



Commissioner's report
June 2022 | Special edition

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Introduction

May has been an incredible month for us all, with the reopening of the Northern line Bank branch and the launch of the Elizabeth line

On 16 May, I was delighted to be joined by the Mayor for the reopening of the Bank branch of the Northern line, following a 17-week planned closure. This project has been a fantastic example of our expert engineering skills, with around 550 colleagues working around the clock to finish constructing a brand-new Northern line tunnel and passenger concourse at Bank station on time and on budget. A new, wider southbound Northern line platform also opened and work was completed on three new passageways, which will make moving around the station quicker and easier for Northern line customers. These improvements to Bank station will support the City of London's recovery, growth and success, addressing long-standing capacity issues and making journeys through Bank quicker, easier and more comfortable when fully complete.

The opening of the Elizabeth line was the proudest moment of my career. On 17 May, Her Majesty The Queen and His Royal Highness The Earl of Wessex graced us with their presence at Paddington station to mark the completion of the new railway ahead of its opening for revenue services on 24 May. The Queen and Earl of Wessex were joined by the Prime Minister, Mayor and Secretary of State for Transport. During the royal visit, the Queen officially unveiled a plaque to celebrate the completion of the line named in her honour which will be on permanent display at Paddington station.

Ahead of the start of revenue services, I was joined by more than 250 colleagues, stakeholders and key figures who have been instrumental in the delivery of the

Elizabeth line for an event at Canary Wharf Elizabeth line station on 23 May. Guests had the opportunity to travel on the brand new trains from the Elizabeth line stations from Paddington to Canary Wharf.

The line opened for revenue service on 24 May, with customers welcomed by the Mayor, Mark Wild, Howard Smith, Andy Lord and me on the first trains from Paddington and Abbey Wood. More than 260,000 trips were made across the line's central section and more than 450,000 trips across the whole of the Elizabeth line. This incredible start to services has continued in the days

after opening, a sure sign of the positive impact this line will make to customers commuting across the capital.

Ahead of the opening to customers, iconic locations around the capital turned purple in celebration of the occasion. Tower Bridge, the London Eye, City Hall and the Gherkin were among more than 30 iconic London locations turned purple for this momentous occasion. We also celebrated the launch with the help of local school children who created decorations and artwork for nine new stations on the Elizabeth line.

When I joined TfL as Commissioner in July 2020, I set out my two main priorities. The first was to lead TfL through the coronavirus pandemic and the second was to get the Crossrail project over the line. I'm proud that with the Elizabeth line now open, we have delivered a genuinely transformational service for the people who live and work in the capital. We could not have done this without a true team effort and I want to take this opportunity to thank everyone for delivering this project to such a high standard during incredibly challenging times.



The Elizabeth line is set to transform travel across the capital



The Elizabeth line is a historic, once-in-a-generation addition to London's transport network

Safety and environment

We are proactively considering ways to tackle the climate emergency and reduce congestion, while strengthening our security measures

Upcoming inquests

On 26 May 2020, a passenger fell between the platform and the train at Waterloo station and was tragically struck by a train while trying to get back onto the platform. The Office of Rail and Road (ORR) issued London Underground with an Improvement Notice which we responded to, and which has now been closed. The Rail Accident Investigation Branch carried out an investigation and published its report in September 2021. The report contained three recommendations to London Underground:

- The need to recognise and assess location-specific risks so they can be properly managed
- A review of London Underground's quantified risk assessment
- The need for effective delivery of actions proposed by internal investigation recommendations

We continue to update the ORR to ensure it is satisfied that we are addressing these recommendations. The inquest in relation to this matter will take place before a jury between 19 and 28 September.

On 18 February 2019, a person and their young child were tragically struck by a train at Taplow station. Taplow station is managed by our operator MTR Crossrail (now MTR Elizabeth line) under

a Concession Agreement with Rail for London, although train services were operated by Great Western Railway at the time of the incident. Lifts were being constructed by an independent contractor, working for us. There was a temporary footbridge in place at the station as a result of these works, with some temporary fencing. The person climbed over the temporary fencing with their child and accessed the track adjacent to one of the station platforms, through which fast trains pass but do not stop. Both the parent and child were hit and killed by an express train. The next pre inquest review hearing is listed to take place on 5 September and the inquests are listed to take place between 2 and 30 November.

Inquests update

On 15 July 2020, a bus driver was closing the middle doors of the bus and accidentally closed the front doors as well. As the front doors were closing, they came into contact with a passenger who was stepping onto the bus with a walking stick. The passenger fell backwards onto the pavement and was taken to hospital where they sadly died a few days later, on 20 July 2020. The inquest took place on 29 March 2022. The Coroner gave a narrative conclusion that the passenger died from hospital acquired pneumonia and the circumstances leading to their death was a fall from a bus. Representatives from TfL and the bus company, Go Ahead, attended the inquest.

On 2 October 2020, a person was tragically struck by a train at Fenchurch Street station. Shortly before, the person had interacted with London Underground staff at Bank station and informed them of plans to end their life. Staff spoke to the passenger and were able to persuade them to walk away from the platform to a place of safety together. Staff contacted the British Transport Police (BTP) who arrived shortly after but, unfortunately, the passenger had left Bank station before they arrived. The passenger had walked to Tower Gateway DLR, past the barriers at the end of the platform, and accessed the railway tracks towards Fenchurch Street station where they were hit by a train. The inquest took place on 6 April and a witness from London Underground attended to give evidence about the suicide prevention training provided to staff. The Coroner gave a conclusion of suicide.

