

Commissioner's report

9 June 2021

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I Introduction

This report provides a review of major issues since the Board meeting on 16 March 2021

Firstly, I would like to congratulate the Mayor of London on his re-election. I look forward to continuing to work with him, the Deputy Mayor for Transport and their team to help London bounce back stronger than ever, to deliver the Mayor's Transport Strategy and build on TfL's successes to ensure environmental and financial sustainability. The Mayor announced that his main priority is on the post-pandemic recovery of London and this work closely aligns with my own priority of leading TfL through and beyond the coronavirus crisis.

Following the most recent easing of restrictions, passenger demand across the network has grown steadily and we are seeing an increase in passenger numbers across the network. This is down to the hard work of my colleagues who have been able to reassure customers that our network is clean, safe and reliable. We continue to issue information to customers on the quietest times to travel and encourage the use of other modes of transport such as walking and cycling, to help maintain social distancing on our services. In addition to this key messaging, we are also helping to promote the reopening of leisure activities such as museums, other cultural attractions and indoor dining to support London and the UK's economic recovery.

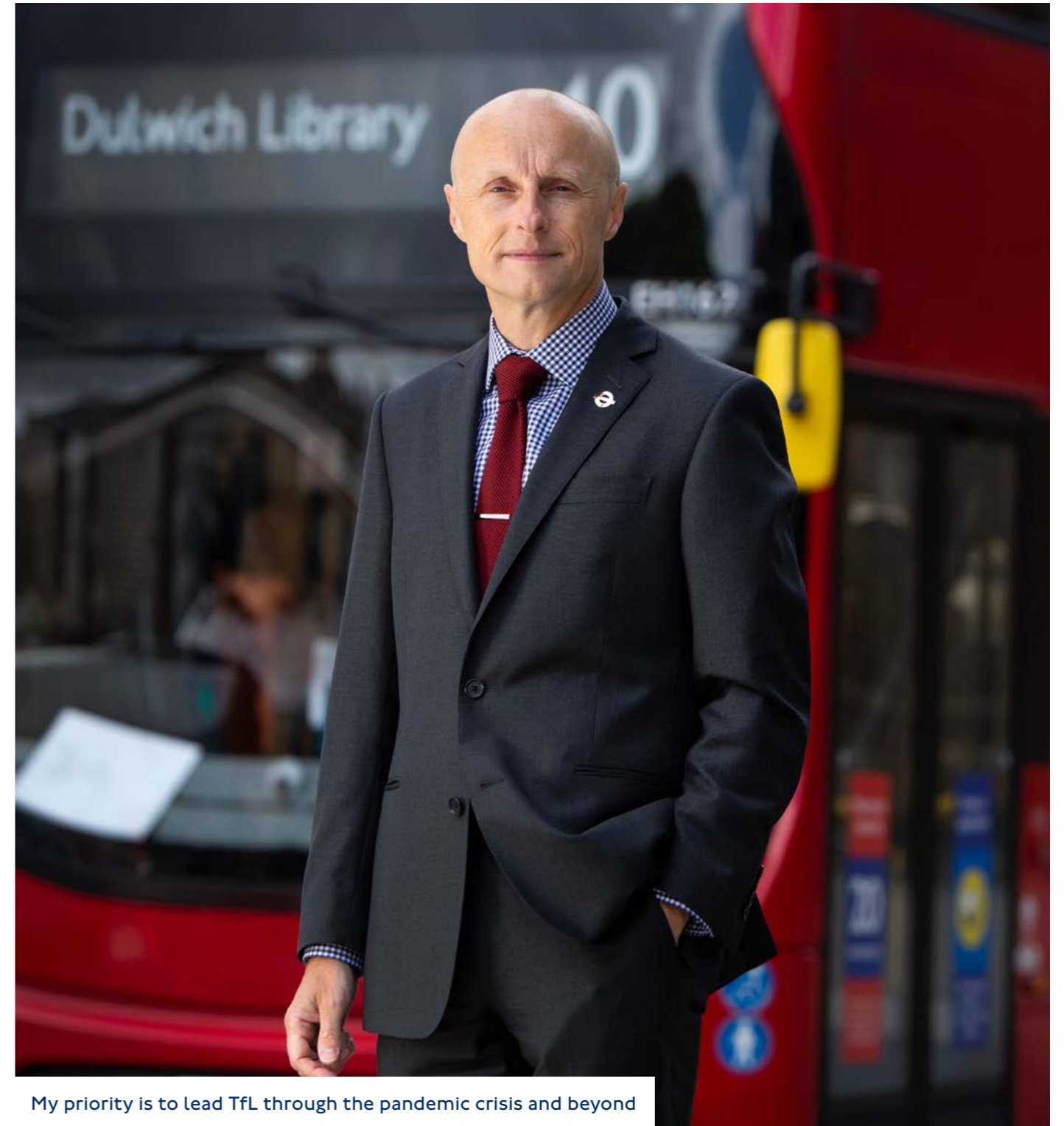
As we hopefully move through the final phases in the Government's roadmap out of lockdown, we must all remember that coronavirus remains a part of our lives. Now more than ever, we must continue to follow the guidelines outlined by the Government to keep ourselves and others

safe. Our focus remains on protecting our people and our customers, and ensuring that services run for those who need them.

It is a superb achievement that the Crossrail project is now trial running four trains an hour, as part of the major railway trials taking place throughout this year. The Tottenham Court Road Elizabeth line station has also become the third of the new central London stations to be handed over to TfL. These milestones are a crucial moment in the project, with the railway set to open in the first half of 2022.

On 1 June, we reached an agreement with the Government that extends its financial support until 11 December 2021. This agreement provides £1.08bn in base funding and further support, should our passenger revenue income be lower than forecast until 11 December 2021, to enable us to continue to run near full levels of service to stimulate London's recovery and deliver a host of improvements, including the Elizabeth line, Northern Line Extension and expansion of London Overground. It is vital that we also use this period to agree a longer-term settlement so that we can effectively plan for London's future and deliver maximum value for money through our contracts and supply chain.

Finally, I would like to thank everyone across the organisation for their continued hard work to support London and its people when it has been needed the most. Brighter times are on the horizon, and we will all be instrumental in kick-starting the capital back into life.



My priority is to lead TfL through the pandemic crisis and beyond

2 Safety and security

Deaths in service

Our sincere condolences remain with the families and loved ones of the 90 colleagues who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role they played in our fight against the pandemic. Our Employee Assistance Programme is available to all employees and their dependents, and provides support, guidance and information on a range of topics, including bereavement. As Commissioner, the safety of all our staff and customers continues to be my top priority, and I am absolutely committed to doing everything in my power to keep everyone safe on our network.

Bus driver deaths from COVID-19

On 19 March, we published the second phase of the research conducted by University College London's (UCL) Institute of Health Equity. This is the second phase in a two-part study looking at the impact of coronavirus on London's bus drivers.

We have led the way in the transport industry by commissioning pioneering research so the latest expertise is being used to keep drivers and passengers safe, and to ensure we learn any lessons about further actions we can take to protect our bus drivers.

The first phase of the report was published last July and looked into deaths due to COVID-19 among London bus drivers, between March and May 2020. This research found that many of these drivers had underlying health conditions and characteristics which contributed to their risk to COVID-19, such as being from a

Black and minority ethnic background and living in areas of deprivation. Crucially, it showed the first national lockdown was an effective measure in saving lives, with most of the drivers who tragically passed away in this period having stopped work 10 days either side of 23 March 2020. It concluded that more lives would have been saved if lockdown had happened earlier.

For the second phase, all London bus drivers were invited to complete a questionnaire which gathered information on their demographics and other known risk factors for COVID-19, such as underlying health conditions, and whether they thought they had COVID-19 themselves. The research found that bus drivers suffer from the same level of pre-existing conditions as the general population, but there is some evidence of earlier onset of some conditions.

The report made several recommendations, which includes:

- Bus drivers need continued protection, by reducing exposure to COVID-19 as long as it persists in the community
- In the longer term, early interventions on ill-health prevention are needed to reduce obesity in the population as a whole, with responsible employers playing their part
- Fatigue is a pre-existing issue for certain bus drivers, with some evidence showing that COVID-19 infection and lockdown has exacerbated this. Any action already being taken, following previous research

into factors contributing to tiredness, should be enhanced to address any new issues arising from the pandemic, following a short-term review of shift lengths, patterns and rotas

- Drivers who have clinically verified ongoing symptoms of COVID-19 infection, known as 'long COVID', will continue to need financial, psychological and clinical support from both bus companies and the NHS. This will need to be the case for all drivers who are working for responsible employers
- Some bus drivers reported an increase in perceived passenger aggression and non-compliance during the pandemic. The report recommends enhanced enforcement and communication
- Monitoring the health of London bus drivers is a priority, following the ongoing presence of COVID-19 infection in the community, as well as consistent recording of bus drivers' ethnicity
- In the longer term, air quality on London roads, to which bus drivers have particularly high levels of exposure, needs to be a priority for the Government and the Mayor

We have moved quickly to ensure the bus operators have taken extensive action across the network to stop the spread of coronavirus. This has included a relentless focus on cleaning with long-lasting, anti-viral cleaning fluid and limits on the number of customers on buses at any one time. Staff facilities have been reconfigured

to enable better social distancing and temporary 'portacabin' facilities have been constructed so that staff can spread out over a larger area. Throughout the pandemic, we have worked closely with bus operators, and continued to follow Public Health England and Government advice as it has evolved.

Rapid COVID-19 testing pilot scheme

We have been at the forefront of rolling out asymptomatic rapid testing to staff to help control infection outbreak. Testing has continued and expanded during this process, with new testing facilities opened at Hammersmith, Baker Street and Endeavour Square. This is in addition to the testing sites located at King's Cross, Palestra and Pier Walk. By the end of May, we tested more than 5,500 employees with the number testing positive at less than 0.6 per cent. We have also rolled out the distribution of home test kits from all our testing sites, as well as 15 additional locations, including depots, stations and service control centres.

In addition to this work, we are continuing to operate a pilot scheme to deliver daily contact testing to staff in the Network Management and London Underground control centres, helping reduce absence rates by enabling regular testing as an alternative to self-isolation, under the terms of the pilot scheme. To date, this service has been used by 23 staff who were flagged as having a close positive contact, none of whom subsequently tested positive themselves.



We tested more than 5,000 employees by the end of May

On 4 March, we started a pilot programme across 10 depots for home testing specifically for Tube, fleet and maintenance train drivers and trainer communities to enable in-cab training to begin. The lateral flow home test kits were used in conjunction with PCR tests and the driver training programme is now back on track.

On April, we introduced the Home Testing – Work Collect scheme at all testing sites in conjunction with a nationwide roll-out by the Department of Health and Social Care. This enables staff access to carry out COVID-19 testing at home. To help aid this scheme, we set up collection points at all our testing centres and are now rolling these points out to crew depots, service control centres and some Tube stations.

During April and May, we also assisted the boroughs of Lambeth, Tower Hamlets and Hackney in the distribution of PCR kits to TfL workplace locations in the borough, as part of a surge testing initiative to trace COVID-19 variants that were impacting the local community. We continue to work closely with the boroughs to help support them in any way during this pandemic.

Imperial College London sampling

Sampling of customer areas by Imperial College London continues, with no trace of coronavirus found on our network. Sampling of staff areas started at Stratford and Acton Tube stations in April, with more sites planned. Our Occupational Health team continues to liaise with academic institutions and other transport networks across the world to ensure our approach is at the cutting edge. As a result of our work,

the Prague public transport network has started sampling on their travel network.

University College London sampling

We are also working with UCL on its VIRAL COVID-19 research programme. This includes sampling of air and surfaces on buses for the presence of SARS-CoV-2, with negative results produced to date. In the coming months, the UCL research team will be collecting similar data on air and surfaces on carriages on the Tube network and other bus models.

Croydon tram overturning

On 9 November 2016, seven people tragically died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The Coroner's Inquests began on 17 May 2021 and are expected to last until 13 August. We will never forget those who lost their lives – Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith. The grief their families have suffered is unimaginable and I want to reiterate my support to everyone affected. Our Sarah Hope Line remains available to provide help with counselling and other support to anyone who needs it.

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation and published its report in December 2017. It included 15 recommendations to address safety on London's tram network, as well as other networks across the country. All of the TfL-specific recommendations have now been actioned and confirmed as implemented by the Office of Rail and Road (ORR).

We are supporting the Inquests in every way we can. Ahead of the Inquests commencing we provided the Senior Coroner with further witness evidence, giving an update on the implementation of the RAIB recommendations, and incidents on the tram network that occurred between August and October 2020 as well as disclosure of documents. TfL staff will be giving witness accounts and attending throughout, either in person or remotely, to comply with current coronavirus guidelines. Safety remains our number one priority and we keep our network under constant review. We will take into account any further learnings that may come out of these Inquests.

Operational incidents on the tram network

As mentioned in my last two reports, we noted with concern that there were three operational incidents across the tram network in a short period of time. These took place on 5 August 2020, 14 September 2020 and 21 October 2020 and all were reported to the ORR. A full paper and discussion on the incidents were included as part of our Safety, Sustainability and HR Panel meeting on 10 February.

Due to the potential serious nature of these incidents, we entered a three-way dialogue with Tram Operations Ltd and the ORR with regards to jointly working through the incidents to address causal factors.

The four recommendations identified by the joint working group highlighted the need to address reporting arrangements with regards to legal requirements,

verifying existing data, assessing the risk model around operations and looking at opportunities for continuous improvement of the Tramway through the development of a Joint System Safety Improvement Plan.

These recommendations have been completed and findings have been sent to the ORR for review. This included the submission of the Joint System Safety Improvement Plan, ahead of the required March 2021 deadline, which has since received positive feedback from the ORR.

The plan uses the Trams Safety Risk Model as a basis for the identification of the areas of focus for 2021/22, with a priority on improving the overall Total Collective Risk rating for the tramway. This will be achieved by focusing on the pre-cursors for the top 10 hazardous events contained within the model and identifying areas of new or enhanced preventative controls. The four headline areas of focus are Operations, Customer, Infrastructure Risk and Fleet Risk. There are 24 planned activities in relation to these streams of focus which have now started, with various completion dates ranging from April 2021 to March 2022. These activities are on schedule with the ones due in April now completed.

Upcoming inquests

We are assisting the Coroner in relation to the tragic deaths of a mother and her three-year-old daughter on 18 February 2019, when they were struck by a train at Taplow station. A pre-inquest review hearing will take place on 1 July 2021 and the inquests are likely to be heard in November 2021.

We are also assisting the ORR and the British Transport Police (BTP) with their investigations following the tragic death of an engineer who was fatally injured while working on a traveller at Waterloo station in the early hours of 18 September 2019. The inquest is currently adjourned, pending the outcome of the investigations by the ORR and the BTP.

In addition, we have provided information to the Coroner investigating the death on 9 December 2019 of a person who was seen to walk into the tunnel at Tooting Bec station and was subsequently struck by a train. The inquest will take place between 30 June and 2 July 2021.

On 26 May 2020, a passenger fell between the platform and the train at Waterloo Station and was struck by a train while trying to get back onto the platform. On 29 October 2020, the ORR issued London Underground with an Improvement Notice. This focused on how we identify the risks at this platform, how we document the risk and controls, and our justification for these controls being appropriate. We responded to the Improvement Notice on 15 December 2020, with the ORR noting that it was very happy with our proposed approach and the seriousness with which we were treating this issue. The ORR confirmed it had closed the Improvement Notice on 22 December 2020. The RAIB investigation is ongoing. A pre-inquest review hearing will take place on 22 June 2021.

We have also been assisting the Coroner with their enquiries into the death of a passenger who was injured while trying to

board a bus on 15 July 2020. The inquest is adjourned pending the outcome of the police investigation.

We are also assisting the Coroner with their enquiries in relation to the death of a passenger who fell backwards out of a train onto the platform at Bank/Monument station on 28 September 2020. A date for the inquest is awaited.

On 2 October 2020, a passenger was struck by a train at Fenchurch Street station. Prior to this, the passenger had interacted with TfL staff at Bank station and we have provided information regarding those interactions to the Coroner. A date for the inquest is awaited.

