
Our rolling stock replacement programme will replace the life-expired Bombardier CR4000 trams, which are becoming less reliable and have one of the lowest states of good repair categorisations across our fleets. Following detailed consideration of the options, it was decided that the best value-for-money option to address these problems was to replace the CR4000 trams.

The programme is likely to start procurement activities in late 2023. However, the full funding for replacement trams, alongside other rolling stock, has not yet been established.

#### **Woolwich Ferry**

Between 17 February and 5 March, the Woolwich Ferry was closed for planned maintenance. The vital work included upgraded staff welfare facilities, new bow pontoon guiderail installation, fire and bilge pipeline system replacement and vessels

cosmetic upgrade works. These essential works were completed ahead of schedule and are vital to maintain service reliability. During the closure, staff rotated around the business to gain work experience in other areas of the organisation.



We continue to work to maintain service reliability

### **London Overground and Bakerloo line**

Between 11 and 19 February, the Watford Junction to Euston line was closed to accelerate the renewal of Network Rail infrastructure. We also took the opportunity to undertake station refurbishments at five locations. Key to this work was our Transplant team, working closely with Network Rail to share their expertise in sleeper replacement works. The Bakerloo line was also closed between Queen's Park and Harrow & Wealdstone during this period to facilitate the work.

Passengers using the Bakerloo line and London Overground were advised to plan their journeys in advance of major improvements to both rail routes.

The overall works included: installing 7,000 modern concrete sleepers in place of wooden ones dating from the 1950s; replacing 28km of cabling for signals; structural improvements to five stations including platform resurfacing and roof-canopy maintenance; renewing the track at Willesden and Queen's Park stations; upgrading the power supply for London Underground and Overground trains; and carrying out signal maintenance work at Watford Junction.

This follows the successful completion of similar upgrades to a 17-mile stretch of the same lines in December. Two further closures are planned for later in the year.

### **East London line housing infrastructure fund programme**

The East London line housing infrastructure fund programme will deliver capacity improvements to Surrey Quays station as well as signalling and power upgrades to support an increase in service frequency from 16 to 20 trains an hour, which will unlock significant housing growth in key opportunity areas along the line. Works are progressing well and we have started planning for works during the closure of the London Overground over the Christmas period this year.

The programme is monitoring the progress of the power upgrade work that was awarded to Network Rail for completion of detailed design. Further work is required for the procurement of installation works for Network Rail and the TfL power upgrade works. The procurement of the signalling upgrade has begun, with an Invitation to Tender issued on 2 February. Currently the programme is on target to meet all 2023 milestones agreed with the Department for Levelling Up, Housing and Communities.

### **Cycleways**

We have delivered 14.6km of new or upgraded cycle infrastructure since April 2022 and a further 13.9km is currently under construction.

### **Cycleway 4: London Bridge to Greenwich**

The Cycleway on Evelyn Street between Bestwood Street and Deptford Church Street has been in use since September 2022 and has now been handed over to the respective boroughs. Resurfacing of Creek Road bridge is the final package of work on this section of the route and is scheduled to take place in April 2023.

### **Cycleway 9: Kensington Olympia to Brentford**

The Cycleway on Chiswick High Road between Chiswick Lane and Goldhawk Road is in use while minor snagging work continues. Construction on Chiswick High Road between Chiswick Lane and Heathfield Terrace was completed by the London Borough of Hounslow on 14 February and the Cycleway is available for use.

### **Cycleway 23: Lea Bridge to Dalston**

Construction of the Lea Bridge Roundabout section started on 13 March. The design for Lea Bridge Road is under way and is being undertaken by the London Borough of Hackney.

### **Cycleway 37: Mile End to Westferry Lane**

Planning for the construction of the permanent scheme at Mile End Road junction is continuing ahead of confirming a start date. Detailed design for the temporary-to-permanent scheme on Burdett Road is progressing and construction is planned to follow Mile End Road junction later this year.

### **Cycleway 50: Finsbury Park to Tottenham Hale**

Construction of the section on Seven Sisters Road and Tollington Road between Finsbury Park and Wartlers Road began on 20 February. Detailed design for the next section from York Way to Fonthill Road has now started and construction is planned to follow completion of the above works.

### **Santander Cycles**

The number of Santander Cycles hires has started to recover following a recent dip due to poor weather, and we have seen an increase in the use number of e-bike hires. We are seeing new usage patterns for e-bikes, particularly in the north of the scheme where customers are riding e-bikes to and from stations on the periphery. We are presuming these customers then continue their journeys from the station by other modes of transport.

As the new e-bikes have been very popular since they were introduced in October, we are exploring options for expanding the existing fleet. Adding to this, we are looking at a proof-of-concept in-dock charging station solution. This will enable both classic pedal bikes and e-bikes to be returned and those e-bikes to be charged in dock, therefore removing the need for battery swaps.

Further customer enhancements have been launched, with multi-bike hires available through the mobile app and clearer pricing breakdowns displayed.



