

Commissioner's report

29 July 2020

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I Introduction

This report provides a review of major issues and developments since the Board meeting of 2 June.

This is my first report to the Board since taking over from Mike Brown, MVO and I could not be prouder to be leading such a fantastic organisation as Commissioner. I would like to thank Mike for everything he has done as Commissioner and during his career at Transport for London (TfL). He has done a fantastic job and has led the business through some incredible times. I know he will be greatly missed, and I am honoured to build on his achievements.

In the wake of the coronavirus pandemic, all transport authorities around the world will need to re-imagine how their services and projects contribute to the safe and sustainable re-start of the social and economic lives of the cities they serve. I am committed to supporting London's recovery, safely and sustainably, and to gradually welcoming our customers back to the network over the coming weeks and months.

Since I started this job a few weeks ago, I have been out on the network visiting our frontline staff and thanking them as they continue to work through the pandemic.

I also visited Victoria Coach station which recently re-opened for business almost three months after it closed its doors to protect people from COVID-19.

I am in awe of the dedication and ongoing commitment of all our people in keeping the network running for those who need it.

I have seen first-hand the great work that has gone into returning our services to pre-pandemic levels and it has been great to see how happy our customers are to be using our services again.

As Commissioner, I have two initial priorities. The first is to lead us through post-coronavirus recovery. This means securing a fair and sustainable financial settlement from the government, and getting Londoners back on the transport system, once it is safe to do so. Our network is the lifeblood that keeps London moving, so we are crucial to its recovery.

The second is to get the Crossrail project over the line. Londoners have been very patient, so making sure the Elizabeth line works perfectly out of the box is essential.

We have some huge challenges ahead, but I know that TfL has some of the best people in the world and we will meet these challenges and will help build an even better city for everyone together.

2 Our response to coronavirus

Deaths in service

I would like to express my sincere condolences to the families and loved ones of our 44 colleagues who have sadly passed away after contracting coronavirus.

Their tragic loss is devastating for us all, and I and everyone at Transport for London would like to pay tribute to the critical role they played in London's fight against this global pandemic. We will never forget them.

The pandemic has affected all of our lives, and these exceptional times have presented us with enormous challenges that have required an unprecedented response from us, our partners and all Londoners.

I am determined that we as an organisation continue to play our part in the national effort to beat coronavirus. Our heroic frontline staff and colleagues across the transport industry are the beating heart of London and have kept this great city moving through one of the most challenging periods in its history and helped ensure life-saving critical workers were able to do their jobs. I would like to pay tribute to them all.

Bus driver death review

We have asked the University College London's Institute of Health Equity to provide independent advice as part of a

forthcoming two-part study to better understand the pattern of coronavirus infections and deaths among London's bus workers.

The studies are being commissioned following the tragic deaths of 34 bus colleagues, including 29 drivers, to ensure that we are taking all possible measures to protect the health, safety and wellbeing of those working to keep the bus network moving.

The first part of the study is being finalised and is due to be published later this month. Part two of the study will be published in the autumn and will consider a range of occupational and non-occupational factors such as age, gender, race, any pre-existing health conditions and deprivation indices.

Altogether, the study will examine the potential contribution that occupation exposure plays in differences in infection and death rates between London's frontline transport workers and the general London population.

Black, Asian and Minority Ethnic and vulnerable colleague risk assessments

On 1 June, the Mayor announced that all Black, Asian and Minority Ethnic (BAME) and vulnerable workers across the Greater London Authority family would have access to a risk assessment to see if they were able to carry out their roles safely.

We have worked with organisations including the NHS and Network Rail to share understanding on relevant approaches and have developed a pan TfL personalised risk assessment process which is open to all. We have encouraged employees to take part by speaking to their line manager and completing a self-assessment questionnaire. We have also provided onward referral to the Occupational Health team where required.

Since 20 May, our Occupational Health and Wellbeing teams have received over 1,000 referrals for our BAME and Vulnerable Persons Risk Assessment.

We are currently working through several options for staff who are in the higher risk categories to identify where alternative duties can be found. At present, any staff who are in a high-risk category due to underlying medical conditions or are in the enhanced COVID-19 age range are being advised to remain off work.

External communications

As London emerges from lockdown, we have promptly changed our messaging to reflect the latest advice from the government. This has allowed us to ensure customers are aware of the activities we are undertaking to keep staff and passengers safe on the network and to transform the way customers use our services. This includes key messaging on:

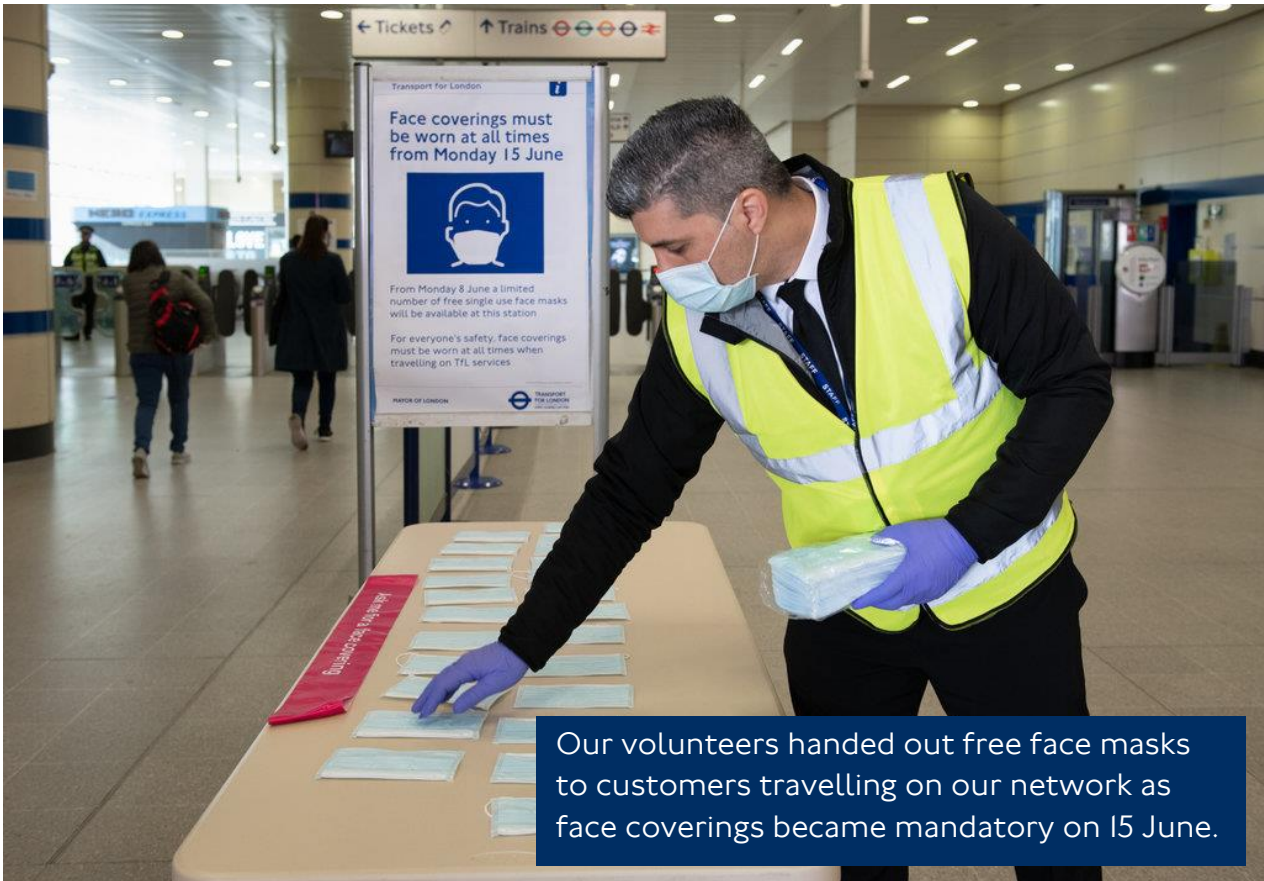
- The launch of the Streetspace for London plan.
- The ramping up of our transport services and reopening of stations
- The installation of hand sanitising points across our network.