In February 2021, we were contacted by the Coroner who is investigating the death of a person who fell while alighting a bus in October 2020. The bus operator is assisting the Coroner with their enquiries and we are awaiting further details. The incident is being investigated as part of our Notification and Investigation of Major Incidents process.

Ella Adoo-Kissi-Debrah

On 15 February 2013, Ella Adoo-Kissi-Debrah, aged nine, suffered a severe asthma attack and tragically died shortly after. Ella lived 25 metres from the South Circular Road in Lewisham. The original inquest into her death, which took place in September 2014, was quashed by the High Court and a fresh inquest was ordered. At the fresh inquest, which took place between 30 November and 11 December 2020, TfL and the Mayor were Interested Persons. The fresh inquest

considered whether air pollution caused or contributed to Ella's death, how air pollution levels were monitored in 2013 and what steps were taken to reduce air pollution.

The Coroner concluded that Ella died of asthma, contributed to by exposure to excessive air pollution. There had also been a recognised failure to reduce levels of nitrogen dioxide to within EU limits during 2010 to 2013, which possibly contributed to her death.

On 20 April 2021, the Coroner issued a Prevention of Future Deaths report and raised three areas of concern, one of which was addressed to the Mayor (as well as central Government and the London Borough of Lewisham) which related to low public awareness of the sources of information about national and local pollution levels. The Coroner considers greater awareness would help individuals reduce their personal exposure to air pollution. The Mayor must provide a response to the Prevention of Future Deaths report by 17 June 2021. The Coroner did not address any concerns at TfL.

Crime and antisocial behaviour on public transport

Unacceptable abusive behaviour towards our passengers and staff is the most serious form of anti-social behaviour that occurs on our network. Our new campaign includes anti-social behaviour messaging that targets staff abuse, drunken behaviour towards our staff and hate crime towards our customers and staff.

A robust stakeholder engagement programme focusing on hate crime in London took place from November 2020 to April 2021. We are planning to launch an integrated plan and Serious Worrying Incidents campaign to further support this work on 7 June 2021. The campaign will include a press event and customer relationship management featuring the Mayor, as well as print and digital posters across the network.

We also used paid media and integrated channels such as social media, blog posts, podcast sponsorship, print and online press editorial, and employee communications to promote our message to those who use our network.

Work-related violence and aggression

We have completed the first-phase rollout of body-worn cameras, delivering cameras to 302 sites across London Underground, Buses, and Compliance, Policing, Operations and Security (CPOS) hubs, Victoria Coach Station and Woolwich Ferry. More than 6,000 colleagues now have access to a body-worn camera while on duty. Working with our policing partners, we are now able to digitally share evidence with the BTP and will soon be able to do so with the Metropolitan Police Service (MPS). Sharing evidence digitally is key to ensuring footage captured using body-worn cameras can support police investigation. This will also make it easier to bring those who commit crimes against our staff to justice.

While crime remains low on the public transport network, there have been 15.3 crimes in every 1,000,000 journeys during

2020/21, reported robbery has continued to increase each year across most modes, particularly from 2017/18 onwards. This rising trend was suppressed during the first national lockdown but when lockdown conditions eased in September 2020, reported robbery quickly rose to pre-pandemic levels. The lockdown introduced at the end of 2020 meant that levels fell slightly, again.

As more passengers return to the transport network following the easing of restrictions in April, the BTP carried out a number of operations during the months of April and May to combat robbery and violent crime on the rail and Underground network. Finsbury Park and Seven Sisters were the focus of proactive policing to disrupt gangs, and showed excellent results including a total of 78 arrests.

These operations have been successful in disrupting organised, criminal, gang activities on our network.

Hate crime external stakeholder engagement

On 9 March, our Stakeholder Advocacy and Engagement and CPOS teams ran a virtual roundtable discussion with a number of stakeholders to discuss hate crime and how we can deal with it on our network. The discussion was themed around education, raising awareness and support for victims, with attendees including Tell MAMA, Community Security Trust, the Shomrim neighbourhood watch group, COVID-19 Anti-Racism Group, Transport for All and Galop the LGBT+ anti-violence charity.

The roundtable generated insightful conversations with our stakeholders and resulted in a number of useful recommendations, such as providing clear information about hate crime, how to report it and what to expect from us and our policing partners if you are a victim of a hate crime on our network. Our Customer Marketing and Behaviour Change team have also started working on a creating a dedicated page on our website to provide our customers with important information about hate crime. We are also reviewing what other recommendations from the roundtable can be implemented across the business to stamp out hate crime on our network and reinforce our message of zero tolerance.

Tackling unwanted sexual behaviour on the transport network

With our police partners, we have reviewed our activity to keep women and girls safe as they travel in the Capital. The review was triggered by the tragic murder of Sarah Everard and the huge public outcry that followed – not because violence against women and girls is so rare, but because it remains so common. Our work to improve the safety of women and girls and tackle unwanted sexual behaviour is well-established. We launched Safer Travel at Night in 2003, to tackle sexual offences in illegal minicabs, and Project Guardian in 2013, a partnership initiative between the BTP, MPS, City of London Police (CoLP) and us that focused on tackling sexual offences on London's public transport. This work with our police partners is ongoing and, despite significant progress being made, there is still more to do.



We continue to check that face coverings are worn on the network

We are currently working with the BTP, Rail Delivery Group, academics and experts in the area of sexual violence on a national approach to tackling sexual offences and harassment on the rail network. The work includes research, a new communications campaign, training for transport staff, new ways to report including confidential reporting to the police, improvements in police investigation and training, and active monitoring of offenders. We will expand this work to cover all of our public transport networks.

We are also working with the MPS and CoLP to improve the safety of women and girls travelling in taxis and private hire vehicles. This includes customer messaging to encourage reporting, improvements in police investigations, licensing action and guidance to drivers. In addition to this work, we are stepping up our action to improve the safety of women in our workplace. We are signatories to the Women's Night Safety Charter and are working in collaboration with the urban design team at UCL and other partners to make public spaces feel safer at night. We are also entering into a partnership with UN Women UK on its Safe Spaces Now campaign to make public spaces safe and inclusive for all.

Face-covering enforcement

Our enforcement officers continue to enforce the mandatory wearing of face coverings on all public transport modes, unless a passenger is exempt, using powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020. This work is being supported by the BTP and

the MPS's Roads and Transport Policing Command (RTPC).

Customer compliance remains very high in general, particularly during peak travel times. Customer research findings show that 90 per cent of customers say they are wearing a face covering at all times while using our transport services. Of those not wearing a face covering more than half claim to have an exemption or valid reason for not complying.

Up until 31 May 2021, our enforcement officers have intervened with 188,324 passengers not wearing a face covering or not wearing it correctly. Of these, 12,176 have been refused travel and 3,647 Fixed Penalty Notices have been issued by our Investigations and Prosecutions team. A Fixed Penalty Notice starts at £200 for a first offence. A total of 1,448 of these have been paid within 14 days (at a reduced fee of £100 for early payment) and 121 were paid within 28 days. Where these remain unpaid, we pursue offenders through the courts.

Since 16 March, 214 cases have been listed in court, with 30 defendants pleading guilty to the offence of not wearing a face covering, resulting in fines averaging £516. The amount fined depending on the individuals' circumstances, which the court needs to take into consideration. Of those 214 cases, 144 defendants had their case proved in their absence due to not responding to the court summons. In sessions for those overdue, the court listed 34 face covering cases have been adjourned to the 15 July 2021. Significantly, in one case listed in April, a defendant was found guilty and ordered

to pay a fine of £1,730, prosecution costs of £450 and a victim surcharge of £173 – a total of £2,353. The defendant was also ordered to pay his own legal costs.

Police activity to support Vision Zero

Together with the MPS, we continue to prioritise the Mayor's Vision Zero target to eliminate all deaths and serious injuries on London's roads by 2041, with a range of initiatives to make our roads safer.

From 16 March until 25 April, the MPS RTPC tackled the key behaviours that contribute to serious and fatal collisions on London's roads, with the following Traffic Offence Reports (TORs) issued:

- 2,410 for speeding
- 837 for not wearing a seatbelt
- 1,452 for not having insurance
- 361 for mobile phone use
- 248 for drink driving

Tackling speeding on the Capital's roads remains a priority and the command has continued to respond to concerns raised by local residents on borough roads. Working with the local council, officers have been deployed to a number of locations and captured over 210 speeding vehicles.

From 22 March to 14 April, officers were deployed to the A10, A11, A25, A118, A205, A214, A408 and A1055/Meridian Way to crack down on some of the key causes of road danger, such as speeding, drink or drug

driving and using a mobile phone while driving. This work resulted in 314 traffic offence reports being issued for these and other dangerous behaviours.

Between the 5 and 18 April, the RTPC ran a two-week operation targeting power two-wheeler riders as the vulnerable road users most likely to be involved in collisions. During the two weeks:

- 221 arrests were made for offences including drug and drink driving, and disqualified driving
- 779 TORs were issued for speeding
- 292 TORs were issued for riders running red lights
- 104 TORs were issued for mobile phone use
- 434 vehicles were seized

The RTPC ran a road safety operation between 17 and 23 May in support of the National Police Chiefs Council's Global Road Safety week. This was followed by a two-week uplift focused on drivers not wearing seatbelts, set to take place from 31 May to 13 June.

On 23 April 2021, we re-launched our Vision Zero: watch your speed campaign aimed to encourage drivers to drive slower. The campaign uses social proofing (wherein people will adapt their behaviour according to what other people are doing) to influence drivers by showing them that they are driving too fast, as seen through

the perspective of their friends and family. The TV advert that we used when the campaign originally launched in 2019 was adapted to the Government guidance on social distancing. In addition to video on demand and broadcast TV advertising, the campaign also ran across posters on the road network.

Bus Safety Standard

As of 1 June, the number of buses meeting the Bus Safety Standard is approaching the 500-mark. The London fleet now has 488 vehicles fitted with the latest safety technology, including intelligent speed assistance and better design features which can help avoid or reduce casualties on the bus network. The standard has also been toughened so buses entering service from later this year will be required to feature second-generation technology like camera monitoring systems in place of side mirrors, offering a wider field of view and clearer visibility in low light. Other new requirements include toggling to help drivers identify the brake pedal and its relative position from their feet, and new brake system safeguards to prevent buses rolling away without a driver in the cab. The standard will be further toughened in 2024, to help us implement everything we can to help eliminate all deaths and serious injuries from London's roads by 2041. Of the buses that meet the first and some of the second generation of the safety standard, 348 are equipped with the Acoustic Vehicle Alerting System (AVAS) to alert vulnerable road users to much quieter buses such as battery-powered electric vehicles, which would otherwise be virtually silent in busy traffic. Our AVAS system will automatically

adjust its volume to be heard over noisier city sounds and be less intrusive in quieter suburban districts.

Work continues to reduce customer slips, trips, and falls on buses. While these incidents are not a new occurrence, they have become more frequent since the start of the pandemic, relative to the number of people travelling. In the short term, we are trialling posters on stairways and new announcements to encourage passengers to hold on to rails and poles inside the buses. We have also reissued guidance to drivers reminding them to give customers enough time to settle on board after calling at a bus stop. A longer-term strategy is being developed to continue this work and will consider vehicle improvements, such as to flooring and lighting, and outcomes from predictive technology being trialled that warns a driver of hazards to help ensure they have enough time to brake smoothly. We are also reviewing research, evidence and best practice from other transport authorities in other large cities/around the country/world.

Front-door boarding on buses

We have completed the removal of more than 3,000 card readers from around 1,000 New Routemaster buses. The readers were installed by the centre and rear doors on New Routemaster buses to facilitate open boarding and enable customers to touch in at any door.

Prior to the pandemic, work had started to remove these as the routes were converted to front-door boarding to address revenue loss. This work was halted and reversed during the pandemic as part of the measures we put in place to keep our drivers safe while they worked. In October 2020, we restarted our work to remove readers with updated working practices to ensure social distancing could be maintained. This work was completed in March, so that all buses now operate front-door only boarding.

Safe track access

Working on the track environment is an area of potentially significant high risk. There have been a number of tragic incidents on the mainline railway, including the tragedy at Margam in July 2019 where two Network Rail track workers were killed, and the more recent tragedy near Surbiton in February where a 30-year-old man died.

While the risks for TfL employees differ from Network Rail employees, we want to improve how our colleagues access the track environment to ensure it is done in the safest possible way. Our Safe Track Programme has been established to deliver safety improvements which will make it safer for those accessing our track environment during engineering hours and ensure that no one is killed or seriously injured. This will be achieved through process improvement, cultural change and the building of new infrastructure and technology to reduce the main risks when accessing the track.

We will start to install new, permanent, signs at key locations on the London Underground track in June 2021. The signs will show areas of live current clarify local track layouts in complex areas to help those accessing the track environment to understand key areas of risk.

We reviewed the key learnings from the RAIB report into the tragedy at Margam, which was published in November 2020, and have shared that knowledge with all relevant teams internally as part of the ongoing conversation we are having around safety in the workplace.

London Underground fire safety

In May last year, we launched a Fire Safety Programme which continues to go from strength to strength, as it approaches its first anniversary.

London Underground has more than 1,000 buildings and we are ensuring each of these buildings is part of a rolling programme of inspections that specifically reviews fire safety. Despite the financial impact of the pandemic, we have ensured this programme continues with pace and recommended improvements receive adequate funding.

We have refreshed the training to our teams including making use of technology solutions so we can continue to deliver training while many of our staff have been working from home. Working together, the Fire Safety Programme team and our Technology and Data team have created innovative solutions to monitor our fire safety data, including the use of apps and

newly-available reporting systems. Our fire safety data can now be visualised in real time which enables us to respond quickly to any fire safety concerns identified by our fire engineering experts.

We continue to share the progress of this programme with the London Fire Brigade which offers us the opportunity to hear their views on our approach and make any amends necessary.

Taxi and private hire

United Trade Action Group v TfL

On 6 November 2020, the United Trade Action Group (UTAG) made an application for permission to judicially review our 9 August 2020 decision to grant a London private hire vehicle (PHV) operator's licence to Transopco UK Ltd (trading as Free Now). Free Now is named as an Interested Party. Although the High Court initially refused permission for the claim to proceed, UTAG renewed its claim at an oral hearing on 20 April 2021 and the Court granted permission for judicial review. UTAG updated its grounds of challenge which are (i) that Free Now enables PHV drivers to ply for hire in London using the app which is unlawful because plying for hire is an activity reserved to hackney carriages, and (ii) that following the Supreme Court decision in *UBER BV v Aslam*, Free Now's terms and conditions are incompatible with the Private Hire Vehicles (London) Act 1998, and therefore drivers are committing a separate offence of accepting bookings without a PHV operator's licence.

UTAG seeks a declaration from the court on both these grounds.

Uber London Limited v TfL and UTAG

In *Uber BV v Aslam*, the Supreme Court upheld an Employment Tribunal ruling which classed drivers undertaking bookings for private hire operator Uber London Limited (ULL) as 'workers'. In that ruling, the Supreme Court also commented on the contractual relationship between operators and drivers as set out in ULL's terms and conditions, and compliance with the Private Hire Vehicles (London) Act 1998 (the 1998 Act). ULL has requested a declaration from the court as to whether the 1998 Act requires an operator who accepts a booking from a passenger to enter into a contract with that passenger to provide the journey. Both TfL and UTAG have been named as defendants. We will assist the court with any points of law. UTAG has suggested that this claim and its claim concerning Free Now should be heard at the same time, and directions from the court are awaited.

BBC-exposed licensing appeals

On 19 November 2019, the BBC broadcast a programme exposing fraudulent practices of some colleges offering BTEC qualifications in London. Vista Training Solutions Ltd was featured by the BBC facilitating the provision of fraudulently obtained qualifications including topographical qualifications required for a private hire driver's licence. In light of this, we reviewed the licences of all 422 drivers who obtained their qualifications via Vista and 143 previously licenced drivers had their licences revoked and 279 applicants had their applications refused. Following this action, 80 affected applicants and drivers appealed the decisions to the Magistrates' Court and the hearings of those appeals

have now been listed for eight separate days between 16 April to 12 July. A total of 41 appeals have since been dismissed or withdrawn and the remaining 39 appeals are awaiting court determination in the next couple of months.

