

# Commissioner's report

July 2022

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# Introduction

## The new Barking Riverside Extension marks another transformative addition to our services



We continue to improve transport services across the capital

Following on from the opening of a new Northern line platform at Bank and the launch of the Elizabeth line, I am delighted that the Barking Riverside Extension opened to customers on 18 July.

This incredibly important 4.5km extension on the London Overground Gospel Oak to

Barking route offers a new step-free station at the heart of Barking Riverside, and drastically cuts journey times from Barking to Barking Riverside, a journey which currently takes around 25 minutes by bus.

In addition to the transformative boost to transport services in the area, the extension

will enable the construction of 10,000 homes, a new school, healthcare facilities and a new district centre with commercial and leisure facilities, high-quality public spaces, and connections to walking and cycling routes.

As the summer holidays begin for many, we have played an integral role in supporting a busy calendar of events in the capital. For me, the highlight was the series of events celebrating the Queen's Platinum Jubilee, which took place over the special bank holiday weekend in June. I know I am not alone in the admiration and gratitude I feel towards the Queen for her 70 years of service, and the weekend was a fantastic occasion for London and the whole country to celebrate this historic milestone. I want to thank, in particular, the huge number of colleagues who helped make the weekend's events such a success.

I am also extremely pleased that the Elizabeth line, which we strived to open in time to mark the celebrations, was part of our service offering to support the Jubilee weekend. The Elizabeth line has been an unrivalled success since its opening, delivering an excellent service and seeing more than a million journeys a week in the central section.

I remain completely focused on safety, so I was pleased to see that the number of people killed on London's roads fell to the lowest level on record in 2021. However, we need to continue our utmost efforts to achieve our Vision Zero goal to eliminate all deaths and serious injuries from our roads

by 2041, and I was pleased to attend our Vision Zero summit in July to reaffirm my commitment to this work.

When considering safety, it is important we take a broad view and look not only at our organisation and our city, but also our planet. I am therefore especially pleased to see that we have now started procurement on our first Power Purchase Agreement, which forms the next major step in our quest to make all our services powered via renewable electricity by 2030.

I want to take the opportunity to offer my immense gratitude to the colleagues who helped keep London moving during the industrial action that took place across June. I know how incredibly hard you worked to deliver the best service we could during the strikes, and appreciate the complexity of working with a huge range of stakeholders and other agencies to give our customers the most up-to-date information on the services available.

Finally, an update on our funding. On 13 July, we agreed with the Government to extend our existing funding agreement until 28 July so that discussions can continue. I make no apologies for saying again that it is essential London receives sustained long-term Government funding to avoid a period of managed decline of London's transport network. I hope these discussions can be concluded successfully soon.

# Safety and environment

We continue to ensure that the network is safe and secure



The safety of our customers and staff remains a priority

## **Sandilands prosecutions**

The Sandilands tragedy will never be forgotten, and our thoughts remain with everyone affected. We continue to offer support to those people directly affected as well as the wider community.

We have worked closely with the Rail Accident Investigation Branch (RAIB) and the Office of Rail and Road (ORR) since November 2016 to introduce a new safety regime and implement all the recommendations from the organisations across the tram network. This has made the network safer for everyone, and we continue to work tirelessly to ensure that such a tragedy could never occur again. We agreed to all of the RAIB's safety recommendations and accepted liability to ensure civil claims could proceed as soon as possible. We have also worked to address the issues raised by the Coroner in her Prevention of Future Deaths report following the Inquests.

We have delivered robust and lasting safety improvements since 2016 and we continue to review our operations and work with the wider tram industry to ensure that we have the safest possible network.

Following the conclusion of the Inquests, the ORR has issued criminal proceedings against TfL, Tram Operations Limited (TOL) and the driver of the tram for breaches under the Health and Safety at Work etc, Act 1974 (the 1974 Act). TfL and TOL have both been charged with an offence under section 3 of the 1974 Act which requires employers to ensure that their employees and third parties are not exposed to risks

to their health and safety. The driver is charged with an offence under section 7 of the 1974 Act which requires employees while at work to take reasonable care for their own health and safety, as well as the health and safety of others who may be affected by their acts or omissions at work.

After careful consideration, at the first procedural hearing that took place at Croydon Magistrates' Court on 10 June, TfL indicated a guilty plea to the charge. Tram Operations Limited also pleaded guilty at the same hearing. The driver indicated a not guilty plea. It was agreed by the Magistrates' Court that all three cases should be transferred to the Crown Court. On 8 July, a procedural hearing took place in Croydon Crown Court concerning the driver. TfL and TOL attended and the court confirmed that they would not be needed until after the conclusion of the driver's trial. The court granted the driver's application to transfer the case to a different court in London in the interests of justice. The trial is estimated to last four to five weeks and, once the relevant court is identified, will be listed from the first available date from February next year.

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

We continue to work in partnership with the Metropolitan Police Service (MPS) and the British Transport Police (BTP) to ensure that the network is safe and feels safe for our customers and staff.