Incidents on the network

Sadly, in recent months there have been two separate incidents of a person dying after colliding with a bus. On 4 February, a route 135 bus was proceeding along Great Eastern Street and was involved in a collision with a person at a pedestrian crossing. The emergency services attended but, tragically, the person suffered fatal injuries and died at the scene. The second incident occurred on 7 March, as a route 12 bus made a left turn at the signalised junction from Regent Street into Margaret

Street. A collision occurred with the person which resulted in head injuries. The person died at the scene.

In addition to the above incidents, there have also been two serious collisions involving cyclists and buses in recent months. The first occurred on Seven Sisters Road at the junction with Stroud Green Road on the evening of 16 April, and resulted in a cyclist dying at the scene. The second incident took place at the junction of Lambeth Road and Kennington Road on the evening of 2 May, with the cyclist later dying from their injuries.

These incidents are all currently under investigation, to determine root cause and contributory factors, and we are working closely with the Metropolitan Police Service (MPS).

Potters Bar Bus Garage fire

On 22 May, an incident occurred at Potters Bar Bus Garage in which six buses caught fire, two of which were double-deck electric buses. As a precaution, the manufacturer of the electric buses, Switch Mobility, asked all operators to temporarily withdraw its double-deck electric buses from service while investigations were carried out into the root cause of the incident. Most of our bus routes in the area continued to be served the following day. Investigations have concluded that the fire was caused by human error resulting



We are prioritising safety on the network

in a thermal incident in a battery pack. No fundamental system issues were identified, and buses are being returned to service following final checks.

Crime and antisocial behaviour on public transport

We strive to ensure that our customers and employees are safe and feel that our public transport network is a secure and welcoming environment. We make a considerable investment in policing and security, working with the MPS and BTP. Through our work with our policing partners, we use the insights and data we gather from customer and colleague reports to prevent, deter and detect crime and antisocial behaviour on our network.

The BTP and MPS have maintained their focus on reducing the risk of robbery and keeping young people safe on public transport. The BTP ran a series of operations at Finsbury Park and Turnpike Lane stations between 22 and 26 April to tackle robberies and violent crime. The BTP also worked with our officers at key robbery locations to increase visibility and deter offences throughout the reporting period. On the bus network, Operation Tibulus which is run by the MPS's Roads and Transport Policing Command (RTPC) and is aimed at addressing violent crime and robbery, ran from 1 to 30 April. Throughout April, the RTPC held weapons sweeps and knife arch operations that resulted in 23 arrests for violence-related offences on the network. There have been a further 198 arrests for other offences. The majority of these are for drug possession.

The RTPC also seized six offensive weapons as a result of these operations and weapon sweeps throughout the month of April.

The fifth anniversary of the Westminster Bridge terrorist attacks on 22 March was marked with a commemorative event held at Westminster Abbey and on the bridge where five people tragically died and 50 people were injured. We continue with our proactive work to strengthen our security measures and reduce our vulnerability to terrorism.

Tackling work-related violence and aggression

Our Transport Support & Enforcement Operational Officers provide direct support to customers and our frontline staff to prevent and tackle anti-social behaviour and reduce the risk of our frontline colleagues experiencing violence and aggression. All officers are trained to enforce byelaws and wear body-worn cameras to gather evidence and prosecute anyone who commits offences. By 31 March, we had recruited 90 officers in these roles and our ambition is to increase this to 135 by the end of the 2022/23 financial year.

On 1 April, we joined forces with Arriva Rail London to deliver a team of officers to support London Overground colleagues. This team will provide protection, support and high visibility presence against anti-social behaviour and work-related violence and aggression.

Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero ambition of eliminating all death and serious injury on the road network by 2041. Our work, along with that of the MPS, Driver and Vehicle Standards Agency and other enforcement agencies is vital to combating the kind of illegal, careless and dangerous road user behaviour that causes risk on our roads and that contributes to fatal and serious collisions. We continue to work with the MPS's RTPC and Traffic Criminal Justice Unit to provide enhanced enforcement on London's roads. This ensures that road policing and enforcement is given greater priority, and forms part of an integrated programme of measures to reduce road danger.

Between April 2021 and March 2022, the MPS dealt with 608,223 road traffic offences directly through enforcement action. This was 44 per cent higher than the same period in the previous year, with an additional 186,741 offences dealt with.

Speed on the capital's roads is now being monitored using five new mobile safety cameras. The cameras, which can be moved around the road network, are being operated by the RTPC's Police Community and Support Officers (PCSOs). The ability to relocate the cameras to where they are most needed means that they can be used to target non-compliance hot spots. This ensures that we, and the police, can be more responsive to local community concerns and emerging problems. Enabling PCSOs to use them means that policing resources can be used more effectively.

On 25 March, a change in legislation came into effect which expanded the interpretation of the term 'using a mobile phone' for this offence. This change means it is now unlawful to use a handheld mobile phone while driving under virtually any circumstance.

During an operation that took place from 21 to 27 February, officers issued 227 Traffic Offence Reports for motorists using a mobile phone while driving. This included a driving instructor using a phone while supervising a learner, and three drivers of HGVs.

The RTPC is supporting the Department for Transport's THINK! 'Mates matter' campaign which will run until May this year and is intended to tackle the use of handheld mobile phones among young drivers. The campaign aims to get drivers to confront their own behaviour by making friends present in the issue, by showing them unexpectedly appearing in the back seat of the car to intervene at the moment of temptation and stop their friend picking up the phone while driving.