Taxi operator compliance

On 3 October 2020, Ola UK Private Limited (Ola) was notified that it would not be granted a new London private hire vehicle operator's licence at the expiry of its licence on 3 October 2020. We concluded that Ola was not fit and proper to hold such a licence after discovering a number of failures that could have risked public safety. Ola has appealed the decision and the hearing will take place between 13 and 17 December 2021. Pending the outcome of the appeal, Ola may continue to operate, and we will closely scrutinise Ola and its compliance with the conditions for the duration of the appeal process.

Ola has also been charged with 21 offences for failing to comply with statutory record keeping obligations, allowing drivers to be in charge of a private hire vehicle without a private hire driver's licence, and causing or permitting drivers to use a private hire vehicle on a public road without the required motor vehicle insurance. Summonses have been issued and the first hearing is listed for 18 June 2021.

Taxi and private hire driver assessment centre

As the national lockdown restrictions continue to ease, we have increased the number of Knowledge of London assessments and resumed topographical

assessments for candidates on 12 April. As before, several measures have been implemented to reflect Public Health England guidance and reduce the risk to staff and candidates presented by coronavirus. These include the installation of social distancing markers, hand sanitiser units and the wearing of face coverings while in the centres. As a result, our assessment centre capacity has been significantly reduced. We have been contacting candidates to re-book their assessment and assure them that appropriate measures are in place to ensure their safety.

Planned closures of NSL vehicle inspection sites

During 2020, because of the closure of our vehicle licensing inspection centres due to the pandemic, some taxis and private hire vehicles remained licensed for an additional six-month period. As a result, we anticipated that the demand for vehicle inspections in April would be considerably lower than normal.

In recognition of this significant reduction, while still meeting the forecasted demand for vehicle inspections, we closed three vehicle inspection centres (Staples Corner, Crayford and Enfield) for the first half of April. These centres then re-opened and the other centres (Canning Town, Coulsdon and Heston) were closed for the second half of April.



We have been able to increase the number of Knowledge of London assessments

When opened, the sites continued to operate in line with Government guidance with appropriate safety measures in place, including social distancing markers, hand sanitiser stations, personal protective equipment (PPE) for staff, ventilation of vehicles and limits on contact between staff and customers who are asked to wear face coverings.

Health, Wellbeing and Safety forum for the trade

On 22 April 2021, we hosted an online Health, Wellbeing and Safety forum for the taxi and private hire trade with support from the Samaritans and our Occupational Health team. The first half of the forum focused on mental wellbeing and physical health. It also provided useful information on COVID-19 and financial support services as well as stretching and posture advice. The second half of the forum focused on driver safety and security, was led by our CPOS team and included speakers from the Suzy Lamplugh Trust and the MPS.

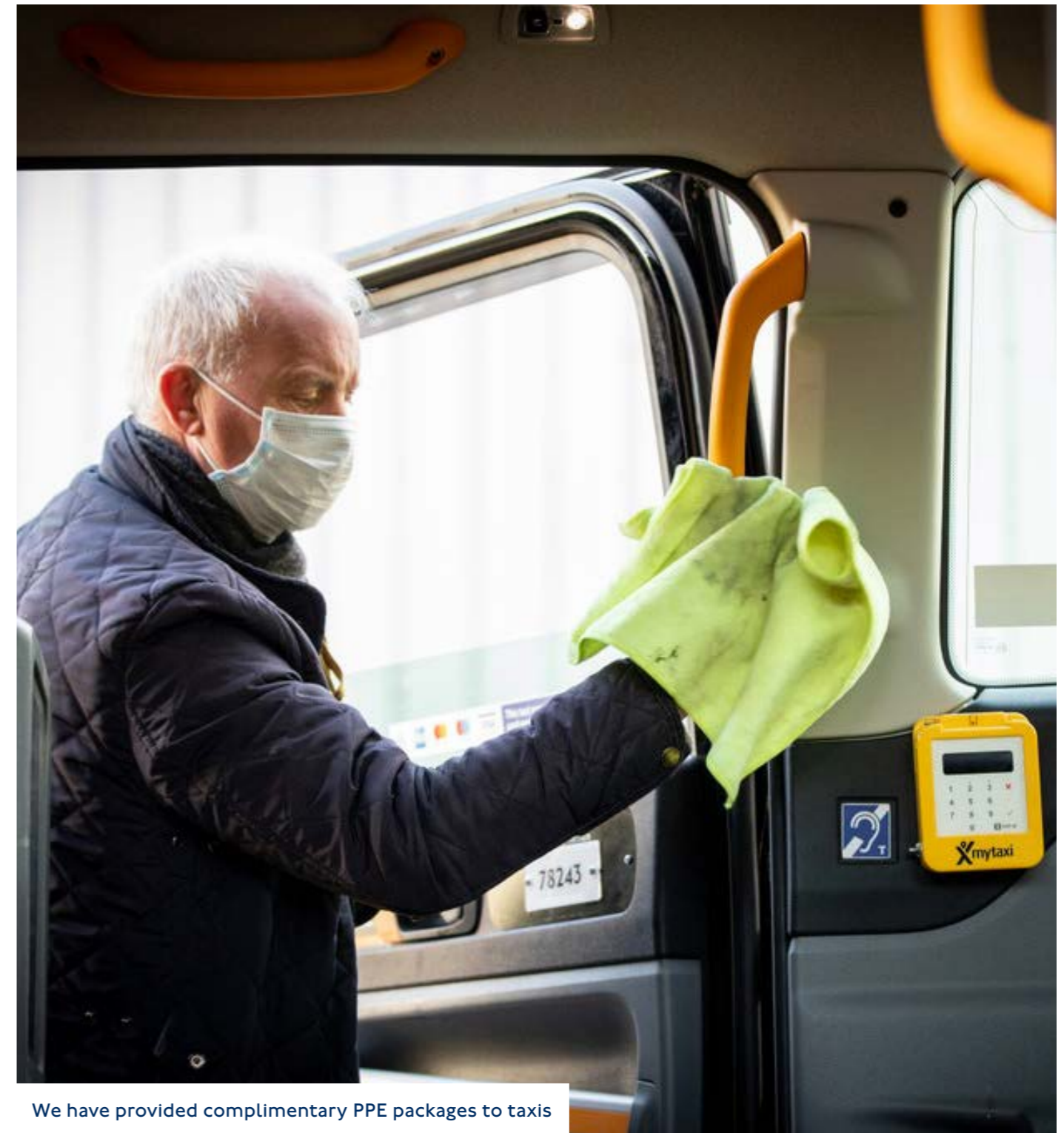
Distribution of Personal Protective Equipment

To aid the recovery of London's transport services, we have continued to provide complimentary PPE packages of 50 medical-grade face masks, bottles of Dettol hand sanitiser and stickers with coronavirus-specific information to be displayed in taxis and PHVs. Licensees can collect a PPE pack from one of our designated sites at Coulsdon, Canning town, Enfield, Staples Corner, Heston and Heathrow airport. We continue to review what future activities will be appropriate and of benefit to the trade as we support

them throughout the easing of the Government's restrictions.

CCTV consultation

As part of the published statutory taxi and private hire vehicles standards, the Department for Transport (DfT) has highlighted its expectation that all licensing authorities should consult on whether the installation of CCTV in both taxi and private hire vehicles will have a positive or an adverse net effect on the safety of passengers, including children and vulnerable adults. This should also take into consideration potential privacy issues. In accordance with this standard, we launched a consultation on 9 February 2021 seeking views on in-vehicle CCTV in taxis and private hire vehicles in London and to gather evidence from respondents. The consultation closed on 22 March 2021, with all responses now being considered before we decide on the next steps.



We have provided complimentary PPE packages to taxis

3 Supporting the recovery



We are supporting businesses as they welcome back customers

Supporting the recovery of London following the Government's roadmap for coming out of lockdown

Step 2 of the Government road map has allowed the return of some social events and there has been a focus on supporting the Government's plans around spectators attending venues. This work is in anticipation of major events that will take place in London throughout the year, such as the Euro 2021 tournament and the eight games England will be hosting at Wembley Stadium from mid-June. We worked closely with our stakeholders on the Carabao Cup Final and the FA Cup final to ensure proper planning was in place for fans to attend the games and our ability to cope with increased passenger numbers. These trials have helped us develop our transport plans for the Euros and other major sporting events. We have also been working closely with the GLA and other partners to understand the impact of events through the summer, coordinating our plans and ensuring the transport network is safe for customers to travel to and from the different venues across London.

On 12 April 2021, retail, leisure and hospitality sectors started to re-open in line with the Government's roadmap. To support businesses as they welcome back customers, we have been promoting our safer travel campaign to reassure and remind customers of the measures we have put in place to keep them safe. Additionally, we continue to encourage Londoners to walk and cycle wherever possible.

The campaign uses staff and customers to reinforce key safety measures such as social distancing directions around stations, bus capacity limits and enhanced cleaning regimes. As restrictions have continued to ease, we have also been promoting safer travel behaviours, including the wearing of face coverings, social distancing and hand washing, and targeted travel demand management activity at hotspots to better manage capacity. The campaign is running across London through digital posters on and off the network, radio and paid social media coverage.

On 17 May, we issued updated travel information to help customers make the most of the increased leisure activities that will be available, including the reopening of museums and other cultural attractions, and indoor dining.

Following consultation with the DfT, and in line with bus services across the country, the capacity of buses was doubled on 17 May. From this date, most seats on buses can be used, with the capacity of double-deck buses increasing to around 60. This will enable more people to travel on the bus network as Government restrictions continue to ease. Rear-facing seats in bays will be blocked off to continue to reduce the risk of transmission.

On the London Overground, the planned cancellations on the West Anglia routes have also been withdrawn. Services on the North London line were increased on the 17 May, although roughly one train per hour is still cancelled on the Stratford to Richmond branch. A full service is not expected to

operate on the North London line until 21 June. From this date, London Overground services will operate at full pre-pandemic capacity, supporting London's recovery.

The introduction of new rail timetables in May also saw some minor changes to train times on TfL Rail, London Overground and Bakerloo line services, and customers who use these services are advised to check before they travel.

We continue to run near-normal levels of services across the public transport network, with a wide range of active travel options also available, including Santander Cycles and protected cycling and walking routes, especially in central London and the West End.

Customers must continue to wear a face covering at all times, unless they are exempt. Free face coverings have been distributed at key locations across the transport network for those who need them. Our staff and Enforcement Officers are working closely with our policing partners to enforce this requirement.

In addition to this, customers will also have the support of Travel Ambassadors at key locations to welcome people back to the transport network and to help everyone travel safely. One-way systems and extensive signage on trains, trams, buses and stations will help to maintain social distancing.

As always, we are encouraging customers to make journeys at quieter times to help spread demand across the day. These are

currently between 08:15 and 16:00 and after 17:30 during the week, and before noon and after 18:00 at weekends. The latest service information will be available online and through TfL travel tools including the free TfL Go app. TfL Go enables customers to access live updates and train times for every station, as well as information on the quieter times to travel.

We are also continuing to engage with the construction sector about staggering start and end times and have seen positive outcomes as a result of this work.

Passengers continue to return to the public transport network with each stage of unlocking. During the end of the May bank holiday weekend, Tube traffic averaged 57 per cent of normal levels seen in 2019. Bus traffic averaged 71 per cent. Overall, the number of people travelling stood at 70 per cent of normal levels.

Extensive cleaning regime

Over the past year, we had more than 11,000 applications of the antimicrobial agent Zoono on our Tube and TfL rail trains. This product is sprayed via an electro-static gun which allows the product to go further and last longer, killing any virus or bacteria that lands on it and so helping reduce the spread of coronavirus on our network. Our stations are continually being treated with antibacterial spray, with a focus on touch points, handrails and help points. More than 1,000 Dettol hand sanitiser units have been installed across the network for everyone to use, with 33,885 litres of hand sanitiser used to date.

Business sector and recovery support

We have continued our engagement with business, leisure and hospitality sectors, attending more than 25 industry forums, roundtable discussions and conferences throughout March and April. This work will continue as the Government roadmap out of lockdown moves along, including joint work with industry partners at Network Rail and the Rail Delivery Group.

On 25 March, our Commercial Partnerships team hosted the second series of their Inside Track webinar. This was a joint initiative with our media partners Global and Metro to help encourage and drive the media's recovery across commercial venues on the London Underground. The session covered our groundbreaking Wi-Fi data capabilities, how much we know about the network being used and how we see the recovery panning out. More than 400 external attendees joined the webinar, which was hosted by LBC's Shelagh Fogarty and featured panellists including our own Shashi Verma, Ted Young from Metro and Sarah Gale from Global. The third webinar series for Inside Track has been scheduled for 9 July 2021.

4 Our people

COVID-19 special recognition awards scheme

The COVID-19 recognition scheme launched on 30 November 2020. This scheme recognises those who have made exceptional contributions, with a significant impact, to London's response to the coronavirus pandemic. Those nominated for the existing Make a Difference award also had the opportunity to be nominated for the special award, with the final decision made by diverse business panels, representing our workforce.

From the launch of the scheme to mid-April 2021, there have been around 410 individual staff nominations and around 70 team nominations.

This scheme has been fully integrated with the 'thank you' campaign to all staff, to celebrate the contribution of all our staff efforts during the pandemic. We created special editions of On the Move and Upfront magazines, which included thank you messages from the senior manager leadership team, and showcased employees' different contributions to the business and the surrounding communities.

Stay Learning

In March 2021, we refreshed the Stay Learning development platform and re-launched it as the central hub for learning and development – enabling colleagues to take ownership of their own personal development. Previously, Stay Learning worked only as a regular feed of useful external learning resources to support colleagues working remotely and also those on furlough.

In this first phase, two new sections have been launched:

- A dedicated leadership and management knowledge centre
- Your development journey – a dedicated personal development knowledge centre

Through Stay Learning, we aim to promote all learning options from online eLearning courses, research and reading, to trainer-led learning.

Over time, new dedicated sections for specific subject areas will be added to help people from all areas of the business find something applicable to their role. The Stay Learning hub is accessible to all staff from devices including tablets, mobile phones and laptops.

Welcoming new graduates and apprentices

On 19 April, we were delighted to welcome a further 87 graduates and apprentices to Engineering, London Underground, Major Projects and Rail for London Infrastructure. They join the 56 graduates and apprentices who started in January this year.

The majority of assessment centres for 60 graduate and 48 higher level apprenticeship positions are complete, with those joining starting in September 2021. The remaining assessment centres are currently under way and are scheduled for completion by the end of June 2021. This campaign introduced virtual assessment centres for graduates for the first time, building on the success of the 2020-21 apprentice campaigns

which moved away from competency- to scenario-based assessments with the purpose of improving fairness.

Outreach activity has also begun to support the recruitment of level 3 apprentices, due to start with us in January 2022, and higher-level apprentices due to start in September 2022. We have created a virtual Enterprise Advisor Community for our volunteers who work with careers advice leads in target schools and colleges to create a way of updating opportunities and feeding back on what schools need.

Employability and Schools Outreach Programme – supporting a sustainable recovery

On 22 March 2021, the Executive Committee endorsed plans to adapt the current Employability and Schools Outreach activity and introduce new activities to support those facing barriers into employment which have been made worse by the pandemic. We are designing and procuring a provider for a new 12-week intervention and implementing a new strategic partnership framework. This work is being delivered in collaboration with teams across our human resources, procurement and supply chain, commercial development and London Transport Museum teams.

In May 2021, 16 of our Steps in to Work students started their third and final placement across the business, in a virtual format. We are thrilled to announce that one of the students has been successful in securing a permanent role within the business, further demonstrating how

successful this scheme is in helping young people enter the workforce. In July 2021, students and placement managers will attend a graduation event to celebrate their learning and provide guidance of the ongoing support into employment for the following 12 months.

A new, integrated approach to talent

In April 2021, we began implementation of a new, integrated approach to talent management. This fresh approach is focused on how our organisation will identify talent, develop our people and create a more inclusive culture. This will allow us to develop a workforce with the skills and experience we need to deliver our current and future business priorities. To develop our approach, we have used employee feedback from the Diversity & Inclusion team's listening sessions which outlined our current employees' strengths and contributions to the organisation. We have also carried out a benchmarking exercise with other organisations.