Our focus continues to be on high-harm offences including sexual harassment, hate crime, serious violence, keeping knives off the network and tackling violence and aggression against our frontline transport workers.

Our Safer Transport Teams worked across London with the volunteer police cadets, and local schools to deliver assemblies on staying safe, and sustainable travel. Many teams are assisting in the Junior Citizenship schemes across London talking to Year 6 students as they transition into Year 7. Our Police Teams are also assisting with Safe Camp run with London Sports Trust, which aims to give young people the chance to be active and sociable through the summer break and stay safe.

### **Tackling violence against women and girls**

We continue to make good progress in our activity to end violence against women and girls, while also looking at what more we can do. On 4 July the BTP released the first edition of their new mobile reporting app, making it easier to report and access support. We have collaborated with them on the design and continue to work closely on integrating this platform into other apps and tools. Additionally, the Mayor published his strategy for tackling violence against women and girls on 15 June. We are proud to have been involved in its development and will work with the Mayor's Office for Policing and Crime and other partners to deliver it.

The delivery of our 'zero tolerance to sexual harassment' training to frontline customer-facing transport staff continues. Our 500

enforcement officers have been trained and training programmes have launched for staff that work in our bus and Tube stations. This training is supported by a comprehensive internal communications plan to raise awareness and provide guidance to staff. Sexual harassment will also be covered in the new diversity and inclusion training being rolled out to 25,000 bus drivers starting later this year.

We continue to run our communications campaign across our networks that reinforces our zero tolerance to sexual harassment. The primary aim of the campaign is to send a strong message to offenders that sexual harassment behaviours are wrong and harmful and not tolerated on our network. On our rail network, we have seen an increase in the reporting of sexual harassment behaviours as a result of the work we have done to increase awareness and encourage reporting. There were 1,363 reports of sexual harassment made between October 2021, when the campaign launched, and the end of April 2022. This is up from 575 reported offences in the same period the year before.

### **Our domestic abuse policy**

We launched our first-ever domestic abuse policy on 31 May. This is a key action in our programme to tackle violence against women and girls, which covers all employees who are experiencing domestic abuse and need support. It strengthens our ability to provide a safe and inclusive work environment for those affected by domestic abuse by:

- raising awareness of how to spot signs of abuse
- signposting to specialist support
- keeping colleagues safe while at work
- ensuring necessary adjustments are made to support victims and survivors

In addition to the policy, we have provided guidance and resources for line managers and colleagues including an information portal, e-learning module and supporting communications to raise awareness and destigmatise domestic abuse so we can better support our people who are experiencing domestic abuse. The policy and guidance have been informed by the expertise of specialist domestic abuse organisations, as well as the lived experience of colleagues who are experiencing or who have survived domestic abuse, and managers who have supported staff through these difficult times.

### **Vision Zero Safer Junctions**

In April 2017, the Safer Junctions programme highlighted 73 of the most dangerous junctions on our road network, defined as those with the highest vulnerable road user collision rates. Improvements have been made at 43 of these junctions. Design work continues on the remaining 30 junctions, including detailed design of York Road roundabout and Holloway Road/Drayton Park, which are respectively delivering motorcycle and pedestrian safety measures. Detailed design

work has started on a new 20mph speed limit through the junction of A205 Upper Richmond Road with Putney Hill/Putney High Street, the first phase of a three-stage approach to reduce road danger at this location.

In November 2021 a new pedestrian crossing was commissioned at Battersea Bridge, where a pedestrian was tragically killed at the beginning of 2021 – with the second phase planned for public engagement this summer. Subject to further funding, we propose to engage on 10 further Safer Junctions by 2024.

### **Lowering speed limits**

Lowering the speed of vehicles in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome.

The second phase of the programme is under way, and as detailed in the recent Vision Zero progress report, aims to reduce speeds on a further 140km of our roads.

Raised pedestrian crossings will soon be introduced in eight locations in Westminster to further reduce danger to people walking and increase compliance with the new speed limit, as well as introducing accessibility benefits for mobility impaired customers.

Detailed design work is under way on proposals for a 30mph speed limit in Gants Hill town centre (currently 40mph), 40mph on the A4 Bath Road (currently 50mph), and 20mph in Putney town centre (currently 30mph). Concept design work is complete

to introduce a new 20mph speed limit on a further 31km of our roads which we plan to deliver by the end of this year, subject to funding. This will see a consistent 20mph speed limit across the majority of roads in Camden, Islington, Hackney, Tower Hamlets and Haringey.

Concept design work has also started to lower the posted speed limit on a further 73km of our roads, which comprises the third wave of delivery under Phase 2 of the programme.

#### Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero ambition of eliminating all death and serious injury on the road network by 2041. Throughout the months of May and June, our policing partners issued a total of 15,647 traffic offence reports for risky, dangerous and antisocial driving such as excessive speed, distraction, drink and drugs, no insurance and non-compliance with road rules. There were also 1,563 arrests for drink and drug driving.

During May and June, an additional 105,684 speeding offences were enforced by the MPS through safety cameras. With the Roads and Transport Policing Command (RTPC), we launched a mobile safety camera capability at the end of January 2022 to be more responsive to local community concerns and emerging issues. By the end of June, 4,300 speeding offences had been enforced.

