Transport for London quarterly performance report

Quarter 1 2021/22
(1 April 2021 – 26 June 2021)

MAYOR OF LONDON

TRANSPORT FOR LONDON
EVERY JOURNEY MATTERS

Contents

3 Introduction

4 Business at a glance

5 Financial summary

8 Financial trends

10 Debt and cash

12 Passenger journeys

14 Underground

15 Elizabeth line

16 Buses, streets and other operations

18 Rail

20 Major projects

22 Property development

23 Media

24 Headcount

25 Appendices

The financial information included in the report is unaudited and does not constitute TfL's statutory accounts. TfL's last audited Statement of Accounts for the year ending 31 March 2021 was published in August 2021.

Introduction

We have secured £1.4bn of Government funding in 2021/22 up until December 11 2021, but need longer-term funding certainty beyond this

This time last year was the most challenging in TfL's history as we faced the first national lockdown in response to the coronavirus pandemic. Our greatest demands were not just financial, but also affected our people, especially our frontline workers. A year later, we have seen the roll-out of a national vaccination programme and the easing of restrictions as we have moved through the Government's roadmap. These steps have allowed people across the country to take a step closer to 'normality' and have enabled TfL to support the Capital and events, such as the Euros 2020, which have been missed during the pandemic. Throughout this time, our focus has remained on keeping our services running and our operations safe, while responding to the changes in Government advice.

On 1 June 2021, we reached a new funding agreement with the Government for £1.08bn base funding over the period from 29 May 2021 to 11 December 2021, which, when including the revenue true-up and extension of the previous agreement, takes the total secured funding in 2021/22 up to £1.4bn. Our plan to deliver the conditions set out in the funding agreement is incorporated into our Revised Budget which was approved by TfL's Board on 28 July 2021. The Revised Budget will be the basis of comparison for our financial performance from Q2 onwards.

This Q1 report presents our financial performance from 1 April 2021 to 26 June 2021, and is measured against our March Budget which was approved by the TfL Board on 16 March 2021. Our year-to-date results, as at the end of Q1, show we are performing better than budget, and preserved our cash position with the help of Government funding support. Our deficit on our day-to-day cost of operations stands at £637m, which is £370m better than the March Budget, and £314m better than last year.

Passenger income is £175m better than budget, driven by demand recovering at a faster rate than expected in the budget following Step 3 of the Government's roadmap out of lockdown. Total TfL journeys at the end of Q1 are 55 per cent of pre-pandemic levels. As part of the Government's funding agreement, we receive a top-up to our passenger revenue (up to an agreed level). As we have seen higher-than-expected journeys and income in the quarter, this upside in passenger income is offset through a reduction in top-up funding.

Our operating costs are £71m lower than budget, due to continued tight cost control, lower staff costs and changes in cost profiles, including deferrals on projects, as a result of earlier funding uncertainty.

Overall, spend on capital renewals and new capital investment is around £190m, or 41 per cent, less than the March Budget. This was driven by slippage and the temporary pause of some non-critical capital projects at the start of the year while we had a prolonged period of funding uncertainty. This is 30 per cent up on last year's levels, when we paused non-safety-critical projects in line with Government guidance on social distancing.

While we have secured short-term Government funding, we are working to secure a long-term funding solution so we can provide the transport needed to support the Government's and Mayor's objectives around a green recovery, new homes and jobs. London's recovery out of the pandemic needs a thriving public transport system. We are playing our part by making sure our services are safe, clean and reliable so we can welcome our customers back when they are ready.

Passenger demand has recovered at a faster rate than expected

Simon Kilonback
Chief Finance Officer

Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business

Underground
London Underground

Elizabeth line
Currently operating as TfL Rail

Buses, streets and other operations
London Buses, Transport for London Road Network, London Dial-a-Ride, London River Services, Santander Cycles, Victoria Coach Station and Emirates Air Line

Rail
DLR, London Overground and London Trams

Major projects
Responsible for our largest and most complex projects

Property development
Our commercial and residential estate and building portfolio

Media
Advertising estate and digital marketing infrastructure

Facts and figures

988 trains on our network

580km of highway that we operate

761km of Rail and London Underground routes

9,100 buses on our network

6,400 traffic signals that we operate

2021/22 Revised Budget at a glance

Grants £2.0bn

Government Support £1.9bn

Other income £1.4bn

Passenger income £3.5bn

Crossrail funding £0.7bn

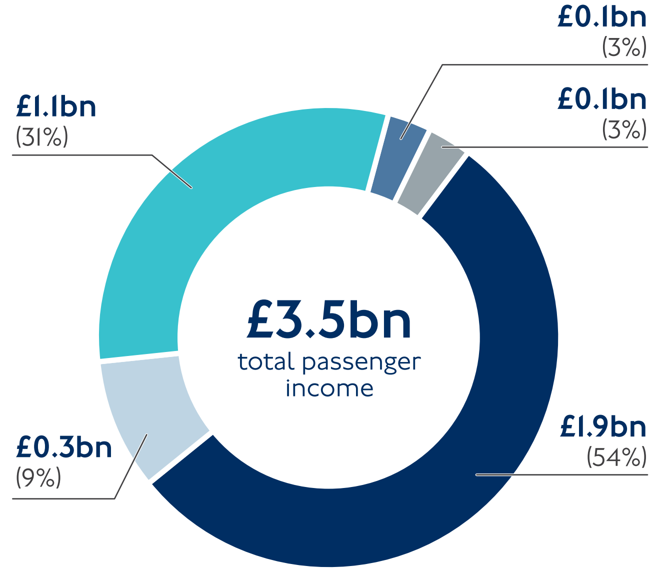
Cash reserve movements £0.3bn

Sources of funds
£9.8bn

83% spent on running and operating the network every day

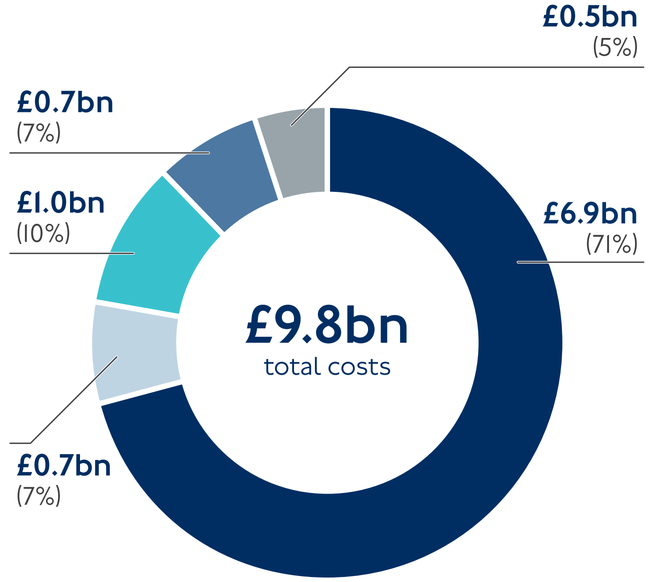
17% spent on renewing and improving the network through one of the largest capital investment programmes in Europe

Total passenger income



London Underground
Buses
Other operations
Rail
TfL Rail

Total costs



Operating cost
Crossrail
Net financing costs
Capital renewals
New capital investment

Financial summary

Our performance in the year to date

Operating account

TfL Group (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Passenger income	579	404	175	216	363
Other operating income	221	200	21	116	105
Total operating income	**800**	**604**	**196**	**332**	**468**
Business Rates Retention	233	197	36	262	(29)
Council tax precept	10	10	-	1	9
Other revenue grants	3	3	-	33	(30)
Total income	**1,046**	**814**	**232**	**628**	**418**
Operating cost	(1,487)	(1,558)	71	(1,428)	(59)
Net operating deficit	**(441)**	**(744)**	**303**	**(800)**	**359**
Net financing costs	(106)	(108)	2	(104)	(2)
Net cost of operations before renewals	**(547)**	**(852)**	**305**	**(904)**	**357**
Capital renewals	(90)	(155)	65	(47)	(43)
Net cost of operations	**(637)**	**(1,007)**	**370**	**(951)**	**314**
Extraordinary grant	640	1,064	(424)	365	275
Net cost of operations after Extraordinary grant	**3**	**57**	**(54)**	**(586)**	**589**

Capital account

TfL Group (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
New capital investment	(181)	(307)	126	(133)	(48)
Crossrail	(162)	(163)	1	(152)	(10)
Total capital expenditure	**(343)**	**(470)**	**127**	**(285)**	**(58)**
Financed by:					
Investment grant	251	233	18	246	5
Property and asset receipts	1	37	(36)	1	-
Borrowing (TfL)	-	315	(315)	266	(266)
Borrowing (Crossrail)	74	75	(1)	139	(65)
Crossrail funding sources	110	112	(2)	67	43
Other capital grants	14	17	(3)	21	(7)
Total	**450**	**789**	**(339)**	**740**	**(290)**
Net capital account	**107**	**319**	**(212)**	**455**	**(348)**

TfL has seen a stronger recovery in journeys since the easing of Government restrictions; total journeys are 153 million, 47 per cent higher than budget. Tube journeys are 45 per cent of pre-pandemic levels at the end of Q1 2021/22, and bus journeys have seen a stronger recovery to stand at 61 per cent of pre-pandemic levels. Passenger income is £579m in the quarter, £175m higher than budget – despite this upside, income remains just over 50 per cent of pre-pandemic levels.

In Q1, the net cost of operations before Government support – our day-to-day operating deficit – is £637m, £370m better than budget. Almost two-thirds of this improvement is driven by higher income, including passenger income (£175m) from increased journeys and higher Business Rates Retention funding (£36m). Operating costs are £71m lower than budget, driven by cost control of staff costs, lower bus contract costs, and project costs that were brought forward into 2020/21. The deficit is £314m better than last year, driven by an increase in passenger income of £363m, partly offset by higher operating costs; during the first wave of the pandemic from March 2020, we reduced service levels, significantly reducing our costs in the immediate term.

Total capital expenditure (excluding Crossrail) is £271m in Q1, £191m lower than budget. This is driven by a slower ramp-up in project work as a result of funding uncertainty, plus some costs were brought forward into 2020/21 after the budget was completed, as well as timing differences across programmes.

TfL cash balances (excluding balances committed to Crossrail construction) are £1,645m at the end of the quarter – this includes almost £280m that was returned to the Department for Transport (DfT) in July 2021 as part of the 2020/21 funding agreement. TfL's cash position has stabilised following funding agreements with the Government, however we expect cash balances to reduce to below minimum levels after the current funding period unless additional Government funding is secured.

Cash flow summary

TfL Group (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Net cost of operations	3	57	(54)	(586)	589
Net capital account	107	319	(212)	455	(348)
Working capital movements	(68)	(171)	103	(427)	359
Increase/(decrease) in cash balances	**42**	**205**	**(163)**	**(558)**	**600**

Cash balances at the end of Q1 are £163m lower than anticipated, with variances in the capital account being partially offset by movements in working capital.

We run dedicated buses for school travel on high-frequency routes

TfL Group balance sheet

TfL Group (£m)	26 June 2021	31 March 2021	Movement
Intangible assets	142	149	(7)
Property, plant and equipment	43,347	43,094	253
Right-of-use assets	2,272	2,330	(58)
Investment property	1,459	1,459	-
Investment in joint ventures and associated undertakings	211	208	3
Long-term finance lease receivables	26	29	(3)
Long-term debtors	51	52	(1)
Long-term assets	**47,508**	**47,321**	**187**
Inventories	52	52	-
Short-term debtors	637	494	143
Assets held for sale	95	95	-
Short-term derivative financial instruments	2	7	(5)
Short-term finance lease receivables	15	15	-
Cash and short-term investments	1,771	1,729	42
Current assets	**2,572**	**2,392**	**180**
Short-term creditors	(2,140)	(2,079)	(61)
Short-term borrowings	(1,243)	(1,198)	(45)
Short-term right-of-use lease liabilities	(323)	(329)	6
Short-term PFI lease liabilities	(10)	(10)	-
Other short-term financing liabilities	(6)	(6)	-
Short-term derivative financial instruments	(5)	(12)	7
Short-term provisions	(99)	(109)	10
Current liabilities	**(3,826)**	**(3,743)**	**(83)**

TfL Group (£m)	26 June 2021	31 March 2021	Movement
Long-term creditors	(68)	(57)	(11)
Long-term borrowings	(11,799)	(11,770)	(29)
Long-term right-of-use lease liabilities	(2,147)	(2,180)	33
Long-term PFI lease liabilities	(99)	(102)	3
Other long-term financing liabilities	(127)	(128)	1
Long-term derivative financial instruments	(45)	(47)	2
Long-term deferred tax liabilities	(234)	(234)	-
Long-term provisions	(65)	(61)	(4)
Retirement benefit obligation	(5,602)	(5,603)	1
Long-term liabilities	**(20,186)**	**(20,182)**	**(4)**
Net assets	**26,068**	**25,788**	**280**
Reserves			
Usable reserves	(926)	(887)	(39)
Unusable reserves	(25,142)	(24,901)	(241)
Total reserves	**(26,068)**	**(25,788)**	**(280)**