We have made further improvements to our bus services

### Bus action plan

The Bus action plan was published in March 2022 and is celebrating its one-year anniversary this month. In the first year of the plan, we have made a lot of progress in key customer-facing areas. We have refurbished 255 New Routemaster buses and completed the roll out of the Welcome Aboard stickers with useful customer information and guidance on all buses across the fleet. We are also looking to provide information to customers on how to report a crime on all buses. We are currently rolling out a further 321 new countdown signs, which all boroughs will benefit from.

As a result of around 1,200 signal timing reviews in 2022/23, we have saved nearly 15,000 bus passenger hours. We also published our bus priority best-practice guidelines this spring to help with future planning work around improving journey times through bus priority measures – a key factor of the action plan. Improvements and developments to the bus network will continue in 2023/24.

Our Director of Buses and the Head of Bus Business Development continue their bus action plan roadshow to meet all boroughs, with 10 boroughs seen since this work began in early October. The remaining boroughs will be visited in the coming months. The meetings offer a fantastic opportunity to further our working relationship with key stakeholders, which is vital to the success of the action plan.

### Industrial action

Industrial action has continued to affect those living in and commuting to London. We were disappointed that the ASLEF and RMT unions decided to take strike action on 15 March, as we are not proposing to change anyone’s pensions or terms and conditions, and instead have been working with our trade unions to see how we can make London Underground a fairer, more efficient and more sustainable place to work. The strike action on 15 March coincided with action being taken by other unions representing teachers, civil servants and junior doctors.

We continue to coordinate the industrial action planning and impact of action short of strike on London Underground and other operations areas, maintaining industrial action readiness and building on lessons learnt from previous action. We will work to minimise the effects on our customers wherever possible, and continue to work with other partner agencies to ensure we prepare appropriately for any action which may impact our customers.

Elsewhere, we are pleased that bus group Abellio London has now reached an agreement with Unite and implemented their pay award without further industrial action. A pay award has also been implemented for our Elizabeth line employees, and good progress has been made on other issues in dispute, which we hope will prevent further disruptive action.

## Weather

Our teams have continued to respond to challenges presented by the weather, including heavy rain, freezing temperatures, fog and snow. The TfL operations 5-4-3-2-1 adverse weather plans and procedures covers all operational areas and enable our teams to implement their plans, with staff and the supply chain, to respond to and mitigate the impacts of adverse weather. Our daily five-day look-ahead forecasts with defined triggers relating to temperature, rain, wind and snow are continually monitored.

Despite wintry weather on 8 March, our customers were able to move safely around the network as we had implemented a full gritting treatment of the carriageways, cycleways, bus and coach stations, piers, walkways, platforms and cable car terminals. We worked closely with Bus Operators, and had dedicated resources to ensure a coordinated response, including our gritting schedule.

Across London Underground, de-icing fluid was laid across all above-ground sections for several hours before and after the snow fell. Engineering hours were shortened to enable the 'sleet trains' to sweep the network ahead of the first customer trains going out.

## Power

With the continued risk of power disruption, we have moved forward with extensive planning across all our essential operational areas. Understanding the individual and collective risks and evolving our mitigations appropriately is crucial. We have developed plans for specific business areas to respond to the most likely scenario of planned power rota disconnections.

We have undertaken multiple internal desktop exercises and recorded briefing sessions for internal teams. The next step is to develop the key findings from the exercises into a fully worked-up plan. We have also engaged extensively with our partner agencies and taken part in several multi-agency exercises to offer assurance of our plans.

## Events and protests

### Events

The annual Six Nations Rugby Championship took place throughout February and into March with Twickenham Stadium hosting three England home games. At the end of February, the Carabao Cup final took place at Wembley Stadium and on 12 March the annual St Patrick's Day Parade and event took place in the Westminster area. I would like to extend my thanks to all our staff who helped these events run smoothly.

After the tragic earthquake in Turkey and Syria in early February, we supported the GLA and partner agencies with an event at Syria House – a temporary support space in Trafalgar Square set up for those affected by the earthquake – attended by both His Majesty The King and the Mayor to pay their respects to the communities affected by the tragedy. As a key strategic partner of the Disasters Emergency Committee, we provided unrestricted access to stations across our network for volunteer fundraising through bucket collections, as well as customer posters promoting ways to donate to the charity at all stations.

Planning for The King's coronation has ramped up, with the main event taking place on 6 May. Extensive multi-agency planning meetings are taking place, with us leading on the traffic and transport element of the planning for London.

### Protests

On 1 February and 15 March, marches organised by the National Education Union took place, with large numbers of people attending. We have seen numerous smaller-scale protests, demonstrations and marches with varying degrees of impact, but we continue to work with the MPS to understand the impacts and mitigate these as best we can, to ensure public transport services are maintained for our customers.

## Removing obstruction to the highway

Since 1 October, the environmental activist group Just Stop Oil, in coalition with Insulate Britain, has been staging protests in London, including on a number of our roads, resulting in obstruction of the highway and significant road-traffic disruption. In response to these protests, we made an application to the High Court seeking an interim order to protect 17 of the most important roads on our network, preventing further protests designed to obstruct the highway. The interim injunction was granted on 18 October last year and remains in place pending the outcome of the substantive proceedings. A final hearing has been set to take place on 4 and 5 May.