- A return to front-door boarding on buses.
- The introduction of mandatory face coverings on public transport.
- Changes to the Congestion Charge.
- The phased restart of construction projects.

To date, we have issued over 100 million customer emails, communicated to more than 1,000 journalists, received over 348,000 calls to our Contact Centre, responded to over 167,000 items of correspondence and engaged with over 500 stakeholders. This has included London Councils, community and residents' groups, and healthcare and accessibility groups, as well as London and UK wide stakeholders and daily contact with Government officials, MPs, London Assembly Members, ministerial teams and international transport bodies. In addition to this work, we have also published a travel briefing for retail businesses which has been provided to around 1,000 businesses and all London Improvement Districts. We have also supplied travel advice to the Construction Leadership Council and the UK's top 30 construction companies. We have had almost one million visits to our website and kept Londoners up to date using our social media platforms, 11 radio adverts with a reach of 12 million people and printed and displayed 37,000 posters across the London Underground and rail network.

Changes to the social distancing rules

On 23 June, the government announced that the two-metre social distancing rule would be amended from 4 July. Where possible, people should continue to keep a two-metre distance, but they should



abide by the new 'one metre plus' rule where two-metre distancing is not possible.

As customers continue to return to the network in larger numbers, we have set out some simple tips to help everyone stay safe as they travel. These include:

- Travel at quieter times and avoid travelling during the peak times of 05:45-08:15 and 16:00-17:30 if you can. There is more available capacity outside of those times.
 - Wear a face covering. It is now mandatory to wear one that covers your nose and mouth for your entire journey, including in stations, unless you are exempt. These should not be removed mid-journey.
 - Stay alert to the latest Government advice. This includes continuing to
- work from home if you can and walking or cycling all or part of your journey if possible.
 - Wash or sanitise hands at the beginning and at the end of your journey and carry hand sanitiser with you if you can. A thousand hand sanitising points have been installed across the transport network to support this.
 - Follow the social distancing signage and guidance now in place across the transport network and keep your distance from other customers when you travel.
 - Wherever possible, travel side by side or behind other people, rather than facing them, where seating arrangements allow.

Introduction of mandatory face coverings

On 15 June 2020, new national regulations came into effect making it compulsory for face coverings to be worn on public transport in England. These regulations were introduced to coincide with social mobility restrictions being relaxed further.

At the same time, we supplemented the national regulations by making the wearing of face coverings a condition of carriage for our transport services, and by issuing an instruction under the TfL byelaws requiring face coverings to be worn in our rail and Tube stations, on platforms and at tram stops. These additional measures were introduced to try to further help reduce the spread of coronavirus.

To help keep staff and customers safe and prepared for these changes, we issued a series of informative communications, including an email message to 4.4 million customers on 14 June. We also updated our dedicated coronavirus web pages with tools, advice and guidance to support those needing to travel.

In anticipation of the new regulations, we distributed disposable face coverings to our operational and customer facing staff. All staff working in public areas on our network are required to wear a face covering where social distancing cannot be maintained, unless they have an agreed exemption for medical reasons. Our staff do not need to wear a face covering when they are not in public areas such as when working in a train cab, a control room and whilst carrying out some maintenance activities as the environment has been deemed safe.

We also provided free face coverings to members of the public at the busiest Tube and bus stations from 8 June to 12 July. In the first week of mandatory face coverings (15 – 21 June), our staff provided over 80,000 masks to the travelling public. Extensive communications were also delivered to ensure that the public were aware that from 12 July, we would no longer be providing face coverings and that customers would need to provide their own. We also distributed leaflets to customers outlining how best to make their own reusable face coverings.

To help customers comply with the new requirement, our staff were supported by the Metropolitan Police (MPS) and British Transport Police (BTP), as well as our enforcement officers.

On 20 June, we introduced a new exemption card for customers who may have medical conditions that make it not possible to wear face coverings. These cards help make staff and other customers aware of their circumstances. The scheme follows similar awareness-raising initiatives like the 'Baby on board' and 'Please offer me a seat' badges. Cards can be downloaded on to a smart phone or printed off from our website and shown to staff at our Tube and rail stations and bus drivers.

On 4 July, we ramped up enforcement activity regarding the mandatory use of face coverings on public transport. The MPS, BTP and our enforcement officers will now take appropriate action when required, including refusing entry, asking customers to leave, and fining and prosecuting people for not wearing an appropriate face covering. Thankfully, the majority of our customers are complying

with the requirement, with around 90 per cent compliance rates on our services. Unfortunately, some of our customers have refused to wear face coverings and when asked to do so by enforcement officers have become abusive towards them. Any abuse towards our staff will not be tolerated and we will always push for the highest punishment for these customers.

As face covering compliance has been lower across our bus network our Compliance, Policing and On-street Services (CPOS) officers have operated across 44 locations and monitored entry onto over 16,000 buses. Already more than 35,500 people have been stopped from travelling without a face covering, and more than 127 fixed penalty notices issued.

Face visors trial on our network

The safety of our people continues to be our top priority. From 15 to 28 June, we ran a two-week trial of the use of face visors for 130 colleagues working in customer-facing roles.

This trial complements the existing safety measures where social distancing cannot be maintained. The visors were worn in addition to the face coverings already supplied to our frontline colleagues. The trial tested the effectiveness, practicality and usage of the visors in operational setting.

During the trial, frontline staff provided mixed opinions on their experiences of using the visors. As a result of this feedback we have agreed to take the following steps:

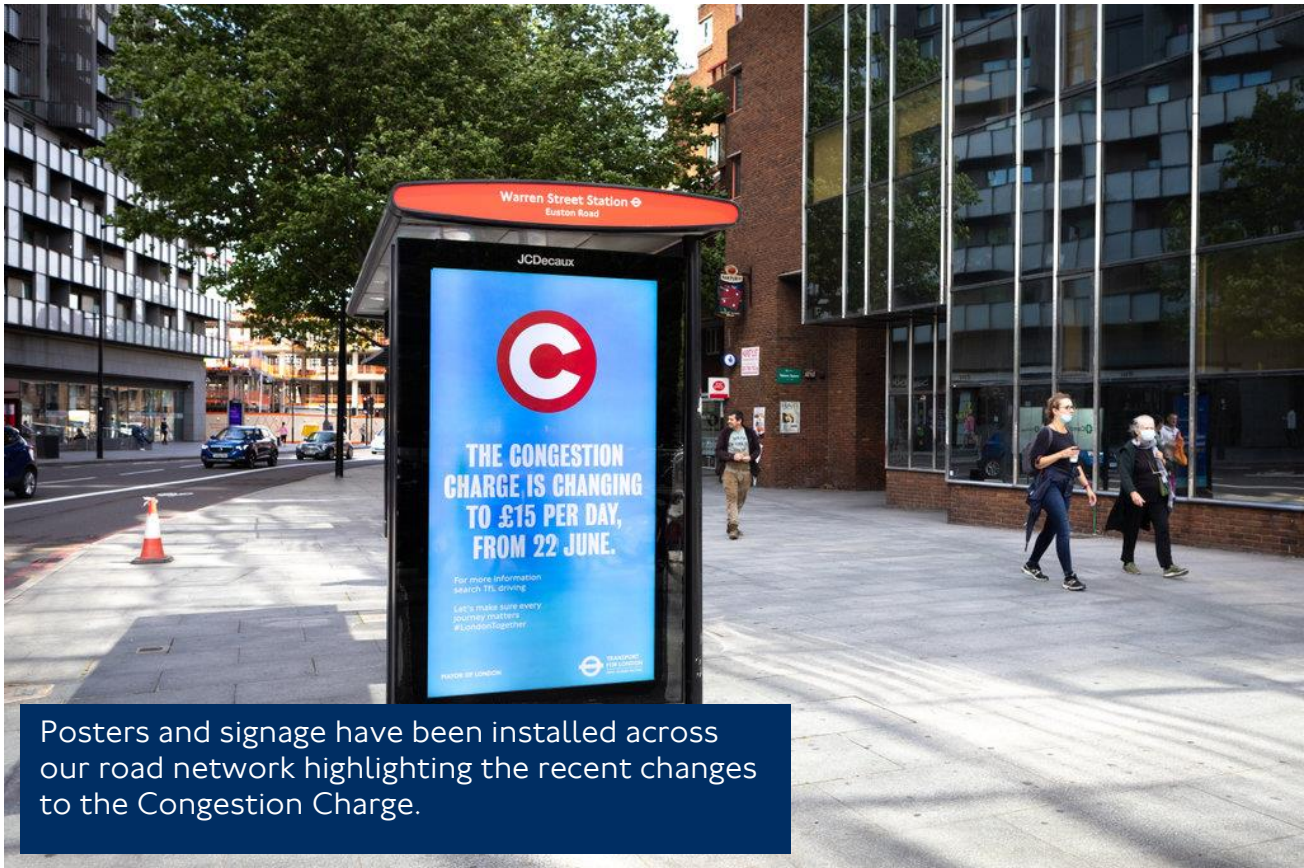
- Face visors will not be issued as an additional general control measure to manage exposure to coronavirus.
- The trial will be continued for a further 8 to 12 weeks for staff undertaking enforcement activities where there is an enhanced risk of a spitting incident.

We will also be including face visors in our emergency response kits so that staff have access to them in the event of needing to perform a life-saving intervention.

Changes to the Congestion Charge scheme

On 16 June, we announced changes to temporarily widen the scope and level of the Congestion Charge, in accordance with the condition in our funding agreement with the government. These temporary changes seek to ensure the Capital's recovery from the pandemic is not restricted by the use of cars and the consequent emission of pollutants. Through temporary changes to the charge, and the rapid enhancement of walking and cycling infrastructure, the city can have a safe and sustainable recovery.

From 22 June, the Congestion Charge, which covers around one per cent of Greater London, temporarily increased to £15 per day, and now operates between 07:00 and 22:00, seven days a week. Customers can pay in advance, on the day of travel, or can pay £17.50 by midnight on the third charging day after travel. The residents' discount is also due to close to new applicants on 1 August. These temporary changes, which will be kept under review, seek to reduce traffic in central London and enable more



Posters and signage have been installed across our road network highlighting the recent changes to the Congestion Charge.

journeys to be made safely on foot or by bike while keeping the bus network reliable for those making essential journeys.

After inviting people to share their views on the proposed changes, we extended the Congestion Charge reimbursement arrangements to support those who are most likely to be affected by the coronavirus pandemic and those who are at the heart of the response to the crisis. In addition to the already announced expansion of the reimbursement scheme to cover additional trips made by staff at NHS Trusts, ambulance staff and those who work in care homes in the zone, the new arrangements also include:

- An expanded NHS patient reimbursement scheme for people most vulnerable to coronavirus.
- A new reimbursement arrangement for local authorities and charities

operating in the zone where they are providing certain support or services in response to the pandemic (including domiciliary care workers providing services on behalf of a local authority and volunteers supporting shielding residents).

Changes to the residents' discount, due to close to new applicants on 1 August, have also been made to give residents who are not currently registered additional time to submit their application.

Taxi and private hire driver assessment centre

On 15 June, we reopened our Baker Street taxi and private hire driver assessment centre and applications to the Knowledge of London, with over 100 assessments taking place in the first week.

Topographical assessments restarted on 6 July, with priority given to candidates whose assessments had to be cancelled at the start of lockdown. Risk assessments have also been undertaken to ensure our staff and all candidates remain safe. We have introduced a range of new measures including hand sanitising stations, the provision of face coverings for all staff and visitors and social distancing in accordance with current government guidelines. As our capacity has significantly reduced due to social distancing guidelines, we are exploring the use of additional TfL or external buildings to conduct assessments for at least the remainder of 2020.

Vehicle inspection centres

On 3 June, we reopened two out of the six vehicle licensing inspection centres, Canning Town and Coulsdon, in addition to the Staples Corner inspection centre which has remained open throughout the pandemic. On 3 June, our vehicle licensing service contact centre also reopened with our service provider, NSL, putting remote working arrangements in place for staff to answer telephone enquiries from licensees. Subsequently, on 2 July, a further vehicle licensing inspection centre at Heston reopened. The remaining two sites, in Crayford and Enfield, are ready to open once the demand for the service increases but we are currently well within capacity. Thorough risk assessments have been undertaken and, as a result, we have introduced a number of measures at vehicle inspection sites including:

- Social distancing markers.
- Hand sanitising points.
- The provision of PPE to staff.

- Processes to minimise contact between staff and those presenting vehicles for inspection.

Engagement with trade

Engagement is ongoing with the taxi and private hire trades to discuss the impacts of coronavirus and to ensure relevant safety information is being published. As a minimum, this has included two weekly calls and the publication of regular taxi and private hire notices. We continue to discuss the ongoing recovery of our services and how this may affect both trades. Our notices contain all the latest information and practical advice on coronavirus for licensees, focusing on face coverings, personal and vehicle hygiene and social distancing. Trade feedback on the way in which we are working with them to recover our licensing services has been extremely positive.

Partitions in private hire vehicles

We have received a large number of applications from private hire operators, individual private hire drivers and some suppliers requesting for partitions to be approved and fitted in their vehicles. Our role as a regulator is to ensure that the installation of any such screens, and the materials used, comply with government and industry regulations in addition to our own requirements as the licensing authority. Two industry leading automotive testing facilities, Millbrook and Horiba Mira have been appointed to advise on whether the installation of these screens is in accordance with automotive standards, and assessments are currently being arranged. Discussions are ongoing with several licensed operators, drivers and partition

manufacturers about their individual partition designs. The initial review will consider the material the partition is made of to ensure it meets the appropriate standard for use in vehicles.

Toyota has now manufactured a screen which is well above the standards we have set. This means that more than half of licensed private hire vehicles could now have access to a screen if they choose. We are satisfied that all testing carried out in the development of this partition screen meets legislative and automotive standards and the screen has therefore been approved for use in certain vehicles from 3 July. We are continuing discussions with other manufacturers who are also looking to develop similar bespoke solutions.

3 Restart and recovery

Extensive cleaning regime

Since the pandemic began a huge range of cleaning and hygiene measures have been introduced across the transport network, including:

- The use of additional hospital-grade cleaning substances that kill viruses and bacteria on contact and protect for up to 30 days.
- Key interchanges being cleaned more frequently - including during the day.
- All regular 'touch point' areas on buses, such as poles and doors, being wiped down with a strong disinfectant every day.