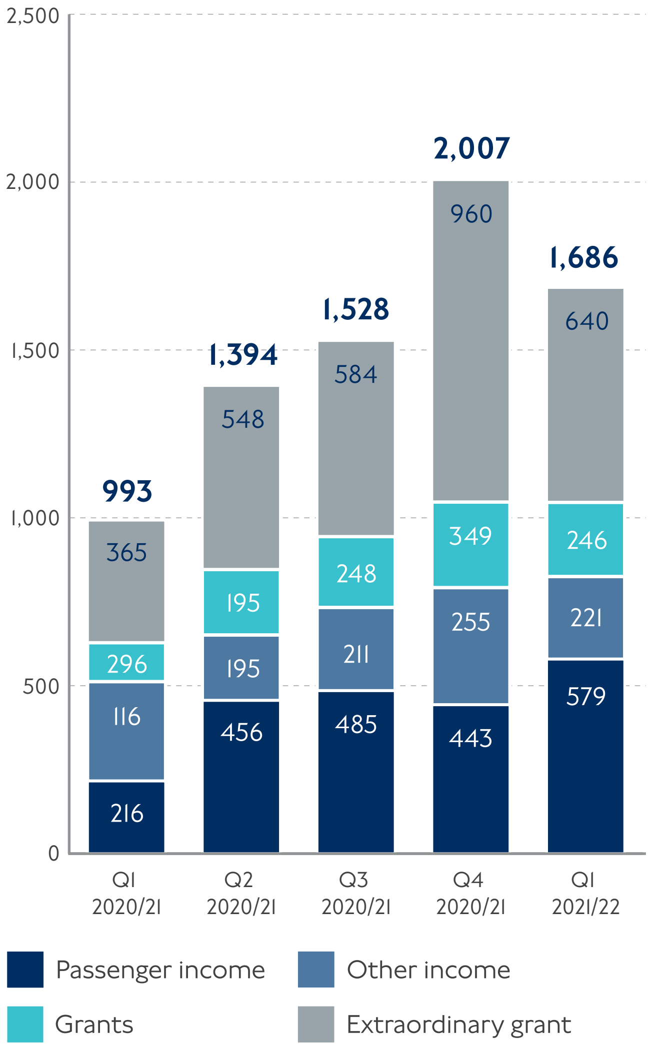
In the year to date, the main movements on the balance sheet are:

- Long-term assets: £188m increase – primarily driven by expenditure on the Crossrail project, plus additions to signalling infrastructure on London Underground
- Current assets: £180m increase – includes a £42m increase in Road User Charging debtors as revenue increases following the lifting of lockdown restrictions, and an increase in prepayments of £27m as we start the new year
- Current liabilities: £83m increase – includes £45m higher creditors relating to Crossrail

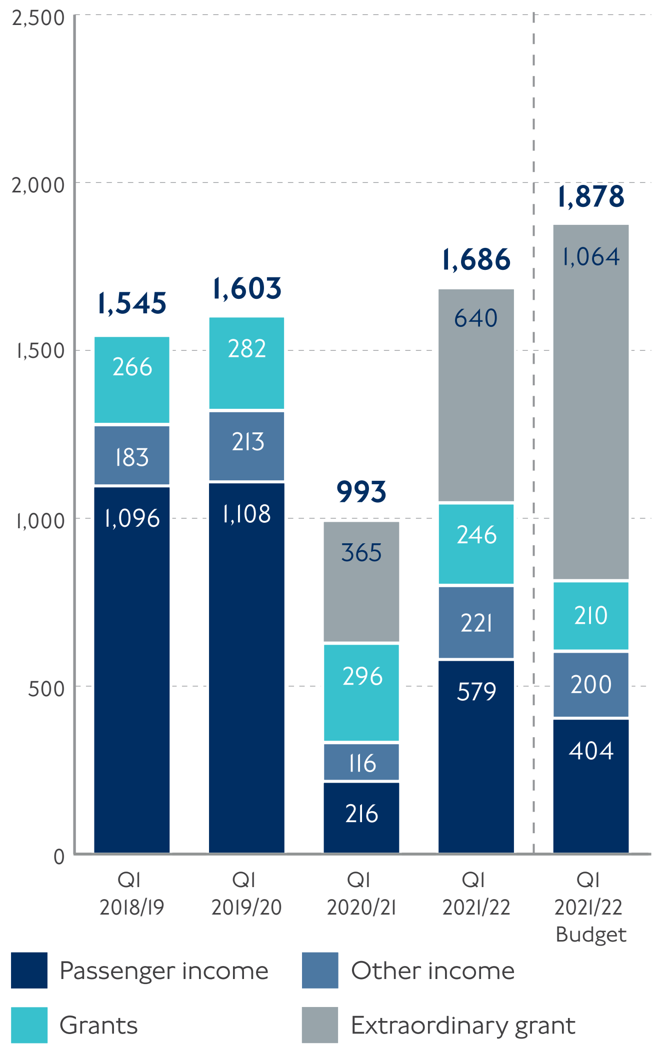
Financial trends

Our overall trends in the short and long term

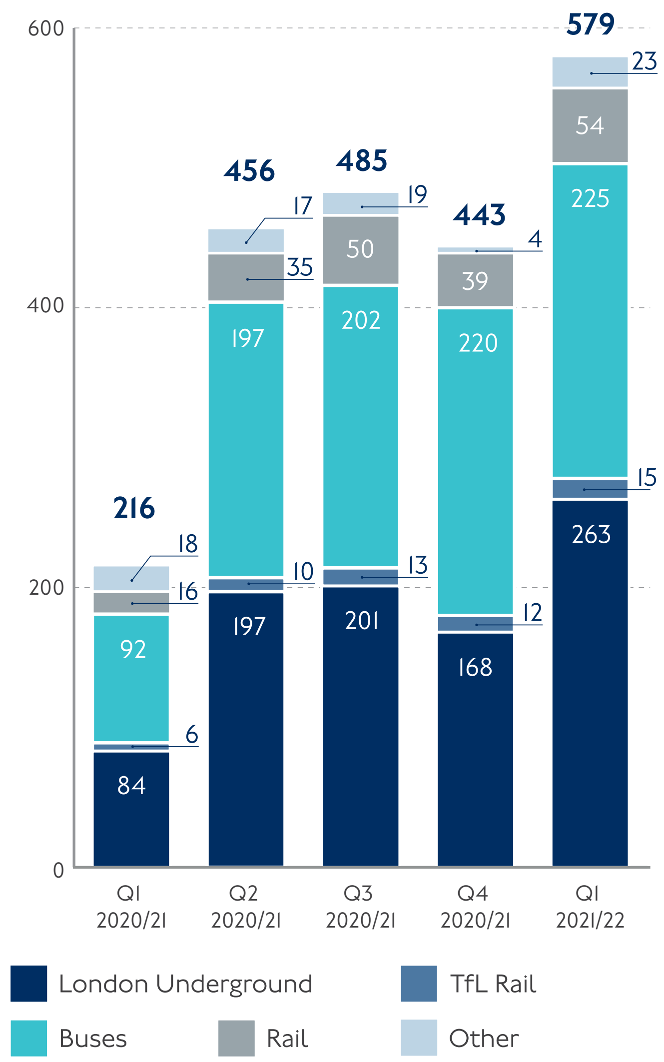
Total income (including extraordinary grant from Government)
Quarterly (£m)*



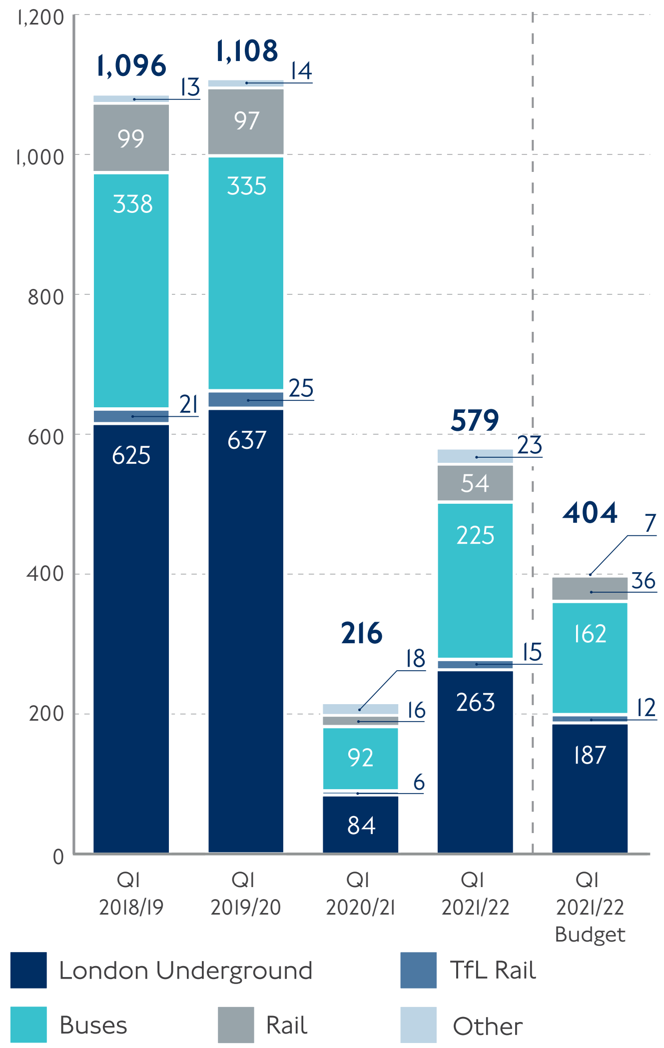
Year to date (£m)



Total passenger income
Quarterly (£m)*



Year to date (£m)



Year-to-date total income £192m below budget

70%▲ year on year

Current performance is in stark contrast to pre-pandemic levels. Total income, excluding extraordinary funding from the Government, is £557m worse than Q1 2019/20, driven by lower passenger demand.

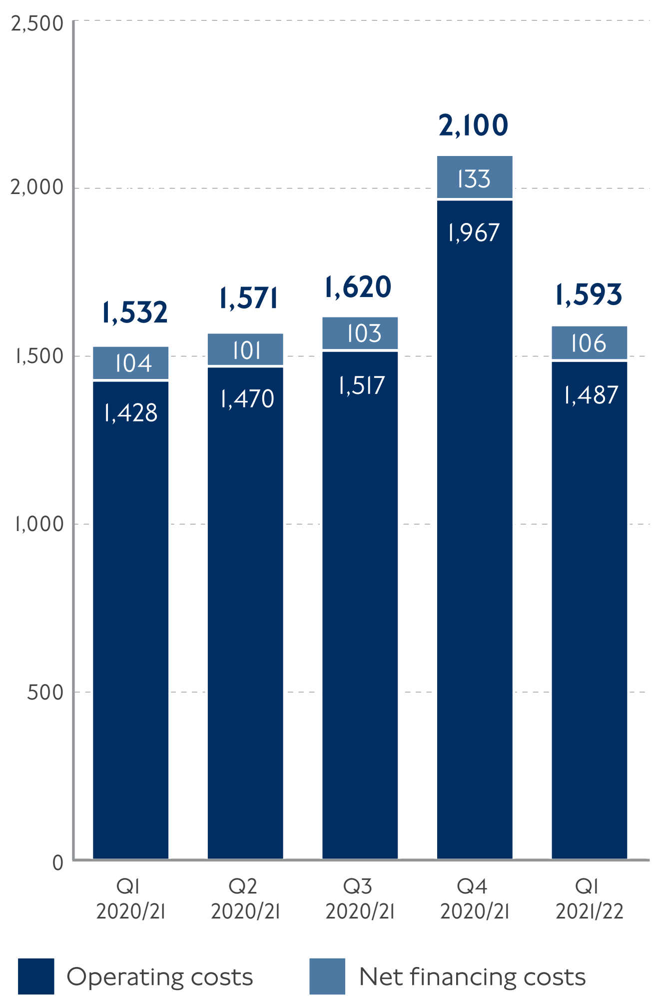
Year-to-date passenger income £175m above budget

168%▲ year on year

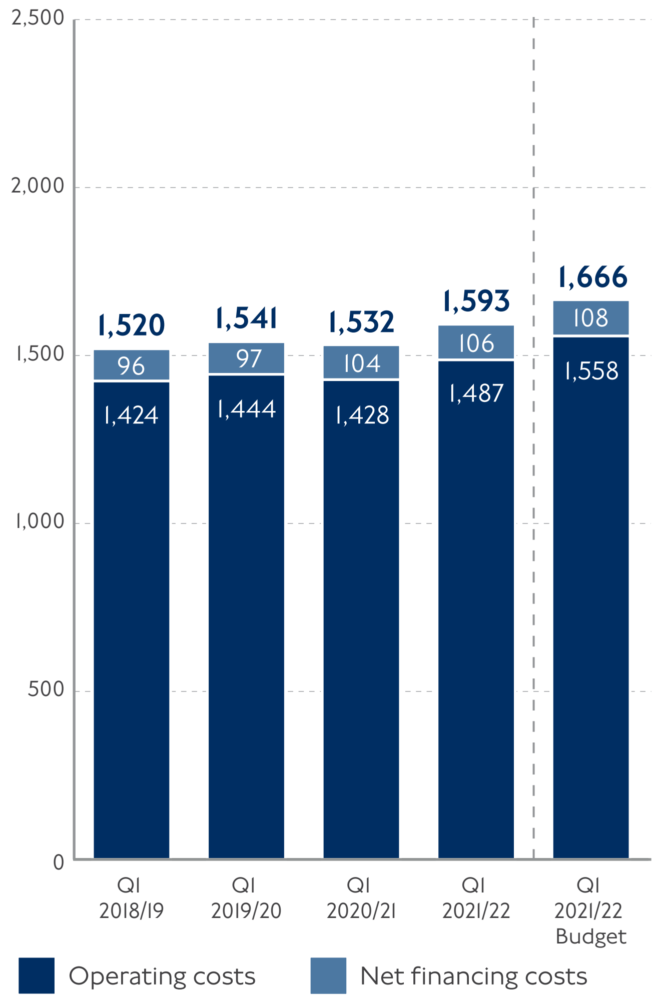
Passenger income is £175m better than budget, driven by demand recovering at a faster rate than expected. During the latter weeks of Q1 and the start of Q2, we have, however, seen journey growth stall, following the four-week delay to Step 4 of the Government's roadmap.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