The final hearing in the proceedings brought against the protest group Insulate Britain has been listed for 29 and 30 March. At the hearing, we will seek to finalise the interim injunctions currently in place so that all 34 key roads and bridges on our road network remain protected.

## Engagement

In recent months, I have been having introductory meetings with a range of our key political stakeholders, including members of the London Assembly, boroughs and government ministers.

On 2 February, I joined the Secretary of State for Transport, Rt Hon. Mark Harper MP, on his first journey on the Elizabeth line. After showing him around the new station at Paddington, I travelled with him to Heathrow Terminal 5, as we took the opportunity to discuss our shared priorities.

I met Richard Holden, Minister for Roads and Local Transport at the DfT at Bexleyheath bus garage on the 20 March. The visit was an opportunity to show him London's electric bus fleet and the new rapid, wireless bus charging technology introduced on the network last year, and discuss our shared goal of decarbonising public transport.

On 21 March, Seb Dance, the Deputy Mayor for Transport, and I attended the annual Transport for London Q&A session with the London Assembly Transport Committee as part of its ongoing work to scrutinise our activities.

I have enjoyed meeting the leaders of Croydon, Kingston and Sutton over the last few weeks, too. We're always learning about the local challenges and opportunities in different parts of London and I look forward to working closely with all of London's boroughs in the future.

## Customer experience

### 4G on the Underground

New 4G connectivity on the London Underground is being delivered in phases during the next 18 months. Before Christmas 2022 we added three Northern line and three Central line stations to the network. January 2023 saw the addition of 5G to these stations, offering customers the maximum level of download speed available with current mobile technology. The next extension to coverage will include Euston, Oxford Circus, Tottenham Court Road, Mornington Crescent and Camden Town in the coming months.

There is coverage in ticket halls and on platforms, as well as in tunnels between those stations, enabling customers to get the latest travel information, access social media, check emails, make calls and stream videos while on the move underground. In addition, initial testing is starting on the Bakerloo, Piccadilly and Victoria lines ahead of bringing mobile coverage to these lines in the future. By the end of 2024, all Tube stations, as well as the Elizabeth line, will have 4G and 5G-ready coverage.

I visited Tottenham Court Road station earlier in March to look at the vast amount of work taking place to bring 4G and 5G mobile coverage to the whole of the Tube network by the end of 2024. The positive impact this will have on our customer experience is truly impressive.

We will inform customers as coverage is implemented with local campaigns at stations.



New 4G connectivity is being delivered on the Underground

### Contact centre operations

Our contact centres continue to show good performance, through both telephone services and correspondence, and are operating well within agreed service levels. Our focus in recent months has been to support customers through rail strikes and public sector industrial action to minimise disruption when travelling in and across the capital. We have also been helping our customers to understand the new fares across our network and the London-wide expansion of the ULEZ later this year.

NotLost, our new customer relationship system in the lost property office has also improved the services we offer, helping customers get hold of lost items more quickly. The system enables customers to see if we have their item and where it is located, and they can often pick the item up before it is sent to our lost property office in South Kensington.

This saves customers time and expense and reduces the need for us to courier lost items to our different offices. The new is being rolled out across the network following a successful pilot at bus depots and 12 London Underground stations. As well as making life easier for customers, it will have the added benefits of reducing both our handling overhead costs and the carbon footprint of the lost property office service.

### TfL Go

The TfL Go app has now been downloaded 3.2 million times and is used by 570,000 customers each month. We continue to make progress towards the integration of payment features and functionality later this year. In February we ran Promoted Places content, suggesting things to do in the half-term break. We are now working towards a commercial trial of the format for premium branded content.

### Oyster online

We have made extensive changes to the Oyster online platform to update and replace legacy technology to ensure we are able to continue to accept payments for Oyster top-ups online, ready for new finance industry security protocols being mandated on 31 March. This was a significant achievement as the project was delivered during a period of other critical changes required to payment systems that will go live in the coming months.

### London Transport Museum

Sam Mullins OBE has announced he will step down as Director and Chief Executive of the London Transport Museum, after 28 years at the organisation. Under his direction, it has grown to be the world's leading museum of urban transport. Sam will step down later this year once a successor to lead the museum's new five-year strategy has been appointed. I'd like to thank him for his outstanding work leading the Museum, inspiring people and helping to shape the future of our city.



Julie Owen, CEO Siemens Mobility, and Milly Johnston, Advanced Apprentice at Siemens Mobility, celebrate the 160th anniversary of the London Underground

On 9 March, the Executive Committee and I visited the Acton Museum Depot where we met some of the very passionate team members who manage the depot and were treated to a tour of some of the excellent exhibits on show.

During February half term, the award-winning London Transport Museum in Covent Garden hosted a week of family-fun activities celebrating the Underground

as part of celebrations to mark the 160th anniversary of the London Underground. The week included lively games and craft activities all about London's famous Tube network and the ways it connects people to the places they love. The museum invited families to share their thoughts, feelings and memories to create a wall dedicated to the Tube and the important role it plays in people's lives.