In addition to these measures, a trial is underway to use UV light to clean the handrails on escalators on the Tube network. The device, which could help supplement our extensive anti-viral cleaning regime, is connected to the escalator handrail and uses its motion to power a UV bulb that breaks down surface contamination to sanitise the handrail. We are assessing the benefits of the technology, which could be installed more widely in the future.

Alongside the return of service frequencies to near pre-pandemic levels, a wide variety of other measures have been introduced to manage the flow of customers on the transport network to keep everyone safe.

New signage, posters and platform stickers have been installed across the

network, helping everyone to maintain social distancing. One-way systems and queuing arrangements will be in use wherever needed and 1,000 hand sanitising points have been installed across the TfL network.

Investigations conducted as part of independent research, which studied a number of locations across the Tube, found them all to be free from coronavirus.

Academics from Imperial College undertook coronavirus testing at high frequency touch points, and in the air at Vauxhall, Pimlico and Victoria stations on 26 June as part of a larger study into the evolution of bacteria and fungi in the urban environment across the globe. This initial data set of 24 samples all came back with no trace of coronavirus. We are now assessing what further research in this area might be useful in the future.

Changes to our bus services

We have ramped up services on the bus network to pre-pandemic levels.

We are now operating at around 96 per cent of mileage and expect to reach 100 per cent by the end of August. Work has been ongoing to revert the temporary Saturday and Sunday schedules back to Monday to Friday frequencies as quickly as drivers have become available. Where garages have faced staff shortages, we first increased the early morning peak from 05:00 to 07:00, before the entire schedule could be brought back.



As our operators had furloughed up to 3,000 of their more at-risk drivers, the speed at which we were able to bring our bus services back was constrained. We worked with operators to ensure that drivers could return to work safely by putting safeguards in place such as; isolating the driver's cab from passengers, enhanced cleaning with anti-viral agents and the recruitment of new temporary and permanent staff to help cover the shortfall. In addition to these steps, we also supplied free disposable non-medical face coverings to our drivers.

We also used markings to set out advisory seating capacities on buses. As restrictions have eased, we have updated our posters and markings on buses to remind customers that face coverings are now mandatory when travelling and advise on one metre social distancing where two metres cannot be maintained.

Temporary bus capacity limits have now been increased in line with the government's latest social distancing guidance. Double-decker buses can now carry 30 passengers, while single-deckers, depending on size, can carry either 11 or 14 passengers. Signs on buses clearly mark these new passenger limits, and drivers have the discretion to allow more customers on board if they are travelling in household groups. A one customer off, one customer on policy operates on buses at full capacity.

Front-door boarding

After seeking scientific advice from University College London on the best ways to protect drivers in their cabs, the first 85 bus routes returned to front-door boarding on 23 May, with other bus routes following in a staggered process over the month of June.

The reintroduction of revenue collection on London buses was completed on 11 July following safety improvements to drivers' cabs. All London buses are now taking payments after enhanced safety measures were installed across the fleet to protect drivers and customers from coronavirus. Customers are now required to touch in with Oyster, contactless and concessionary cards on all buses, entering through the front doors on most buses in a near complete return to traditional front-door boarding arrangements.

One of the recommended changes was to seal off the redundant fare paying opening in the driver's protective shield as well as speaker holes. This came out of computer modelling of the cab environment to assess how we could reduce infection risks from factors like air flow to a very low level.

To prepare customers for having to tap in again, we communicated this on regional radio, through email and social media as well as updated posters on bus doors.

The return of front-door boarding and of customers paying to travel has also helped us better understand the number of customers boarding and enabled us to identify where we might need more capacity as the lockdown eases. At the same time, we have deployed revenue protection officers to our busiest bus stops to help supervise the number of customers boarding and help maintain social distancing rules. We also increased the number of staff at bus stations to help supervise the increase in customers.

Road Network Compliance enforcement

In March, the Road Network Compliance (RNC) team, responsible for enforcing

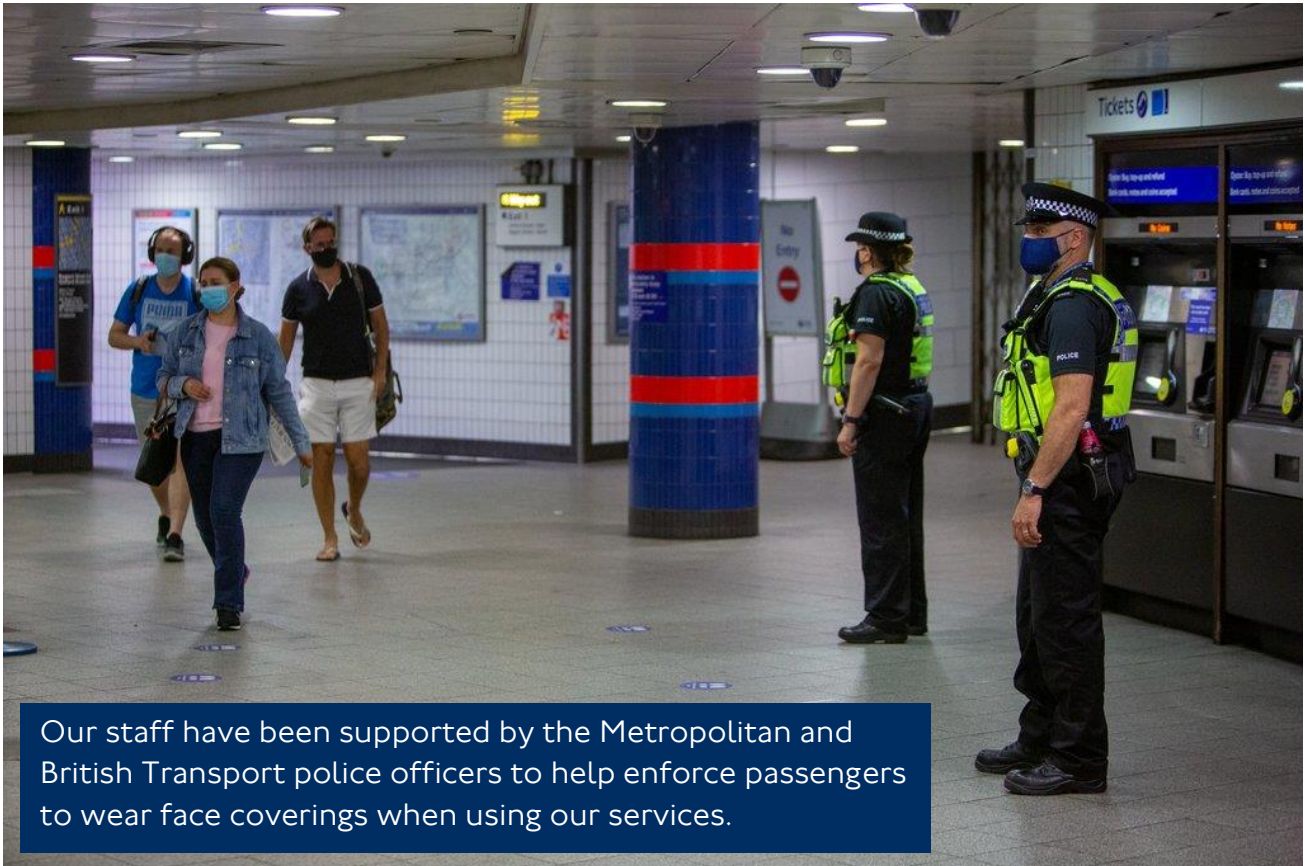
road traffic and parking contraventions via the CCTV camera network, was reduced to delivering a critical service and prioritising routes to support road safety and uninterrupted traffic flow for emergency services and delivery vehicles. With the introduction of the Mayor's Streetspace for London plan, we prioritised restoring the RNC to its full capacity to ensure compliance with the new measures. RNC has been prioritising the enforcement of parking and loading bays regulations to ensure a safe space for pedestrians and camera monitoring of banned turns, yellow box junctions and bus lanes to support people cycling and the bus network.