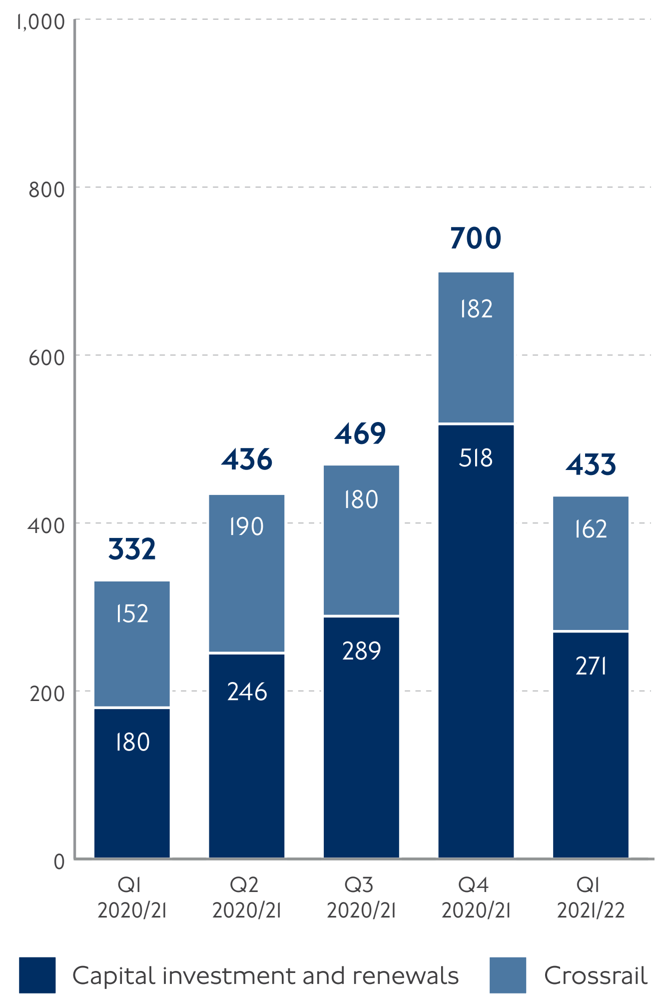
Total cost
Quarterly (£m)*



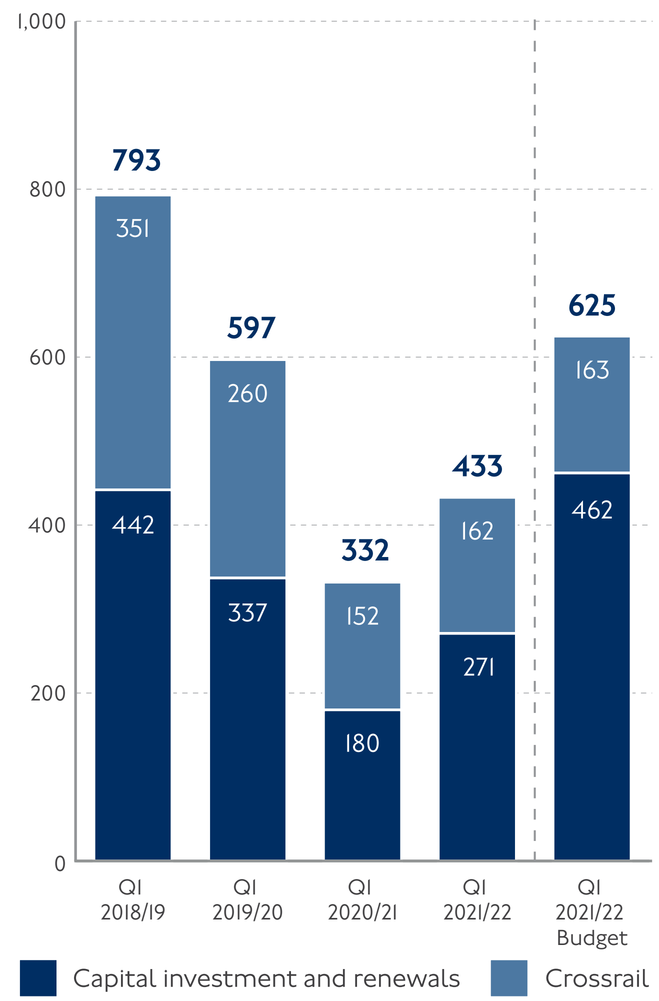
Year to date (£m)



Total capital expenditure (including Crossrail)
Quarterly (£m)*



Year to date (£m)



Year-to-date operating costs £71m below budget 4%▲ year on year

Operating costs are £71m better than budget, driven by cost control of staff costs, lower bus contract costs, and the bringing forward of project costs into 2020/21. Costs have increased year on year due to the fact that we reduced service levels during the first wave of the pandemic, which lowered our costs in Q1 2020/21.

£192m below budget 30%▲ year on year

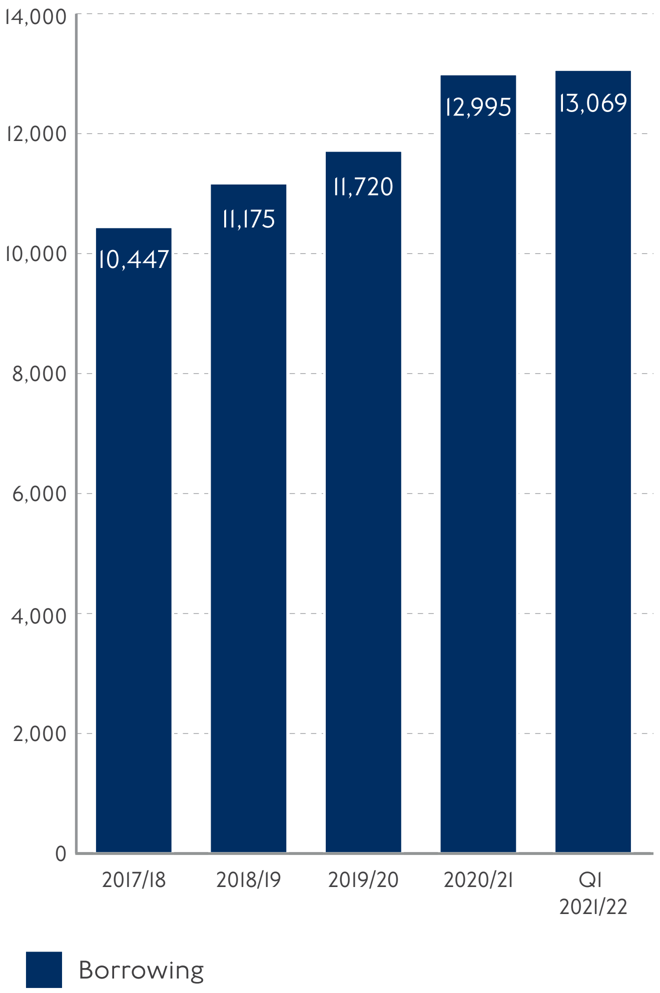
Capital expenditure is lower than budget, mainly driven by a slower ramp-up due to funding uncertainty and reductions in spend as a result of cash constraints. There are also timing differences across programmes where some costs were brought forward into 2020/21 or will now be incurred later in the year.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Debt and cash

Our borrowing and cash balances

Total nominal borrowing (£m)



Borrowing update

Our borrowing increased by £74m in Q1, reflecting the final amount borrowed under our facility with the DfT for the purposes of the Crossrail project. This borrowing was in line with our 2021/22 budget.

Credit ratings

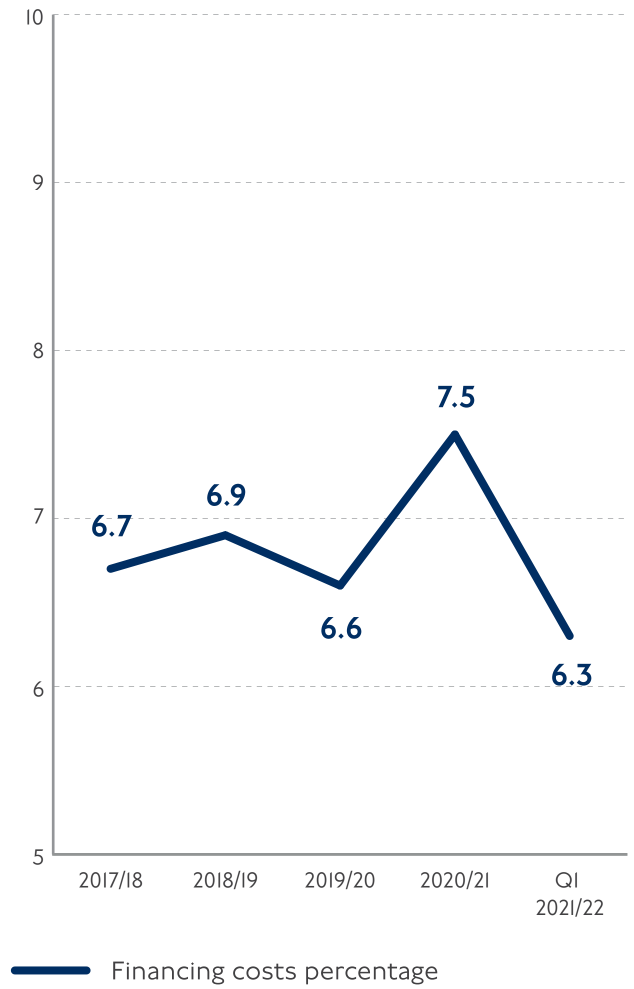
We are rated by three leading international credit rating agencies. On 20 May, Standard & Poor's affirmed our credit ratings and revised the outlook on our long-term rating to stable from negative. This reflected its view that the Government would continue to provide adequate support to TfL until ridership rebounded to sustainable levels.

On 15 June, Moody's downgraded our long-term credit rating from A1 to A3 and maintained the negative outlook on the rating. It also downgraded our short-term rating from P-1 to P-2. The downgrades reflected Moody's view on several factors, including the impact of the coronavirus pandemic, its assessment of the financial support provided by the Government and the current absence of a longer-term funding arrangement.

Credit ratings as at the end of Q1

Agency	Long-term rating	Short-term rating
Moody's	A3 negative outlook	P-2
Standard & Poor's	A+ stable outlook	A-1
Fitch Ratings	A+ stable outlook	F1+

Financing costs (% of total income)*



* Financing costs include interest costs for borrowing, finance leases and other financing liabilities

Financing costs (£m)

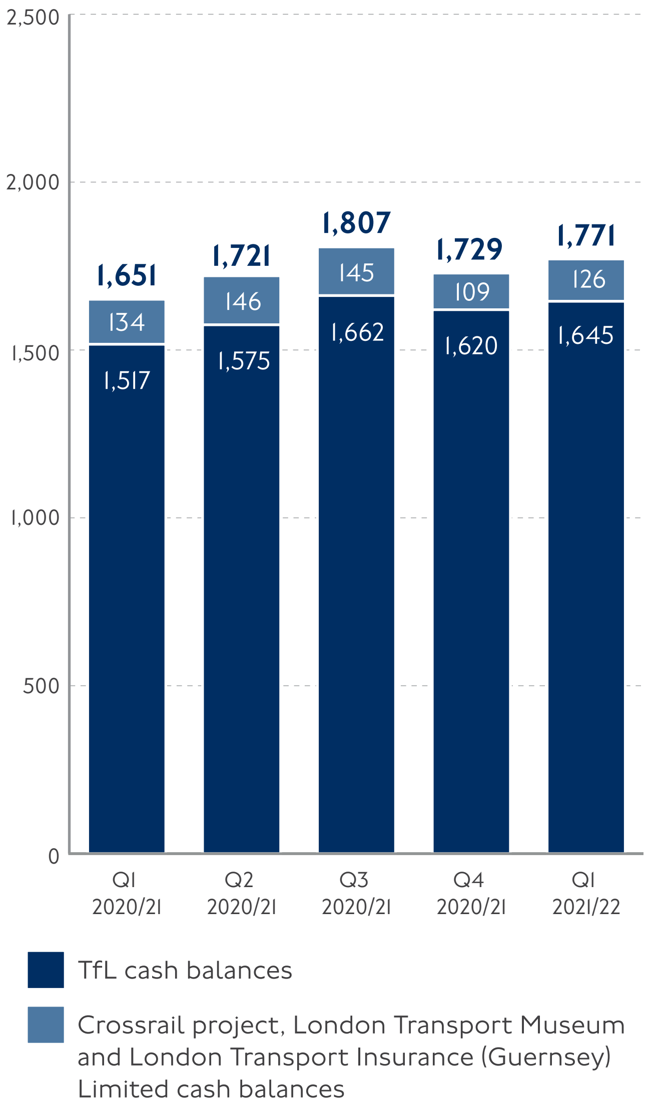
Q1 2021/22	(107)
2020/21	(446)
2019/20	(456)
2018/19	(467)
2017/18	(437)

The ratio of financing costs to total income, including operating and extraordinary grants, helps us to monitor the affordability of our debt. The impact of the coronavirus pandemic significantly reduced our income in 2020/21, resulting in a higher ratio of financing costs to total income for that year, compared to previous years.