As a result, we have now launched a new Conversation Matters model. This model provides staff with the relevant toolkits for discussions on development, and provides coaching and training for managers to ensure these conversations are had in a way that encourages further development of our staff.

In addition, we are introducing a new Readiness Model for talent to help line managers identify and develop the talent in their teams. This model focuses on how to strengthen our people to be the best they can be, help them build new skillsets and

identify those people for future roles to move within the organisation.

Accessibility and digital inclusion

Throughout the month of May, the Digital Workplace team promoted accessibility and digital inclusion to all staff through a series of accessibility-focused virtual training sessions, being delivered by specialist trainers from Microsoft and Apple. These sessions covered a range of topics, from the latest accessibility features in Microsoft 365 to making Apple iOS devices easier to use without sound or a screen. In addition, the team supported our Steps into Work programme by delivering tailored Microsoft training and TfL achievement certificates.

The team also launched a Teams-based accessibility bot, a new tool that provides users with instant chat-based guidance for hearing, mental health, mobility, neurodiversity and vision-related questions that Microsoft 365 tools and Windows 10 can support. This work is part of our mission to become a more digitally inclusive organisation.

Schools work experience week

From 19 to 23 April, our construction skills team along with four of our property developments partners, held our first virtual work experience week with Fulham Cross Academy in west London. Students learnt about what is involved in the process of building a home – using our Earls Court development as an example. Fulham Cross is the first school to be ‘adopted’ as part of our Schools Outreach Programme which aims to address the skills challenge facing the property and construction sectors and encourage 11-to-18-year-olds to seek a career in the built environment industry.

Kaido challenge

On 10 May, the Health & Wellbeing team launched our second Kaido challenge (following a successful run last year). The challenge is designed to encourage our employees to be more active, mentally calmer and to eat more healthily – all while participating in a fun team activity with colleagues. Kaido is an inclusive challenge that rewards all types of improvement rather than just fitness. Points are earned by completing physical tasks such as gardening, DIY and walking, and wellbeing tasks such as meditation. The theme for this year’s challenge is The Space Race, so those taking part will also learn more about our solar system.

Mental Health Awareness Week

From 10 to 16 May, we held our Mental Health Awareness Week. Every year, the Mental Health Foundation sets the theme for the week and this year’s theme was ‘nature’. Access to nature is crucial for good mental health, as millions have people have discovered during lockdown. However, there are often barriers to accessing nature and clean air, especially in inner-London or in deprived areas. We have focused on highlighting all the mental health resources available to our staff and are encouraging them to try a ‘mindful walk’, tuning into the environment while walking and focusing on the present moment. In addition, several talks have been made available to employees, including a session on mental health from the perspective of minority groups, a presentation from Able Futures and a talk from mental health campaigner Hope Virgo.

Bowel cancer awareness

Bowel cancer is one of the most common types of cancer diagnosed in the UK and is currently the fourth most common cancer in England. To highlight this disease and to provide information on the signs and symptoms, we invited the charity Bowel Cancer UK to give two talks, open to all employees, on 29 April. The talks were recorded and have been added to the internal Wellbeing channel, to ensure that anyone unable to attend the live talks can easily catch up with these informative sessions in their own time.

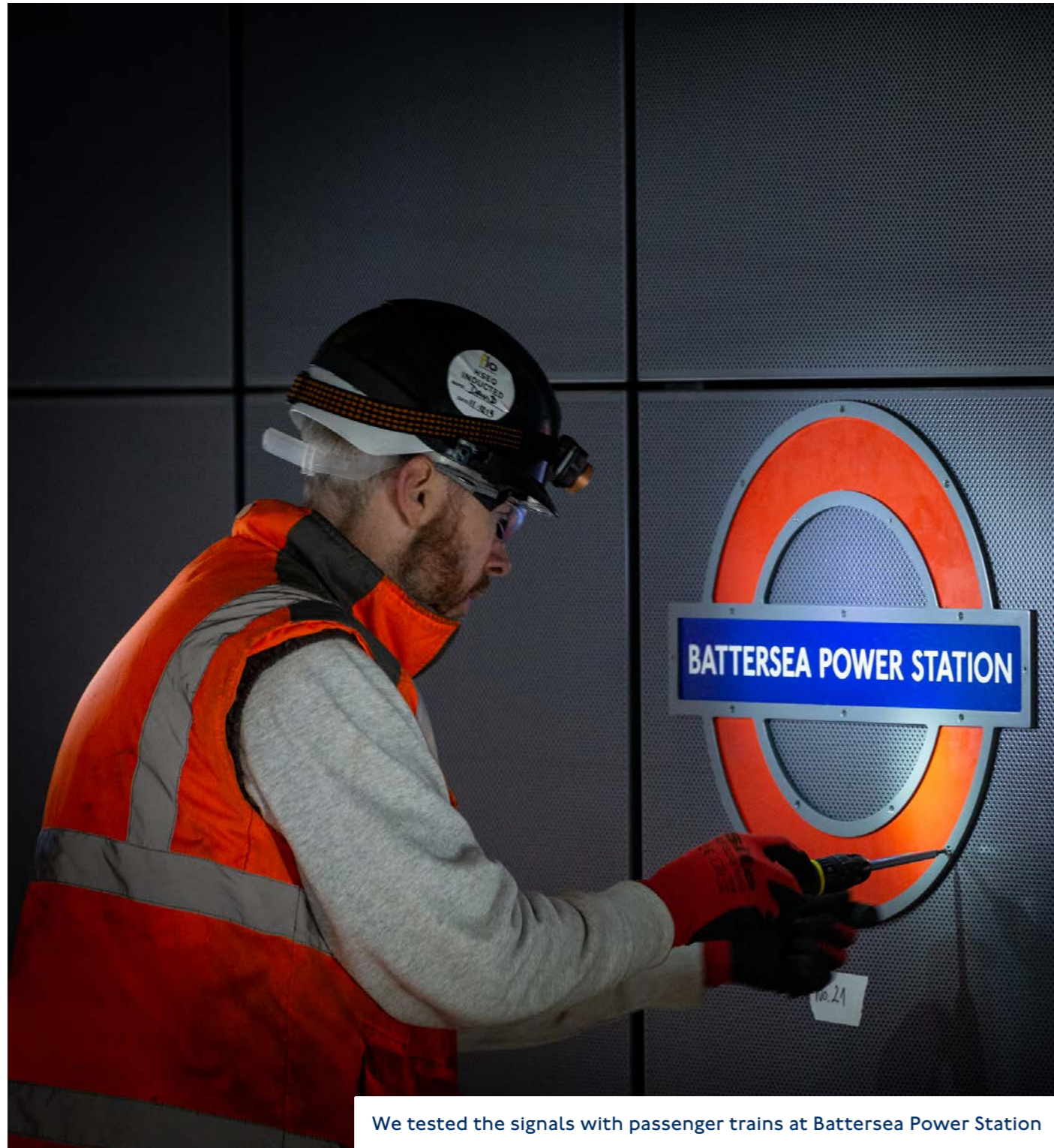
Musculoskeletal health

New guidance has been developed by the physiotherapy team in Occupational Health & Wellbeing to help our train operators and instructors look after their musculoskeletal health while working in train cabs. Good musculoskeletal health means muscles, joints and bones working well together. This guidance includes leaflets and videos with advice and tips on how to reduce the risk of pain and discomfort. It covers everything from adjusting the train cab seat to simple stretches that can be done when the operator change ends.

Virtual health assessments

We have just launched a trial of virtual health assessments to operational staff. These have been available to staff from 17 May and gives employees the opportunity to speak to a health professional about their physical and mental health. The sessions will also provide employees with the chance to discuss lifestyle factors that can impact on health, as well as glucose and cholesterol readings, with a healthcare professional. Where appropriate, they will be referred to a GP or have internal TfL services and support suggested to them. Employees will also receive an individual report with recommendations. As part of this work, we will be supplied anonymised and aggregated data to help us better understand the health of our staff.

5 Improving transport and generating growth



We tested the signals with passenger trains at Battersea Power Station

Hammersmith Bridge

We completed the pedestal casing removal and blast cleaning of the bridge pedestals in early March, after which Hammersmith & Fulham's technical consultants undertook detailed inspections to inform the next stages of work. We have also been working with Cadent, the gas utility company, to develop our methodology for the bridge repairs which involves moving the gas supplies from the bridge. Our proposed plans for the next stages of refurbishment have been shared with the DfT and the Hammersmith Bridge Taskforce who are advising on how the works will be funded.

Hammersmith Ferry

On 30 March, we announced the appointment of Uber Boats by Thames Clippers as the operator to provide and run the new temporary ferry service taking pedestrians and cyclists across the river while the repairs to Hammersmith Bridge are undertaken.

It is proposed that the boats will take passengers between piers, located near to Queen Caroline Street in Hammersmith and the Hammersmith Bridge approach in Barnes. There will be a full programme of engagement with the local community and other river users ahead of any planning application being submitted.

The ferry will have a minimum capacity of 800 passengers an hour at peak times, with services running daily from 06:00 to 22:00.

Fares are expected to mirror bus fares, at £1.55, subject to necessary approvals. This would include a Hopper fare and

the acceptance of the same concessions, including freedom passes and free travel for children. The Hopper fare will allow people who arrive at the ferry by bus to change onto the ferry at no further charge, as long as they change within an hour of starting their original journey.

Following detailed discussions with Uber Boats by Thames Clippers, it is expected that boats will be taking passengers across the river at the end of the summer subject to consents. We continue to work with the DfT and Hammersmith Bridge Taskforce to agree a long-term solution that would fully reopen the bridge to all road users.

Northern Line Extension

The Northern Line Extension project is a twin-tunnelled extension from Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms. The project is scheduled for completion this autumn.

At Battersea station, we completed a 24-hour test run of the escalators that will take customers between the ticket hall and the platform. The central roof and western side of the eastern head house are now complete, enabling handover of another section of the site to the Battersea Power Station Development Company.

Over the Easter weekend, we carried out signal testing with passenger trains. We tested track-to-train CCTV and the tunnel ventilation fans, with both static and moving trains, to check air flow.

At Easter, we also opened the four new cross passages at Kennington station. These will make changing between different branches of the Northern line at Kennington much quicker and easier for our customers to do.

The commissioning of gateline equipment is progressing well at both Battersea Power Station and Nine Elms stations and ticket vending machines have also been installed at both sites.

Testing and commissioning of key systems, such as escalators, lifts and CCTV, continues across all sites. We are now focused on the work and resources required for the start of trial operations in the summer. On 21 May, the Mayor and Deputy Mayor for Transport visited the new ticket hall and gateline at Nine Elms station before taking an escalator down to the platform. The Mayor also met with some of the team who have been working tirelessly through the pandemic to keep the programme on track and on time.

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

The Four Lines Modernisation programme has made considerable progress, with two new sections successfully upgraded over a period of seven weeks. On 7 March, the new signalling system went live in Signalling Migration Area (SMA) 3, a significant and complex area between Monument, Euston Square and Stepney Green. A further milestone was achieved on 24 April when the signalling went live in SMA4. This extended the section of new

signalling on the District and Circle lines from Monument to Sloane Square, paving the way for frequencies to be increased and service reliability to be further improved as soon as the rest of the route has been similarly 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.

Following challenges linked to software development, installation and the impact of the pandemic, an extended programme and cost review are currently under way and will also accommodate the outputs and lessons learnt from delivering SMA3 and 4 into revenue service. We are planning to complete this review by June 2021, which will result in a revised schedule and cost re-forecast.

We continue to make good progress across the entire programme and have successfully completed a number of key works undertaken during closures, including system testing of future signalling migration areas 5, 6, 7 and 8. Additional key works have also been completed during closures, including dynamic testing of the east end at the District line and the remaining migration areas that will, in future, complete the Circle line. On the Metropolitan line, significant work in the Neasden area has also advanced readiness for testing of the first section, extending future operation beyond Finchley Road.

Once the upgrade is complete, we'll be able to run trains more frequently and reliably. This will mean faster journeys, reduced waiting times and fewer delays thanks to modern computerised signalling systems.

Piccadilly line upgrade

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

On 4 March, we unveiled the design for the new Piccadilly line trains in a joint webcast with Siemens. Manufacturing is planned to begin in December. In March, Siemens erected the first steelwork of the train manufacturing plant in Goole, East Yorkshire, where up to 50 per cent of the new trains will be assembled. Site construction is due to be complete in 2022 in readiness for rollout of the first train in 2023.

Over the Easter period, we started decommissioning conductor rail in the sidings at South Harrow and installing new driver walkways. This is a key enabler for the upgrades of our main depots at Northfields and Cockfosters.

We have had constructive feedback from our Independent Disability Advisory Group on accessibility improvements to the design of the new passenger train seat moquette. We also completed heating and ventilation air cooling tests which provided assurance on passenger comfort within the saloon.

We have issued the invitation to tender for the design and build of the high-voltage power upgrades, which are needed due to the increase in the number and frequency of trains that will run on the Piccadilly line after fleet replacement.

The first signalling works began at Gloucester Road. This is a major milestone for the programme, as over 200 existing assets will require modification before the new trains arrive.

Central line upgrade

Reliability on the Central line is set to improve thanks to our £450m improvement programme. This work will include replacing the existing direct current traction system with a modern alternating current traction system and replacing the 20-year-old data transmission system.

The alternating current traction systems are intrinsically more reliable, and the new data transmission system will improve drivers' control and their ability to monitor systems on the train, boosting the reliability of those systems by 90 per cent.

We are also creating new wheelchair spaces to improve accessibility for customers, installing CCTV, LED lighting and an improved passenger information system, and making structural repairs.

The first train with CCTV on the Central line is targeted for delivery in spring 2022. All Central line trains will have CCTV, as well as the accessibility and reliability improvements associated with the project, by 2025.

Enhancing the Victoria, Jubilee and Northern lines

Our programme to deliver service capacity increases on the Victoria, Jubilee and Northern lines is currently focused on optimising train system improvements on the Jubilee and Northern lines.

Much of the work over the past two years has been on signalling and infrastructure interventions to enable a peak service increase to 31 trains per hour on the Morden branch of the Northern line. On 21 February, we successfully commissioned the signalling software which improved running time between stations and introduced a number of reliability improvements.

We have also made improvements to track conditions in the Kennington area, which will enable improved run times and the introduction of services on the Battersea branch, following the opening of the Northern line extension in autumn 2021.

New wheel lathes at Morden and Stratford Market depots have also been delivered and commissioned. These will improve turnaround times for wheelset maintenance and release trains for higher frequency, resulting in more reliable services for our customers.

The next stage of the programme is to complete further Northern line power supply works to provide system capacity for reliable services during planned or unplanned outages following service enhancements.

Work is also due to restart on modifications to Jubilee line rolling stock to enable an increase in entry and exit speeds at Neasden depot. This is to ensure compatibility with adjacent Metropolitan line services following the introduction of new signalling on the Circle, District, Hammersmith & City and Metropolitan lines.

The Jubilee line elements of the programme, including enhanced signalling and fleet improvements to enable a peak service of 32 trains per hour, remain paused until 2022/23 as a result of our ongoing funding discussions and reduced demand due to the pandemic.

Victoria line overhaul

Once our train fleets reach a certain mileage, a more intensive overhaul is required rather than the day-to-day maintenance our teams carry out. In April, we completed the overhaul of our 47 Victoria line train stock from 2009. This work involved replacing vital components associated with the air system and work on the undercarriage of the trains, including replacing the wheels, motors, brakes and gear boxes. This vital work enables us to run a more reliable service without the ongoing threat of trains not being available for service.

Bakerloo line

On 16 May, we introduced a new off-peak Bakerloo line timetable to improve the reliability of both the Bakerloo line and the London Overground Watford to Euston service, which share the same tracks between Queen's Park and Harrow & Wealdstone. Services between Queen's Park

and Elephant & Castle will now be reduced from 19 to 16 trains per hour outside of peak time on weekdays and in the evenings. Services between Stonebridge Park and Queen's Park will be reduced from nine to eight trains per hour, and services between Harrow & Wealdstone and Stonebridge Park will be reduced from six to four trains per hour at all off peak periods, including Saturday and Sunday. Four trains per hour will continue to run on London Overground services between Watford Junction and Euston at all times, sharing the tracks with the Bakerloo line between Queen's Park and Harrow & Wealdstone.