Changes to our Tube services

On 6 June, we introduced revised timetables on the Tube network to optimise the day service. These new timetables removed Night Tube schedules, following the voluntary transfer to day shifts of almost 80 per cent of available Night Tube train operators. This will allow us to continue to provide Londoners with the most frequent and reliable service possible as the capital's economy begins to recover.

As our colleagues continue to return to work, we are running an almost normal Tube service at peak times on weekdays, frequently delivering approximately 95 per cent of services, and in some instances delivering a higher level of services than pre-pandemic.

At the start of lockdown, we closed 38 stations to prioritise station staff resource to serve higher demand areas. As of 13 July 2020, a total of 24 of these stations have reopened, leaving 14 still closed. We continue to review passenger



Our staff have been supported by the Metropolitan and British Transport police officers to help enforce passengers to wear face coverings when using our services.

travel demand and will reopen the remaining stations when the demand for them increases.

Ahead of the reopening of some hospitality venues on 4 July, we ensured we were well prepared and that all our stations had strengthened existing operational plans where necessary to ensure social distancing could be supported.

In addition to the social distancing plans, every Tube line also has a Crowding Prevention Plan, which sets out interventions to be taken to mitigate the risk of trains becoming full as they move further into London. We continue to receive support from the BTP and Compliance, Policing and On-street Services (CPOS) officers, as well as third party stewards. The BTP enhanced their support ahead of the changes to restrictions, setting up a full strategic

command structure from 4 July, with additional officer deployments during the evening. We are also working closely with both the MPS and BTP more broadly to remain aware of any planned events or emerging risks which may impact the network.

The Tube network saw a notable increase in customers on 4 and 5 July, with demand returning to approximately a fifth of normal levels for the first time since 20 March. The increase was steady and consistent, and demand remained generally light across the network with no notable crowding issues.

In addition, we have also been hard at work on contingency planning in the event a second wave should occur across the capital, or localised lockdowns be required. Some of these measures may include reinstating station closures and

using a more agile approach to the way we operate to consolidate resources.

Step free access

The easing of lockdown restrictions has enabled the restart of accessibility works at a number of our stations including Cockfosters, Harrow-on-the-Hill and Wimbledon Park. To enable us to safely restart our construction works we have implemented a number of changes to ensure all our sites operate safely and comply fully with the latest guidance from the government and Public Health England.

Changes to concessionary travel

On 15 June, we introduced temporary time restrictions for 60+ London Oyster photocard, Older Person's Freedom Passes and English National Concessionary Travel Scheme passes so they cannot be used before 09:00 on weekdays. This was proposed further to our funding agreement with the government and will help create more space for social distancing for those who need to travel at peak times. The temporary changes were supported by a communications campaign to ensure customers were fully informed of the new restrictions. This significant change to the fares system was successfully delivered in the space of just four weeks.

Managing demand on our services

As London reopens and our services begin to return to normal levels, the Travel Demand Management strategy and campaign are helping to tackle the significant demand management challenges posed by social distancing rules. Our strategy uses operational, customer and stakeholder insights and data to deliver communication and

engagement initiatives that spread demand away from the busiest times and places.

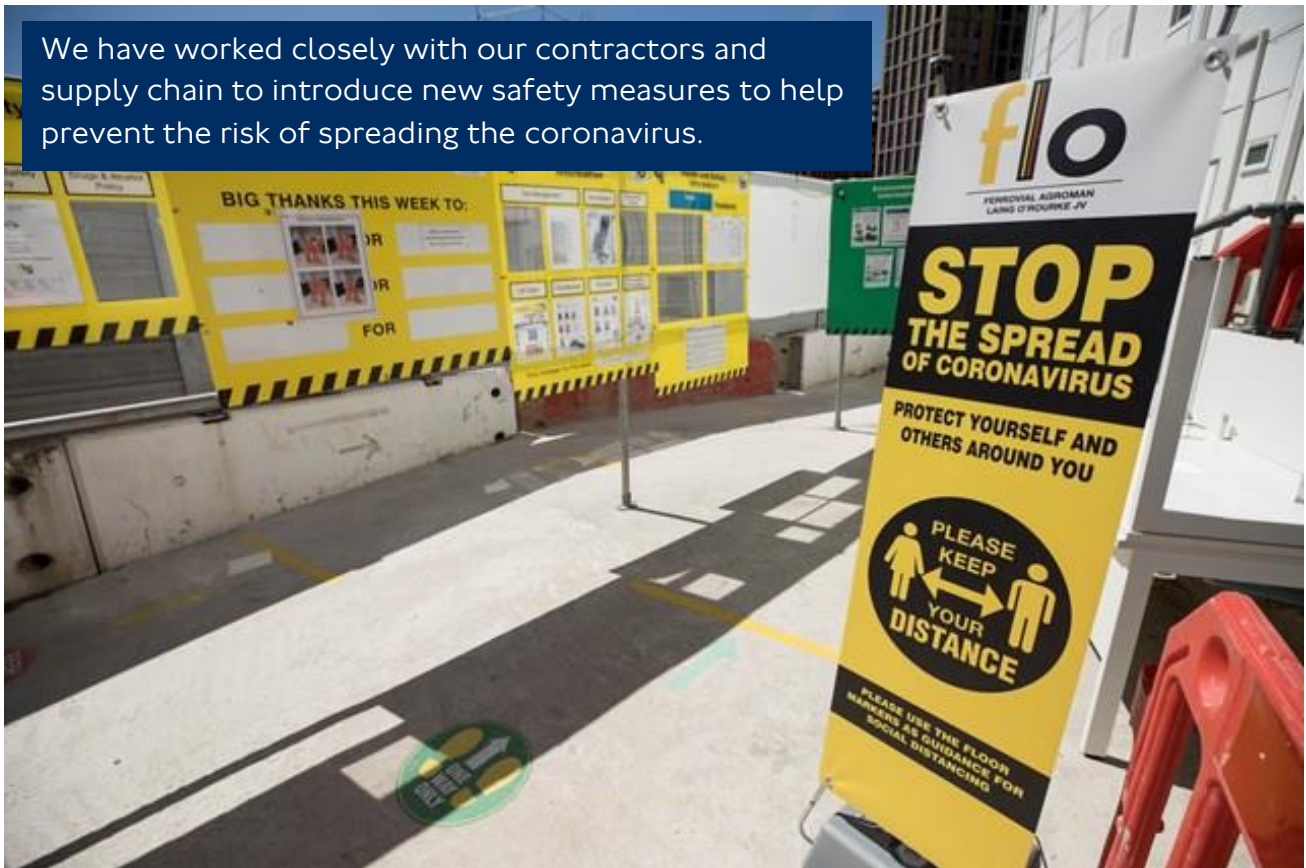
A package of work has been developed to understand customers' evolving thoughts, feelings and behaviours as we move to the next phase of easing lockdown restrictions. This includes:

- Using mystery shopping to monitor compliance with the coronavirus measures we have deployed across the network.
- Monitoring how Londoners feel about our organisation and how satisfied customers are with their day-to-day experience.
- Using insight to help us anticipate the longer-term impacts of the crisis on customer behaviour and expectations.