Every year, the MPS's Roads and Transport Policing Command supports a programme of national road safety campaigns led by the National Police Chiefs' Council (NPCC). This month, the RTPC supported the NPCC's Child Safety week which ran from 7 to 12 June, and the NPCC's Seatbelt campaign which ran from 13 to 22 June. During these operations, the MPS dealt with 2,268 road traffic offences, 75 of which were for drink or drug related offences.

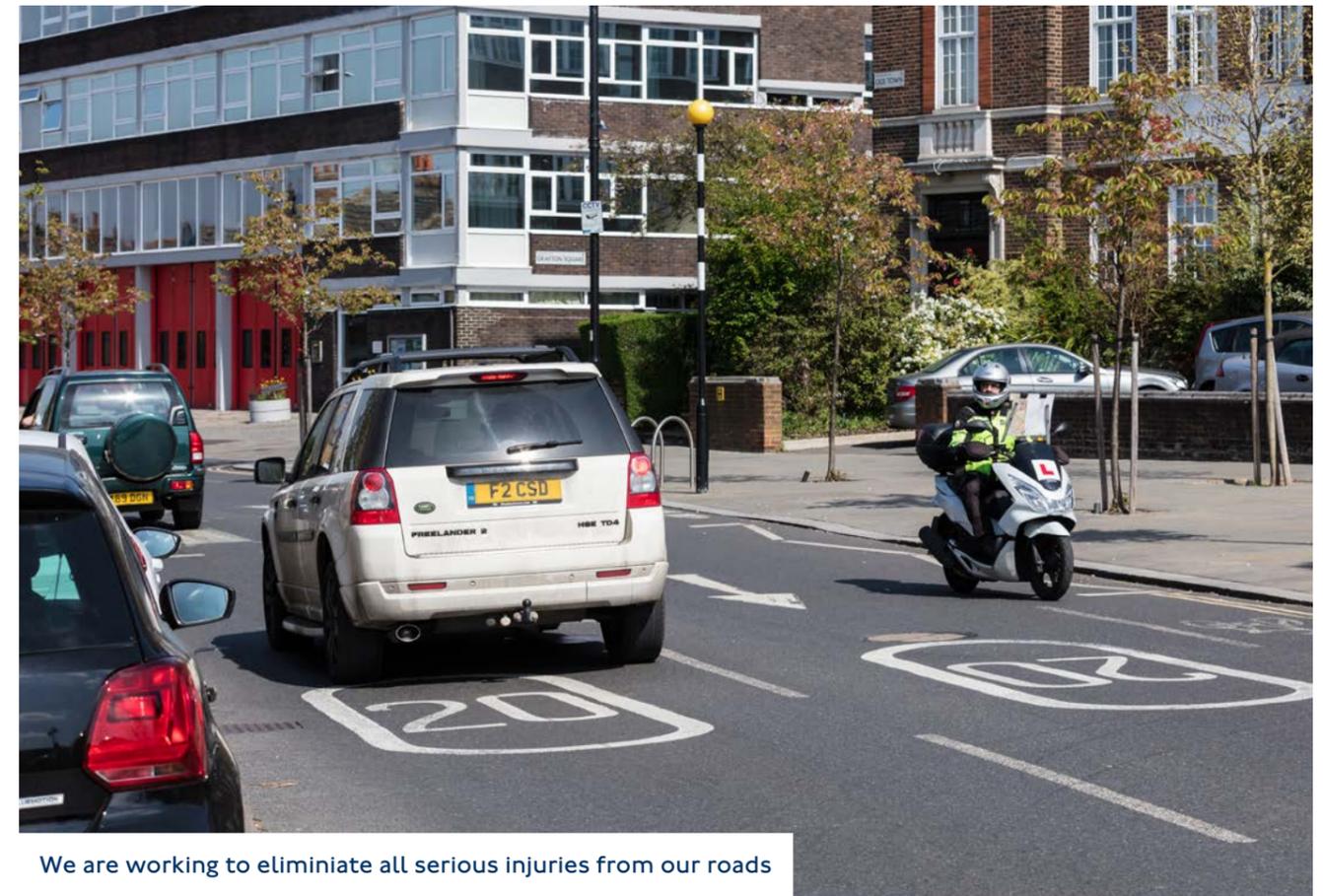
#### Mandatory cycle lane enforcement

At the beginning of June, the Government introduced new powers enabling us and London local authorities to enforce moving traffic contraventions in cycle lanes and cycle tracks in the same way we do for bus lanes and yellow box junctions.

Following the introduction of these new powers, from 27 June 2022 we began civil enforcement of motor vehicles driving in cycle lanes using our existing CCTV network. Protecting designated cycling infrastructure through CCTV enforcement will improve cycle safety and confidence to cycle.