### **Customer campaigns**

#### **Public transport recovery and fares change**

On 9 February, we launched our fare-change campaign to make customers aware of the upcoming fares change taking effect on 5 March. From 6 March, the campaign messaging was adjusted to say that the fares change has happened. Our public transport recovery campaign continued to run throughout February and March, promoting our value fares and concessions such as kids travel free, Hopper Fare and daily cap. We also continue our media partnerships with Time Out and Metro, publishing engaging content featuring great things to do in London and how to get there on public transport.

#### **Auto Pay annual registration fee removal and fine increase**

From 30 January, the annual £10 per vehicle Auto Pay registration fee was removed to help drivers avoid fines for non-payment of the ULEZ and Congestion Charge. Additionally, the fine for non-payment of the ULEZ and Congestion Charge increased from £160 to £180, designed to act as a string deterrent and ensure the continued effectiveness of both schemes. Alongside stakeholder engagement, a communications campaign launched from 30 January and is running on radio, in press, across digital displays, online and through emails to raise awareness of the changes and encourage sign-ups to Auto Pay.

#### **Southgate Underground station**

On 12 March, we participated in a 90th birthday celebration of Southgate Underground station, held in conjunction with Southgate Civic District Voice and Enfield Council. On the day, we offered tours of the station and activities for families were held around the area. Southgate station, designed by Charles Holden, is considered one of the best examples of modernist architecture in London.

#### **Poems on the Underground**

In March, a new set of poems went live on London Underground. This is the first set of poems for 2023, and features classics from William Shakespeare and Geoffrey Chaucer, along with newer poems from writers like Kayo Chingonyi and Diana Anphimiadi. The poems touch on themes of love and yearning.

#### **London Overground safety campaign**

As part of our continued approach to safety, we have implemented a number of operational initiatives, including launching two customer-facing door safety videos for social media on our Instagram, TikTok, Twitter, LinkedIn and Facebook channels. The videos, created in collaboration with Customer Marketing and Behaviour Change and Arriva Rail London, feature a London Overground driver explaining to customers how the doors work and encouraging safer boarding. This content has received over a quarter of a million views to date and generated positive customer sentiment around what could have been seen as a potentially 'nagging' safety message.

These videos form part of a broader range of customer communications activity which has included targeted posters on platforms, digital posters in carriages and a blog post, all designed to help educate customers on how the doors work and alert them to the positive steps they should take.

# Our people

We engage with our people to provide support and improve our organisation



We provide a range of services for people in the capital

## Out and about

Since my last report, I have enjoyed getting out and about to meet our hard-working teams and see first-hand the ways that we are providing a wide range of services for the people working and living in London. Thanks to everyone at Silvertown tunnel, Beckton DLR depot, Bexleyheath bus garage, and Bank and Tottenham Court Road stations for being so welcoming. I look forward to meeting more of you in the coming weeks and months.

## Our TfL programme

The Our TfL programme (OTP) continues to progress through the design and delivery phase, looking at all the elements our new operating model needs, including the ways we work, what processes and technology we use and how we govern ourselves. Quick wins, including process improvements and activities to empower leaders, will begin to be rolled out from April, with work progressing to develop plans and deliver the majority of remaining initiatives by April 2024 to support our financial sustainability goals.

The first phase of an extensive exercise to understand and articulate our activities across the organisation is nearing completion. This is an essential component that will help inform the Our TfL design work and enable the design of a more efficient and considered operating model in the future that is aligned to our value chain.

We have introduced the OTP Design Authority forum, with the first session held on 16 February. Chaired by our Chief People Officer, Fiona Brunskill, this periodic forum brings together the sub-programme sponsors to discuss the emerging design options and interfaces within the scope of work being delivered by OTP. The Change Steering Group will continue to be the forum to set the strategic direction for all changes across our organisation and manage strategic risks and issues across the landscape.

## Pensions

To secure vital funding from the Government, we were required to explore possible future options for TfL's pension arrangements. In October, we submitted a Pensions Options Paper that set out two broad categories of options, raising issues and questions that required a response from the Government.

The Government responded on 24 February, setting out what it would and would not be willing to support. We have taken the time to consider the Government's response and there remain several fundamental outstanding practical and technical matters related to deliverability, value for money and fairness, which will need to be resolved before any agreement can be reached.

On 17 March, we replied to the Government's response, explaining it is not possible to progress until it provides the necessary assurances and information we need. It remains the case that no changes to the TfL pension are currently being proposed.

### **National Apprenticeship Week**

On 6 February we celebrated National Apprenticeship Week, showcasing the range of opportunities we have on offer. With more than 170 roles across more than 30 apprenticeships, we are proud to create exciting career paths for those interested in a career in transport.

Our apprenticeships support people of all ages, helping them learn new skills for a future career while in employment. Applicants can choose from a range of roles across various disciplines in London Underground, engineering, technology and business.