This allows us to tailor our customer strategy and drive demand and revenue when it is safe to do so. This is supported by external data including that from our partners, other transport authorities, practices of overseas transport authorities and other publicly available research sources.

We are currently asking customers to avoid travelling at the busiest times and locations, and to walk or cycle if feasible and to wear a face covering for the duration of their journey. We have published the peak times we are asking customers to avoid, and our message is being carried across all our customer communications channels. We are also promoting our messages through bespoke channels and stakeholder relationships to help tailor these to the relevant to each audience.

We have worked closely with our contractors and supply chain to introduce new safety measures to help prevent the risk of spreading the coronavirus.



In June, we published a series of briefings for retail businesses and the leisure, hospitality and construction sectors, following on from earlier guides for employers and schools to reinforce certain key messages. We continue to offer further support in the form of localised or targeted advice for areas of concentrated activity.

We also continue to prioritise working with businesses, schools and trade bodies in sectors that generate the greatest non-essential demand to understand how they are planning to reoccupy their places of work and manage their travel and freight arrangements.

Restarting construction work across TfL

Construction at around 300 sites was brought to a Safe Stop in late March to help prevent the spread of coronavirus. Since then design and other preparatory work on many of these projects has

continued, with staff and numerous contractors working from home.

We are now preparing our sites to accommodate social distancing measures so that construction work can safely begin in a phased way, on a number of projects vital to supporting jobs and homes, and providing essential transport infrastructure, across the capital. These include major capacity improvements and extensions for Tube and rail, such as the Northern Line Extension to Battersea, the Bank Station Capacity Upgrade and the extension of London Overground to the new housing development at Barking Riverside. They also include the transformation of Old Street roundabout, Cycleways, safety improvements to some key road junctions and new walking and cycling infrastructure to support social distancing by encouraging active travel.

We have worked closely with our contractors and supply chain to introduce changes to ensure all sites operate safely and comply fully with the latest guidance from the government and Public Health England.

Extensive physical changes to worksites and ways of working are being introduced to ensure sites can reopen as safely and quickly as possible and to help all workers stay safe and maintain social distancing. These include:

- Staggered shifts and breaks to spread journeys outside peak periods and prevent large groups.
- Clear signage for social distancing and one-way walking routes.
- Additional staff welfare areas.
- Additional hand-washing facilities and hand sanitising points.
- Reconfigured canteens and access to personal hand sanitisers.

All sites will have a reduced number of people working at any one time, with some sites having an additional Site Supervisor to ensure social distancing is maintained. Workers will be further supported by Welfare Wardens at certain sites who will control access to common areas and changing facilities, so they do not become crowded.

Deliveries to sites are also being adapted. Every effort is being made to keep deliveries to a minimum and all delivery drivers must now enter sites with windows wound up. Instead of signing for goods being delivered, photographs are being taken.

All staff are being actively encouraged to walk or cycle to work if they can and

avoid public transport where possible. We are also investigating options to allow the construction sector to privately hire river boats and provide transport for workers at construction sites that are accessible from the river.

As work resumes, we will assess what effect the new ways of working will have on delivery schedules for the individual projects.

Opportunities to restart work on other projects continue to be reviewed across our capital delivery programme and further updates will follow as soon as they are available.

Streetspace for London plan

To try and reduce the pressure of demand on the public transport system, and to enable more social distancing on the capital's streets in response to the pandemic, the Mayor launched the Streetspace for London plan on 6 May. This focuses on three key areas:

- Providing temporary additional space for walking at locations likely to become crowded, such as local town centres, transport hubs, and parts of the Central Activities Zone - London's vibrant centre and one of the world's most attractive and competitive business locations.
- Providing temporary pop-up strategic cycle lanes on routes with the highest existing and potential cycling demand, expanding the cycle network to enable Londoners to switch mode.
- Delivering more low traffic neighbourhoods to assist with a higher level of walking and cycling to and from local town



We have continued to deliver further Streetspace schemes across our road network such as Waterloo Road, which has enabled Londoner's to maintain social distancing.

centres and schools, retaining the improved air quality from reduced motor traffic trips, and giving space and safety for social distancing and sustainable travel.

We have continued to deliver further projects on our streets as part of the plan, including in:

- Streatham High Street
- Victoria
- Waterloo Road
- Angel
- Battersea Bridge (pedestrian one way)

A forward programme is being developed and delivered at pace, with lessons being learned from schemes already implemented. On 2 July, construction started on a brand-new temporary cycle

lane on Euston Road. This major new protected temporary cycle lane will transform the key corridor for cycling between our new temporary cycle lane on Hampstead Road, and Cycleway 6 on Midland Road/Judd Street.

On 20 July, we announced that work was due to start to create a major new walking, cycling and bus only corridor along the A10 Bishopsgate, which will connect Shoreditch and London Bridge. The scheme will be operational in early August, with further improvements to other central London corridors to follow.

This work follows the recent construction of major new lanes using temporary materials along Park Lane in central London and upgrading the existing Cycleway 8 route between Chelsea Bridge and Lambeth Bridge. Many more such

lanes are set to be rapidly deployed across the capital, with construction work to start in the coming weeks on an upgraded, protected lane along the Cycleway 7 route in Tooting and Balham. Design work is also continuing at pace on routes between Mile End and Westferry and between Greenwich and Woolwich, which connect key destinations across east London to London's strategic cycle network.

We continue to work closely with local boroughs to create more space for walking and cycling across London by building a strategic network for cycling, transforming town centres and reducing traffic on residential streets. More than £30m of Streetspace funding for 860 schemes that will change how people move around the city has already been awarded to 33 boroughs. This includes funding for 66 strategic cycle routes, prioritising routes linking town centres and other destinations. New cycle infrastructure is being built between Rotherhithe and Peckham, on Lower Road (Southwark), Liverpool Road (Islington), Romford Road (Newham) and Uxbridge Road (Ealing). Funding has also been confirmed for 176 low traffic neighbourhoods, 405 School Street schemes and 213 projects designed to create additional space at town centres.

Using Vivacity video data to assist with the Streetspace for London plan

Prior to lockdown, we started a trial with Vivacity video analytic sensors to improve our monitoring of the demand of different users on the road network. This data is now starting to be instrumental in helping us to understand road network usage around central London. As the government continues to ease lockdown

measures and the Capital's recovery progresses, the data collected on the numbers and types of movements and vehicles used by people walking and cycling will help us validate the area-wide benefits and impacts of the Streetspace programme, including the transformational schemes at Bishopsgate and Euston Road. As we currently do not have a baseline to compare the data to, we have started working through a robust validation programme which will be completed in the late summer.

Santander Cycles

On 10 June, we set out plans to expand the Santander Cycles scheme to keep up with unprecedented demand. Since March, there has been over 85,000 new members sign up to the scheme.

The week between 25 and 31 May was the busiest week in London's cycle hire scheme's history, with 362,925 hires. The full month of May saw 1,120,620 hires, recorded as the best May in the scheme's 10-year history. As of 21 July, the previous seven days hires are now 16 per cent higher than the same seven days in the previous year.

We provided NHS workers with a code to waive the 24-hour access fee for Santander Cycles, making any journey under 30 minutes free to support vital hospital staff getting into work. As of 21 July, more than 41,737 NHS and key worker promotional codes have been redeemed.

To keep up with demand, we announced that we will be rolling out eight new docking stations this summer to ensure that more people can use bikes to get to where they need to be. Three new docking

To help Londoners avoid public transport and support walking and cycling around the capital, we are introducing an additional 1,700 Santander Cycles.



stations across London will be built around Clapham Common, improving access to one of southwest London's busiest neighbourhoods and one of the area's biggest green spaces. Four new docking stations will also be built alongside the Cycleway 4 route, which will connect Tower Bridge Road with Rotherhithe, and one at nearby Canada Water. A further six docking stations will be built by the end of the year.