#### Motorcycle safety behaviours campaign

Powered two-wheelers make up three per cent of vehicle kilometres travelled but account for 26 per cent of people being killed or seriously injured on London's roads. Riders are the highest risk on the roads but also pose the greatest risk of serious injury to other road users. Our powered two-wheelers behaviour change road safety campaign aims to influence both the rider and driver, targeting them with a simple unified message to watch out



We are working to eliminate all serious injuries from our roads

for each other. From 27 June, to coincide with Vision Zero week, a new phase of the campaign went live across video on demand and digital display channels.

#### Vision Zero week

Between 27 June and 3 July, we held Vision Zero week. This was an opportunity to highlight the scale of the problem of road trauma and generate awareness of Vision Zero by having a week of focused

communications. It also provided an opportunity to engage with new stakeholders, encouraging them to support our ambition that by 2041, all deaths and serious injuries will be eliminated from London's roads and transport network. During the week, we collaborated with the Greater London Authority (GLA), the MPS and other partners to highlight the work that is already under way to achieving Vision Zero.

Throughout the week, all London boroughs, key stakeholders and partners were invited to participate, including engaging on social media using the hashtag #VisionZeroLDN. The road danger reduction dashboard was highlighted as a key tool to share each borough's road safety performance. Other highlights included a youth panel interview of our Head of Insights and Direction (Safety), which was livestreamed on Instagram, as well as an interview with Dr Gareth Grier, Consultant in Emergency Medicine and Pre-Hospital Care at The Royal London Hospital by the road safety campaigner Victoria Lebec which was livestreamed on Facebook, and included in a parliamentary briefing with Ruth Cadbury MP.

Vision Zero week culminated in the Vision Zero Summit titled 'Healthy Streets need Safe Streets' on 5 July, which I was delighted to speak at and take part in. Held in partnership with the MPS, speakers also included the Deputy Mayor for Transport Seb Dance, our Chief Safety, Health and Environment Officer Lilli Matson, Walking and Cycling Commissioner Will Norman, Dr Sarah O'Toole, Superintendent Dan Card, and Yair, a road crash victim.

#### Road safety data – 2021 factsheet

To coincide with the Department for Transport (DfT) publishing its report on provisional estimates for 2021 road casualties in Great Britain, we published a 2021 factsheet of road casualty data in London on 30 June.

Key highlights include:

- Significant changes in the number of people killed or seriously injured in 2021 as a result of the pandemic. This was mainly due to new travel patterns. There was a 20 per cent reduction in pedestrian fatalities and a 55 per cent reduction in motorcyclist fatalities in 2021 compared to 2020, while cycling fatalities and serious injuries rose by fifteen per cent compared to 2020
- A total of 23,310 reported collisions in London, resulting in 75 people being killed, 3,505 being seriously injured and 23,096 being slightly injured
- The number of people killed on London's roads fell to the lowest level ever recorded. There was a 22 per cent reduction in fatalities between 2020 and 2021, and a 44 per cent reduction in people killed or seriously injured on our roads from the 2005-09 baseline. The number of children, aged zero to 15, who have been killed or seriously injured has decreased by 68 per cent
- We achieved the Mayor's Transport Strategy target of a 70 per cent reduction in people killed or seriously injured in or by a bus from the 2005-09 baseline for the second year in a row

#### Security

Through the maintenance and operation of a transport network that employs thousands and transports millions of people, we play a critical role in the security of London and the nation. We are continuing to progress security improvement programmes across our organisation and are delivering a core security culture programme to equip our colleagues to better protect TfL and respond to suspicious activity. We also continue to work towards achieving full compliance with security regulations and national guidance, engaging with our DfT regulators and rail operators to achieve this.

Technology is a fundamental part of how we deliver our services and therefore the cyber security of those systems is critical. Cyber security has become fundamental for all organisations, as reliance on technology is increasing and threats have become more destructive, particularly over the last five years. We operate a large and complex technology estate and, like other organisations of our size, we continue to see a variety of attempted attacks against us. In response, we continue to invest in accelerating our cyber security improvement programme which is focused on improving protective, detective and recovery capability. The dedicated Cyber Security team works closely with other business, technology and security functions to support management of cyber security risk across the organisation.

#### Taxi and private hire vehicles Consultation on taxi and private hire vehicle best practice guidance

On 28 March the DfT published a consultation on proposed amendments to their best practice guidance for taxi and private hire vehicle licensing. The proposed changes highlight its views on specific topics such as accessibility, vehicle signage and training. Our response to the consultation provides our views on the proposed guidance, highlighting any circumstances that are unique to London to ensure that they are taken into consideration in the final version of the best practice guidance, due later in the year.

While we support the role the best practice guidance can play in ensuring taxi and private hire services are safe, inclusive and accessible, we continue to urge the Government to introduce legislation that will address fundamental issues in the industry, including the introduction of national minimum standards, addressing problems caused by cross border hiring, and the introduction of enhanced enforcement powers. We welcome the commitment made by Baroness Vere in the recent Queen's Speech debate to modernise the laws around taxis and private hire vehicles and look forward to working with the DfT to achieve these outcomes.