Financing costs and income (£m)

Year to date	Q1 2021/22	Q1 Budget	Variance
Interest income	1	1	-
Financing costs	(107)	(109)	2

Cash balances (£m)



Cash balances at the end of Q1 were £1,771m, broadly in line with cash balances at the end of 2020/21 – this includes almost £280m that was returned to the DfT in July 2021 as part of the 2020/21 funding agreement. Of the total cash balance, £126m is held for the Crossrail project, London Transport Museum and London Transport Insurance (Guernsey) Limited. Our cash position reflects £3.2bn of funding and financing received from the Government as part of the extraordinary financing and funding packages since the start of the coronavirus pandemic.

Our liquidity policy requires us to maintain cash reserves equivalent to at least 60 days' worth of forecast annual operating expenditure, which is currently around £1.2bn. During Q1, our cash reserves remained above this minimum level. The extraordinary funding and financing packages agreed with the Government have also assumed that we will retain usable cash reserves, which is cash and liquid investments held by the TfL Group (excluding specified subsidiaries Crossrail Limited, London Transport Insurance (Guernsey) Limited and London Transport Museum Limited), of £1.2bn.

Preserving liquidity by maintaining a minimum cash balance of £1.2bn is crucial to our financial resilience. Statutory restrictions around prudent borrowing constrains our ability to access funding and financing from external sources to preserve our liquidity. Therefore, our cash reserves ensure we can deal with a range of short- and longer-term uncertainties, and provides assurance to our lenders, suppliers and credit rating agencies that we can meet our commitments.

We are running near-normal levels of service across the network

Passenger journeys

Our performance based on passenger numbers

Q1 year to date: 2021/22

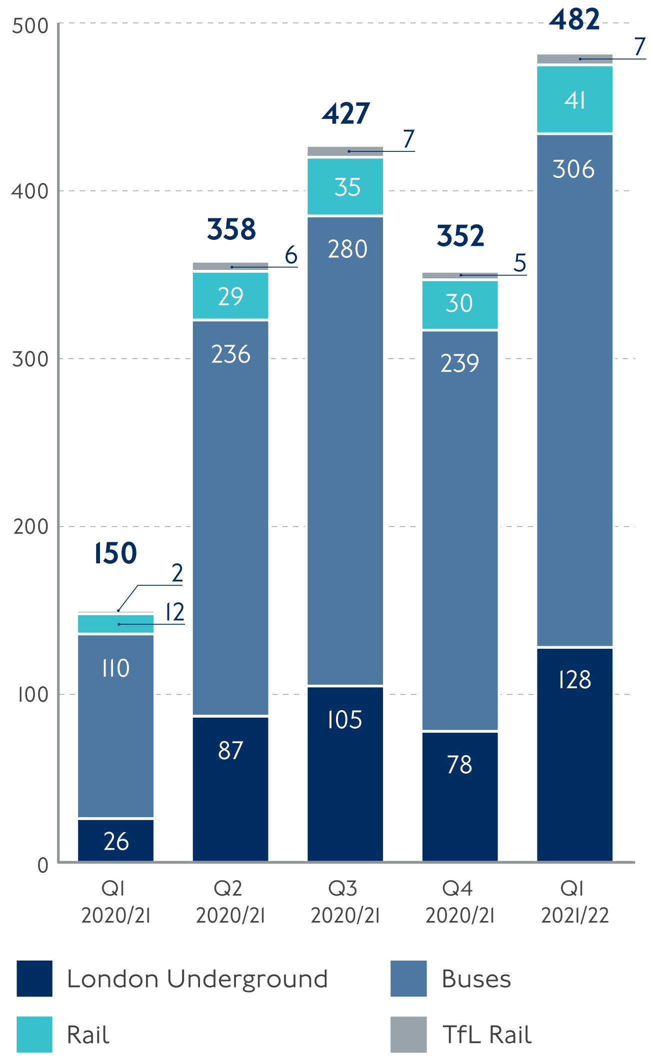
482m total journeys

329m Budget

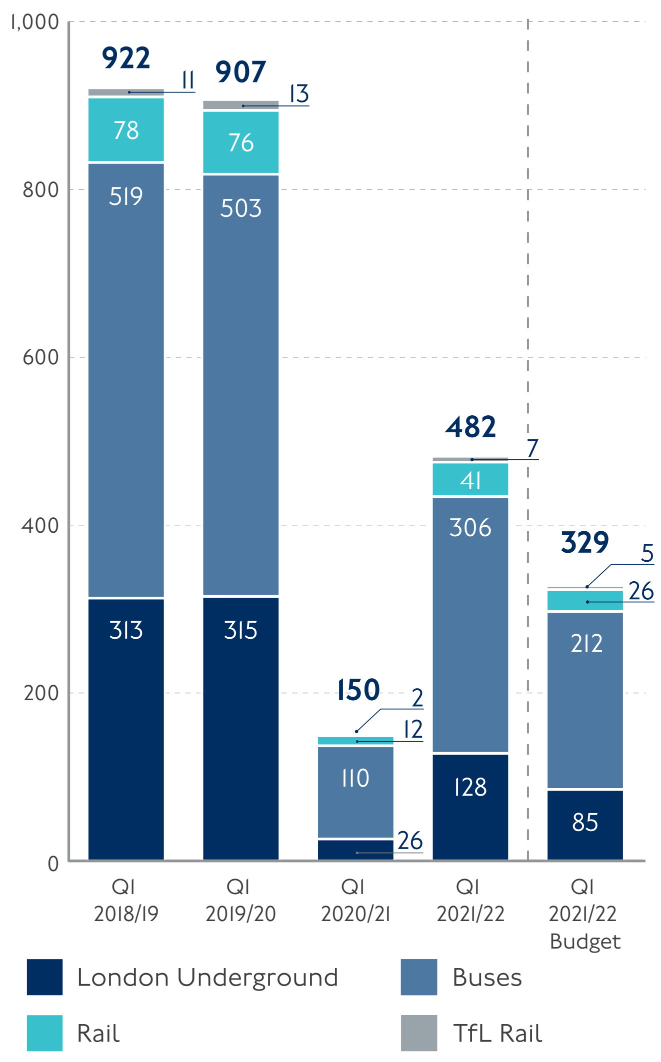
922m pre-pandemic baseline (2018/19)

London Underground		
128m	50.3%▲ Budget	45% of pre-pandemic baseline
London Buses		
306m	44.0%▲ Budget	61% of pre-pandemic baseline
DLR		
15m	60.6%▲ Budget	57% of pre-pandemic baseline
London Overground		
22m	55.2%▲ Budget	52% of pre-pandemic baseline
London Trams		
4m	42.2%▲ Budget	65% of pre-pandemic baseline
TfL Rail		
7m	38.1%▲ Budget	48% of pre-pandemic baseline

Passenger journeys (millions)
Quarterly*



Passenger journeys with budget (millions)
Year to date

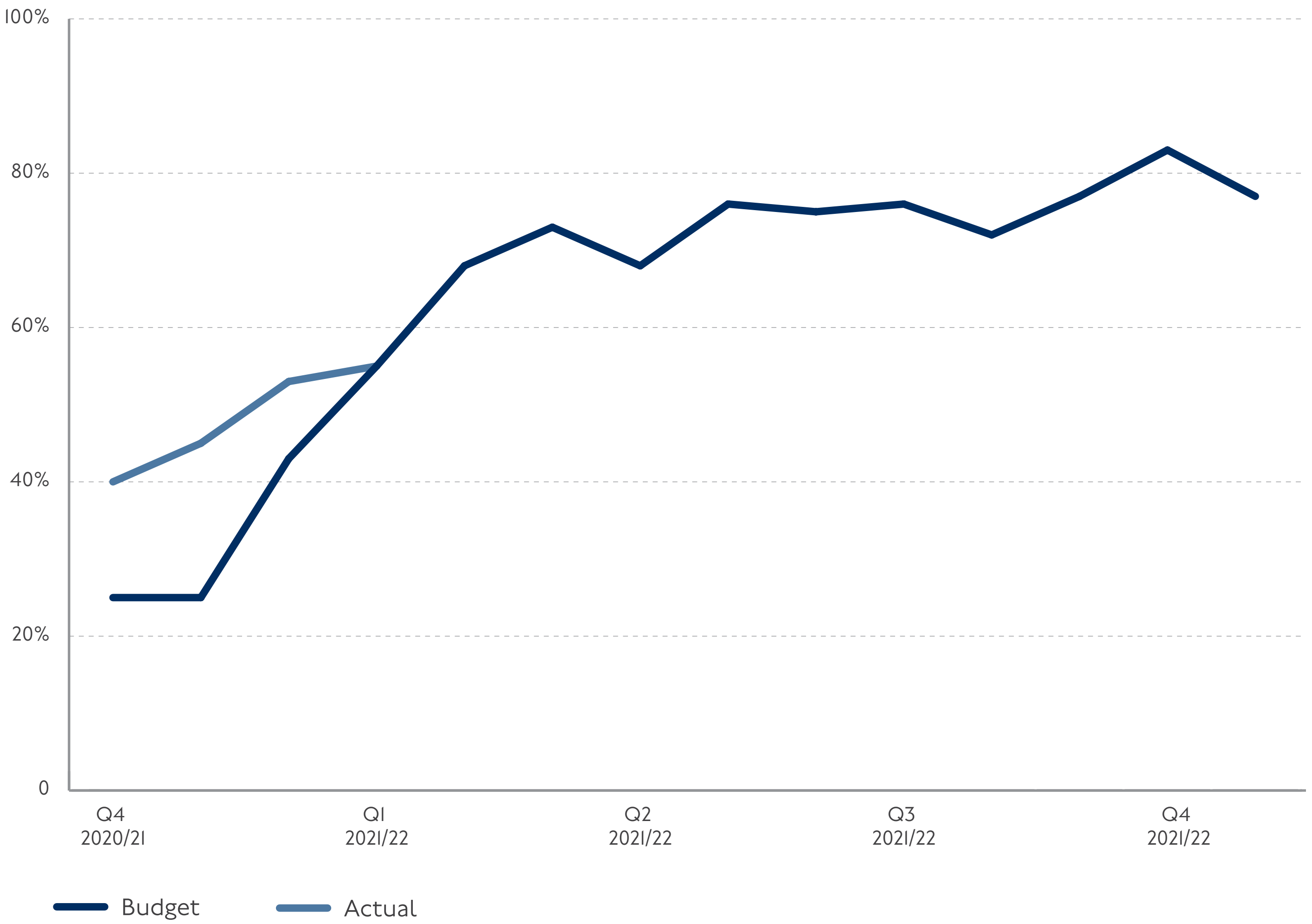


Passenger journeys are favourable to budget across all modes, as restrictions in London ease and passenger confidence in travelling increases. We continue to run near-normal levels of services across the public transport network and offer a wide range of active travel options, including Santander Cycles and protected cycling and walking routes, especially in central London and the West End.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Passenger demand recovery

Percentage of journeys compared to pre-coronavirus baseline
(TfL)

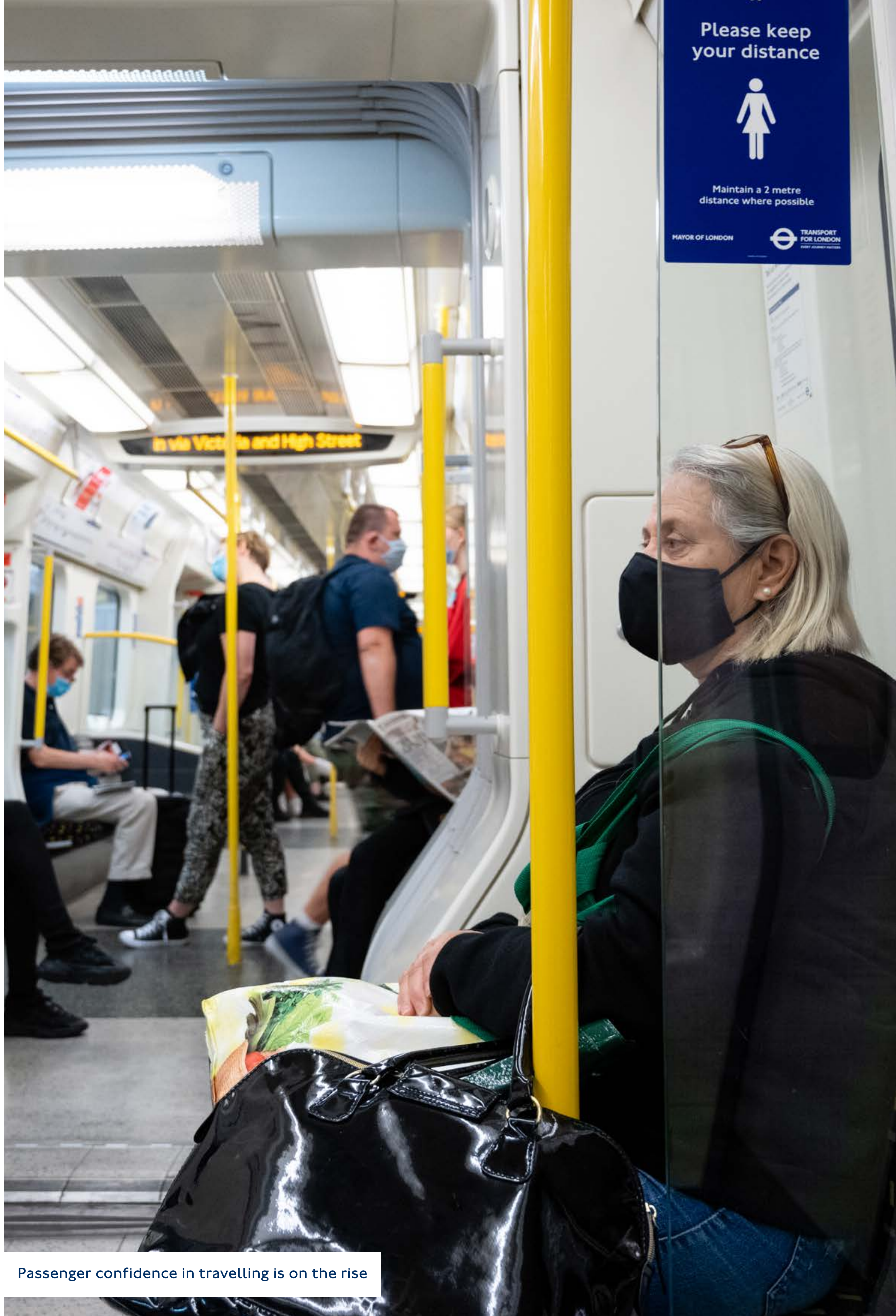


We continue to support the recovery of London following the Government's roadmap for coming out of lockdown. Passenger journeys have seen significant growth since the loosening of Government restrictions, with total TfL journeys increasing to 55 per cent of pre-pandemic levels at the end of Q1. However, with the delay to stage 4 of the Government's roadmap, we expect journeys to flatten off for a period of time.