We are working to create more cycle hubs in the coming months along with plans to improve staffing at key cycle hub locations in central London to enable more people to rely on the scheme for 'last mile' journeys from major rail stations.

We are also making 1,700 more Santander Cycles available, bringing the total to more than 14,000 – an increase of

nearly 15 per cent and the largest single increase in bikes for the scheme since 2013.

Vision Zero

Lower speed limits were introduced across our road network in central London in March, and an urgent review is underway to identify how these limits can be expanded to further streets across central London – including next to cycle lanes to offer further protection to vulnerable road users. This has already been included alongside Streetspace schemes such as the new pop up cycle track along Park Lane, with the speed limit for traffic travelling towards Marble Arch now 20mph. Similar speed reductions are being considered in other areas where we are making temporary changes to road layouts, including on the A503 between Camden and Finsbury Park, and on the A3 between Elephant and Castle and Colliers

Wood. From 14 June, the speed limit on the elevated section of the A40 Westway was lowered from 40mph to 30mph, which will make the road safer. Subject to future funding agreements, we plan to deliver a further 30km of lower speed limits on London's roads by March 2022.

We are taking firm action to tackle unsafe behaviour and speeding to make London's roads safe. The Roads and Transport Policing Command, is made up of more than 2,000 officers who are dedicated to policing London's streets, focusing on the most dangerous drivers and carrying out widespread high visibility roadside operations and patrols, with intensified patrols on roads with 20 and 30mph speed limits.

While most Londoners are driving safely, there has been an increase in speeding, resulting in a number of road fatalities and injuries. Since 20 March, there have been 25 fatalities on London's roads, despite an average reduction of 35 per cent in traffic levels. A breakdown of the fatalities shows these include:

- Eight people walking
- Two people cycling
- 13 people riding motorcycles
- Two car occupants

The latest statistics show that fewer people have died during lockdown compared with the same period last year. However, the only group to see a significant decline in fatality number are people walking. All other modes remain at 2019 levels, with people riding motorcycles the most pressing concern.

Unsafe driving puts additional strain on the NHS at this time of national

emergency. As part of their joint Vision Zero commitment to eliminate death and serious injury from London's roads, the MPS and City of London Police continue to target speeding and other unsafe driving across London's roads every day.

Management of roadworks during lockdown

We have coordinated and re-programmed over 10,000 road works since the start of the coronavirus lockdown. This involved a 450 per cent decrease of planned roadworks starting on the network and the creation of a weekly freight forum for major freight operators, in partnership with Travel Demand Management, to keep essential freight and emergency service routes available. This work ensured customers had reliable utility services, food could be delivered to supermarkets promptly, emergency services could navigate uninterrupted and key workers were able to get to work without delay. We are now actively working with external organisations to bring their operations back to help the crucial boost to London's economy.

Social distancing measures on our road network

We continue to work on the temporary reallocation of road space to support social distancing measures focusing on high streets, interchange points and near school entrances, where possible, as highlighted earlier in the report. We have also completed more than 350 low complexity measures such as cutting back foliage, introducing social distancing signage at taxi ranks, footbridges and subways, in addition to making great progress in providing new cycle parking spaces on our road network and in London Underground car parks. We have



also created 204 new cycle spaces to date with progress on track to deliver more than 1,000 this summer.

Sharing our expertise

Recognising the broad range of skills and experience that exists within our organisation, central government, London Boroughs and Crossrail Ltd have all approached us to provide support for a variety to projects and post pandemic planning in the coming months. As an organisation we have the technical know-how and history of delivering change to work jointly with our partners in London and provide our staff with a range of opportunities to work in different settings and on different challenges.

We are now establishing a secondment process between our industry partners, which will provide our colleagues with development opportunities, broadening their experience, and allowing us to

support our partners as coronavirus restrictions begin to relax.

Remembering 7/7

This year marks the 15th anniversary of the 7 July 2005 attacks on London's transport network. The former Commissioner, Mike Brown joined Mayor Sadiq Khan and representatives from the emergency services to lay wreaths at the memorial in Hyde Park and observed a minute's silence. Our thoughts remain with the 52 innocent people who lost their lives, the survivors and their loved ones. Local memorial events also took place at locations directly affected by the 7/7 attacks.

Royal visit to London Underground staff

On 2 July, His Royal Highness Prince Charles, The Prince of Wales, met with London Underground colleagues who worked during the height of the coronavirus outbreak. The visit was

hosted by Mayor Sadiq Khan, former Commissioner Mike Brown and current Commissioner Andy Byford. The event was held outside our Ashfield House building, in order to ensure social distancing. Ashfield House is our main training centre and has been in operation throughout the pandemic, providing training to station staff so that they can better meet the needs of our customers during this time.

This event highlighted the amazing work carried out by our colleagues despite the difficult circumstances they have faced. Thanks to our team's efforts, we were able to maintain 50 per cent of Tube services at the height of the outbreak, when a third of our colleagues were ill, shielding or self-isolating.

Supporting our employees

Throughout the pandemic our Occupational Health and Wellbeing team have provided ongoing support to all employees through our 24/7 employee assistance line. In addition to this, the team have initiated a support group for all employees who may be struggling as a result of the coronavirus pandemic.

The group's purpose is to help members better understand and identify any anxiety, stress or general difficulty that employees may be experiencing both at work and at home due to the ongoing pandemic and work with employees to develop a better and healthier work/life balance.

MIND Training Launch

On 24 June, we relaunched the MIND eLearning online training. The course has been updated in partnership with RSSB and offers an introduction to mental

health and wellbeing. It will help employees to understand and learn about:

- Common mental health problems - depression, anxiety and stress.
- The role of mental health in our working lives.
- Stigma and how it impacts on our mental health.
- Raising awareness of workplace wellbeing.
- Tips on self-care and building resilience.
- Potential triggers of poor mental health in the workplace.
- Supporting others.

There is a further course designed for line managers which includes elements specific for the rail industry, such as:

- The impact of stigma.
- How to promote wellbeing and tackle work-related causes of mental health problems.
- How to support staff who are experiencing a mental health problem.
- Understanding triggers
- Tips for self-care and building resilience.

Wellbeing survey

On 12 June, we also launched a new wellbeing survey for all our staff and managers. The survey was made accessible via a new SharePoint site which was created as part of our response to coronavirus to ensure that all the mental health and wellbeing support available to our colleagues could be found all in one place.

We are acutely aware that the pandemic has had a huge impact on our business and our people. The purpose of the survey is to help our senior leaders gauge how the organisation is feeling at this time so we can improve wellbeing as we continue with our restart and recovery. The survey was open to all staff for four weeks and closed on 10 July.

Collaborating with the GLA

As part of our work to look at greater collaboration between the GLA and TfL, Lucinda Turner, our Director of Spatial Planning, also took on the management of the GLA Planning team earlier this month. Lucinda will manage both teams for the next six months and will review the case and options for enhanced joint working and potentially integration. Lucinda is already a regular attendee at the weekly Mayor's Planning decision meetings and meetings with the Deputy Mayor for Planning, Jules Pipe as well as a range of Strategic Boards focused on particular areas of London.

Crossrail

As lockdown restrictions have begun to ease, Crossrail Ltd has resumed physical works across all sites and the team are focussed on moving the project forward and overcoming the numerous challenges presented by the coronavirus pandemic. The priority remains for sufficient progress to be made across the programme to enable Trial Running, one of the critical components to opening the Elizabeth line, at the earliest opportunity.