We are also committed to tackling speeding by our own colleagues, ensuring that staff who drive as part of their work always demonstrate exemplary driving behaviour. The fitting of Intelligent Speed Assistance (ISA) technology to our commercial vehicle fleet is a key part of our fleet safety programme. We have now completed the fitting of ISA technology to 360 vehicles in our fleet. We continue to focus on complementary activity to challenge speeding and promote a safety culture among fleet users.



We continue to tackle speeding on our roads



We are committed to improving safety and compliance

Compliance, enforcement and safety technology

We are continuing to progress the roll-out of deployable enforcement cameras, which will play a vital part in helping us meet our Vision Zero goal. A trial of cameras carried out in 2020 saw an improvement in compliance of up to 60 per cent in six months. Following the installation of 24 cameras on the network by 31 March this year, we are continuing the remaining installations, with a further 26 scheduled to be installed by the end of May.

On completion of the subsequent testing and last installations, we expect to have delivered 50 operational cameras by early June. We will be closely monitoring how successful the cameras are at reducing road danger and congestion, and improving bus journey reliability. Any money we recover from penalty charge notices will be reinvested in maintaining a safe and efficient road network for everyone travelling in the capital. The cameras are used for enforcement of civil traffic rules only and are fully compliant with data protection legislation. Subject to a review of the success of these cameras in improving safety and compliance on London's roads, we will be undertaking feasibility of further extending the use of these cameras across the capital.

Taxi and private hire vehicles

New private hire regulation

On 6 December 2021, the Divisional Court gave judgment that clarified that all operators must contract directly with the customer when they accept a private hire booking. All London private hire vehicle operators are required to review any terms and conditions, and consider whether they need to make any changes to comply with the judgment.

On 22 April, we introduced Regulation 9(14) of the Private Hire Vehicles (London) (Operators' Licences) Regulations 2000 to reflect the court ruling.

Along with the new regulation, we have also published a guidance document to help London PHV operators understand whether their terms and ways of working need to be changed to ensure compliance. The guidance looks at what operators' responsibilities are when they contract with passengers, how the law applies in practice (whether or not they have written contracts) and what we are doing to help ensure compliance. This guidance will be kept under review.

Consultation on taxi and private hire vehicle best practice guidance

On 28 March, the Department for Transport (DfT) published a consultation on best practice guidance for taxi and private hire vehicle licensing. The DfT has issued best practice guidance since 2006 to assist local authorities that are responsible for the regulation of this sector. The guidance has recently been updated to consider stakeholder views and changes in the way the sector operates. The DfT is now seeking views from the public, licensing authorities and the taxi and private hire vehicle industry on the proposed updated version.

We are currently reviewing the proposed update and will be setting out our views before the consultation closes on 20 June.

Data centre migration

In March, all taxi and private hire data services were migrated from the data centre in Manchester to a new data centre in Hampshire to provide additional capacity. This has been a 10-month project for Licensing, Regulation and Charging working collaboratively with our Technology and Data colleagues as well as our service providers to ensure a successful completion.

New HMRC Hidden Economy Conditionality

On 4 April, HMRC introduced new tax checks that apply to all taxi and private hire drivers, as well as private hire vehicle operators. As part of their application, first-time applicants for a taxi or private hire driver licence or a private hire operator

licence must now confirm that they are aware of the HMRC guidance and their obligations to pay any tax that may be due on income they earn from their licensed trade. A portal is also in place for Licensing, Regulation and Charging colleagues to check that a licensee has met their obligations to register with the HMRC as part of the renewal process.

To successfully facilitate this change by HMRC's deadline we have amended all application forms, updated our licensing system and issued regular communications to taxi and private hire licensees.

Air quality and the environment

Emissions-based road charging schemes (precursor to Greater London Ultra Low Emission Zone)

On 4 March, the Mayor asked us to consult on expanding the Ultra Low Emission Zone (ULEZ) to make it London-wide in 2023 to address the triple challenges of air quality, climate change and congestion. We have also been considering the future of road user charging in the capital. On 20 May, we launched a 10-week consultation seeking views from members of the public, businesses and stakeholders on our proposals to expand the ULEZ across the capital, changes to the Mayor's Transport Strategy and their input on the issues to consider in any future road user charging schemes across London. The consultation will run until 29 July, after which we will use the feedback in responses to inform our progress and refine our proposals.



We are considering a range of proposals to improve air quality

E-scooter rental trial

The thirteenth operational period of the e-scooter rental trial started on 9 May, meaning the trial has now been operating for more than 11 months. Ten participating boroughs make up one continuous trial area. Headline trip data from the first 12 operational periods is available on our website, showing a total of 960,000 rides have been taken, with a total of 4,010 vehicles available to hire.

On 19 May, we also announced that the trial has been extended to run until November 2022, and that 1 million trips have been made.

Future of temporary active travel schemes

Since May 2020, the Streetspace for London programme has introduced more than 100km of new or upgraded cycle routes. The priority for us and the boroughs is now to decide whether to retain schemes permanently, implement experimental schemes or remove schemes. These decisions are based on a range of monitoring data as well as feedback gathered from stakeholders and through public engagement.

The upgrade work is now complete for the section of Cycleway 8 between Chelsea Bridge and Lambeth Bridge, with the scheme having transitioned to an experimental scheme. The public

consultation for the experiment launched on 9 May and will run for six months. Works also completed for an experimental scheme at Mansell Street in April, providing a connection between Cycleway 2 and Cycleway 3. The consultation for this scheme also launched in early May, and we will monitor the scheme closely over the coming months to understand how it is operating. Further consultations are due to launch imminently for experimental schemes on the A21 Lewisham to Catford and Borough High Street. Work is progressing to analyse the results of public engagement and monitoring to inform a decision on whether or not to retain the experimental cycle schemes on Tooley Street, Battersea Park and Kennington Park Road.