We have taxi marshals at key mainline stations

### Our new taxi marshalling service

Any industrial action on the rail and Tube network causes widespread disruption for passengers and taxis play a vital role in helping passengers move around the capital. As the demand for taxis typically exceeds the supply of vehicles, we have deployed taxi marshals at key mainline stations in London so they can put effective taxi sharing arrangements in place.

All taxi marshals have completed learning, or are studying, the Knowledge of London so are quickly able to assess a passenger's destination and group passengers together

into one taxi. This proved popular with passengers and drivers during the strike action in March and June as queues for taxis were well managed. Due to the clear benefits of this approach, a procurement exercise is now under way to be able to call up these services for any future industrial action.

### Taxi and private hire vehicle licensing service

We have recently signed a long lease for a new taxi and private hire vehicle inspection centre in Rainham as part of the taxi and private hire re-let project. The new site is

modern and spacious and part of our plan to reduce the overall number of vehicle inspection centres from six to five without reducing our capacity. The lease will be in place for the next 10 to 15 years and the location has been chosen through the help of discussions with the industry.

### Air quality and the environment Emissions-based road user charging schemes

Our 10-week consultation continues, seeking views from members of the public, businesses and stakeholders on our proposals to expand the Ultra Low Emission Zone (ULEZ) across the capital and changes to the Mayor's Transport Strategy, as well as their input on the issues to consider in any future road user charging schemes across London. More than 36,000 responses have been received to date and the consultation will run until 29 July, after which we will use the feedback received to inform our proposals.

### Future of temporary active travel schemes

Since May 2020, the Streetspace for London programme has introduced more than 100km of new or upgraded cycle routes. The priority for us and the boroughs is to finalise the work in deciding whether to retain schemes permanently, implement experimental schemes or remove schemes.

Some recent highlights have included works starting on site on 20 June to make some further improvements to the Park Lane cycle scheme, prior to a public consultation taking place in late summer. We also made an announcement on 13 June that we will

largely be removing the temporary east-bound cycle lane on Euston Road, but plan to retain three banned turns that the scheme introduced, for safety reasons. The Euston Road scheme is being removed due to upcoming High Speed 2 construction works at Euston, which will need to use some of the road space, and also to relieve bus delays which are impacting a number of routes that connect people to the national rail stations.

The public consultation for our experimental cycling scheme on the A21, between Lewisham and Catford, launched on 30 May and will run until 30 November. During this time, we will continue to monitor the performance of the scheme.

On 23 May we also completed works to alter the temporary scheme on Waterloo Road by replacing water-filled barriers with footway build outs. Works have been completed at Brixton Town Centre to amend the footway build out that was installed in spring 2020. Bus services that had been temporarily moved away from the town centre stops were returned by 24 June. Both these schemes provide important additional space for pedestrians.

As the Active Travel Fund enters its closing stages, London's boroughs continue to progress delivery of the final tranche of Low Traffic Neighbourhoods funded by the programme, with 11 new schemes due for completion by the end of the calendar year.



There is a growing demand for electric vehicle infrastructure

#### Electric vehicle infrastructure delivery

The number of electric vehicles in London continues to increase rapidly, with new data from the DfT indicating plug-in vehicles made up 20 per cent of all new vehicles registered in London in 2021. With the Government's plan to phase out cars and vans that use petrol and diesel by 2030, we must ensure the delivery of infrastructure keeps up with demand. Our London 2030 electric vehicle infrastructure strategy forecasts London could need around 40,000 to 60,000 charge points by 2030.

The Electric Vehicle Infrastructure Delivery Plan is the keystone commitment within the strategy, designed to use GLA member organisations' land to accommodate charge point infrastructure. Work continues at pace on the first tranche, which aims to deliver the initial 100 rapid charging bays.

Following some detailed market engagement, including interviews with key electric vehicle industry suppliers and charge point operators, we have identified a single preferred option for a tranche one delivery model. The model removes the need for capital investment from TfL or GLA member organisations, while leasing out sites to charge point operators and negotiating a share of the potential revenue. Work is under way to finalise relevant procurement documentation to produce a procurement strategy by autumn. We have also now assessed more

than 925 potential charge point locations across the GLA estate, with approximately 70 per cent passing the initial stage of site evaluation. The first batch of sites is on track to be tendered in autumn, subject to approval of the procurement strategy.

#### E-scooter rental trial

The London e-scooter rental trial has been operating for more than a year, with ten participating boroughs making up a continuous trial area. In the period ending 3 July 2022, 180,000 trips were made with a total fleet size of 4,125 vehicles. This was an increase of 35,000 trips from the previous period, bringing the total to 1.28 million trips for the trial to date. The trial has been extended to November this year, which will enable us to further explore how e-scooters could play a role in a sustainable transport network.

#### Shaping a greener and more sustainable future for the capital

London Transport Museum, in partnership with its industry sponsors Mott McDonald, Cubic Transportation, Sopra Steria and Mastercard, are continuing to engage people with the role transport can play in shaping a greener, more sustainable future for the capital. On 2 and 3 July, the London Transport Museum depot was opened to the public for a weekend of family activities exploring the role of public transport in helping to protect the climate and make London a greener city.