Six of the 10 shafts and portals have been handed over to us as well as the station at Custom House, with more due to be handed over in the coming months. Dynamic Testing of the train control

systems in the tunnels has also recommenced with only a small number of tests left to complete ahead of Trial Running, which will allow multiple trains to operate in the tunnels to simulate the Elizabeth line timetable.

All central section stations, except Bond Street, are also now certified as ready to support Trial Running. The work remaining at Bond Street for Trial Running needs to be re-planned and discussions have been underway with the contractor at Bond Street to agree a way forward. As a result, Crossrail Ltd and Costain Skanska Joint Venture mutually agreed to conclude the existing contract on 24 June. Crossrail Ltd will oversee completion of the remaining works in-house at Bond Street and allow the project team to re-plan and complete the work for Trial Running.

While Crossrail Ltd is reaching the final phases of the project to safely complete and deliver the Elizabeth line, it is clear that some challenges remain. The leadership team at Crossrail Ltd is working hard to understand the financial and delivery implications of coronavirus on the programme and this will be discussed at the next Crossrail Board meeting in July.

TfL Rail services continue to deliver very high performance with 96.2 per cent of trains meeting the reliability target in the last four weeks and services levels reaching those operated before lockdown

Nine-car trains have also been operating on services out of Paddington and are approved for Heathrow services. However, as there is currently a requirement for a critical software fix, seven-car trains continue to operate

between Paddington and Reading while the Class 360 trains are running between Paddington and Heathrow.

The funding and financing package agreed with the government in May 2020 recognised that Crossrail remains a vital project for both London and the UK. That package contained a number of conditions relating to Crossrail, including requiring us to propose an action plan to support the successful transition of the project to TfL, including the governance, oversight and actions necessary to provide greater confidence in the timely delivery and value for money of this critically important project.

Our proposal was presented by the deadline of 30 June 2020 and discussions are continuing with Crossrail Ltd and the DfT on the development of the transition action plan and timing of its implementation.

4 Finance

TfL 2020/21 financial performance to date

We are now reporting against our Emergency Budget, which was approved at the last Board meeting on 2 June 2020. The Emergency Budget covers the period from 1 April to 17 October and includes the £1.9bn funding and financing agreement with the government for the first half of the year (H1).

The Emergency Budget was our interim view of our financial position and assumed the prioritisation of essential services and activities and, reflected our understanding of the government's coronavirus scenarios at that time.

Our updated position will include the effect of a gradual increase in passengers using the transport network with demand on the Tube rising from a low of 95 per cent lower than last year to, now, around 80 per cent lower than last year. Bus demand is currently around 60 per cent lower than last year's level, having increased from a low of around 85 per cent (during the period of middle-door boarding, we did not have accurate journey data as passengers were not required to tap in).

Demand gradually returned during May as we started to restore services to near-normal levels, following the easing of lock down restrictions by the government and as staff returned from illness,

shielding or self-isolation. We also started to see the effects of the temporary suspension of free travel for over-60s in the morning peak, a condition of the government's funding agreement. We restarted front-door boarding from 29 May, which enabled us to start collecting fares on buses while ensuring driver safety.

We continue to tightly manage our operating costs through spend control measures. We will continue to make use of the government's Job Retention Scheme where it meets our business operational needs as projects restart and to ensure services are running safely and reliably.

In accordance with the condition in the government funding agreement we brought forward proposals to temporarily widen the scope and level of the Congestion Charge on the 22 June. The Congestion Charge temporarily increased to £15 per day, and now operates between 07:00 and 22:00, seven days a week.

We continue to tightly manage our operating costs through spend control measures. During the pandemic, we furloughed around 7,000 of our people, many of whom have now returned to work as projects begin to restart across the organisation. We will continue to make use of the government's Job

Retention Scheme where it meets our operational needs, as projects restart and to ensure services are running safely and reliably.

Capital works for our investment programme are now also picking up and we have been able to pull some projects forward to restart earlier than planned. These include renewals and maintenance work which were originally deferred to later in the year, spend on staff welfare facilities at bus stations and bus priority schemes.

TfL's case for funding support in the medium and long term

Our Revised Budget takes into account the latest financial position and updates the budget for the next 18 months, covering the second half of the year and 2021/22. This will be the basis of our funding discussions with the government in the autumn.

While the current position for HI is positive, there is a great deal of uncertainty on what future social distancing requirements may be, especially as we approach winter when there is potential for a second spike of coronavirus infections, if not earlier. Even with the controls on operational and capital spend, funding support will be required to ensure we meet our statutory obligation to maintain a balanced budget

and have the cash resource available to run our essential operational services.

We have prioritised our investment programme in view of the post-COVID-19 landscape and the financial constraints we face. We always prioritise safety and our first port of call on any funding support will be used for renewals and maintenance on a prioritised basis. We also believe that we have an opportunity in this recovery to change how we travel sustainably in London. Our investment programme also prioritises schemes which promote active travel and opportunities to move away from a car-based recovery, pushing forward financially positive projects which all play a role in economic recovery. To do this, we need government funding and support.

In the longer-term, we have been making the case for a number of years that we were already facing a significant structural funding gap for necessary capital investment in London due to the loss of the government operating grant. We need certainty on funding to: commit to the next generation of transport improvements and ensure London can accelerate the transition to a zero carbon economy; continue to create and protect jobs across the UK; and to maintain London's competitiveness by being a more productive and resilient capital city.

With respect to the Crossrail project, the existing funding package agreed in December 2018 will continue to apply. In November 2019, Crossrail Ltd advised they would need an additional £400-£650m and we will continue funding discussions for this with the government, alongside TfL funding. We have submitted our transition action plan to the DfT which sets out how we plan to support the successful transition of the project to TfL as it becomes closer to being an operational railway. Crossrail Ltd will present their Recovery Plan to the Crossrail Board later in July. We, along with the DfT, as joint sponsors, will make all reasonable efforts to complete the project as soon as practicable.

Further detail on the Revised Budget and the case for longer-term sustainable travel will be considered in more detail under specific papers later on in the agenda.

Finally, as part of the conditions set around the funding and financing agreement, the government has appointed KPMG to lead a review of our finances. We know that our funding model is unsustainable, and we have the opportunity to address and fix this in the longer term. We are expecting outputs from KPMG in time for the next round of funding negotiations in autumn.

Welcoming our colleagues back from furlough

To keep the economy moving and safeguard businesses and employment in the UK, the government introduced the Coronavirus Job Retention scheme as part of a package of measures to alleviate the impact of coronavirus on organisations across the country. We have furloughed approximately 7,000 staff through these difficult circumstances, which has helped us to save over £30m to date.

As our restart and recovery activity intensifies, more of our colleagues are returning from furlough and we are putting in place a package of measures to ensure that they are able to make a smooth transition back to the workplace.

Senior Manager Performance Awards 2019/20

Given the financial position of our organisation, and in agreement with our Remuneration Committee, we have taken the decision to defer payments of performance awards for all Chief Officers, Directors and Senior Managers for 2019/20. Performance awards for last year will be made in 12 months' time when our financial position will be clearer.

There will also be no performance awards for myself, my Chief Officers, Directors or Senior Managers in 2020/21.

This is by no means a reflection of the efforts my senior colleagues have given over the past year, and particularly in response to the pandemic, but more in acknowledgement of the situation we find ourselves in and the contribution we can make to minimise the impact of the coronavirus pandemic on the organisation.

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