Of the Low Traffic Neighbourhood borough schemes funded under the Streetspace for London programme, 97 remain operational, as are 371 School Streets from a total of 480 that were funded. This brings the total number of School Streets in London to more than 500. Despite the challenges surrounding these schemes, two new schemes have been completed via our Active Travel Fund allocation, with design and construction progressing on a further 11 new Low Traffic Neighbourhood schemes, alongside a range of upgrades and supporting measures to make existing temporary works permanent.

Santander Cycles

We recorded the highest ever number of hires in the month of February with 750,000 hires made, representing an average of almost 27,000 per day. January was also a record month for the scheme, with 748,000 hires, or 24,000 per day. These records follow on from record months in September, October, November and December last year, as well as a record 10.94 million hires across 2021.

Between March 2020 and March 2022, we offered free cycle-hire access codes to NHS staff and other key workers. The free key worker promotional code ended in March this year, following more than 25,000 redemptions. The free NHS promotional code is continuing and has been redeemed almost 150,000 times.

We continue to work with Santander on upgrades and improvements for the scheme this year. We are committed to expanding the cycle hire scheme to new areas of London and are working closely with Southwark Council to add eight new docking stations across the borough.

We are also working to introduce around 500 electric bikes into the scheme from this summer, helping to break down the barriers that stop some people from cycling, including fitness, age and journey length.

Cycleways

Cycleway 4

Construction work along Evelyn Street is progressing well, with 85 per cent of the project now complete and the remainder planned for completion this summer. The Royal Borough of Greenwich's works to Creek Road Bridge has been rescheduled for autumn this year and plans are now being developed to open the cycle track on the Creek Road section of the route in June.

Cycleway 9

Work to transform Hammersmith Gyratory is progressing well and is expected to be completed in June. Work along Chiswick High Road from Chiswick Lane to Goldhawk Road, which is being delivered by the London Borough of Hounslow, is also progressing well, and is set to be completed in June.

Cycleway 23

Construction work on the Millfields Park section of the route is progressing well by the London Borough of Hackney and is on track for completion in this summer. The detailed design for Lea Bridge Roundabout continues to be developed and construction is planned for later this year. The London Borough of Hackney will also undertake design work for Lea Bridge Road westbound and this design is due to start in June.



We continue to make improvements in cycling infrastructure

Cycle route in Aldgate

We have completed work on a new protected cycle route in east London which will enable thousands of safer journeys by bike across London each week. The new route will help to build on the huge increases in cycling seen in the capital since the start of the coronavirus pandemic. Enabling more people to walk, cycle and use public transport is critical to a successful and sustainable economy in London, which is vital for the success of the wider economy.

On Mansell Street in Aldgate, work has been completed, as part of an experimental traffic scheme, to connect two major existing Cycleways on London's high-quality network of routes – Cycleway 2 and Cycleway 3. The changes are a vital new part of the network in east London, opening up a new corridor for safer and better protected journeys stretching from Stratford in the east to Lancaster Gate in the west. Changes that have been put in place as part of the work include:

- A two-way cycle lane on Mansell Street, using cycle wands to separate cyclists and motor traffic
- New low-level traffic signals for cyclists
- Wider pavements for pedestrians

- New and improved crossings to allow people walking and cycling to move around the area more easily
- A new bus lane on Goodman's Yard to help people travel more sustainably

In the three years up to July 2020, four people were seriously injured in collisions on or near Mansell Street and one person was tragically killed. These changes will make people cycling feel safer along a key cycling corridor that is in the top five per cent for current and future cycling demand in London.

A six-month consultation has launched into the scheme on Mansell Street. A consultation has also launched into the first phase of upgrades to the CS8 route between Lambeth Bridge and Chelsea Bridge, and includes changes that have been in place on the route since summer 2020.

Operations and customers

The new Elizabeth line is the most significant addition to our transport network in a generation and will transform travel across the capital



The Elizabeth line will help reduce journey times and increase capacity

Elizabeth line

The Elizabeth line opened for service on 24 May. This ground-breaking project will transform travel across London and the southeast by dramatically improving transport links, cutting journey times, providing additional capacity and transforming accessibility, with spacious new stations and walk-through trains. The Elizabeth line will initially operate as three separate railways, with services from Reading, Heathrow and Shenfield connecting with the central tunnels from autumn this year.

In preparation for the opening and the start of customer service, Elizabeth line signage was unveiled across the network. The updated Tube and Rail map was also released, showing the new central section stations connected with the rest of the network for the first time.

The new line is crucial to London's recovery from the pandemic, helping avoid a car-led recovery by providing new journey options, supporting regeneration across the capital and adding an estimated £42bn to the UK economy.

The line is operating 12 trains an hour between Paddington and Abbey Wood, Monday to Saturday from 06:30 to 23:00. Work will continue in engineering hours and on Sundays for a series of testing and software updates to take place in preparation for more intensive services from the autumn.

TfL Rail services between Reading and Heathrow to Paddington and Shenfield to Liverpool Street have been rebranded to the Elizabeth line. Customers travelling into London between Reading or Heathrow need to change at Paddington for services into the central section of the route, and customers travelling from Shenfield into London need to change at Liverpool Street. Services from Reading, Heathrow and Shenfield will connect with the central tunnels this autumn when services are expected to start.