There has been no change to the 20 trains per hour service between Queen's Park and Elephant & Castle on Saturdays. On Sundays, there will be 16 trains per hour between Queen's Park and Elephant & Castle all day.

The service during peak periods has not been changed.

Bank station

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern line, additional interchange between the DLR platforms and two new moving walkways between the Central and Northern lines. This work is due for completion by the end of 2022.

With most of the new cable management systems installed throughout the new station and tunnel areas, cabling of the

new subsystems for electrical, fire and telecommunication systems is now progressing. The manufacture of the 12 new escalators and two new moving walkways has also been completed. Preparatory works and installation have now started on the site.

Having delivered the new rail sections through a small delivery tunnel between the new and existing southbound running tunnels, we have poured and laid more than half of the new southbound track, with only track sections at the north and south 'tie ins' left to be completed during the temporary closure of the Northern line, for which planning and stakeholder engagement are now progressing.

King's Cross

We are continuing discussions with the developer Precis Group (on behalf of Eelam Properties) on its proposed demolition of Belgrove House, the Access Storage Solution building on Euston Road opposite King's Cross station. The development, which proposes to replace the existing structure with a new specialised office and laboratory building for the life-sciences sector, was granted planning consent at Committee in February. The local authority has asked the developer to make provision for a new entrance to King's Cross St Pancras Tube station within the ground and basement floors of the new development, including stepped access and a lift providing step-free access to the northern ticket hall.

With the new entrance in place, the two portal boxes that currently give a stepped connection to the subway on Euston Road

will be removed. This will provide more space for pedestrians and improve the look and feel of the public realm.

If the scheme goes ahead, it is intended that, subject to negotiation, the work will be funded and delivered by the developer, as an integral part of its redevelopment works.

Kennington station

As part of preparations to open the Northern Line Extension this autumn, Kennington station was changed from a Zone 2 station to a Zone 1/2 station on 16 May 2021.

This change, which was a condition of the funding agreement for the Northern Line Extension, will ensure that once the new step-free stations at Battersea Power Station and Nine Elms are open, customers travelling to and from central London will only pay a Zone 1 fare. Customers who currently travel between Kennington and central London will also see their single pay as you go fare reduced to £2.40 regardless of what time they travel. The fare zone change also means that those traveling from the station towards Balham, Tooting and Morden will not pay any extra as a result of the extension.

Landscaping is progressing well at Kennington, where two ventilation shafts are located, with new road and pavement surfacing at the Green, trees planted, and work to install fencing at the park underway. We are on track to open the reinstated park areas in late summer.

The public areas around the new stations are also now being completed, with work on new walking and cycling access through the railway arch by Nine Elms station, which will create a link to the Embassy Gardens area, due to open in advance of the new extension. We have also recently opened up four new customer passageways between platforms within Kennington station, making changing between different branches of the Northern line at the station much quicker and easier for customers.

Step-free access

On 18 March, Acton Main Line became the latest TfL Rail station to be made step-free after lifts and a new ticket hall opened to customers. The work has been completed by Network Rail in preparation for the Elizabeth line.

Step-free access works at West Ealing were also completed on 26 March. Newly-built lifts provide step-free access to platforms served by TfL Rail and Great Western Railway services. Network Rail also built an accessible footbridge with lifts to all platforms, and a new bay platform for Greenford Branch trains was created by widening platform 4.

At Ealing Broadway, step-free access came into use on 27 May, with access via a new ticket hall and lifts to platforms for TfL Rail, Great Western Railway and London Underground services (District and Central lines).



Step-free access work at West Ealing was completed in March

On 9 April, Debden Underground station became step-free, enabling those with accessibility needs to use the station and the wider transport network with greater ease.

The accessibility scheme at Debden includes two new lifts and a pedestrian bridge linking the platforms, giving customers step-free access within the station. Manual boarding ramps are also available to assist customers who require level access from platform to train, in addition to tactile paving along the full length of both platforms.

High Speed 2

High Speed 2 (HS2) is a new high-speed railway connecting London to the West Midlands and the North of England. The new railway has a number of interfaces and implications for TfL networks and our work consists of assuring the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, and protecting operational networks and services.

HS2 Limited's construction activity has continued across all sites in London as we have moved out of lockdown. At Euston, clearance of the site is progressing. This includes preparatory works for the new London Underground substation and ventilation building, and utilities diversions along Hampstead Road and across Euston Road. HS2 works to prepare for the interim taxi rank are also continuing, and enabling works are also progressing well at Old Oak Common in readiness for piling and excavation for the main station box.

We are working closely with HS2 Ltd, Network Rail, the London Borough of Camden and Lendlease, under the umbrella of the Euston Partnership, to refine designs for the Euston campus and have provided input into the affordability workstream to ensure investment delivers best value.

Our work on the Euston Healthy Streets project, which is taking a strategic view of the highways surrounding Euston to inform future aspirations in line with the Mayor's Healthy Streets principles, has included developing a joint vision with stakeholders and initial work to identify short-term improvements for pedestrians.

We continue to work collaboratively with HS2 Ltd and its supply chain in reviewing and assuring designs and works where there is a potential impact on our assets or our operations.

Barking Riverside Extension

We are delivering a new rail link that will unlock and support 10,800 new homes planned for the Barking Riverside development area. We will build a spur on the London Overground east of Barking to extend the Gospel Oak to Barking service to a new station at Barking Riverside with a four-carriage service running at 15-minute intervals. This extension also includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of around 1.5km.

Construction of the ramp and viaduct north of Choats Road that links into the existing Network Rail infrastructure is nearing completion. The final steel beams

and deck spans were lifted into position during weekend possessions of Network Rail infrastructure and closures of Choats Road during March and April 2021. These major milestones for the programme mean there is now a continuous viaduct structure, running south from the existing railway through the Barking Riverside development to the terminus station near the Thames. We have also completed waterproofing, drainage and handrails on the southern viaduct, the installation of railway systems and started work on overhead line masts and welding of rails into working lengths. All slab track units have also now been delivered to site ahead of installation along the viaduct.

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 power supply to the station. In addition to this, we have also completed station concourse paving and commenced installation of internal finishes. During April and May, there were several 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 that will eventually enable the viaduct and track to the new station to be brought into use.

Following the disruption and re-planning required as a result of the pandemic, the delivery programme has stabilised, and we continue to work with Network Rail to confirm the additional possessions needed to complete the works. Our most likely start of service remains autumn 2022.

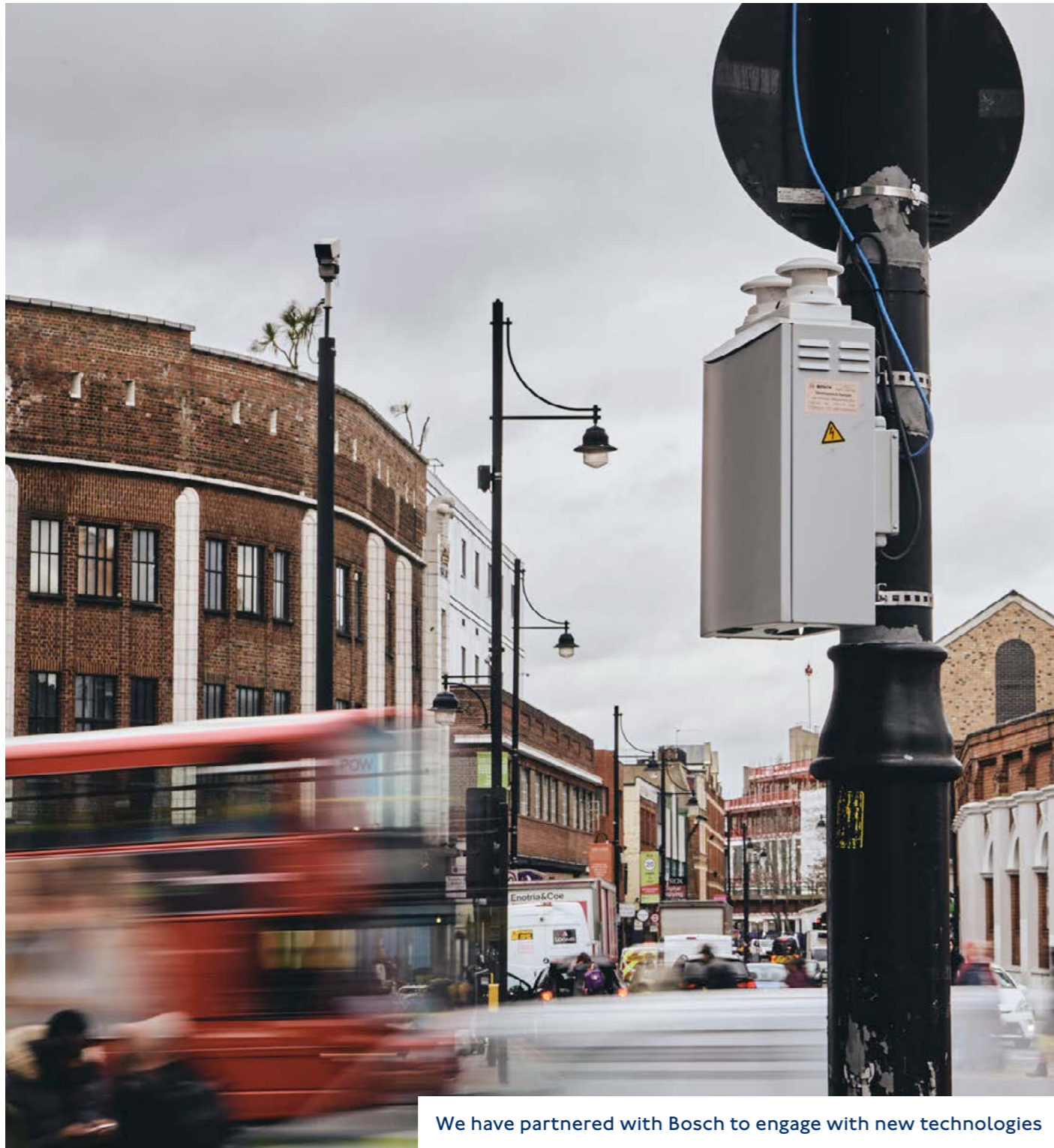
Rotherhithe Tunnel refurbishment

The project to refurbish the 112-year-old Rotherhithe Tunnel will bring it in line with current safety standards and ensure its continued use for decades to come. The concept design has continued as planned and is due to be formally completed in early June 2021. This keeps the project on track for the recommendation to award the contract for detailed design and build later in November this year. Works to replace equipment within the tunnel that required renewal before the main refurbishment, such as the tunnel approach lighting, is progressing as planned.

DLR

Our new DLR rolling stock programme will manufacture and supply 43 new trains – 33 to replace the expired B92 fleet and 10 to increase capacity. It will also include an expanded depot at Beckton to stable and service the new fleet, and signalling modifications to the Thales automatic train operation system to work with the new trains and functionality. There will also be a telecoms system modification to provide enhanced customer information and traction power capacity works.

Rolling stock manufacturing is underway with Construcciones y Auxiliar de Ferrocarriles. On 30 April, the tenth train bodysell was completed, with our first inspections successfully completed remotely, in lieu of in-person visits to the manufacturer. Signalling software development to accommodate the new trains is progressing on schedule and is due to be completed in March 2022.



We have partnered with Bosch to engage with new technologies

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

In addition to this work, we have now signed the grant agreement with the Government's Housing Infrastructure Fund for 14 more trains and stabling. There is a break clause in this agreement in July 2021 in case we do not have the financial certainty needed from Government to enable us to proceed with this vital project.

On 21 March, the Vehicle Control Centre borders signalling project was successfully completed following full commissioning and operational testing at both Beckton and Poplar Control Centres. This work helps to simplify our operation and reduces train control risk.

During the month of April, Depot Conductor Rail replacement works were completed. Site surveys were undertaken, and design is currently under way for key high-voltage projects to replace the East Route Ring Main Units and other vital DLR power substation equipment such as VMX switchgear and HSNP DC circuit breakers.

Poplar station lighting upgrade was also completed, and Beckton Depot shore supply equipment was successfully replaced and commissioned into service. The lift system upgrade project continued to make good progress with eight lifts completed in April. Site surveys and designs have commenced for escalator replacement works at Custom House and London City Airport stations.

Structural expansion switches and re-railing works have commenced, and the Canning Town I306 points were successfully replaced during the May Bank Holiday closure.

In May, works commenced on platform stairs and station surfaces. We also started work at Woolwich Arsenal and Limehouse Arches to address water seepage issues. Additionally, we completed waterproofing works at Woolwich Arsenal station in January 2021.

Partnership with Bosch

On 18 March, we outlined how our innovative partnership with Bosch has helped improve transport in the capital. Including the use of artificial Intelligence to improve road safety, new approaches to tackling Tube noise, optimising traffic signalling and greater insight of how smoothing traffic flow can improve air quality.

The pilot partnership, which began in November 2018, has seen both companies work together on several innovative projects across London. We are renowned for having a strong track record in world-leading innovation in transport and mobility, from the use and provision of open data, contactless ticketing, the implementation of world-leading road congestion and air quality measures and the development of advanced Tube signalling.

Building on this, we wanted to collaborate with a private sector innovator to help further address key transport issues within London. Bosch's commitment to collaboration to shape a new era of mobility that is sustainable, safe and

exciting aligned well with both the Mayor's plans and ours to engage with new technologies and ideas to help solve specific challenges.

We partnered with Bosch's dedicated Mobility Solutions team, which allowed for new ways of working and innovative ideas to flourish. Among several achievements made during the collaboration were:

- Better analysis of traffic flows and their impact on air quality: We used data to define, implement and evaluate a new traffic signalling timing strategy to improve localised air quality in Lambeth. 'Floating car data' automatically recorded traffic flow and vehicle fleet data, while Bosch air quality monitors and modelling capabilities gave clear evidence that enabling a smoother flow of traffic can help reduce harmful emissions across the capital
- Using AI to improve road safety: In a small-scale trial in Lambeth, artificial intelligence and digital imaging was used to help identify near-miss incidents at a pedestrian crossing
- Working with innovative start-ups and small businesses
- Identifying and trialling new ways to address Tube noise

This partnership was instrumental in the establishment of the 'urban mobility lab', which small businesses and innovative start-ups are able to use. It was designed as a forum for innovative idea sharing, guidance and mentoring, and for working

on projects, all with the common goal of using technology to drive innovation in mobility with a focus on improvements to London's transport system. Members also had full use of our Open Data platform and access to bespoke datasets to help investigate specific problems.

TfL Go app

On 27 April, we launched the marketing campaign around our new TfL Go app, following a soft launch last summer. The app is now available on both IOS and Android platforms.

As part of our improvement works ahead of the launch, we added nearby bus stop maps to the IOS app and rolled out new navigation that makes it easier to access live bus arrival times. We also added more features and functionality to the Android app to bring it in line with the IOS experience.

To help customers plan their journeys as lockdown restrictions have eased, we launched a new campaign to promote the app's functionality, including quiet times to travel, real-time bus arrivals, tube map, step-free access and walking and cycling functions. More than 100,000 people have now downloaded the TfL Go app since its launch last summer.

We are now focusing on integrating account and payment functionality so that customers can plan, pay and travel in one place, providing an even more improved customer experience.

New Homes

Southwark Over Station Development

On 17 March, we received a resolution to grant planning permission for one of the most sustainable office buildings in the UK. Situated above Southwark Tube station, our proposals will provide 26,500 square metres of commercial office space in a 17-story tower, as well as more than 230 square metres of retail space on the ground floor, including affordable workspace for small and medium sized businesses.

This innovative design is set to be heated by recycling the heat generated from the station directly below. The cross-laminated timber structure we are proposing will also result in a significant reduction in carbon emissions. Importantly, by developing this site and working closely with the neighbouring landowners, we have enabled Southwark Council's development of Styles House which will be redeveloped to provide 25 new council homes for the borough.