Passenger journeys at the end of Q1 are

55%

of pre-coronavirus demand levels



Passenger confidence in travelling is on the rise

Underground

Demand has been affected by the pandemic

Financial summary

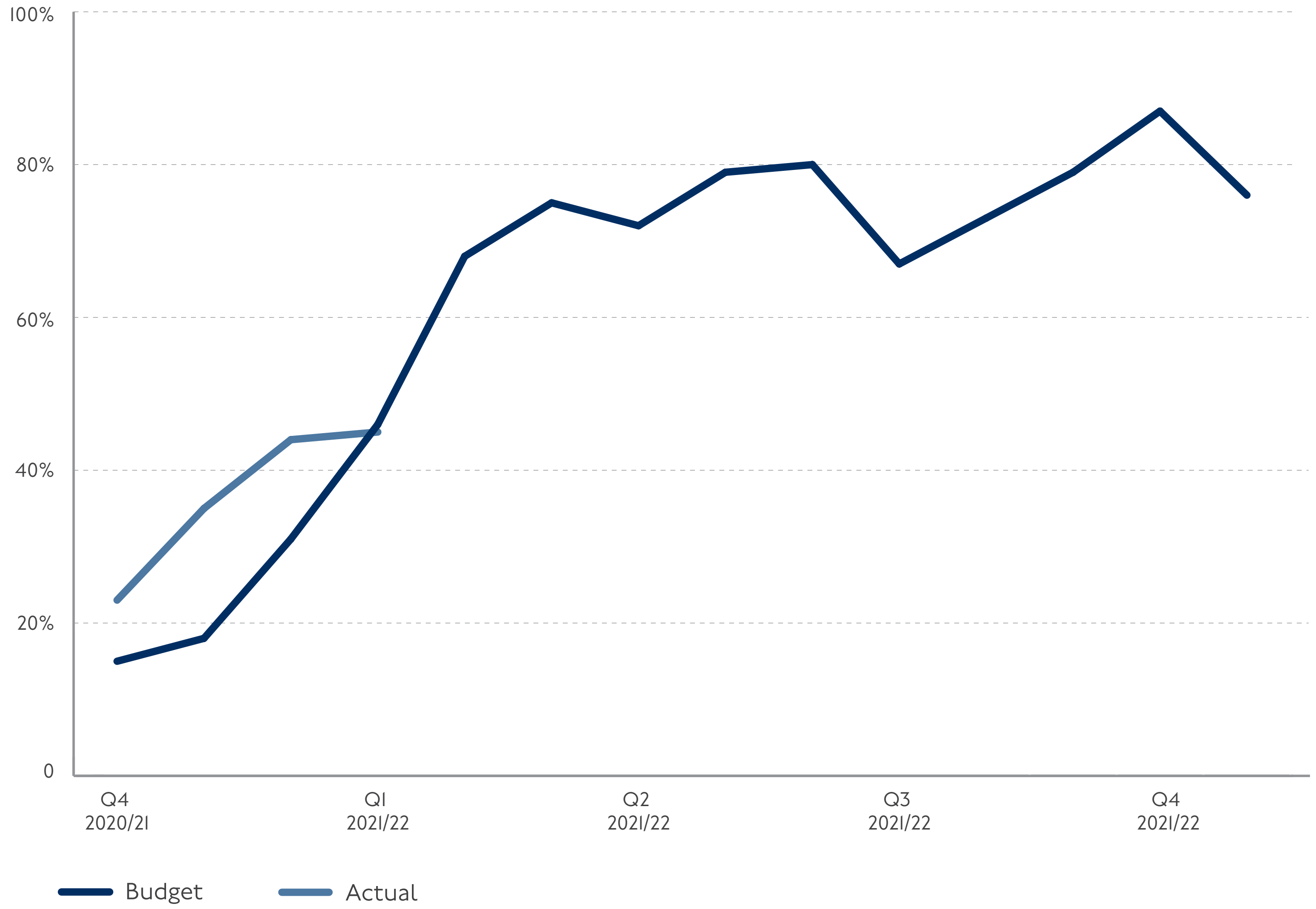
Underground (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Passenger income	263	187	76	84	179
Other operating income	7	4	3	7	-
Total operating income	**270**	**191**	**79**	**91**	**179**
Government furlough grant	-	-	-	21	(21)
Total income	**270**	**191**	**79**	**112**	**158**
Direct operating cost	(478)	(502)	24	(486)	8
Direct operating deficit	**(208)**	**(311)**	**103**	**(374)**	**166**
Indirect operating cost	(70)	(92)	22	(48)	(22)
Net operating deficit before financing and capital renewals	**(278)**	**(403)**	**125**	**(422)**	**144**
Net financing costs	(67)	(69)	2	(66)	(1)
Capital renewals	(56)	(94)	38	(30)	(26)
Net cost of operations	**(401)**	**(566)**	**165**	**(518)**	**117**
New capital investment	(7)	(12)	5	(4)	(3)

Total passenger income is £76m higher than budget due to increased passenger demand following Step 3 of the Government's roadmap out of lockdown, resulting in 43 million more journeys than budget in the year to date.

Direct operating costs are £24m lower than budget – £15m lower, owing to a reduction in staff costs and cost savings on the London Heathrow (LHR) agreement, reduced business rates and consultancy spend, and a further reduction of £9m due to the early delivery of savings, as well as reduced revenue commissions and lower service levels spend.

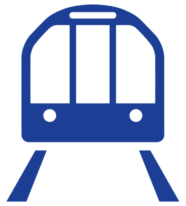
Capital expenditure is £43m lower than budget, primarily due to rescheduling of works across the portfolio.

Percentage of journeys compared to pre-coronavirus baseline (Underground)



In the year to date, there were 128 million journeys on the Tube, 43 million higher than budget. This is due to demand recovering faster than expected following the Government's relaxation of coronavirus restrictions.

Tube journeys are 45 per cent of pre-pandemic levels at the end of Q1.



Tube journeys at the end of Q1 are

45%

of pre-coronavirus demand levels

Elizabeth line

The focus is on successfully introducing Elizabeth line services

Financial summary

Elizabeth line (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Passenger income	15	12	3	6	9
Other operating income	4	20	(16)	2	2
Total operating income	**19**	**32**	**(13)**	**8**	**11**
Direct operating cost	(98)	(116)	18	(69)	(29)
Direct operating deficit	**(79)**	**(84)**	**5**	**(61)**	**(18)**
Indirect operating cost	(4)	(3)	(1)	(2)	(2)
Net operating deficit before financing and capital renewals	**(83)**	**(87)**	**4**	**(63)**	**(20)**
Net financing costs	(22)	(23)	1	(23)	1
Capital renewals	(1)	–	(1)	–	(1)
Net cost of operations	**(106)**	**(110)**	**4**	**(86)**	**(20)**
New capital investment	(5)	(7)	2	(3)	(2)
Crossrail construction costs	(162)	(163)	1	(152)	(10)
Total capital expenditure	**(167)**	**(170)**	**3**	**(155)**	**(12)**

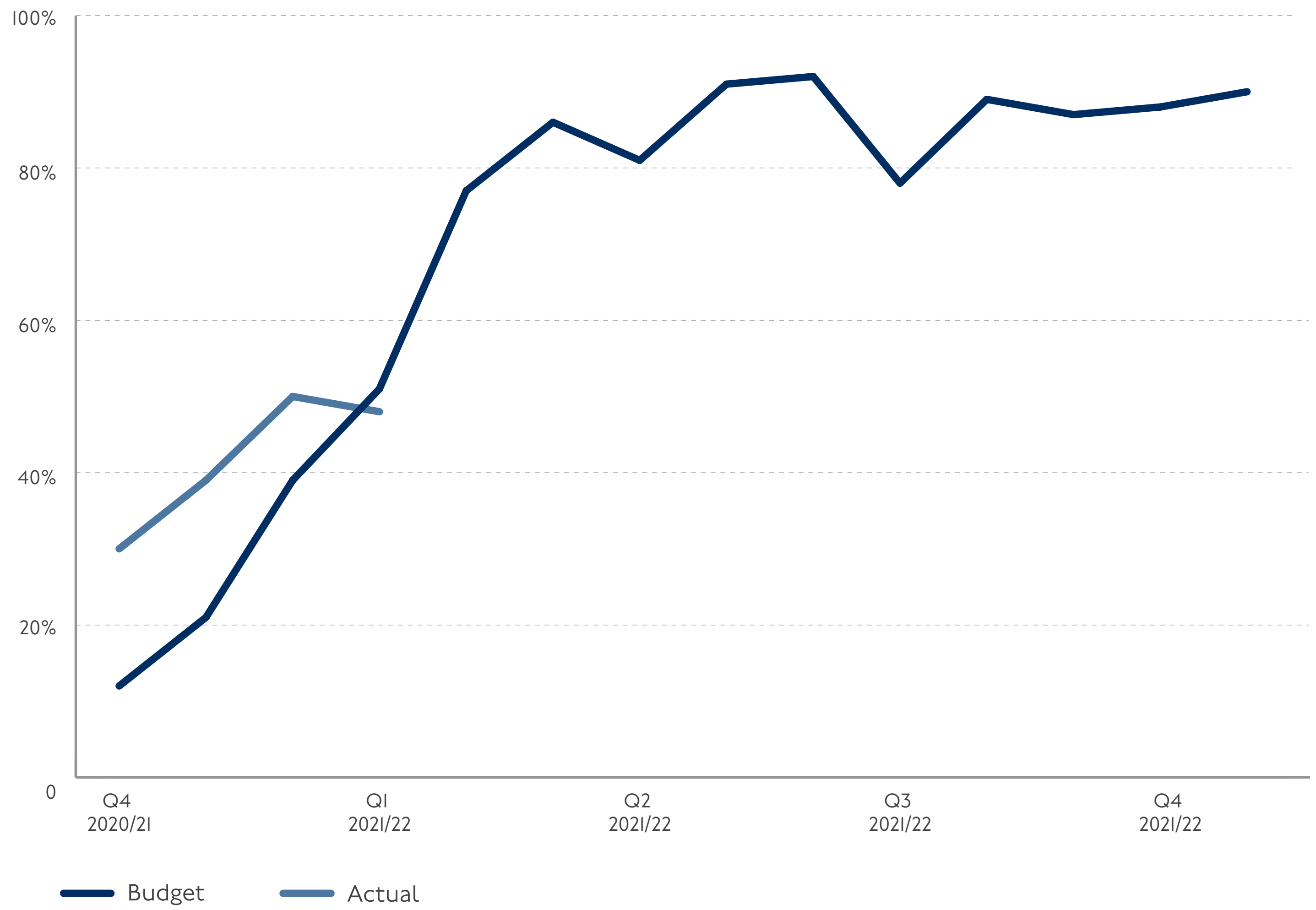
Passenger income is £3m higher than budget, with 1.9 million more journeys than budget in the year to date. Operating income is £16m lower than budget owing to lower regulatory income due to later Trial Running, and a smaller number of train movements than assumed. The lower income is offset by lower operating costs.

Direct operating costs are £18m lower than budget, owing to savings in maintenance costs, lower regulatory charges and lower operational performance adjustments.

Delivery of the Elizabeth line is now in its complex final stages. The project is currently operating timetabled train movements in the central operating section, known as Trial Running, and has handed over more than half of the new stations to TfL. The Trial Running programme involves integrated trials to test that the railway is safe and reliable. Crossrail has successfully ramped up the number of trains running in the 42km of tunnels that have been built below London and on the existing rail network to allow the railway and the supporting systems to be operated as close as possible to an operational timetable.

At this stage in the programme, and with the number of milestones achieved, the opening of the central section of the Elizabeth line for passenger services is still on schedule for the first half of 2022.

Percentage of journeys compared to pre-coronavirus baseline (TfL Rail)



Passenger journeys are two million higher than budget at the end of Q1, demonstrating a steady recovery in line with expectations.

At the end of Q1, TfL Rail journeys are 48 per cent of pre-pandemic levels.