Customers are able to plan their journeys on the Elizabeth line using the TfL Go app and Journey Planner. The new line will transform how Londoners and visitors travel around the capital, connecting stations such as Paddington to Canary Wharf in only 17 minutes, where this journey currently takes more than 30 minutes to complete using the Tube.

All Elizabeth line stations are staffed from the first to the last train, with a turn up and go service offered to anyone needing assistance. Step-free access is in place from street to train across all Elizabeth line stations between Paddington and Woolwich.

Work is progressing at Bond Street Elizabeth line station, with the team working hard to open the station to customers later this year.



Transport enthusiasts from across the country joined in the opening day festivities

Recovery

COVID-19 testing

We continue to offer colleagues COVID-19 test kits. Lateral flow tests are available for colleagues to collect, with a limit of up to one box per week, at our head office buildings. We continue to encourage staff to test regularly, up to twice per week, to ensure the safety of our colleagues. We are planning to continue to offer tests to staff by making these available to order directly through our suppliers to ensure long-term sustainability.

Imperial College London sampling

Imperial College London has been undertaking monthly air and surface sampling on the bus and tube network since September 2020. All results have been negative. This testing is due to conclude at the end of June this year, as the managing of the pandemic moves into the next phase across the country. We continue to investigate potential areas for future COVID-19-related research and investigation on the network.

Night Tube

On 21 May, we restarted Night Tube services on the Jubilee line over the whole length of the line from Stanmore to Stratford, connecting customers with The O2 arena, West End and Wembley Stadium. Services on the Jubilee line will run throughout the night on Fridays and Saturdays, joining the Central and Victoria lines, which resumed Night Tube services in November last year, and Night Overground, which resumed services between Highbury & Islington and New Cross Gate in December last year.

Despite recent industrial action by the RMT union, we have been running a near normal Night Tube service on the Victoria and Jubilee lines, with trains every 10 minutes as scheduled, and a regular service on the Central line, with at least two trains per hour through central London.

Northern line upgrade at Bank

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern and Waterloo & City lines, additional interchange between the DLR platforms and two new moving walkways between the Central and Northern lines. This work is due for completion by the end of this year.

On 16 May, the Bank branch reopened after a 17-week closure, with all planned work successfully delivered. This has enabled us to bring the first stage of the station upgrade into beneficial use. It includes a new southbound running tunnel and platform along with a new spacious central concourse. The focus now turns to introducing the further customer benefits of new interchanges between the Northern, Central and DLR platforms, along with the new station entrance at Cannon Street. When completed, this will increase capacity by 40 per cent and significantly improve interchange and evacuation times.



The Bank branch of the Northern line has fully re-opened

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

The section of signalling between Sloane Square, Paddington, Fulham Broadway and Barons Court called Signalling Migration Area 5 (SMA5) went live on 27 March 2022. This will enable a journey time improvement of around five per cent on average on the Circle and District lines between Monument, Fulham Broadway, Barons Court and Paddington in September 2022. The completion of SMA5 represented a major achievement for the programme as it involved upgrading the highly complex junction at Earl's Court and completed the implementation of Communication Based Train Control across the entire Circle line.

Software development continues for future signalling migration areas covering the eastern end of the District line and the Metropolitan line between Finchley Road and Preston Road, including the interface with Neasden Depot and the Jubilee line. While the underlying system performance has been good, an additional software update may be required before the next SMA going live to reduce the volume of operational restrictions and introduce further improvements to the software.

Piccadilly line upgrade

Phase one of our Piccadilly line upgrade 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.

The high-voltage power framework award recommendation was approved in March as planned. Successful bidders have been notified and contract work is progressing.

On 16 May, Siemens completed the intermediate car body shell. The first of its kind, the intermediate car has an innovative design, supported between the key motor and driving motor cars. This means fewer bogies and a smoother ride. Work is also continuing to finish the key motor cars and begin assembly of the driving motor car, all of which are significant milestones.

Barking Riverside Extension

Delivery of the rail systems and station physical works is now largely complete, with testing of the station now entering its final stages. All signalling and overhead line electrification work, to run test train and revenue services, was completed on 10 April. Work on the operational critical public areas around the station is being progressed and is set to be completed before service operation starts.

As the station and rail systems testing is nearing completion, the focus is on preparing the assurance documentation which will be submitted to Network Rail and the ORR to obtain the necessary authorisation to operate the service between Gospel Oak and Barking Riverside. Quality documentation and the operation and maintenance manuals required to support the submission are being progressed with the main contractor.

In January, Network Rail notified us of a reporting signal sighting issue with two signals which were installed by us, and we have been working closely with Network Rail and the train and freight operators to find a solution. On 13 April, a temporary solution was agreed to enable trial operations and passenger trains to run, enabling revenue service to start in the coming months.

Silvertown Tunnel

The new twin-bore tunnel, within the extended ULEZ, will effectively eliminate congestion and improve air quality around the Blackwall Tunnel approach, with no increase in carbon emissions from traffic. It will also provide a transformative new cross-river bus network for east London, with plans for at least 20 zero-emission buses per hour when the new tunnel opens, with the aim of increasing this over time in response to demand. The tunnel will connect Silvertown and the Greenwich Peninsula, and support significant planned redevelopment in the coming years, aiding London's recovery from the pandemic.

Good progress has continued on site, including significant piling operations and excavation works to construct the three chambers to launch, rotate and retrieve the tunnel boring machine. The main components of the machine have arrived on site and are currently being assembled ahead of its launch this summer.