We also celebrated our relationship with our suppliers through our dedicated Supplier Skills programme, where we collaborate with our suppliers to facilitate the creation of skills and employment opportunities, such as apprenticeships for new or existing employees. In 2022, along with our supply chain, we helped create more than 850 apprenticeship starts.

We also hosted our annual supply chain recruitment fair during National Apprenticeship Week. This year's fair, held on 8 February, linked more than 20 employers from TfL, HS2 and our GLA partners with almost 1,000 prospective candidates who attended.

### **End-of-year performance and readiness conversations**

Our end-of-year performance conversations window opened on 13 February and is the start of our process for colleagues to demonstrate their achievements and performance over the previous year. This is the second year of using our new myJourney tool, which enables continuous feedback and helps our colleagues improve on their performance in real time.

As part of this process, each colleague takes part in a conversation with their line manager to discuss their future career aspirations and capture their readiness to progress further. These conversations enable both colleague and line manager to focus on what development is needed to take the next step in their careers.

These performance and readiness conversations follow on from the recent launch of the Our People Leaders framework. This framework is the first time we have developed a set of common expectations about what it means to be a TfL people leader. By defining what it is we expect of our people leaders, we can better target development and support to achieve as part of our performance and readiness conversations.

### **Industrial relations update**

The TfL full and final pay offer for 2022 and 2023 has now been implemented, meaning that relevant employees have received back pay for 2022, prior to the end of the financial year. Discussions with rail for London Infrastructure trade unions, representing Elizabeth line staff, remain ongoing on separate elements of their pay deal. Previously announced industrial action by the recognised trade unions has been suspended while these talks continue.

We continue to discuss future proposals with our trade unions in operational areas of the business. This has given rise to a number of ballots and live mandates on pensions, agreements and detrainment, and we continue to use our extensive collective bargaining arrangements to resolve these disputes, while working to minimise and mitigate the impact of action where we are unable to reach an agreement. In addition, we have started consultation on a number of our people policies, which are in need of updating.

The 2023 London Underground pay deal expires on 31 March 2023 and we will start discussions on a new pay deal. We will report progress on this back to the Board.

### **London Underground Change**

The London Underground Change programme focuses on improving productivity, fairness and flexibility across all our teams that operate London Underground services in customer operations and maintenance.

We are concluding our consultation on changes in customer services, now at a local level. These changes will realign our staffing numbers to travel trends and customer demand. It will also enable us to deploy our revenue and special requirements teams more flexibly to improve revenue protection and support resilience. The consultation process has helped us to adapt some of our plans with improved outcomes.

We have started more detailed discussions with trade union colleagues on our proposals for a new agreement with train operators to adapt rostering and coverage and ways of working, and look forward to progressing our negotiations.

## Diversity and inclusion

### Action on inclusion

While diversity has always been an important focus at TfL, we are moving towards a more inclusion-focused approach to positively impact our organisation for both colleagues and customers. We are focused on creating an equitable, high-performing workplace where people from all backgrounds can get the support they need to thrive and grow.

In response to this challenge, we have developed our Action on inclusion strategy which sets out the steps we will taking to make TfL a genuinely inclusive employer and organisation. This strategy will be separated into two documents, Customer and Colleague, with each document outlining the key themes to ensure our organisation and transport system truly reflects the diversity of the city we serve.

It will also highlight the practical steps we are taking to improving equity, diversity and inclusion in the workplace, including how we will work to help colleagues be mindful and supportive of each other, ensuring our organisation is a great place for everyone to work and thrive.

This strategy will be shared with Board members directly and updates will be provided through the Safety, Sustainability and Human Resources panel.

### Gender, ethnicity and disability pay gap reports

On 17 March we published our 2022 gender, ethnicity and disability pay gap reports. Diversity and inclusion are at the heart of our Vision and Values and our goal is to build a workplace where everyone feels – and is – safe, valued and able to develop. Addressing our pay gaps is fundamental

both to treating everyone fairly, and to attracting and retaining a workforce as diverse as the city we serve.

In 2021, the median gender pay gap was 18.1 per cent and the mean gender pay gap was 9.8 per cent. In 2022, these have fallen to 16.6 per cent and 9.5 per cent respectively.

The median ethnicity pay gap has decreased from 9.8 per cent in 2021 to 8.1 per cent in 2022, due to the slightly larger increase in Black, Asian and minority ethnic representation at director and senior management levels. The mean figure has decreased from 11.5 per cent in 2021 to 10.8 per cent.

Our mean disability pay gap has slightly increased from 2.5 per cent in 2021 to 2.9 per cent in 2022, but our median disability pay gap has decreased from 5.3 per cent in 2021 to 3.1 per cent in 2022.

While these trends are positive, there is more work to be done. We have already implemented better reporting and transparency, including our Count me in campaign, recently launched to encourage our people to share their diversity information so that we deliver the right schemes based on the data collected and show a targeted commitment to equality. We have anonymised recruitment and issued guidance on diverse interview panels.