TfL Rail journeys at the end of Q1 are

48%

of pre-coronavirus demand levels

Buses, streets and other operations

This area incorporates a range of our transport services

Financial summary

Buses, streets and other operations (£m)	QI 2021/22	QI Budget	Variance	QI 2020/21	Variance
Passenger income	225	160	65	92	133
Other operating income	152	121	31	58	94
Total operating income	**377**	**281**	**96**	**150**	**227**
Government furlough grant	-	-	-	5	(5)
Total income	**377**	**281**	**96**	**155**	**222**
Direct operating cost	(643)	(638)	(5)	(595)	(48)
Direct operating deficit	**(266)**	**(357)**	**91**	**(440)**	**174**
Indirect operating cost	(19)	(29)	10	(13)	(6)
Net operating deficit before financing and capital renewals	**(285)**	**(386)**	**101**	**(453)**	**168**
Net financing costs	(6)	(7)	1	(6)	-
Capital renewals	(19)	(33)	14	(10)	(9)
Net cost of operations	**(310)**	**(426)**	**116**	**(469)**	**159**
New capital investment	(19)	(48)	29	(24)	5

Passenger income is £65m better than budget, driven by stronger-than-anticipated passenger demand following Step 3 of the Government's roadmap out of lockdown.

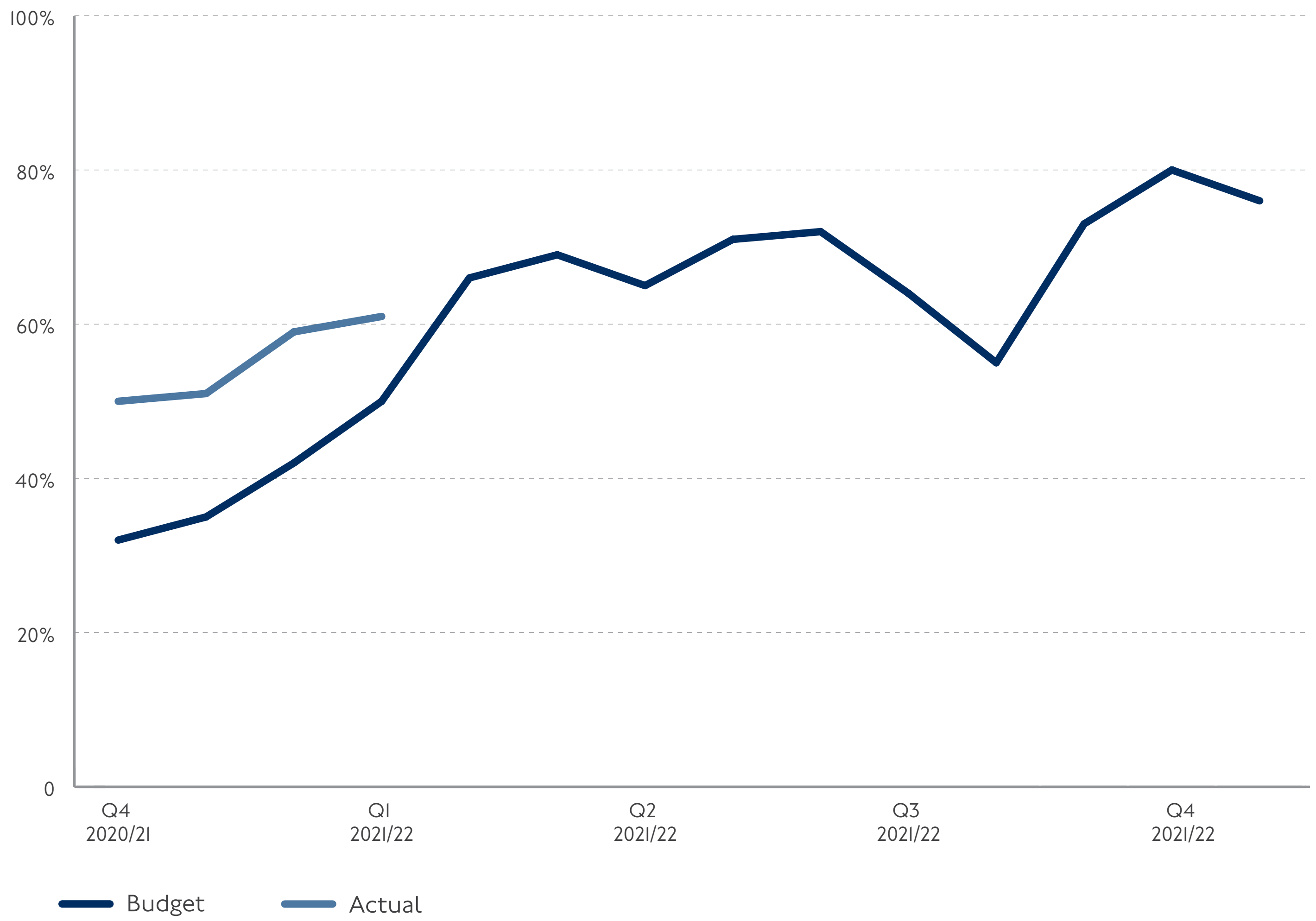
Other operating income is £31m higher than budget, mainly driven by Street operations including Road User Charging, lane rental and road network compliance enforcement, as well as strong performance by the Emirates Air Line and cycle hire sector.

Direct operating cost is £5m higher than budget. A timing increase, related to the phasing of the budget for the Compliance, Policing, Operations and Security (CPOS) directorate, has been offset by an underlying £10m improvement from bus contracts, bad debt and staff costs.

Capital renewals are £14m lower than budget, with spend on assets having been brought forward into 2020/21 after the budget was completed.

New capital investment is £29m lower than budget. Of this, £18m is from lower ULEZ costs, reduced Healthy Streets spend, and the pause of Grid to Gate (bus electrification project) while we explore options to secure the infrastructure needed for bus electrification.

Percentage of journeys compared to pre-coronavirus baseline
(Buses, streets and other operations)



In the year to date, there were 306 million journeys on buses, 94 million higher than budget, with demand picking up as restrictions in London ease.

At the end of QI, demand for bus journeys is 61 per cent of pre-pandemic levels.

Bus journeys at the end of QI are

61%

of pre-coronavirus demand levels

Volume analysis

	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Congestion Charge volumes (thousands)	4,450	4,333	117	1,448	3,002
Congestion Charge and enforcement income (£m)	93.1	90.1	3.0	24.2	68.9

Cycling

There were 2.9 million Santander cycle hires, an increase of 152,826 (six per cent) on the same quarter last year, and an increase of 243,654 (nine per cent) on Q1 2019/20. The last four weeks of the quarter saw a record number of hires and more member hires than at any previous time in the scheme's history.

A total of 16,093 customers took advantage of NHS and keyworker promo codes in Q1, and 57,344 new members joined the scheme.

Traffic flow

Traffic flows across London are 29.6 per cent higher than they were last year. Flows have increased by 16.7 per cent from the last quarter, as traffic continues to return with the easing of lockdown.

This quarter, traffic flows in central London were 51.4 per cent, compared to 39.7 per cent in Q4. Inner London flows were 83.6 per cent, up from 73.2 per cent in Q4, and outer London traffic flows were 93.0 per cent compared to 79.4 per cent in Q4.

Fleet of

14,000

cycles based at more than 780 docking stations

Traffic flow (volume) year-on-year change

Q1 2021/22

29.6%▲

Compares traffic flow volumes for the year to date with the corresponding quarters in the previous year.

Volume analysis

	Q1 2021/22	Q1 2020/21	Variance
Santander Cycles			
Number of hires (millions)	2.9	2.8	0.1
Victoria Coach Station			
Number of coach departures (thousands)	14.7	0.3	14.4
London River Services			
Number of passenger journeys (millions)	0.9	0.2	0.7
London Dial-a-Ride			
Number of passenger journeys (thousands)	62.4	15.3	47.1
Taxi and Private Hire			
Number of private hire vehicle drivers	104,105	109,158	(5,053)
Taxi drivers	20,458	21,885	(1,427)
Emirates Air Line			
Number of passenger journeys (thousands)	314.1	20.9	293.2

Rail

Year-to-date passenger demand is higher than budgeted

Financial summary

Rail (£m)	QI 2021/22	QI Budget	Variance	QI 2020/21	Variance
Passenger income	54	36	18	16	38
Other operating income	7	2	5	-	7
Total income	**61**	**38**	**23**	**16**	**45**
Direct operating cost	(105)	(115)	10	(111)	6
Direct operating deficit	**(44)**	**(77)**	**33**	**(95)**	**51**
Indirect operating cost	(4)	(6)	2	(3)	(1)
Net operating deficit before financing and capital renewals	**(48)**	**(83)**	**35**	**(98)**	**50**
Net financing costs	(10)	(10)	-	(9)	(1)
Capital renewals	(7)	(12)	5	(5)	(2)
Net cost of operations	**(65)**	**(105)**	**40**	**(112)**	**47**
New capital investment	(2)	(4)	2	(4)	2

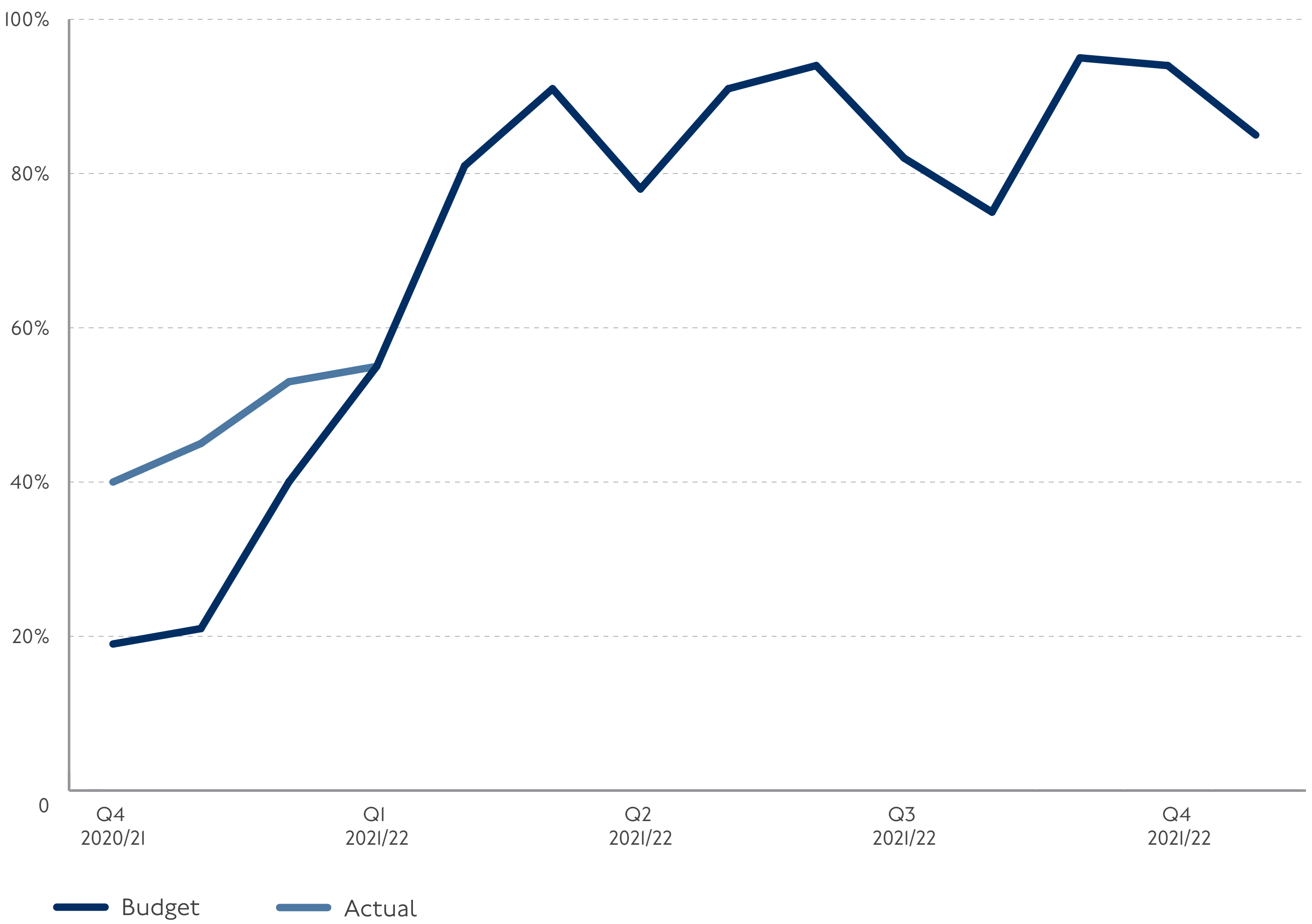
Passenger income is £18m better than budget owing to stronger-than-expected passenger demand.

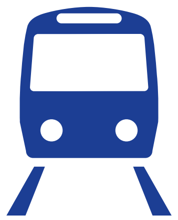
Direct operating costs are £10m below budget due to lower London Overground operating costs for new rolling stock and lower inflation-linked increases on contract costs. Savings have also been made following delays to the launch of the West London line shuttles, as well as lower staff costs and beneficial foreign exchange rates on DLR contracts.

Capital expenditure is £7m lower than budget due to works accelerated into the prior year, and the rescheduling of projects across DLR.

Running a safe and reliable transport network is our priority

Percentage of journeys compared to pre-coronavirus baseline
(Rail)





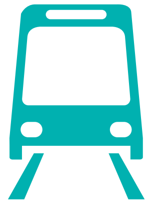
Rail journeys at the end of Q1 are

55%

of pre-coronavirus demand levels

On 21 June, we restored ticket machines to accept cash again at the vast majority of London Underground and DLR stations, as well as reinstating cash payments where they had been removed from ticket offices on London Overground, TfL Rail and the Emirates Air Line. The temporary cashless arrangements were introduced in response to the pandemic and have played an important role in protecting staff and passengers from handling cash, while also facilitating social distancing by reducing queuing and congregating at ticket machines and ticket offices. With increasing numbers of Londoners and visitors coming to the Capital, it is important that we do everything we can to ensure public transport is open and accessible to all.