Other significant works include the completion of the replacement river wall on the north bank of the Thames to ensure its stability during our tunnelling works. This will also provide additional habitat and future-proof flood defences to support wider development plans in the area.

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

Rotherhithe Tunnel refurbishment

We have now completed the design work and preparation of tender documents for the detailed design and build procurement stages of the project. However, owing to the current funding and financing challenges the organisation faces, the tendering process for the detailed design and build stage remains paused.

A series of short-term capital interventions are being put in place to ensure the tunnel remains safe and operable until the main refurbishment project can be progressed. The installation of an over-height barrier to improve compliance of vehicles with the current temporary safety restrictions (that limit vehicles to no more than two metres in height and width) was completed on 12 April.



DLR

Our rolling stock programme will deliver 43 newly-designed trains to replace the oldest trains on the DLR, improve 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.

At Beckton, work on the northern sidings continues. We successfully completed works over Easter to enable the changeover to the new signalling control system. The intensive period of track installation to support these works is nearing completion as planned.

We have now also submitted a planning application for the new southern sidings which will provide capacity to stable additional trains.

We are still awaiting confirmation from the Government on our ability to activate an option to purchase 11 additional trains which, funded through the Housing Infrastructure Fund, would provide additional capacity and unlock further housing benefits in the Royal Docks and Isle of Dogs.

High Speed 2

HS2 is a new high-speed railway connecting London to the West Midlands and the north of England. The new railway has several interfaces and implications for our networks, and our work involves assuring 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.

HS2 Ltd's construction of the new ventilation building continues at Euston. Piling for the sub-surface structure and tunnelling are complete and excavation of the basement is due to be completed in summer. Detailed planning is under way for the major utility works on the Euston Road which will start at the end of the year. We continue to work closely with HS2 Ltd and its supply chain to minimise the impact of the lane closures on the road and bus networks.

We continue to engage with The Euston Partnership on the integrated development of the Euston Campus, including the development of the oversite and the refurbishment of the existing Network Rail station.

Work continues at Old Oak Common with the piling and excavation for the new station, which is due to be substantially completed by the end of this year. We are continuing to work collaboratively with HS2 Ltd and its supply chain to meet its programme milestones and minimise impacts to our assets.

Old Street

The Old Street Roundabout project continues to remain on track for completion in spring 2023, with the highway works substantially completed at the end of this year. Once complete, the new design will bring safety improvements for cyclists and pedestrians by providing new and improved crossings, fully segregated cycle lanes and a new public space with an accessible main entrance to Old Street Underground station and the subsurface shopping arcade.

Construction is continuing, with drainage, paving and kerbing works on the four approach arms to the junction, including the infilling of several entrances and the construction of a new passenger lift. The southwest entrance to the station, Subway 3, remains open for public use until early June when the final traffic management phase will be implemented. Construction of the concrete shaft for a new goods lift has also been completed in readiness for the installation of the new lift car from July.

Construction of the new main station entrance is continuing with the superstructure works, with the new station entrance stairs scheduled to open for public use in late June while work continues on the above roof structure and glazing. Installation of the critical fire safety systems works, in the below surface shopping arcade area (both public and retail), is continuing as

planned, with ongoing installation of new mechanical, electrical and communication equipment. Works on the east side retail units is progressing and will be followed with the west side retail units in June.

Bus services changes

We made changes to 14 bus routes to improve connections to the new Elizabeth line stations at Woolwich, Abbey Wood and Custom House in east and southeast London, ahead of the line opening on 24 May. The changes followed a review of how the Elizabeth line opening would affect demand and travel habits on the area's bus network. The changes started on 14 May and included the new route 304, which operates between Manor Park and Custom House stations, from 21 May.

The changes were supported by a comprehensive publicity campaign to ensure customers knew they were taking place. This included emailing customers who regularly use the affected routes, updating information at bus stops, local media briefings, publishing details on our website, displaying posters and information at key locations and bus stops, and updating our journey planning tools including our TfL Go app.

Bus Priority Programme

Construction work to facilitate new electric buses in the Royal Borough of Kensington and Chelsea started in May. This enables the buses on the rerouted route 49 to navigate through the borough safely and easily.

Bus route analysis work identified a bus pinch point on Tottenham High Road, outside Bruce Grove station, in Haringey. We have designed and implemented a solution to remove the pinch point by changing the bus stop and parking arrangements. A further three detailed route reviews of high priority bus routes have been undertaken across London, with signal improvements and highway interventions identified for the future programme.

Boroughs continue to work to deliver improvements across the bus network. The London Borough of Lambeth delivered over two kilometres of improvements to bus lanes in the 2021/22 financial year. The London Borough of Wandsworth increased the hours of operation of 1.3km of bus lane along Queenstown Road, and the London Borough of Camden improved and created more bus lanes on Lower Kilburn High Road. London boroughs have also delivered numerous bus priority projects to remove pinch points, improve bus progression through junctions and increase access to the bus network.

As part of our work to improve the efficiency of signalised junctions, 50 signal timing reviews have been completed and seven traffic signals have been upgraded.

Customer experience

Please offer me a seat fifth anniversary

On 25 April, we encouraged people to give up their seats to people who may need them as we marked the fifth anniversary

of our Please offer me a seat badge and the start of Priority Seating Week. There have been almost 100,000 badges issued to disabled people and those with invisible conditions since its launch in 2017. The badge was created to help more people travel and access London by enabling those who have less obvious or invisible accessibility requirements get a seat on public transport.

As more people are returning to travelling around London, we ran a series of events to raise awareness of priority seats across the public transport network which are designed to make travelling easier and more comfortable for people with a range of conditions.