The museum's iconic RMI Routemaster, built in 1954, was displayed alongside one of London's most revolutionary 'green' buses, the ADL/BYD Enviro 400 Electric, the best-in-class bus from route 63. Knowledgeable volunteers and science, technology, engineering and mathematics (STEM) ambassador engineers from Abellio were on hand to talk about the latest technology as visitors peeked under the hood to discover how these brand-new buses really work.

#### **Our Renewable Corporate Power Purchase Agreement**

We marked London Climate Action Week by launching the tender for our first power purchase agreement, which aims to purchase more than 10 per cent of our required electricity from renewable energy sources and new build assets.

As one of the largest consumers of electricity in the UK, we will be playing a major part in meeting the Mayor of London's ambition for the capital to become a net zero-carbon city by 2030. The Mayor, through the London Environment Strategy, has also set us the goal of achieving a zero-carbon railway by 2030.

The launch of the tender on 27 June forms part of our long-term strategy to ensure that all the electricity it uses is generated by 100 per cent renewable origins. By using a phased approach, we can also benefit through being able to learn and adapt as the renewable market evolves.

This tender will guarantee that the energy supplied is from renewable energy sources, comprising wind or solar power, rather than a mix of power generators that emit carbon into the atmosphere. By confirming the demand for renewable energy, the power purchase agreement will also lead to the creation of new build assets across the UK, such as solar or wind generation, by enabling the selected supplier to confidently invest in the delivery of new renewable energy sources.

#### **Focus on sustainability**

London Climate Action Week provided the opportunity for us to launch a short video on our current actions and future plans across the three pillars of sustainability: society, environment and economy. The video summarises our first Sustainability Report, published in autumn last year, and can be viewed on our website.



Transport plays a big role in making the capital more sustainable

# Operations and customers

We continue to monitor the pandemic closely and will keep our approach under regular review



Transport services in east London are getting a significant boost

## Barking Riverside Extension

The extension of London Overground to a brand-new station at the heart of Barking Riverside opened to customers on 18 July, months ahead of schedule, providing new quicker, easier and sustainable journey options to this key regeneration area.

The new station is fully step-free, bringing the total number of step-free stations across the London Overground network to more than 60, helping make London a more accessible city for everyone and supporting independent travel.

The new route has reduced journey times to Barking to just seven minutes, a journey which previously took 25 minutes by bus. The route operates four trains per hour, connecting Barking Riverside with the District and Hammersmith & City lines into central London and c2c trains at Barking. Customers can easily interchange with the new Elizabeth line at Forest Gate, just a short walk from Wanstead Park station, as well as River Bus services from Barking Riverside pier.

The Barking Riverside development is a joint venture between L&Q and the Mayor of London that will deliver more than 10,000 new homes along with a range of community, commercial and retail spaces along a 2km stretch of River Thames frontage. The new extension and station vastly improves connectivity to one of London's fastest growing areas, helping residents and visitors travel using public transport and through active travel quicker and more easily.

Crucially, like we showed in the construction of the Elizabeth line, investment in transport benefits the whole of the UK. From supporting jobs and businesses across the country to ensuring supply chains and manufacturers can retain the skill base and resources to realise transport projects in other regions easily and affordably. Delivered by Morgan Sindall Infrastructure and VolkerFitzpatrick as a joint venture on behalf of TfL, the project's supply chain partners have supported businesses of all sizes with apprenticeships, skills and the creation of jobs. This includes steelwork from Scotland and the east of England, precast concrete from the north west of the country and Northern Ireland, innovative slab track from the East Midlands and trains built in Derby.

## Recovery

We recognise that COVID-19 remains a transmissible disease so, as we look to the future, we have developed a plan for 'living with COVID-19' which allows us to be flexible, robust and responsive. All decisions will be based on keeping our colleagues and customers safe and healthy, particularly considering those who may be more vulnerable.

Following discussions with London's public health experts, we have made a number of changes, including our customer messaging in relation to the wearing of face coverings, which will help ensure our colleagues and customers are safe. These are covered in further detail below. We continue to monitor the pandemic closely, review our approach and do whatever is needed to keep our customers and colleagues safe.

### Face coverings

On 13 June, we changed our position on face coverings. We are now encouraging staff and customers to take appropriate action to keep themselves safe – including using hand sanitiser and wearing a face covering if this helps them to travel with confidence. We will keep our approach to face coverings under review.

### Cleaning

We led the way in cleaning at the start of the pandemic and we recognise that our enhanced cleaning regime has provided significant reassurance to our colleagues and our customers. However, the consequences of being infected have changed significantly since the start of the pandemic. As a result, we have updated our cleaning regime to reflect the risk of transmission.

At the start of the pandemic we introduced two industry-leading cleaning solutions that helped us protect our services quickly and effectively. We have learnt more about the transmission of the virus, including that most transmission is airborne. However, we want to continue to provide protection to our customers and colleagues so we will continue to use a high-grade, anti-viral cleaning solution across our network that kills COVID-19 on surfaces as well as other bacteria and viruses. Following a review, we will use one anti-viral product, rather than two, from the start of July. We have updated our risk assessments and consider this a safe and sensible step forward.