London Overground has, from 21 June, been operating a normal pre-pandemic service on all our routes, with 100 per cent capacity through the whole week, including during the weekday morning peak



DLR journeys at the end of Q1 are

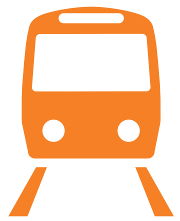
57%

of pre-coronavirus demand levels

London Trams journeys at the end of Q1 are

65%

of pre-coronavirus demand levels



London Overground journeys at the end of Q1 are

52%

of pre-coronavirus demand levels

Station works are progressing well at Battersea

Major projects

Major projects is responsible for our largest and most complex projects, including line and station upgrades

Financial summary

Major projects (£m)	QI 2021/22	QI Budget	Variance	QI 2020/21	Variance
Other operating income	2	2	-	2	-
Government furlough grant	-	-	-	I	(I)
Total income	**2**	**2**	**-**	**3**	**(I)**
Direct operating cost	(4)	(4)	-	(23)	I9
Direct operating deficit	**(2)**	**(2)**	**-**	**(20)**	**I8**
Indirect operating cost	(6)	(7)	I	(4)	(2)
Net operating deficit before capital renewals	**(8)**	**(9)**	**I**	**(24)**	**I6**
Capital renewals	(I)	(4)	3	-	(I)
Net cost of operations	**(9)**	**(I3)**	**4**	**(24)**	**I5**
New capital investment	(I28)	(I68)	40	(8I)	(47)

Total expenditure, including capital renewals and new capital expenditure, is £44m lower than budget, mainly owing to deferrals of works across the programmes, and cost savings.

Key deliverables for each of our main programmes are detailed below.

Four Lines Modernisation

The programme has made considerable progress. A milestone was achieved on 24 April 2021, with the extension of the section of new signalling on the District and Circle lines from Monument to Sloane Square. This paves the way for frequencies to be increased and service reliability to be further improved as soon as the rest of the route has been automated. The next section of signalling, between Sloane Square, Paddington, Fulham Broadway and Barons Court, will go live later this year. This phase will involve upgrading the complex junction at Earl's Court. Once delivered, it will mean that the entire Circle line will have been upgraded to the new signalling system.

Piccadilly Line Rolling Stock

In April 2021, the new passenger train seat moquette design was endorsed. We also completed the heating and ventilation air cooling tests on our saloon mock-up. Software and assurance testing of the new rolling stock systems and build was completed as planned. This is a key precursor to the start of train manufacture, which remains on target for summer 2021.

Conductor rail modifications have begun, and new driver walkways have been installed on our works to upgrade South Harrow sidings. The signalling design has also now been approved for modifications at South Harrow, and work has begun on site.

Northern Line Extension

The installation of ticketing and gateline equipment is complete at both Battersea and Nine Elms stations. At Battersea, internal cladding, room fit-out and station systems works continue. Landscaping works are progressing at Nine Elms.

Following the successful commissioning of the signalling system in June, the transition from the signal testing period to train-based trial operations and revenue service is still planned for autumn 2021. The Mayor of London, Sadiq Khan, and Deputy Mayor for Transport, Heidi Alexander, both visited the Nine Elms station site in May 2021.

DLR Rolling Stock and Systems Integration

Manufacture of the rolling stock is under way with Construcciones y Auxiliar de Ferrocarriles. On 30 April 2021, the tenth train bodyshell was completed, with our first inspections successfully carried out remotely. Signalling software development to accommodate the new trains began in September 2020, with the first software releases due in March 2022. Software development is progressing to programme.

The Beckton Depot northern sidings contract has been awarded and works have started on site. Site compound enabling works are complete.

Bank Station Upgrade

The installation of new station system cabling is now progressing in public and non-public areas. Lighting and speakers are being installed in 'back of house areas' and inspections of completed works, such as the ventilation system, have begun. New station cladding finishes are arriving on site, with some high-level cladding being installed.

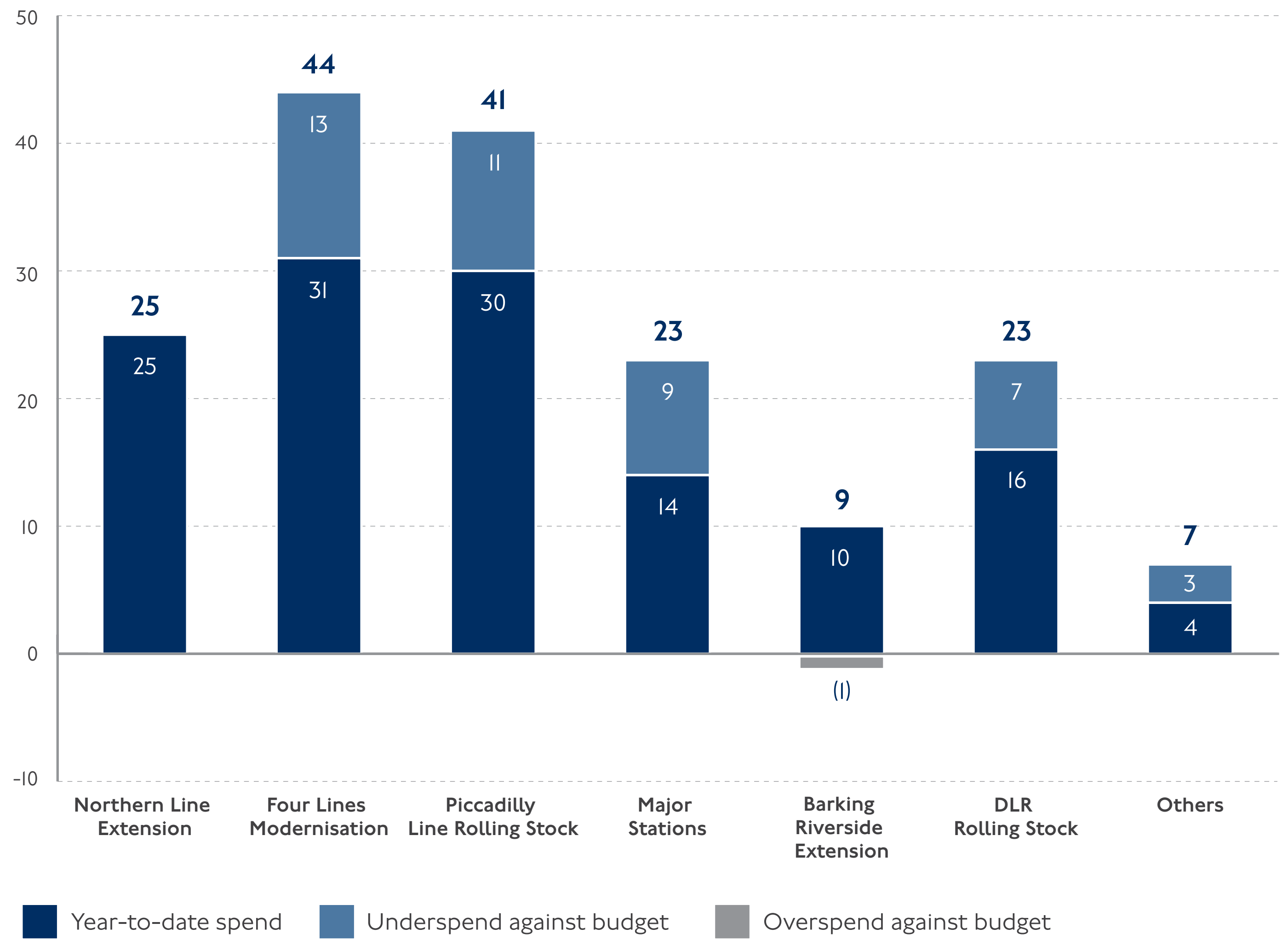
Most of the new track bed and track has now been installed, with only track sections at the north and south connection points to be completed. A press visit to the worksite was held in July as part of the announcement of the planned 17-week closure of the station from early 2022. External stakeholder engagement will commence in the summer and will gather pace as we progress towards the start of this forthcoming closure.

Barking Riverside

At the new station, we have completed the main roof and platform canopy cladding and glazing. We are also progressing with the installation of mechanical and electrical equipment, including the lifts and permanent station power supply. On the south viaduct, drainage works have been completed and the installation of handrails has continued. On the north viaduct and ramp, final deck and slab pours have been completed. Waterproofing and finishing works are ongoing ahead of planned handover to the rail systems team.

There were four more successful weekend possessions to deliver further track, signalling, telecoms and overhead line works. In May, we completed Stage 13 of the 16 signalling commissioning stages. Preparations for Stages 14 and 15 signalling commissioning are well advanced, prior to their planned completion in summer 2021.

Year-to-date capital spend by programme (£m)



Property development

We manage an extensive property estate

Financial summary

Property development (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Other operating income	13	15	(2)	6	7
Direct operating cost	(9)	(10)	1	(8)	(1)
Direct operating surplus/(deficit)	**4**	**5**	**(1)**	**(2)**	**6**
Indirect operating cost	(3)	(3)	-	(2)	(1)
Net surplus/(deficit) of operations	**1**	**2**	**(1)**	**(4)**	**5**
New capital investment	(5)	(47)	42	(7)	2
Property receipts	1	30	(29)	-	1
Crossrail over-site development	-	7	(7)	1	(1)
Net capital expenditure	**(4)**	**(10)**	**6**	**(6)**	**2**

Other operating income is £2m lower than budget, driven by the impact of higher coronavirus rental income credits as we continue to support our tenants.

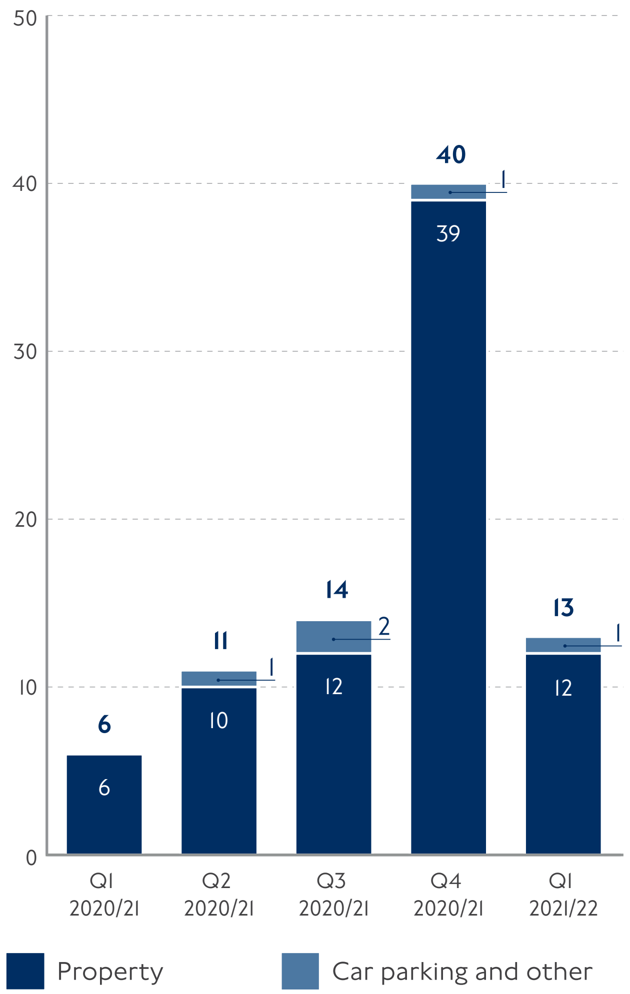
Direct operating costs are £1m lower than budget, due to the timing of maintenance and certain project costs.

Property receipts and Crossrail over-site development income are £36m lower than budget, mainly owing to delayed disposal at Southall Sidings, Wembley Park and Stratford Place.

New capital investment is £42m lower than budget, owing to delayed joint venture equity contributions, along with rephasing of property development, in-station retail costs, and portfolio refurbishment projects.

Property income (£m)

Quarterly*



Our work to deliver homes made progress during Q1. Construction continued at pace at our residential-led development site in Kidbrooke. We are transforming this former brownfield site and delivering 619 new homes, including 50 per cent affordable housing, with our development partners Notting Hill Housing.

We have secured funding from a Green Development Loan worth more than £12m to deliver the first phase in the Kidbrooke project. This phase will see the first 413 new homes brought forward at London Affordable Rent, for shared ownership and private sale, and is due to complete in 2023.

A major milestone was achieved in Q1, as we saw the first homeowners moving into Blackhorse View, our development with Barratt Homes, on the former Blackhorse Road car park, which received planning permission in 2019. This is a major achievement for us, with people now calling our site their home – more than 100 homes have now been sold. When complete in 2022, the site will provide 350 new homes, ranging in size from one to three bedrooms, with 50 per cent affordable housing. We are also providing 17,500 square feet of commercial space, and the construction will create up to 300 jobs, with local apprentice opportunities.