People will also begin to see the Travel Kind campaign across the network, reminding them to look up and offer their seats to others who might need it more. Video clips on our social media channels will highlight some of the different reasons why people wear a Please offer me a seat badge and encourage people to look up and offer their seat, whether they are in a priority seat or not. Our Independent Disability Advisory Group will also be hosting several live streams on Instagram throughout the week to discuss #TravelKind and #LookUp behaviours on the network, including increasing awareness of the priority wheelchair spaces.



Priority Seating Week took place in April

In addition to this, we hosted pop-up stands in stations like Stratford, King's Cross St Pancras and Liverpool Street which provided information about our accessible travel tools and services to boost travel confidence.

Oyster card auto top-up payments

Auto top-ups enable customers to automatically top-up their Oyster card by a pre-determined amount when the balance falls below £20. This is charged to the credit or debit card the customer has registered with us and means that the customer never needs to visit a ticket machine or Oyster ticket stop to top-up.

On 30 March, we introduced a £10 top-up value, in addition to the existing £20 and £40 options. We expect this will make the auto top-up more attractive to customers who only use an Oyster card from time to time. It also addresses a concern raised by London TravelWatch to make it easier to top-up by lower amounts and helps us to make sure we are keeping public transport affordable and making the most convenient methods of topping-up an Oyster card as accessible as possible.

Public transport technology

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the

critical technology systems that underpin the bus network, such as the iBus system which provides real-time information on bus locations. The tender process to select suppliers for the iBus2 software replacement project is progressing well.

Bidders who were successful in the earlier selection questionnaire phase have now submitted their proposals and the team has evaluated the responses. Shortlisting has been carried out and the preferred bidders have progressed through to the competitive dialogue phase, which is due to start imminently. This phase will enable the project team to clarify bidders' technical and commercial proposals with them to ensure that any final proposal submitted at final tender represents the best value for money.

Procurement is progressing for a replacement booking and scheduling system for Dial-a-Ride, which will give passengers the option to book online and enable us to deliver more trips with the same number of vehicles. A further round of negotiation is under way to improve understanding of value for money. Shortlisted bidders were invited to submit final tender on 13 April, with contracts expected to be awarded in September this year.

Our people

We continue to improve the way we work and our Vision and Values are reflected in our systems

Apprenticeships and graduate schemes **Graduate Employer of Choice**

The Times has named us as the winner of the 'Graduate Employer of Choice award' in the Transport and Logistics category.

In February, the Times Top 100 graduate rankings conducted a survey of 12,400 final year students asking them which employer they think offers the best opportunities for graduates, with the results entirely based on how undergraduates in their final year perceive us.

We were ranked as the top employer in our category, beating organisations in haulage, international couriers, airlines, rail and high street retail distribution, with Network Rail and DHL in the runner up spots.

Our 2022 graduate, apprentice and intern roles now open

On 29 March, applications for our 2022 graduate, apprentice and intern schemes went live. Our award-winning schemes are designed for people of all ages and backgrounds to learn new skills and kick-start careers.

This year, we are looking to recruit 141 apprentices, 63 graduates and 15 interns, with the first cohort joining us in September. The roles span across a variety of business areas, including London Underground, engineering, professional services, finance, commercial and more.

Apprenticeship Levy Transfer

We continue to utilise our Apprentice Levy Transfers to support a sustainable economic recovery. Funds have been released to support two apprenticeships with Citizen Ticket, an ethical ticketing provider for events who include contributions to tree planting for every ticket sold, and Tranch, a micro e-commerce company that enables small businesses to be paid up front by large clients.

Vision and Values

Embedding our new Talent Strategy

As our performance year comes to a close, we are supporting our local leadership teams in carrying out reviews, our new term for calibration, of performance and readiness states. Our new employee-led approach to performance ratings and capturing talent is aligned to our new values and has benefited from much-improved technology called myJourney. This includes an easy-to-use feedback app to gather continuous performance and values feedback.

Our talent strategy also includes succession planning and we have piloted our approach to identifying the most critical and hard to fill roles and building succession plans in the Technology and Data business area. This work includes a review of future skills needed to enhance our approach to development and workforce planning.

Diversity and inclusion

2021 Gender, Ethnicity and Disability pay gap reports published

In March, we published our gender, ethnicity and disability pay gap reports for 2021. This was the first year that we produced a disability pay gap report, delivering a Mayoral commitment.

The gender pay gap report shows that in the last year, our median gender pay gap has reduced from 18.8 per cent in 2020 to 18.1 per cent in 2021. While this decrease is small, it is a step in the right direction as the median provides a clearer picture of what a typical man and woman earns in our business. Our mean gender pay gap, however, has increased slightly from 9.4 per cent in 2020 to 9.8 per cent in 2021. This is disappointing and we recognise that we still have more to do to reduce the gap overall and avoid any further increase.

In the last year, we have reduced the overall ethnicity pay gap in one of the two regulated metrics. Our median ethnicity pay gap was 9.8 per cent, compared to 9.6 per cent in 2020. While the increase is only slight, this is still disappointing. Our mean pay gap was 11.5 per cent in 2021, compared to 12.1 per cent last year. Although this decrease is small, this is positive news and shows that we must not let up on our focus in this area to ensure it continues to have an impact.

As this is our first disability pay gap, we do not have a comparison from the previous year. While there were low declaration rates the report shows that the consolidated median disability pay gap was 5.3 per cent in 2021. Our mean disability pay gap was 2.5 per cent in 2021. We will now work to both further reduce this gap and improve declaration rates so this work can continue.