Nine Elms

On 20 April, we were delighted to receive planning permission from Lambeth Council for a new development at Nine Elms station as part of our joint venture with Grainger plc. It will deliver 479 new rental homes, 40 per cent of which will be affordable, across three buildings and provide new amenities for the local community, such as a new public square in the middle of the site and play spaces for children. The new commercial space will complement the retail opportunities being built as part of the station, and will help support and bolster the local economy.

Old Brompton Road

On 29 April, our application to build 51 new homes for rent – 45 per cent of which will be affordable, received approval from The Royal Borough of Kensington and Chelsea Planning Committee. These new homes will be located opposite West Brompton station as part of our redevelopment of the Earls Court site. The all-electric building will use no fossil fuels and features a range of sustainable innovative measures, such as air source heat pumps and solar panels on the rooftops.

Landmark Court

After receiving planning permission last year, we are now moving towards the first stages of development of Landmark Court, near London Bridge Tube station. Over the next few months, we will start our archaeological surveys on the site, enabling us to begin construction of new offices, affordable workspace, homes (50 per cent of which will be affordable), shops, restaurants and a small marketplace. This also enables us to preserve the memorial Crossbones Gardens which will neighbour the new development.

London Overground

The East London Line Enhancements Programme is developing concept designs for enhancement works that support housing growth at several key development sites along the East London Line. These works are funded by the Housing Infrastructure Fund and developer contributions and include: a new accessible station entrance at Surrey Quays, an entirely new accessible station between Queens Road Peckham and Surrey

Quays called Surrey Canal station, a new train preparation and stabling facility, and an upgrade to the traction power and signalling system. The current stage of design work and planning approvals will complete by the end of 2021.

Art on the Underground

In May, Art on the Underground unveiled Things Held Fast, a new artwork at Brixton station by Australian artist Helen Johnson, and a new iteration of its poster campaign at Southwark station.

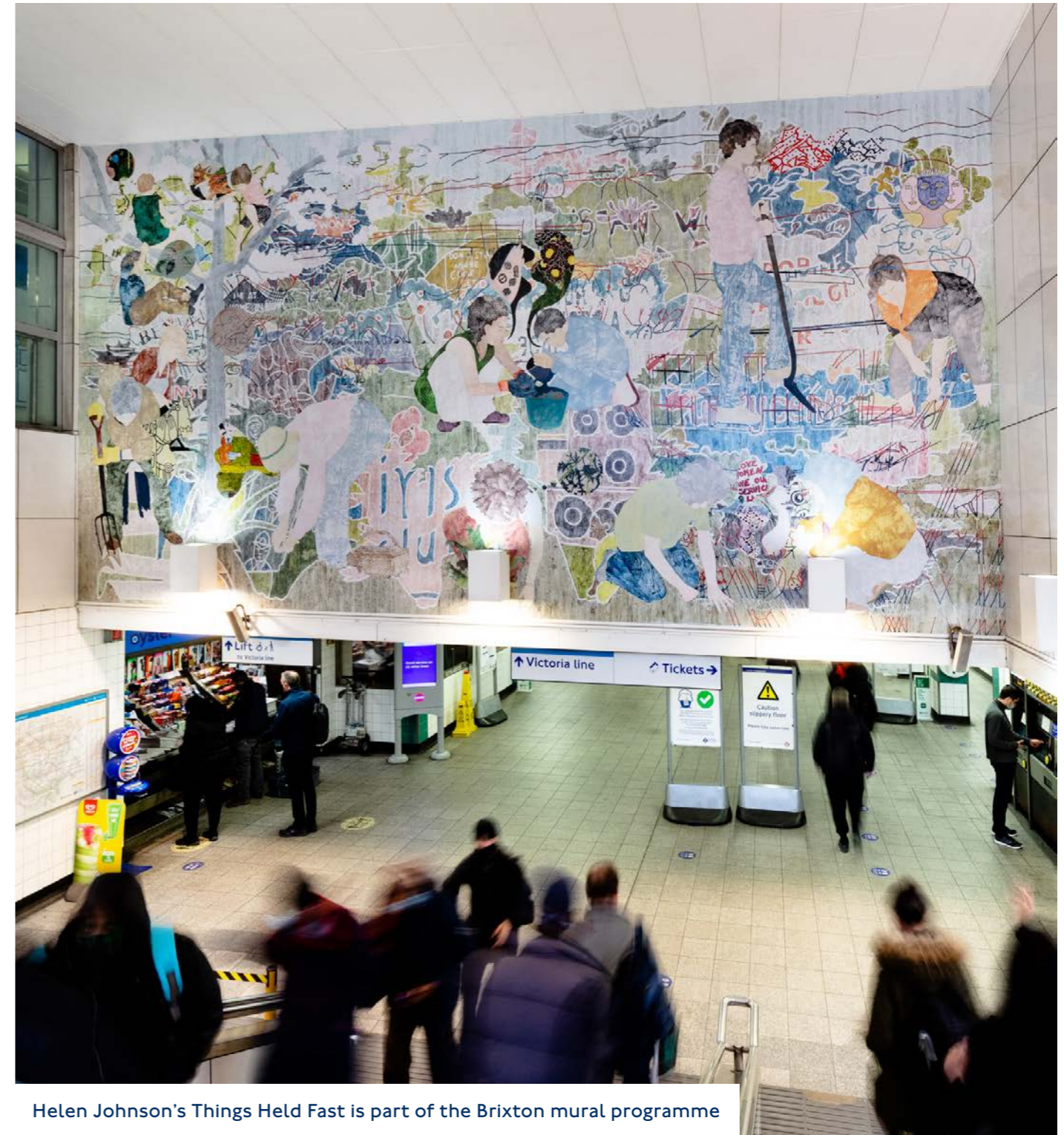
For her commission, Helen Johnson represents Brixton as a community garden – a shared space of growth, created by collective commitment over time. The painting explores the history of community activism, local identity and the ever-present legacies of colonialism – a common theme in Johnson’s practice. Things Held Fast is the fourth commission in Art on the Underground’s Brixton mural programme which invites artists to respond to the diverse narratives of local murals painted in the 1980s.

Art on the Underground’s poster campaign at Southwark station celebrates the artworks the programme has brought to the network over the past 20 years and the impact this work has had on staff and customers. Exploring Art on the Underground’s rich artistic legacy, the campaign highlights how art can change the way people experience the city.

Return of Buskers on the network

As restrictions ease, buskers have returned to stations like Leicester Square, Oxford Circus and Tottenham Court Road. Buskers are performing in accordance with protocols developed with our health and safety and operations team to ensure the protection of our customers, staff and the buskers themselves. The scheme will expand to additional stations as restrictions ease further, helping to bring music and life to stations.

Image credit: Helen Johnson, ‘Things Held Fast’, 2021. Brixton Underground station. Commissioned by Art on the Underground. Courtesy the artist and Pilar Corrias, London. Photo: Angus Mill, 2021



Helen Johnson’s Things Held Fast is part of the Brixton mural programme

6 Healthy Streets

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures has continued to deliver at pace. So far, more than 91.8km of strategic cycle routes have been completed, with a further 18.3km under construction. Through the programme of temporary schemes, and in collaboration with the London boroughs, we successfully met our scorecard target as outlined in the Mayor's Transport Strategy, delivering 30km of new or upgraded cycling infrastructure between November 2020 and March 2021.

As we recover from the pandemic, we will continue to monitor the impact of these trial schemes on cycling and other modes, as well as engaging local communities and stakeholders, to inform which schemes could be made permanent. The final section of CS7 cycle route upgrade between Oval and Elephant and Castle was completed in mid-March and works commenced on the A23 scheme between Oval and Streatham at the end of March. This scheme will deliver improvements along a 5-kilometre stretch of the A23, including improvements at junctions for cyclists and widening bus lanes to improve the experience of cyclists using bus lanes. As part of Cycleway 4, works along Tooley Street were completed at the end of March, providing temporary segregation and improvements at junctions for cyclists. Temporary improvements for cyclists and pedestrians proposed on Mansell Street were placed on hold because of the Government's short-term funding deal. Construction is planned to start in June subject to the next funding settlement.

Borough delivery continues to make good progress, with construction of trial routes taking place across nine London boroughs. Then London Borough of Islington recently completed Cycleway 38 between Highbury Fields and Finsbury Park, connecting with the 'pop-up' cycle lane along Liverpool Road, completed during 2020. Further cycle routes have completed in Lambeth, Ealing and Camden.

Bishopsgate judicial review

We have been given permission to appeal the High Court decision in relation to a judicial review claim brought by two taxi organisations against a temporary traffic management scheme in Bishopsgate and against the interim Streetspace for London guidance that we issued to boroughs in May 2020. On 20 January 2021, the High Court quashed the Streetspace Plan, our interim borough guidance and the traffic management order implementing the Bishopsgate scheme, but has stayed the effect of these orders until 21 days after the final determination of our appeal. The appeal will be heard on 15 and 16 June 2021.

The plan, guidance and order remain in place pending our appeal. No findings were made about the lawfulness of other borough schemes, which can also remain in place for as long as boroughs consider appropriate. The judgment does not prevent any decisions on schemes being taken going forward and these will be taken with appropriate regard to the judgment.

Cycleways

Cycleway 4

The works that have re-started in Greenwich along Creek Road, from Deptford Church Street to Norway Street, have progressed well and will be completed by mid-June 2021. The next section of Cycleway 4 proposed for delivery is the Evelyn Street section in Lewisham. The project team is working closely with Lewisham colleagues, with the aim to start works in July 2021, subject to the next funding settlement.

Cycleway 9

On 31 March, we completed all construction works on the eastern and southern arms of Kew Junction, at Kew Bridge. A road safety audit was also conducted on 6 April 2021, with no issues raised. In April, we commissioned road signals for Wellesley Road and the road section of the track was opened to the public on the 13 April 2021. The finalisation of the design and preparation for the start of construction on the western arm of Kew Junction will commence once the next funding settlement has been confirmed.

R (OneChiswick) v London Borough Hounslow

We are an Interested Party in a claim for judicial review and associated statutory challenge against the London Borough of Hounslow, challenging Hounslow's decisions to implement the temporary C9 Cycleway. The hearing has been listed to take place on 16 and 17 November 2021

Santander Cycles

As more people have turned to cycling for general travel and exercise during the pandemic, our Santander Cycles scheme has played a crucial role. We have supported NHS staff and key workers by offering free cycle hire access codes since March 2020. More than 97,000 NHS and 15,000 key worker promo codes offering free hires have been redeemed. We are also exploring options for providing a long-term discount to this group of customers, in recognition of their extraordinary contribution during the pandemic.

In addition, membership registrations for 24-hour access have increased by 193 per cent in the year to April 2021, representing the largest increase in the scheme's 10-year history. Meanwhile, registrations for new annual memberships have also increased, by 22 per cent. The total number of cycle hires for 2020 was 10,434,167, an increase of around 6,000 from 2019, despite a significant overall reduction in journeys across London during the pandemic.

Over the course of last year, the previous maximum daily hire number of 50,000 was surpassed on 16 separate days as record numbers of people tried Santander Cycles for the first time. On 30 March, we saw more than 50,000 hires – the first time this milestone has been hit in 2021. The week commencing 29 March, also saw the busiest March week ever and the weekend of 17 and 18 April saw almost 80,000 hires, a 47 per cent increase on an average weekend. The most recent bank holiday weekend, from 29 May to 31 May, saw more than 150,000 hires made across the three days.



Santander Cycles have seen a significant increase in hires

We have ambitious plans to build on this success and modernise Santander Cycles. This initiative aims to broaden and increase Santander Cycles usage, ensure investment delivers value for money outcomes and adapt to the requirements of the latest applicable regulations. The scheme has continually expanded and we have installed 10 new stations in Southwark and Clapham over the last six months.

Santander Cycles will also look to benefit from the latest market functionality for bicycle sharing systems, including an upgraded back-office solution with the ability to offer more flexible fare options.

On 28 May, we reached an agreement with Santander that will see the financial services provider continue its sponsorship of London's flagship cycle hire scheme, Santander Cycles, for another three years until 2025. The extension of Santander's sponsorship will support our plans for future investment in cycle hire, ensuring the scheme keeps pace with its extraordinary growth in recent years. The next three years will see Santander Cycles expanded to new areas of London, and the introduction of e-bikes to the fleet for the first time. In partnership with Santander, we are working on plans to introduce around 500 e-bikes to the scheme from summer 2022, helping to break down the barriers that stop some people from cycling, including fitness, age and journey length. Planned modernisation will also include major updates to the Santander Cycles app, cycle hire terminals and back office systems that will enable us to deliver even greater flexibility for customers.

Santander's sponsorship renewal comes as our cycle hire scheme has enjoyed one of its most successful years. This success has been the result of efficiencies including the introduction of Beryl GPS technology to help locate missing cycles, and a significant increase in people hiring for longer during the coronavirus pandemic as more people turned to cycling for their exercise.

Air quality and the environment **Ultra Low Emission Zone expansion**

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has helped tackle air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide levels within its boundary. From 25 October 2021, the existing central London ULEZ will be expanded up to, but not including, the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions more Londoners. Cars, motorcycles, minibuses (up to five tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.

A key element of this expansion is to move the existing operational systems to a cloud-based platform, which will enable us to deal with the increased volumes of data. We have successfully migrated three of the four tranches of systems and applications to the cloud platform and are now testing the final tranche ahead of migration in July.

We have installed around 600 new cameras around the expanded zone, with more to follow. These have been positioned in a way that addresses privacy concerns while maintaining effectiveness. We have completed design and build of the new camera data processing system and are in the final stages of testing before it goes online in August. We are nearing the end of installation of foundation sockets for the new boundary signs and have started installing the signs and posts.

Work continues on the marketing campaign to raise awareness of the ULEZ expansion and educate drivers on how and where the scheme will operate, encouraging them to check their vehicles and plan their options ahead of October. This campaign includes posters, radio adverts, press and online advertising, leaflets for local residents, press activity and stakeholder engagement, and will run until the scheme launches.

On 1 March 2021, we started enforcing tougher emissions standards for heavy vehicles operating within the existing London-wide Low Emission Zone. This means that all heavy vehicles entering London must meet the cleanest Euro VI emissions standards or pay a daily charge. By the end of 2020, nearly 90 per cent of heavy vehicles in London were compliant, highlighting how effective the scheme has been in encouraging operators to upgrade to cleaner vehicles. The Mayor asked us to delay the introduction of the tougher standards for the Low Emission Zone from 26 October 2020 until 1 March 2021 in response to concerns about the impact of the pandemic on supply chains for newer

vehicles and retrofit equipment during the tightest lockdown restrictions in early 2020. This decision was reviewed in early September 2020 and we found that supply chains have now resumed and are able to meet the expected demand.

Direct Vision Standard

In March, in partnership with London boroughs, the freight industry and campaign groups, we delivered a radical improvement to road safety in the UK with the introduction of the pioneering Direct Vision Standard (DVS). Three months on, the data shows that this vital lorry safety scheme, which reduces lethal blind spots, is already helping to save lives and prevent life-changing injuries.

Our DVS scheme requires the owners of heavy goods vehicles (HGVs) weighing more than 12 tonnes to apply for a free permit that assigns vehicles a star rating based on how much the driver can see directly through their cab windows in order to be able to drive in London. It is now operating 24 hours a day, seven days a week and is enforced on all roads in London. The standards are set to tighten further in 2024, which will result in even safer lorries operating across the country.

To date, more than 136,000 permits have been issued, including more than 4,000 to five-star vehicles, which provide the highest levels of direct vision. Around 70,000 zero-star HGVs have now had safe systems fitted, improving protection for people walking, cycling or riding e-scooters or motorcycles and helping to prevent fatal collisions on roads.

Those without a permit face a penalty charge notice of up to £550, with around 7,000 notices having been issued since March. Our enforcement officers also carry out roadside inspections to check HGVs are safe and that safety measures are in place, resulting in some permits being revoked.

Scrappage schemes

We have continued to operate the Mayor's scrappage schemes to help drivers scrap their older, more polluting vehicles to meet required emissions standards. To date, the schemes have supported the scrapping of more than 9,000 vehicles, with more than £40m of grant payments issued.