As part of Connected Living London – our long-term strategic partnership with Grainger plc – we have submitted an application to Enfield Council for 351 well-designed, quality homes on land adjacent to Cockfosters Tube station. It is the fifth application submitted by Connected Living London, and the partnership is delivering 40 per cent affordable housing across all of its sites.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks). Q4 2020/21 also reflects the adjustments to add coronavirus credits issued during the year back into income

Media

Our media income includes advertising revenue

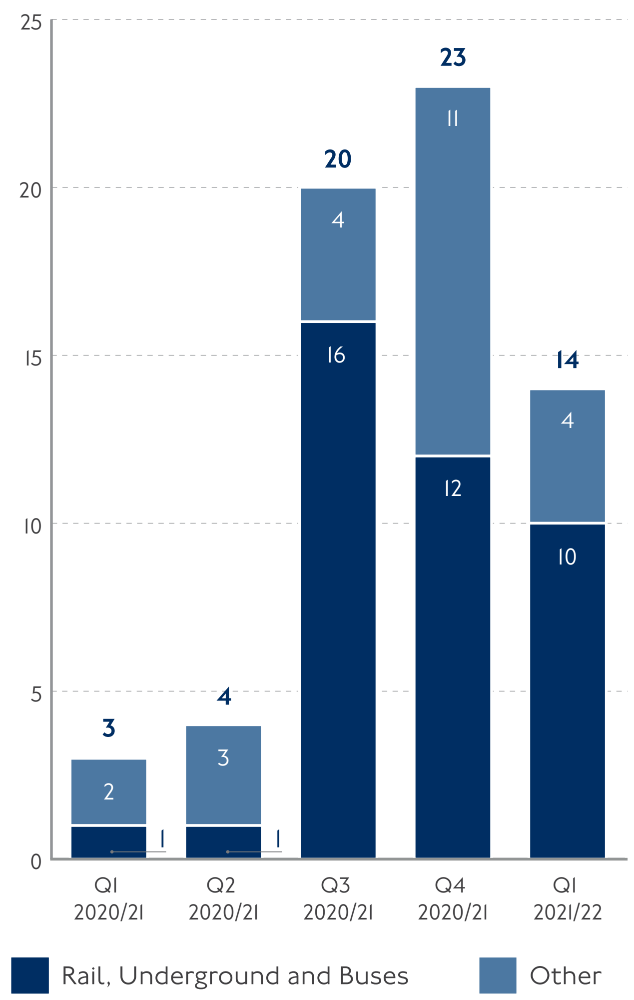
Financial summary

Media (£m)	Q1 2021/22	Q1 Budget	Variance	Q1 2020/21	Variance
Other operating income	14	14	-	3	11
Direct operating cost	(1)	(1)	-	(1)	-
Direct operating surplus	**13**	**13**	**-**	**2**	**11**
Indirect operating cost	-	-	-	-	-
Net surplus of operations	**13**	**13**	**-**	**2**	**11**
New capital investment	1	4	(3)	-	1

Operating income is in line with the budget. Income is significantly higher than Q1 2020/21 as passengers have started to return to the network and there is some increased confidence in the advertising industry.

Advertising income (£m)

Quarterly*



Media income in Q1 continues to be impacted by the pandemic as brands react to the economic uncertainty by cancelling advertising or reducing advertising spend. However, the lifting of some lockdown restrictions has increased passenger numbers and confidence in the advertising industry, which means that advertising income is significantly higher than the same quarter last year.

The Government roadmap out of lockdown gives us some encouragement around further uplifts in media income, but there is still a high degree of uncertainty around future income. We will continue to work closely with our advertising partners to ensure we are able to support the return of brands to our network and rebuild our revenue streams as soon as possible.

* Q4 is longer than Q1 to Q3 (16 weeks and one day vs 12 weeks)

Headcount

Our people provide a vital service for London

Full-time equivalents, including non-permanent labour

	31 March 2021 Actual	Year-to-date net (leavers)/joiners	End of Q1 Actual
Underground	17,834	(71)	17,763
Elizabeth line	290	23	313
Buses, streets and other operations	2,653	(132)	2,521
Rail	274	2	276
Property development	198	1	199
Facilities & estates	137	-	137
Professional services*	4,150	60	4,210
Media	26	-	26
Major projects	627	39	666
TfL total	**26,189**	**(78)**	**26,111**
Crossrail	606	5	611
Total	**26,795**	**(73)**	**26,722**

The figure for total TfL full-time equivalent roles is 26,111 at the end of the quarter, 78 lower than at the start of the year.

The Buses, streets and other operations figure has fallen, driven by the exit programme for Dial-a-Ride (129 leavers).

Professional services headcount has increased, driven by increases in Technology & Data project roles and Procurement and Supply Chain transformation.

* Professional Services comprises functions within TfL including Legal, Finance, Human Resources, Ticketing, Procurement, and Customer, Communications & Technology, where services are provided on a shared basis across all TfL divisions.

Non-permanent labour

It is important that we continue to make use of the flexibility offered by non-permanent labour, particularly through this time of change and temporary peaks in demand, such as in recruitment resulting from our transformation programme. It is equally important that we do not limit our ability to hire talent in areas where skills are scarce.

Reduction since December 2015

Date	Number of non-permanent labour	Weekly cost (£)	Reduction in non-permanent labour since December 2015	Weekly saving (£)
15 December 2015	3,092	5,249,002		
31 March 2019	1,192	1,688,494	1,900	3,560,709
31 March 2020	1,327	1,527,251	1,765	3,721,751
31 March 2021	991	1,462,911	2,101	3,786,091
26 June 2021	1,115	1,661,773	1,977	3,587,229

The increase in use of non-permanent labour in the quarter reflects caution on permanent recruitment while we have funding uncertainty. Note that the weekly cost assumes seven hours a day and five days a week worked.

Non-permanent labour by length of service

Length of service	31 March 2021 Actual	Year-to-date net (leavers)/joiners	End of Q1 Actual
0-6 months	262	112	374
6-12 months	85	35	120
1-2 years	307	(65)	242
2-3 years	109	38	147
3-5 years	110	5	115
5+ years	118	(1)	117
Total	**991**	**124**	**1,115**

We still have a large number of non-permanent contractors who have been working at TfL for more than two years. Many of these are working on large construction projects, but we continue to seek to reduce reliance on these resources to the extent that is possible.

Appendices

2021/22 Revised Budget (approved by the TfL Board on 28 July 2021)

Operating account

TfL Group (£m)	Revised Budget 2021/22	March Budget 2021/22	Variance
Passenger income	3,478	3,490	(12)
Other operating income	1,236	1,236	-
Total operating income	**4,714**	**4,726**	**(12)**
Business Rates Retention	914	787	127
Council tax precept	52	52	-
Other revenue grants	14	14	-
Total income	**5,694**	**5,579**	**115**
Operating cost	(6,931)	(7,194)	263
Net operating deficit	**(1,237)**	**(1,615)**	**378**
Net financing costs	(449)	(460)	11
Net cost of operations before financing	**(1,686)**	**(2,075)**	**389**
Capital renewals	(736)	(805)	69
Net cost of operations	**(2,422)**	**(2,880)**	**458**
Extraordinary grant	1,873	2,674	(801)
Net cost of operations after Extraordinary grant	**(549)**	**(206)**	**(343)**

The Revised Budget updates our March 2021/22 Budget. It incorporates our plan to deliver the conditions contained within the 1 June funding agreement, along with the latest cost estimates and income profiles, including revenue scenarios based on the updated Government roadmap.

The Revised Budget will be the basis of comparison for our financial performance from Q2 onwards.

Capital account

TfL Group (£m)	Revised Budget 2021/22	March Budget 2021/22	Variance
New capital investment	(999)	(1,366)	367
Crossrail	(700)	(610)	(90)
Total capital expenditure	**(1,699)**	**(1,976)**	**277**
Funded by:			
Investment grant	930	930	-
Property and asset receipts	193	291	(98)
Borrowing	74	74	-
Crossrail funding sources	663	686	(23)
Other capital grants	90	125	(35)
Total	**1,950**	**2,106**	**(156)**
Net capital account	**251**	**130**	**121**

Cash flow summary

TfL Group (£m)	Revised Budget 2021/22	March Budget 2021/22	Variance
Net cost of operations	(549)	(206)	(343)
Net capital account	251	130	121
Working capital movements	(124)	(2)	(122)
Decrease in cash balances	**(422)**	**(78)**	**(344)**

TfL Group balance sheet

TfL Group (£m)	Actual 31 March 2021	Revised Budget 31 March 2022
Intangible assets	149	127
Property, plant and equipment	43,094	44,661
Right-of-use assets	2,330	2,219
Investment property	1,459	1,480
Investment in joint ventures and associated undertakings	208	210
Long-term finance lease receivables	29	2
Long-term debtors	52	51
Long-term assets	**47,321**	**48,750**
Inventories	52	52
Short-term debtors	494	574
Assets held for sale	95	91
Short-term derivative financial instruments	7	1
Short-term finance lease receivables	15	19
Cash and short-term investments	1,729	1,307
Current assets	**2,392**	**2,044**
Short-term creditors	(2,079)	(1,985)
Short-term borrowings	(1,198)	(1,373)
Short-term right-of-use lease liabilities	(329)	(323)
Short-term PFI lease liabilities	(10)	(11)
Other short-term financing liabilities	(6)	(6)
Short-term derivative financial instruments	(12)	(1)
Short-term provisions	(109)	(103)
Current liabilities	**(3,743)**	**(3,802)**

TfL Group (£m)	Actual 31 March 2021	Revised Budget 31 March 2022
Long-term creditors	(57)	(67)
Long-term borrowings	(11,770)	(11,652)
Long-term right-of-use lease liabilities	(2,180)	(2,109)
Long-term PFI lease liabilities	(102)	(91)
Other long-term financing liabilities	(128)	(122)
Long-term derivative financial instruments	(47)	(45)
Long-term deferred tax liabilities	(234)	(234)
Long-term provisions	(61)	(77)
Retirement benefit obligation	(5,603)	(5,602)
Long-term liabilities	**(20,182)**	**(19,999)**
Net assets	**25,788**	**26,993**
Reserves		
Usable reserves	(887)	(673)
Unusable reserves	(24,901)	(26,320)
Total reserves	**(25,788)**	**(26,993)**

Comprehensive Income and Expenditure (CI&E) Statement

(£m)	Revised Budget 2021/22 Gross income	Gross expenditure	Net income/ (expenditure)
Operating segment			
Underground	1,917	(2,657)	(740)
Elizabeth line	143	(478)	(335)
Buses, streets and other operations	2,013	(3,008)	(995)
Rail	328	(508)	(180)
Other segments	154	(123)	31
Group items	159	(157)	2
Net operating deficit before financing & renewals	**4,714**	**(6,931)**	**(2,217)**
Depreciation and amortisation			(1,351)
Less IFRS 16 lease payments included in operating deficit			386
Central items			24
Net cost of services			**(3,158)**
Other net operating expenditure			3
Financing and investment income			192
Financing and investment expenditure			(426)
Grant income			4,571
Surplus on the provision of services before tax			**1,182**
Taxation income			-
Surplus on the provision of services after tax			**1,182**
Movement in fair value of deriative financial instruments			-
Total Group comprehensive income and expenditure			**1,182**

Detailed reconciliation of net cost of operations per the Operating Account to the Comprehensive Income and Expenditure (CI&E) Statement

(£m)	Revised Budget 2021/22	
Net cost of operations after Extraordinary grant		**(549)**
Adjustments between management and statutory reports:		
Add amounts included in the CI&E Statement not reported in the Operating Account		
Depreciation and amortisation	(1,351)	
Gain on disposal of fixed assets	3	
Gain on disposal of investment properties	189	
Interest payable on lease and PFI liabilities	(67)	
Amounts capitalised into qualifying assets	101	
Capital grant income	1,683	
		558
Less amounts included in the Operating Account but excluded from the CI&E Statement		
Cash payments under PFI and lease arrangements	386	
Capital renewals	736	
		1,122
Amounts subject to differing account treatment between the Operating Account and the CI&E Statement		
Other net financing expenditure accounting differences (including IAS 19 pension interest)	(8)	
Central items	59	
		51
Total surplus after tax per the CI&E Statement		**1,182**

Comprehensive Income and Expenditure (CI&E) Statement

(£m)	Q1 2021/22 Year to date Actual		
	Gross income	Gross expenditure	Net income/ (expenditure)
Operating segment			
Underground	270	(548)	(278)
Elizabeth line	19	(102)	(83)
Buses, streets and other operations	377	(662)	(285)
Rail	61	(109)	(48)
Other segments	29	(23)	6
Group items	44	(43)	1
Net operating deficit before financing & renewals	**800**	**(1,487)**	**(687)**
Depreciation and amortisation			(312)
Less IFRS 16 lease payments included in operating deficit			81
Central items			3
Net cost of services			**(915)**
Other net operating expenditure			7
Financing and investment income			(2)
Financing and investment expenditure			(104)
Grant income			1,285
Surplus on the provision of services before tax			**271**
Taxation income			-
Surplus on the provision of services after tax			**271**
Movement in fair value of derivative financial instruments			-
Total Group comprehensive income and expenditure			**271**

Detailed reconciliation of net cost of operations per the Operating Account to the Comprehensive Income and Expenditure (CI&E) Statement

(£m)	Q1 Year to date Actual 2021/22	
Net cost of operations after Extraordinary grant		**3**
Adjustments between management and statutory reports:		
Add amounts included in the CI&E Statement not reported in the Operating Account		
Depreciation and amortisation	(312)	
Gain on disposal of fixed assets	7	
Interest payable on lease and PFI liabilities	(15)	
Amounts capitalised into qualifying assets	19	
Capital grant income	375	
		74
Less amounts included in the Operating Account but excluded from the CI&E Statement		
Cash payments under PFI and lease arrangements	81	
Capital renewals	90	
		171
Amounts subject to differing account treatment between the Operating Account and the CI&E Statement		
Other net financing expenditure accounting differences (including IAS 19 pension interest)	(3)	
Central items	26	
		23
Total surplus after tax per the CI&E Statement		**271**

About TfL

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

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, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that 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 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 recovers from the pandemic and moves forward.

August 2021
tfl.gov.uk

PUB21_023