### Testing

We continue to offer our employees COVID-19 test kits. Boxes of five lateral flow tests are available for colleagues to collect, with a limit of up to one box per week, at our head office buildings. We continue to encourage staff to test regularly, up to twice per week, to ensure the safety of our colleagues.

### Imperial College London sampling

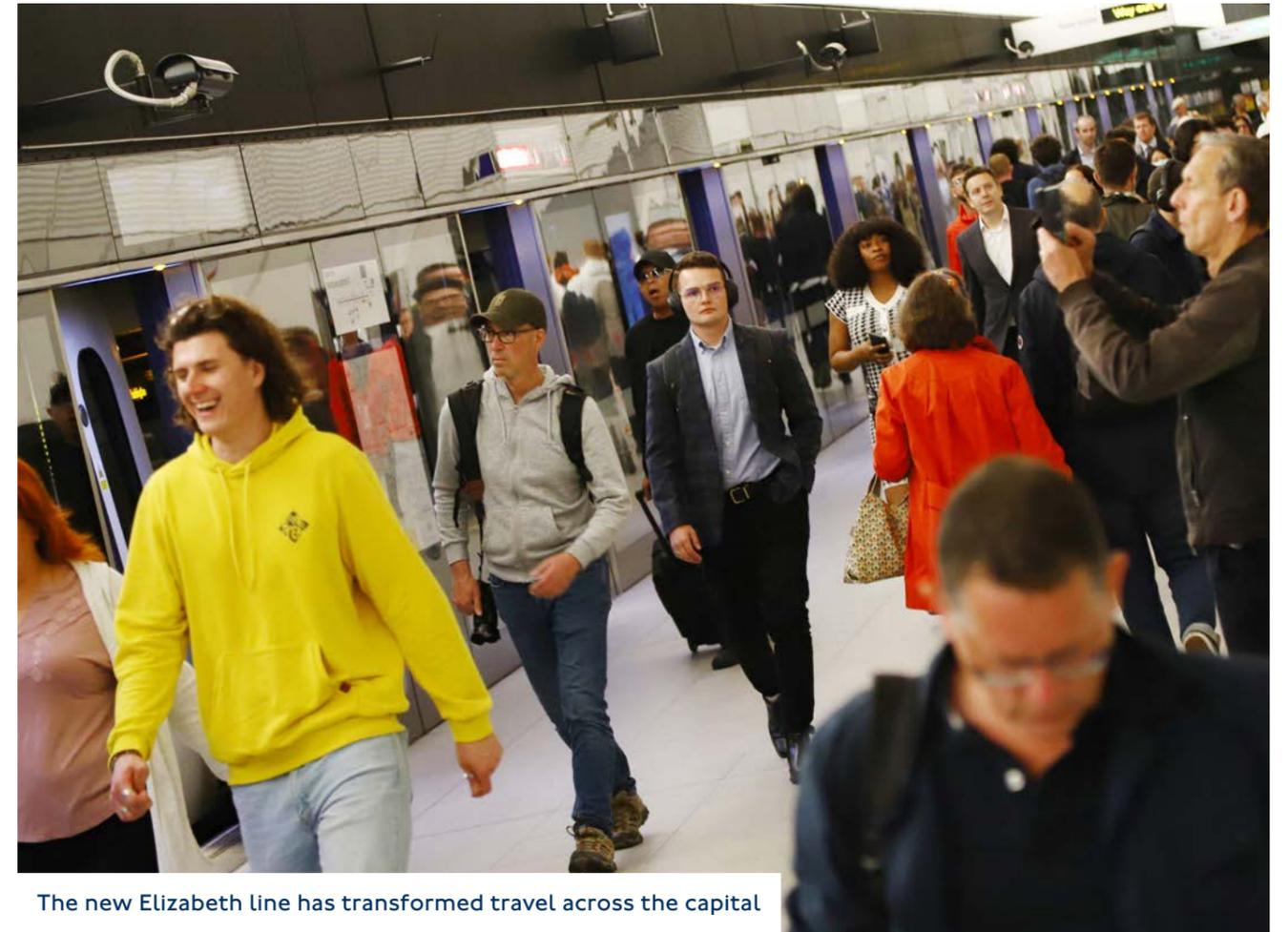
Imperial College London has been undertaking monthly air and surface sampling on the bus and Tube network since September 2020. This testing concluded in June, as the managing of the pandemic moves into the next phase across the country. We continue to investigate potential areas for future COVID-19-related research and investigation on the network.

### Public transport recovery campaign

Our campaign to promote public transport and encourage more people back onto the network continued from the end of June into July. We have reminded Londoners how public transport connects them to do more of the things they love across the capital and encouraged them to use the network more. Our activity ran on outdoor posters, in cinemas and on TV throughout the campaign period. We have established several partnerships. We continue to work closely with London & Partners, supporting their domestic and international tourism campaign.