Following the receipt of additional funding from the GLA, the Van and Charity Minibus Scrappage Scheme has been able to make new offers totalling £1.7m to a number of applicants who were held in a queue since the scheme was suspended in August 2020.

Funding for the ULEZ Car and Motorcycle Scrappage Scheme has also been increased by £2.5m. This scheme offers grants to any London resident who receives certain means-tested or non-means-tested disability benefits. The extra funding will enable the scheme to continue to offer support to these target groups who may be disproportionately affected by the expansion of the ULEZ.

Rapid charging

To support the growing number of zero-emission capable taxis and the wider take up of electric vehicles, we have invested £18m to build a network of electric vehicle rapid charging points. Despite delays

caused by the pandemic, we still achieved our original target of installing 300 rapid charging points by 31 December 2020, with this figure met by 17 December. We have now installed 311 rapid charging points, with work now complete on our single-site programme. Work continues on two multiple rapid charging point hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

While the pace of recent electric vehicle infrastructure delivery has been impressive, current public funding streams are coming to an end and we need to set out what should happen to move the agenda forward. The Government's intention to end new car sales for petrol and diesel cars and vans by 2030 will further accelerate the switch to electric vehicles and create more demand for infrastructure. We are developing a new strategy outlining our updated forecasts for the London's electric vehicle infrastructure needs by 2030, including how the public sector can further support this and remove barriers for the private sector and what Government funding or support is required in order to achieve this.

Electric vehicle infrastructure delivery

Having successfully installed more than 300 rapid and 3,000 residential electric vehicle charge points to date, we are now leading on developing a delivery model for the roll out of additional facilities to meet growing demand. The objective of this programme is to make use of GLA land to accommodate electric vehicle charging requirements and establish efficient mechanisms for delivery. Work is progressing well, with

outputs to be informed by feedback from stakeholders involved in electric vehicle infrastructure and our emerging Electric Vehicle Infrastructure Strategy. This work makes charging infrastructure available to a variety of users across London, which will enable the switch to zero-emission vehicles ahead of the ban on petrol and diesel sales from 2030.

Bus Priority Programme

The Bus Priority Programme delivered 1.7km of new bus lanes across London in the second half of the financial year, as well as several highway changes to reduce journey time delays at pinch points. Construction has started on the West End Gate (Edgware Road) scheme to create a new section of bus lane at a notorious delay point for buses, with completion scheduled in June 2021. Once completed, journey times are expected to be reduced by 30 seconds per passenger, with £80,000 of operational cost savings per year. We have also supported London's boroughs to deliver bus priority schemes and the London Borough of Harrow is now on site with Wealdstone Town Centre scheme. This scheme will improve bus journey times and improve the overall area for pedestrians and local people. A pipeline of schemes to deliver eight new bus priority corridors has now entered feasibility design, with the initial improvements planned for design and delivery in 2021/22.

Demand responsive bus trials

During 2019 and 2020, we launched two 12-month trials of demand responsive bus services in Sutton and Ealing. These trials enabled us to explore the potential for this

new form of transport to complement existing public transport and reduce car dependency in outer London. Customers could book a seat in real-time, using the app or over the phone, on fully accessible buses that met the ULEZ standards. The buses did not follow a fixed route, with users instead able to board at pre-determined safe stops within a defined service area.

Both services had to be suspended in March 2020 due to the pandemic and, as that continued, it was clear we could not resume them as planned at the beginning of the project. As a result of shortening the trials, there are certain aspects of the assessment that remain inconclusive and may require further evidence. Nevertheless, we gathered invaluable insights into some of the associated strengths and weaknesses and have summarised findings against the initial objectives. This research will soon be published in an external report and will help inform our longer-term policy position on demand-responsive transport.

Zero-emission buses

Work continues to update our bus fleet with more than 500 zero-emission buses currently in the fleet. We are on track to have more than 700 by the end of 2021, subject to no further national lockdowns, which would cause delays to vehicle delivery and roll out. We will seek continuity funding from central Government this spring to accelerate the electrification of the entire fleet, to further enhance air quality and tackle climate change. With robust policy support and funding from the Government, we believe

it would be feasible to bring forward our target for a fully zero-emission fleet from 2037 to 2030.

Dial-a-Ride fleet renewal

We have completed the renewal of all buses in our Dial-a-Ride fleet, to ensure compliance with Euro VI emission standards. All vehicles now meet the requirements associated with the ULEZ ahead of its planned expansion.

Limmo Peninsula ecological enhancements

While we prepare our site on the Limmo Peninsula in Canning Town for the development of hundreds of new homes and green space, we are working with a south London beekeeping organisation to install beehives on our land. Our partnership with Bermondsey Street Bees is helping to support ecological diversity around the site without competing with existing species. From this summer, the hives will start to produce honey, which will be sold to London's restaurants and catering businesses.

Safer Junctions

Works to make safety improvements have been completed at 41 of London's most dangerous junctions, including recent completions at:

- Edgware Road/Harrow Road
- Edgware Road/George Street
- Camden High Street/Parkway
- Clapham Road/Union Road

- East India Dock Road/Birchfield Street

We have introduced measures at all the sites to reduce road danger, such as dedicated cycle signals, footway improvements, side road closures, new and more direct crossings, and dedicated traffic signal stages for cyclists.

On 19 February 2021, we confirmed plans to make crossing Battersea Bridge safer. These proposed changes include a new signalised pedestrian crossing on the north side of the bridge, which will make it much safer for pedestrians to cross the road here. In March, we began engaging with the local community and plan to start work this summer, subject to funding. This work has been brought forward after a man was tragically killed on the bridge earlier this year following a collision with a vehicle.

In the coming year, further junctions will be upgraded, subject to funding, including Camden Road/Camden Street and Holloway Road/Drayton Park.

Old Street

Construction is progressing at Old Street Roundabout, where a new design will make it safer for cyclists and pedestrians by providing new and improved crossings, fully segregated cycle lanes, and a new public space with an accessible main entrance to Old Street Underground station and the subsurface shopping arcade.

The main construction works are continuing with the new station entrance at Cowper Street. Installation of the precast concrete elements including the side walls, stairs,

landing and roof sections have all now been successfully lifted into position. Installation of the glass cladding is currently in progress and the new entrance is on track to be opened in August 2021.

Construction works are also continuing with both the highways, drainage and station roof strengthening elements. Demolition work to create the openings in the peninsula for the new main station entrance and the new goods lift was successfully completed and construction is now under way on the new main station entrance substructure and new goods lift shaft. In addition, the new main station superstructure works are scheduled to start in July 2021. Refurbishment works to the existing stairs at the northwest entrance to the station is also currently in progress, ahead of the adjacent ramp closure and passenger lift works starting from August 2021.

Installation of the critical fire safety systems in the below surface shopping arcade area, both public and retail areas, have commenced as planned and will continue with ongoing installation of new mechanical, electrical and communication equipment.

The project is scheduled for completion in autumn 2022.

Nine Elms

The highway changes to Nine Elms Lane will provide a 2km sustainable transport corridor in the middle of the largest central London regeneration zone. The former industrial estate will be transformed into a new mixed-use quarter through the delivery of 20,000 new homes and 25,000 new jobs, including new hotels, schools and leisure facilities.

There are around 40 development sites in the growth zone, all at different stages of delivery and development. Each developer is required to minimise the impact of their development on the transport infrastructure, including the road network. The proposed highway masterplan enables us to secure third party funding and ensures that the solution is cohesive, providing more benefit than if the developers delivered individual smaller interventions. The new highway proposals, funded fully by developer contributions, will make it safer, easier and more inviting to walk, cycle or use public transport at both current and future demand levels.

Battersea Power Station is the first developer to build out their site. In line with its planning permission conditions associated with the occupation of their buildings and the opening of the Northern line station, construction to deliver the first phase of the corridor improvements in spring 2020 has started. Construction work between Duchess Bridge and Sleaford Street will be completed in June 2021, delivering 300 metres of safer segregated cycle facilities, widened footway, new

pedestrian crossings and new interchange space outside the new Northern line Tube station. Future delivery phases of the highway are being coordinated with other developers.

Lane Rental

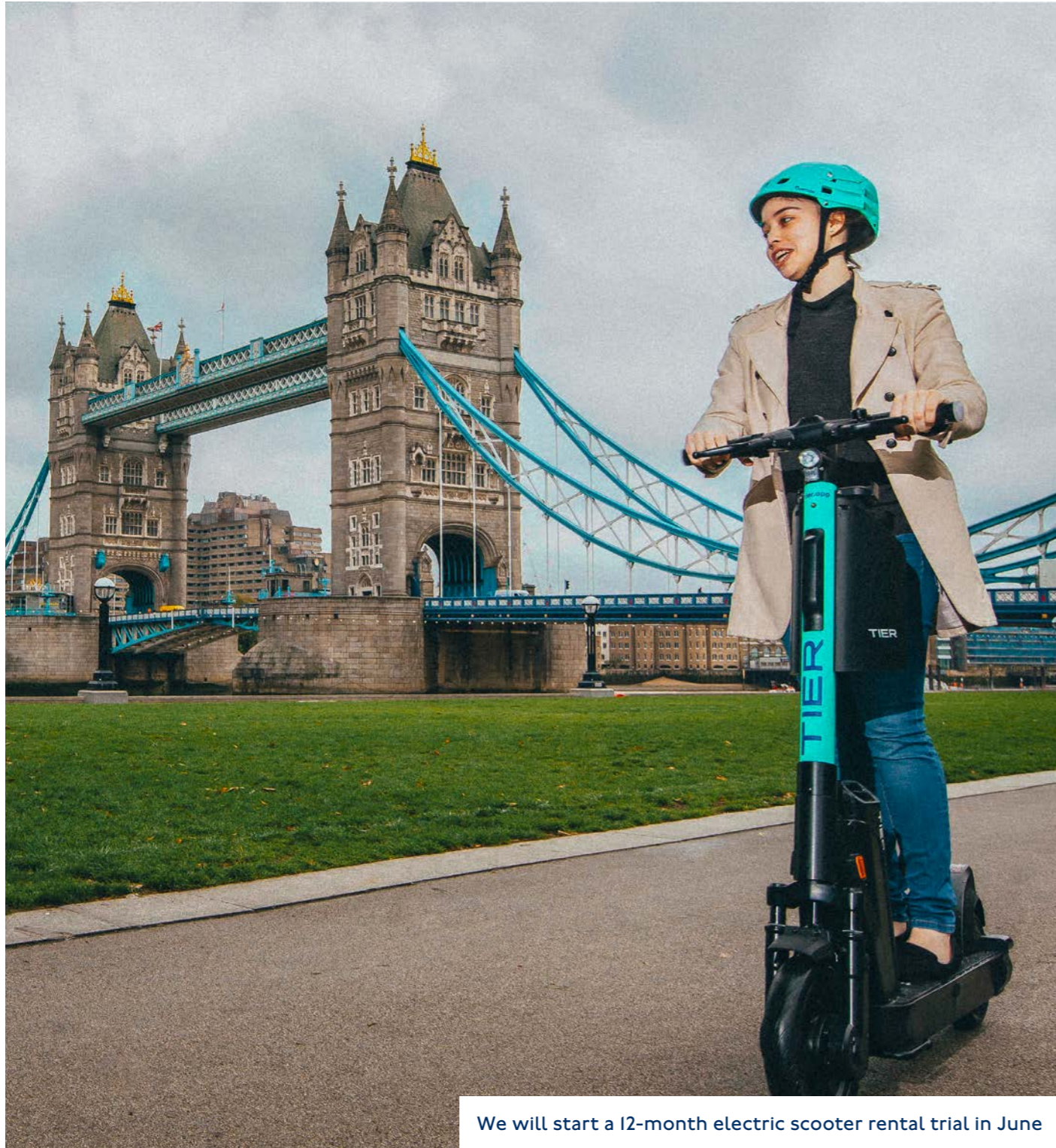
Following the Government's scheme approval, focus turned to getting our broad range of stakeholders operationally ready for the 1 May go-live date. To do this, presentations were delivered to stakeholders to provide an overview of the scheme changes and explain what each business needed to be aware of. In addition to these presentations, we also developed a new FAQ document about the scheme for stakeholders to refer to and organised a two-week systems familiarisation period ahead of the new scheme going live. Mapping data has also been produced, including a new interactive map, together with nationally standardised files to show the new scheme extents, charge bands, tidal and the new footway locations. Multiple systems were also updated to reflect the new scheme, this includes functionality enhancements to our core Roadworks management systems along with mapping updates to the LondonWorks Central Register, Playbook and OneNetwork.

Green Person Authority

On 27 May, we announced that 18 pedestrian crossings are being introduced that have been programmed to show a continuous 'green person' signal until traffic approaches, to prioritise people walking. The signals show a green light for pedestrians until a vehicle is detected, making it easier for people to cross the road and enabling more journeys on foot. These will be in place by the end of June and will help make the capital's transport network even more sustainable, and support a green recovery from the pandemic.

This 'Green Person Authority' technology has now been delivered at seven locations in Tower Hamlets, Newham, Hounslow, Richmond and Hillingdon, and will be installed at a further 11 locations over the coming weeks.

A number of factors have influenced the signal locations, including high pedestrian flow, proximity to pedestrian destinations such as shopping centres, stations and schools, and suitability of existing technology. We continue to identify new locations where 'Green Person Authority' crossings can be introduced, with the aim of increasing the number we have over the coming years.



We will start a 12-month electric scooter rental trial in June

Electric scooter trials

Following an open and competitive procurement process, operators Dott, Lime and Tier have been selected to deliver an electric scooter rental trial in London. The trial will begin on 7 June for an initial 12 months, with a number of boroughs taking part from the start and more able to join throughout. The rental electric scooters are only to be used on roads and cycleways, not on pavements, and must be hired from and parked in designated parking locations.

Safety will be at the core of the trial, with many standards going further than those set out nationally, such as a lower maximum speed of 12.5mph. Throughout the trial, data shared by the operators and collected from wider stakeholders will play a vital role in helping to shape London policy and the UK's future legislation on electric scooters. Data sharing will be facilitated by a new Micromobility Management System, which allows two-way data sharing. Alongside London councils and participating boroughs, we will work together to ensure operators comply with the safety, parking and operating standards of the contract.

A40 Westway

We have awarded a contract for the detailed design and build of the major expansion joint and the start of construction is on track for early autumn 2021. The renewal will reduce the risk of any unplanned asset closures or restrictions. Engagement with boroughs and other stakeholders continues, in order to carefully plan the traffic management and project delivery.

A3 Kingston

Through the latest block closure of the A3, we carried out a series of essential maintenance works. This set of closures allowed us to renew road makings and road studs, carry out structure inspections and maintenance, clean the gullies, drainage repairs, tree pruning, grass cutting, weed spraying and removal as well as repairs to streetlighting, carriageway, footway, safety barriers and street furniture. Block closures also provide a safer working environment for our contractors and allow for several pieces of work to be carried out at the same time. The Royal Borough of Kingston Upon Thames was also offered the opportunity to use the planned closures to carry out their street cleaning and litter picking on the A3.

Asset Capital Renewal Programme

With the end of the Government grant in 2017/8, there was a two-year pause in Surface asset renewals that saw a decline in the assets' state of good repair and customer satisfaction. However, over the last year, good progress with our programme of renewals has enabled us to make significant process in refurbishing the most important assets. We have now completed: work on 11 bridges and structures including joint renewals on the A406 and A3; the provision of 40 new or refurbished bus driver mess rooms; the renewal of the fire safety system at Victoria Coach Station together with a new customer information system; traffic signal modernisations at 49 crossings and 25 junctions; 227,000square metres of new carriageway and 414 new bus shelters. Plans are currently under way to continue

the refurbishment of our highest priority renewals in 2021/22 to ensure they remain safe, operable and reliable.

New works for London contract

Over the last three years we have been building the next generation of highway, inspection, pier and tunnel maintenance and project contracts. The contract is one of Europe's biggest. The new world will see electric vehicles used, use of more recycled materials, LED rollouts and the planting of more trees and meadows. This contract will support thousands of jobs and enable investment of £1.7bn in the London and UK economy. These new contracts commenced on 1 April 2021 and will be in place for the next eight to twelve years.