### Inclusive transport forum

On 9 February we held our inclusive transport forum, bringing together organisations representing disabled and older Londoners. Issues discussed included

the expansion of the ULEZ, bus safety, our business plan and step-free access, and budding plans to set up Google Street View of our stations, to enable customers to view the layout and environment of a station in advance, making journeys easier.

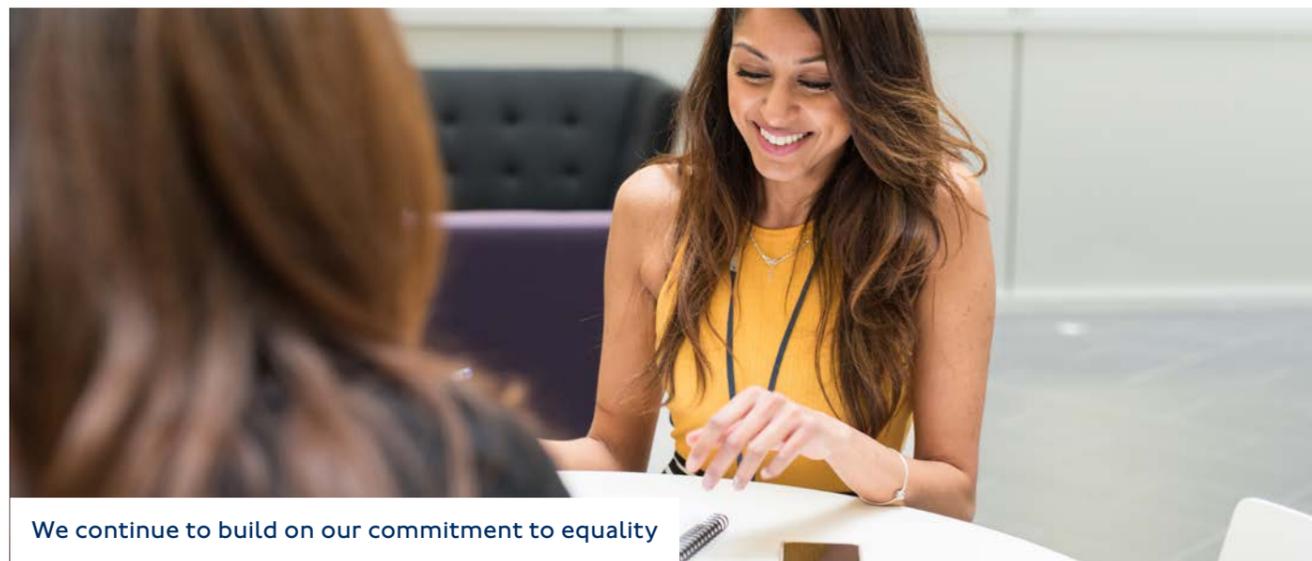
## Health and wellbeing

### Time to Talk Day

Thursday 2 February was Time to Talk Day, a day devoted to bringing people together to talk about mental health. All colleagues were encouraged to make space in their day for a conversation about mental health – from simply checking on someone to see if they are ok to broader discussions about mental health issues – so we can create a helpful and sympathetic community in our organisation and have more open conversations to support everyone's wellbeing. The importance of this day was highlighted on the TfL operations leadership call on the same day.

### Support for colleagues

After a period of consultation and a competitive tender process we awarded a contract for provision of trauma counselling and physiotherapy to Vita Health Group. Our in-house team have provided a fantastic service but we wanted to be able to offer this service closer to where our colleagues live and work. Vita Health Group already provide our Employee Assistance Programme and have a good understanding of our organisation and our people. The quarterly review programme in February showed that 4.62 per cent of employees had contacted the service for advice and support in the last quarter.



We continue to build on our commitment to equality

# Finance

## Focusing on financial sustainability and generating income helps us better serve London

### Route to financial sustainability

I'm pleased to say that our latest Budget shows that we will achieve an operating surplus in 2023/24, returning TfL to operating financial sustainability. Operational self-sufficiency means we can run a safe and reliable network for all, while delivering real and vital improvements for the capital. I am immensely proud of the hard work that everyone in our organisation has contributed to get us to this significant point in our financial recovery.

Across the next financial year, we expect £9.1bn in revenue, which will cover our expected £7.9bn operating costs, £745m in capital renewals and £417m in net interest costs that TfL will accrue. This means that we will achieve an overall operating surplus of £79m which will then be reinvested directly into enhancements across the transport network as part of our wider £2bn capital programme as outlined in our Business Plan, with any Government funding in 2023/24 allocated to finance capital investments in the network.

Since 2016, and before the pandemic, we have worked hard to save £1.1bn from our annual operating costs. We are currently working on the delivery of £600m in further savings commitments as set out in our Business Plan, as well as continuing to build ridership following the pandemic.

During 2023/24, our Budget will ensure the delivery of a number of schemes to improve London for everyone, many of which are set out in this report, including new DLR and Piccadilly line trains, one million extra kilometres of bus services, expanding the

ULEZ, introducing the full peak Elizabeth line timetable, as well as ensuring TfL is the strong green heartbeat of the city by making our services more sustainable through more zero-emission buses, and upgrading LED lights in Tube stations and across the road network to reduce energy consumption.