We are working to finalise our pay gap action plans, which will include activities and initiatives that seek to close these pay gaps.

Finance

While passenger income is at its highest since the start of the pandemic, we continue to work towards financial sustainability

Our 2021/22 financial performance to date

Our latest financial report covers the period to the end of Quarter 4 of the 2021/22 financial year to the period ending 31 March 2022.

The recovery in passenger numbers, coupled with our tight cost control, has meant the deficit on our day-to-day cost of operations (before Government funding) for 2021/22 is £2.1bn, which is 12 per cent better than budget and £1.6bn lower than last year. The improvement against Budget is mainly driven by lower operating costs and the timing of capital investment. Our cash balances declined by more than £300m in the year, reflecting the requirement of Government funding to reduce our cash reserves to £1.2bn.

Since the end of Quarter 3, the increase in infections of the Omicron variant lead to temporary wave of guidance to work from home in December 2021, with journeys declining as a result. However, demand has evened since, with total journeys on our network at the end of Quarter 4 remaining at 68 per cent of pre-pandemic levels, only two per cent higher than at the end of Quarter 2. Passenger income is 97 per cent higher than last year, but nine per cent down on budget, mainly due to lower Tube journeys. We receive top-up funding, up to an agreed level, for reductions in passenger revenue as per the Government funding agreement. At the end of Quarter 4, we have received £1,615m through Government funding and financing support in this financial year.

Total passenger income was £1,028m in Quarter 4, the highest level of passenger income since the onset of the pandemic. In the full year, income was £3,154m, almost double the levels we saw in the previous year. Journeys and income were both lower than budget, a result of a much slower return to the workplace than expected as well as the impacts of the Omicron variant in December 2021. Income was £324m lower than target, driven mainly by London Underground, which reported a lower income of £375m. While growth over the year was positive, there remains a great deal of uncertainty around future increases in the 2022/23 financial year.

Other operating income was £1,194m in the full year, £42m lower than budget, but more than £400m higher than the prior year. Income is up year-on-year from improved advertising, property revenue and Congestion Charge income as well as from the ULEZ expansion from October 2021. Income in Quarter 4 is almost £160m quarter on quarter. However, ULEZ expansion income is £128m lower than expected, due to higher compliance levels, demonstrating the benefits of the scheme in improving London's air quality.

Operating costs are £453m less than budget due to efficiencies, lower staff costs, lower Elizabeth line running costs, the release of contingencies held to mitigate uncertainties, including ULEZ income, as well as the timing of provisions. Capital expenditure (including renewals

and new capital investment) is 11 per cent below last year, but £366m lower than budget. This is partially due to the short-term and stop-start nature of funding agreements, which has not enabled us to plan sufficiently or enter more cost-effective multi-year commitments. This has created a backlog of work as a result, leading to additional resource and cost pressures for us.

Our cash balances, excluding balances committed to Crossrail construction, are £1,287m at the end of Quarter 4, £336m lower than at Quarter 3. The new funding agreement to 24 June 2022 provides revenue top up, up to an agreed limit, during this period and will help mitigate future income risk. As part of this agreement, cash balances are required to be below £1.2bn for us to receive funding from the Government. Our cash balances have been operating at or around £1.2bn during this funding period, but were slightly higher at 31 March due to the early receipt of a VAT repayment.

Revenue protection

Fare evasion is harmful to our services and customer confidence, and recognised as a trigger for work-related violence and aggression. Our irregular travel analysis platform (ITAP) is an in-house detection system that identifies fare evasion and revenue loss from patterns in passenger data, identifying customers who avoid paying for all or part of their journey. Insight generated by ITAP supports a

variety of intervention activities which aim to measure and reduce revenue loss and deter customers from evading their fares. These activities include targeted email campaigns, operational station deployments and a prioritised register of prolific offenders for further investigation and onward prosecution. The ITAP system continues to be enhanced and expanded, proving to be a vital part of our overall revenue protection strategy.

As part of our wider revenue protection strategy, we are currently recruiting 60 new Revenue Control Officers (RCOs) to help tackle fare evasion. We now have 27 RCOs who are fully trained, qualified and working on our network, and we are recruiting the additional 33 with the aim of starting their training in June.

Our revenue protection strategy categorises the different types of fare evasion, while we design and deploy interventions to have the greatest impact. Calculated fare evaders deliberately avoid paying the correct fare and include some of the most prolific and habitual offenders. Following successful trials before the pandemic, the ITAP investigations team has been tasked with the challenge of effectively investigating and successfully apprehending an ever-growing list of prolific calculated offenders who repeatedly evade paying fares on our network.



We are tackling fare evasion to help protect our revenue

The dedicated ITAP Investigations Team has an encyclopaedic understanding of our network, ticketing system and fares policy. They analyse journey and sales history data as well as tracking and scrutinising CCTV footage. From 23 March to 31 May, the team investigated 65 customers for habitual fare evasion who made more than 10,000 fraudulent journeys across the Underground network, defrauding us of more than £56,000 lost fare revenue. Of these 65 cases, 48 have been prosecuted and all 48 were found guilty, with the remaining 17 cases pending court action.

East London infrastructure projects

We have continued to develop concept designs as part of our enhancements programme in east London for infrastructure projects associated with significant housing growth that are funded by both the Housing Infrastructure Fund and developer contributions. The programme is working with the Department for Levelling Up, Homes and Communities to agree a two-phase approach to the delivery of the programme. The concept designs were completed in spring.

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