Since the mobilisation of the highway, tunnel and pier contract we have: managed several full winter gritting fleets; introduced the use of drones for structural inspections; TUPED and trained 650 staff; introduced electric cars and vans into service; taken delivery of our first cargo maintenance bikes; repaired and resurfaced the Blackwall tunnel after a tunnel fire; and started to plant a forest of new trees.

Monitoring bridge strikes

We have been looking at the best ways to protect our low-headroom bridges from being hit by vehicles higher than the recommended height, and have worked with our supplier to roll out an enhanced bridge strike system across nine of our most vulnerable bridges. These vulnerable bridges are located at South Harrow station, Hounslow Central to Hounslow West, Park Royal to Alperton, Hounslow East

to Hounslow Central, Northolt to South Ruislip, South Ruislip to Ruislip Gardens, Chalfont Latimer to Chorleywood, Amersham to Chorleywood, and Moor Park to Rickmansworth.

This improved system has sensors that monitor the bridge for sudden movements and begin recording when a potential strike has happened. These high-resolution cameras can then provide video footage of the incident for us to review. When activated, the system also sends an automated SMS and email to our operational team so that they can respond to incidents quickly – helping to keep the railway running safely and efficiently.

Creating a safer network

We have been working closely with utility companies and our contractors to bring some of their most potentially impactful schemes forward for delivery in unprecedented timescales. With restrictions easing, our teams have worked tirelessly to reduce the risk of a summer backlog of roadworks during London's economic recovery while still delivering essential works packages to create a safer network. Over the pandemic, we have successfully coordinated a raft of works on our roads such as 10.7km of gas mains replacement and remediation, 1.8km of water mains replacement, 82 major crane operations supporting developments, 250 major TfL schemes, maintenance of more than 13,500 asset locations and 5,800 works to improve and maintain electrical and telecoms supplies. This vital work allows us to keep our roads safe and running with minimum disruption caused to Londoners.

Surface technology

We continue to lead the way in delivering innovative new road traffic management systems to make journeys by walking, cycling and bus, as well as essential emergency services and freight trips, as efficient as possible. The second release of our Common Operational View Incident Management System has now been deployed into live operation in our Network Management Control Centre. This ground-breaking system introduces new data sources and map layers to enable the control centre to focus its response to incidents on our network around the Healthy Streets framework.

Procurement of our deployable enforcement cameras is continuing. We have recently competed a competitive tender process and are working with the winning bidder to enable the first cameras being used later this year.

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system which provides real-time information on bus locations. Replacing this critical system is a key priority, as it allows us to provide live information to customers, enables bus priority at more than 1,800 junctions and supports performance payments to Bus operating companies. We have published the Contract Notice for the iBus2 replacement project on the Find a Tender Service and are currently reviewing responses received to shortlist suppliers

and start discussions. Our public transport technology area also includes replacing the booking and scheduling system for Dial-a-Ride, which will enable us to book and deliver more trips with the same number of vehicles. Procurement for this system is progressing well, with supplier shortlisting completed in March 2021.

7 Crossrail

The opening of the Elizabeth line for passenger services is still due to be realised in the first half of 2022.

A number of milestones have been achieved since the last update and, most crucially, the project is now in the trial running phase. This means trains are running through the central tunnels and operating a timetabled service, initially with four trains per hour and this will gradually increase to eight and 12. Increasing the number of trains on the railway will take place before further activities such as timetable operation, timetable demonstrations and integration testing can be undertaken.

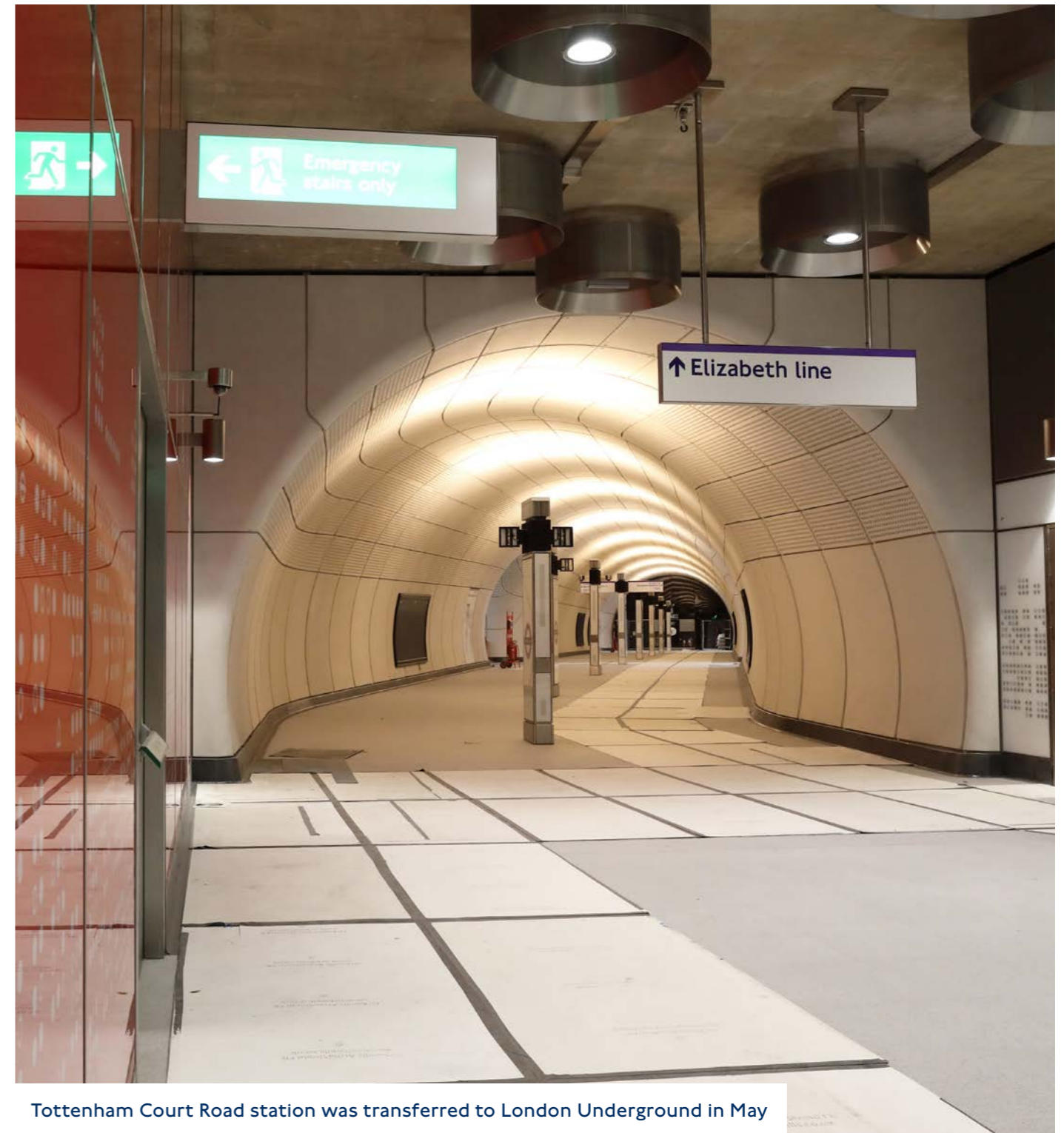
This is a huge milestone and took a lot of work to accomplish. Most notably, three other key milestones had to be achieved before we could begin trial running through the central section. These were the commissioning of the Great Western Main Line (GWML) and Great Eastern Main Line (GEML) fringes to join up the railway, and the assumption of responsibility by Rail for London Infrastructure (RfLI) for relevant infrastructure as an Infrastructure Manager under Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), which enables TfL to allow the infrastructure to be used for operating the trains.

The successful transition from a construction to an operational railway environment has changed the safety profile across the project. It is a major change as work is now no longer under construction rules but on a 'live' railway. We have

prepared for this transition and continue to monitor it very closely. It is positive to see this transfer happen safely, with no harm to anyone in our workforce, and in line with our Target Zero ethos.

The project is also preparing for Trial Operations, the final stage before opening. The handover of the central section stations is critical to achieving this. On 5 May, Tottenham Court Road station was successfully transferred to London Underground, in line with our delivery schedule. There are now three central section stations in TfL's possession. The remaining stations to join, with the exception of Bond Street, are either in the T-12 process or readying for it. Canary Wharf and Whitechapel are the next stations expected to begin the T-12 process in the coming months.

TfL Rail ended the 2020/21 financial year positively, with the Public Performance Measure (PPM) achieving 96.1 per cent of trains meeting their reliability target in period 13, the four-week period between 7 to 31 March 2021. Overall, the Moving Annual Average trend continues to improve and, at 96 per cent, is the highest since TfL Rail took over operations in 2015. This was the third best annual PPM in the country.



Tottenham Court Road station was transferred to London Underground in May

8 Finance

TfL funding update

On 31 October 2020, we reached agreement with the Government for £1.8bn of funding to support us in delivering our essential services for London up to 31 March 2021. The funding consisted of a fixed base amount and a flexible revenue top up, depending on our actual passenger income, and has allowed us to help London through this phase of the pandemic.

The funding agreement has been extended twice, first to 18 May 2021, and more recently to 28 May 2021, with the same funding mechanisms and conditions applied. Throughout this entire period, we have worked alongside the Government through an Oversight Group to report on progress in delivering against the conditions of the funding agreement.

Our Financial Sustainability Plan, published on 11 January 2021, sets out our funding requirements alongside TfL's critical role in supporting the London and UK economy, our contribution to wider Government objectives and the importance of ensuring TfL is put on a sustainable financial footing.

The plan strongly recommended supporting a policy-consistent scenario (Decarbonise by 2030) which closely aligns to the aspirations set by local and national Government policy and supported spending on renewals, delivering substantial decarbonisation by 2030, preventing a car-led recovery and investing to improve our services and support development of new homes and jobs.

Following the expiry of the funding deal for the second half of the 2020/21 financial year, the Government, the Mayor and I agreed that more time was needed for constructive negotiations to be concluded, which the two short extensions enabled.

On 1 June, we reached an agreement with the Government that extends its financial support until 11 December 2021. This agreement provides £1.08bn in base funding and further support, should our passenger revenue income be lower than forecast until 11 December 2021, to enable us to continue to run near full levels of service to stimulate London's recovery and deliver a host of improvements, including the Elizabeth line, Northern Line Extension and expansion of London Overground. It is vital that we also use this period to agree a longer-term settlement so that we can effectively plan for London's future and deliver maximum value for money through our contracts and supply chain.

The conditions placed on us by the Government agreement and the amount of funding we will receive means we need to find a further £900m of savings or new income this year compared to our approved Budget, on top of the £730m of savings already assumed in our Business Plan. We will work through this while protecting front-line services to deliver what London needs and to play our full part in recovery, decarbonisation, improving air quality and promoting active travel.

TfL 2020/21 financial performance

Our latest financial report covers the full 2020/21 financial year, from 1 April to 31 March. Our financial performance is measured against our Budget submission, as presented to Board on 9 December 2020, which updated our Revised Budget set in July. The December Budget includes up to £1.8bn of Government funding for the second half of the financial year.

Our provisional full year position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, before the Government's funding, was a deficit of £3,724m. This is £458m better than budget.

Of this, £120m was due to better than forecast passenger income, including the release of a revenue contingency which reflected the high degree of uncertainty around journey levels and around lifting of social restrictions. Overall, passenger income remained significantly down on last year, at £3.2bn, or 66 per cent, lower.

Both Tube and bus journeys have seen a gradual, overall increase since January 2021, in particular from 8 March, when school children and students returned to face-to-face education in schools and colleges. Journeys on the Tube ended 2020/21 at 78 per cent lower than last year and bus journeys stood at 59 per cent lower than the end of 2019/20. Compared to the end of 2018/19, which was the last year unaffected

by the pandemic, Tube journeys are 77 per cent down, bus journeys are around 50 per cent lower and weekly passenger income is around £64m lower. Demand has risen since the end of the last financial year, as we entered Step 3 of the Government's plan to ease lockdown restrictions on 17 May. Journeys for the week ending 22 May were 41 million which is 51 per cent of pre-coronavirus levels.

Under the funding agreement with the Government for the second half of the year, we do not carry the financial risk from lower passenger journeys, as we receive a revenue top up to a predetermined level. The total Government funding and financing support for 2020/21 was around £3bn, which included £717m of revenue top up. The revenue top-up amount is circa £100m less than what was anticipated when we signed the funding agreement for this period, as revenue from underlying journeys were better than expected.

Operating costs are £297m lower than Budget. This is largely due to the release of centrally held contingencies which were held to mitigate risks, and reflect the uncertainty of the current time. Our continued enforcement of spend control measures and savings plans have also contributed to lower core costs of £56m.

Total spend on capital renewals and new capital investment for the financial year was £46m, or four per cent, lower than budget, reflecting greater caution on capital spend approvals owing to funding particularly as we approached the end of the funding period.

Our cash balances have remained broadly stable since the H2 funding agreement with Government. We had a cash balance of £1,620m at the end of 2020/21, which is £103m more than target – this is driven by continued cost control measures. Our cash balances also include £260m of ‘excess’ funding provided in the first half of 2020/21 which is expected to be repaid to the Government during 2021/22.

As part of the funding agreement for the second half of the year, we committed to making £160m of cash savings, compared to our Revised Budget which was set in July 2020. In total, we made £166m of underlying cash improvements after accounting for timing differences that are expected to reverse in 2021/22. This is from higher road user charging income, further reductions in operating costs, and savings and deferrals of capital spend. As above, funding uncertainty for next year is reducing our ability to commit to investing for the long term.

We continue to focus on costs savings programme. By the end of 2020/21, we delivered around £560m of recurring and one-off savings or approximately £500m of total savings after deducting direct pandemic-related costs.

TfL scorecard - second half of the financial year

The scorecard for the second half of the financial year covers the period of our funding agreement for this same period and ran from 18 October to the end of the financial year, 31 March 2021.

This scorecard moves on from the first half of the year scorecard (which reflected our immediate priorities in responding to the pandemic and Government advice), to be recovery focused, with a return to our core priorities of safety and people, and an emphasis on active travel and reducing carbon emissions.

Our overall performance for this second period was 96.7 per cent. 12 of the 15 measures were better than target which is partly a reflection of the higher than expected growth in passenger volumes, supported by services operating at levels better than target. We also saw strong performance in our people metrics for engagement and inclusion.

Safety

Safety is our top priority. In the second half of the year, fewer people were killed or seriously injured in road collisions on the road network. There were also fewer fatalities and serious injuries among our customers and workforce.

Operations

We met our targets for bus and Tube services, delivered as a percentage of the pre-pandemic service levels. Our CO2 emissions from operations and buildings were just over target, though well below the floor target. This was largely because operated services were higher than forecast due to a stronger than expected recovery.

People

One of our top priorities is to create a more diverse and inclusive organisation, informed by and for our colleagues. Our annual Viewpoint survey saw a five per cent increase in engagement compared to last year and our inclusion index also increased by five per cent, both well exceeding their targets. The results indicate we are moving in the right direction, but there is more we need to do in areas of well-being and inclusion to improve the disparity between minority and majority groups.

Finance

We have met our target on maintaining liquidity with the support of the Government funding and financing agreement for the second half of the year. Our actions to reduce costs, reprioritise spend and projects, make considerable savings and enforce tight spend controls means our operating and capital costs have also met their targets.

Customers

Our customer care score exceeded the target, reflecting the exceptional service provided by our frontline colleagues in responding to the challenges of the pandemic. Our active, efficient and sustainable mode share measure reflects a higher than expected number of short journeys being made by public transport, walking and cycling, which supports a green recovery as more people choose sustainable modes over car use.

Delivery

We have met our target on the Elizabeth line milestone to start the system integration for dynamic testing. This will enable trial running of an increased number of trains in the tunnels and pave the way for testing how well the railway system will work in operational-like situations. We delivered the majority of our milestones, with some minor slippages which meant we were just short of target. Milestones achieved include the first test train to run on the new Northern line extension, installation of 300 rapid charge points, and the go-live of the Direct Vision Standard and tougher Low Emission Zone for HGVs entering London.

About Transport for London (TfL)

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

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, 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.

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