The 2023/24 Budget has been developed on the assumption that the current funding agreement with the Government, which lasts until April 2024 unless operating financial sustainability is achieved sooner, remains in place and is fully honoured, including in relation to adjusting the amount of support provided to us in 2023/24 to reflect latest inflation rates.

We continue to work closely with the Government to make the case for capital investment. With continued Government capital investment from April 2024, we can continue to support London and make it an even better, greener, safer and more successful city. We need £475m in 2024/25 to support the delivery of the committed contracts for rolling stock and signalling on the Piccadilly line and the DLR.

In the longer term, we are keen for the Government to support development work carried out on the DLR extension to Thamesmead and to re-start our joint work on the Bakerloo line extension and Crossrail 2. These were stopped at the onset of the pandemic, and restarting this work would ensure that these critical projects enabling hundreds of thousands of new homes and substantial economic opportunity across London and the wider UK can progress within the next decade.



New fares came into effect on 5 March

### Changes to fares

On 5 March we implemented the fares revision as directed by the Mayor. Guidance from the DfT on the fares increase for National Rail services, which also determines the new prices for Travelcards, daily and weekly capping, was received on 23 December 2022, leaving much less time than usual to determine the new fares and prepare the new fares tables. I want to extend my thanks and congratulations to the team that implemented these changes so seamlessly.

We have prioritised applying the new fares for pay as you go journeys and Travelcards, which form most of our revenue. Some other fares, mainly for through-journeys to National Rail destinations made using printed tickets, will be increased at the next fares revision in June.

### New homes and TTL property

Our dedicated property company, TTL Properties Limited (TTLP), continues to progress housing schemes with high levels of affordable housing.

In the last month, we have started construction work on three new housing projects with our strategic build-to-rent partner Grainger Plc. The three sites – at Montford Place in Lambeth, Southall in Ealing, and Arnos Grove in Enfield – brings the total number of homes that we have started building to 2,795.

There was positive development this month, with the DfT approving section 163 applications for three car parks to be released for development. This means we are now able to progress schemes at Bollo Lane, Hounslow West and Snaresbrook, and ensure much needed housing can be built on these sites. We are preparing to start construction at Bollo Lane in Ealing later this month, delivering around 850 homes, 50 per cent of which will be affordable.

As well as starting works at Bollo Lane, we are also due to start on another three other sites by the end of March: Barking Road in Barking and Dagenham, Nine Elms in Lambeth and Southwark station in Southwark. This will bring our total number of homes under construction up to 4,155.

### New vision for Earls Court

As part of The Earls Court Development Company we unveiled the draft masterplan 'to bring the wonder back to Earls Court'. This ambitious redevelopment will see the 40-acre site in central London developed and reinstated as a destination for entertainment and innovation. We are proposing that the site can deliver up to 4,500 homes, of which some 1,575 homes will be affordable. The proposed masterplan is a landscape-led development which aims to go beyond our net-zero carbon ambitions and become a climate-positive neighbourhood.

The aspiration is for the development to incorporate the first large-scale zero-carbon energy-sharing network in the UK, enabling local people to benefit from cost-effective heat networks. Up to 15,000 jobs will be created, with the development becoming a research and development hub for green technology, attracting businesses that have a role in transforming our future by responding to the climate crisis.

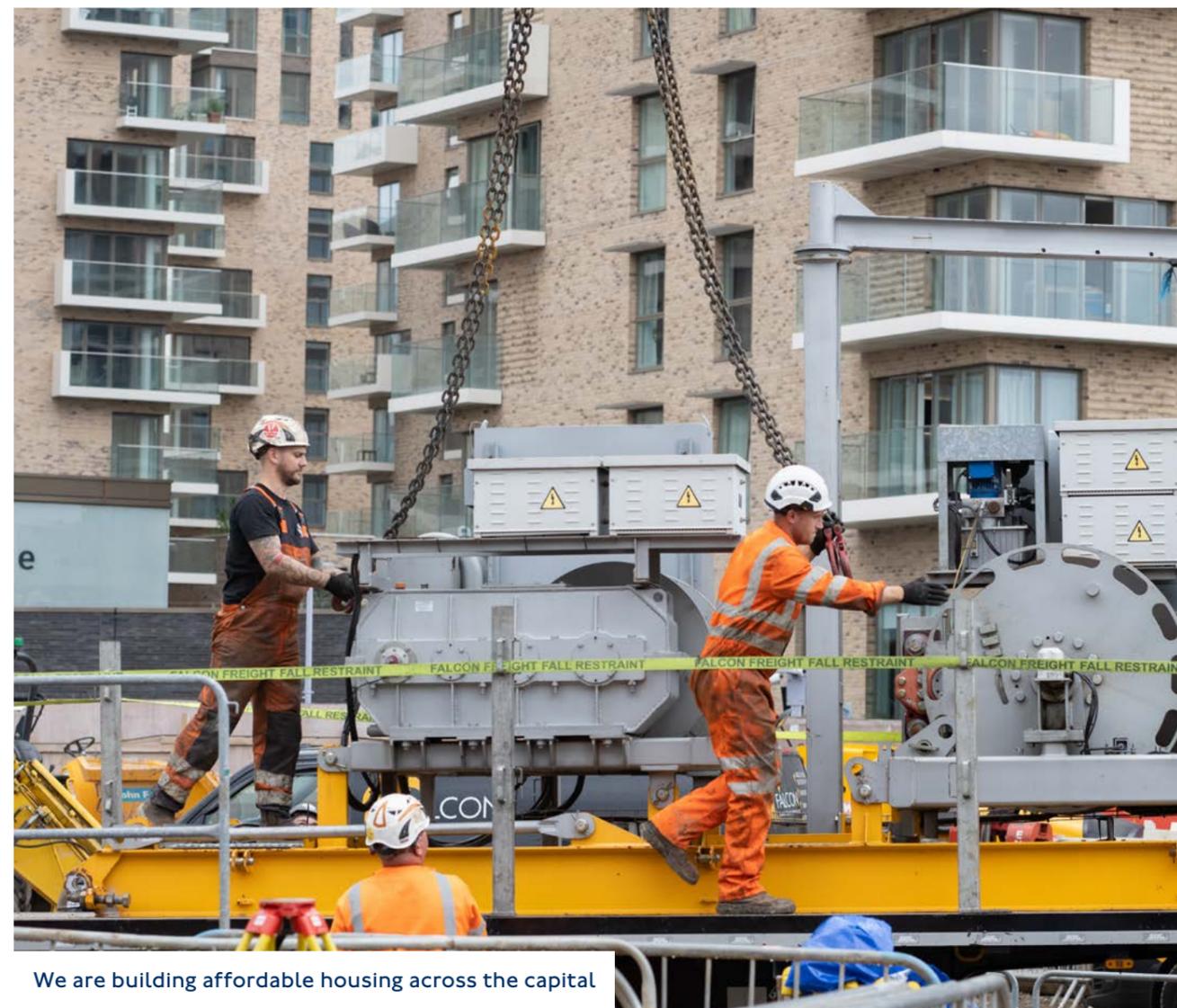
Only 40 per cent of the land in the proposed plan will have buildings on it to genuinely prioritise the streetscape and public open spaces. Landscaped piazzas, play space and public gardens at the entrances will connect through a network of pedestrianised streets and spaces to a park at the heart of the site.

The draft masterplan has been created following two years of discussion and engagement with local communities and stakeholders to understand the aspirations and priorities of those who already live and work in the area.

### New partnership with Network Rail

We announced a new partnership with Network Rail to use our estates to deliver new homes, including a significant proportion of affordable housing, during the next decade. Together with Network

Rail, we own almost 14,000 acres of land across the capital and, while a significant proportion is in use, there are further opportunities on previously developed land, also known as brownfield land.



We are building affordable housing across the capital

### Preferred partner for commercial office portfolio

We announced that we have selected Helical as our preferred partner to deliver new high-quality and sustainable office space above or close to Tube stations, currently consisting of three new developments at Bank, Paddington and Southwark. All three sites have full planning permission to deliver sustainable commercial office developments that offer exceptional workplaces and positively affect the local community.

The buildings will be constructed on the basis of net-zero carbon emissions and the joint venture will collaborate with tenants to target a rating of BREEAM Outstanding and Platinum WELL v2 Core – both of which are leading certification systems for sustainable built environment.

The sites will also fully incorporate a focus on active travel options for occupants, with the three sites providing almost 900 cycle spaces collectively. Combined with their close proximity to the public transport network, these new developments will encourage those who occupy the buildings in the future to travel sustainably.

### Mallet partnership to generate non-fare revenue

We have collaborated with premium brand Mallet London on a range of trainers that celebrate the iconic Tube map. As part of our Brand Licensing programme, Mallet paid a fee upfront to create the products, and a royalty fee on all products sold. Currently available in the UK, online sales may be extended to other regions.

### SAP Ariba

January saw the launch of our new company-wide procurement system, SAP Ariba. This digital solution enables our people to purchase critical goods and services from online catalogues and other indirect procurement services from our pre-established supplier contracts. For the first time, we now have a solution that joins up our supply chain processes, from the original sourcing event managed by procurement and commercial teams and the selection of goods and services through to efficient payment by our business services team, encompassing the entire source-to-pay journey.

The system was deployed initially in August for procurement and commercial processes, followed by a successful soft launch in November for a number of areas across our operations. Full deployment to more than 3,500 staff took place in January. Feedback has been positive, especially the ease of use and the streamlined approvals process for managers. Furthermore, the capability of the system has enabled our finance team to assess the financial approvals thresholds through systemisation and controls within SAP Ariba. This is a major principle of our enterprise resource planning transformation programme – to make the right way to do something also the simplest.

The next steps are to complete a small number of improvements identified and agreed to be delivered post-implementation, close the project and apply the continuous improvement model for this new cloud-based system.



Our Brand Licensing programme enables strong collaborations

---

## About us

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

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

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

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

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

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

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

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