### Reassurance

To support our recovery, we have continued to reassure our customers that we are working hard to help everyone



The new Elizabeth line has transformed travel across the capital

travel safely by highlighting our ongoing cleaning measures, ventilation on modes and availability of hand sanitising points on the network. In mid-June, we changed our customer communications around face coverings, encouraging customers to wear them if it helps them to travel with confidence. The message ran across our on-system posters, customer information posters, loudspeaker announcements and

mass customer emails, to help to ensure we continue to build customer confidence in using public transport.

### Elizabeth line

The opening of the central section of the Elizabeth line, heralded in our special edition of my report, was a landmark moment in the history of London's public transport system.

I am delighted to say that since the launch of the central section of the Elizabeth line, we have continued to deliver an excellent service, achieving more than 98 per cent reliability.

It's great to see so many people using the line. By 20 June, around 10.25 million passenger journeys had taken place across the whole route since it launched on 24 May, with roughly five million of those journeys taking place through the new central section, between Paddington and Abbey Wood. That represents at least 200,000 journeys in the central section on most weekdays, showing the popularity and benefits that the line is already bringing to so many Londoners.

However, the job is not complete yet. We are working hard to deliver the final stages of the project, and services from Reading, Heathrow and Shenfield will connect with the central tunnels in autumn, when frequencies will also be increased to 22 trains per hour in the peak between Paddington and Whitechapel. Work is continuing to open Bond Street station in the autumn. We also continue to work hard towards the full integration of services across the Elizabeth line by May 2023.

### Keeping London moving Industrial action

Since my last report, there have been a several days of industrial action by the RMT, Unite and ASLEF unions. The first London Underground strike was on 6 June, followed by a further strike on 21 June, which coincided with action on national rail services. Additional national rail strike

days on 23 and 25 June impacted some of our services, including London Overground, Elizabeth Line (Liverpool Street to Shenfield and Paddington to Reading/Heathrow) and sections of the Bakerloo and District lines. Tram services were also impacted on 28 and 29 June, and 13 and 14 July due to strike action by ASLEF Union members.

Our control centres and teams across the business worked together throughout the strike action to keep as much of the network running as possible and ensure that information was communicated to customers. Regular strike planning meetings took place and were chaired by a member of the Network Management Control Centre senior management team to coordinate the response, enhance situational awareness, and ensure we had a robust and agile operational plan to support our customers. We monitored the impact on events taking place across London, including supporting the transport plans to and from The O2 arena by enhancing bus and river services, running later and on certain modes, providing staff to support customers around the venue and helping procure buses for their park and ride plan.

All our planning and delivery was complemented with a comprehensive communications and travel demand management plan that provided a wide range of information, including posters, public announcements, emails, social media posts, messages on our website, Journey Planner and TfL Go. We also engaged with a range of stakeholders to ensure awareness among Train Operating Companies,



Our services supported a wide range of events over the summer

boroughs, elected representatives, business as well as safety, accessibility and other groups. This continued with the rail strike action that continued across the country later in the week.

### Events in the capital

Focus over the period for our Network Management Control Centre has been on keeping the network flowing as we moved

into the busy summer calendar of events, as well as planning and delivering our response to industrial action.

From 29 May to 6 June, we saw the culmination of months of planning for the new RideLondon event, the four days of events for the Queen's Platinum Jubilee celebrations and industrial action on the Tube.

The RideLondon event was planned and delivered within a year of conception, on an entirely new route that took in some of London's most iconic locations, but also travelled out to Essex on a 100-mile route, finishing on Tower Bridge. There was a FreeCycle event on the same day, enabling members of the public to take advantage of London's traffic-free roads, and then to finish off the celebration of cycling, the Women's Classique race event took place on the same central London route. We then transitioned into the delivery of the Queen's Platinum Jubilee, with the event taking place over four days. Extensive work across all parts of the business ensured the safe delivery of both events, providing public transport for our customers and once again showcasing London to the world. Our command and control structure was activated for the duration of both events and ensured we were fully aligned with our partner agencies and stakeholders, engaging with them at regular intervals to ensure a common view of operations. Our teams across the business worked extremely hard to deliver these iconic events, while planning for industrial action on 6 June immediately after the Queen's Platinum Jubilee weekend.

Events and disruption continued through the period, including the Superbloom event at Tower Hill which started on 1 June, and various protests and demonstrations, in particular the Trade Union Congress march on the 18 June. A memorial service to mark the fifth anniversary of the Grenfell Tower tragedy was held in Westminster Abbey 14 June. In addition, we saw the return of the

British Summer Time events in Hyde Park as well as full capacity concerts at Wembley Stadium, Emirates Stadium and the London Stadium. The All-England Lawn Tennis Championship at Wimbledon took place as well as the Wireless Festival events in Finsbury Park and Crystal Palace.

### **Night Tube**

We reinstated Night Tube services on the Northern line on the evening of 2 July, providing a further boost to London's night-time services after these were suspended in March 2020 due to the pandemic. The return of Night Tube services on the Northern line follows these services already having resumed on the Central and Victoria lines in November 2021, and which were further bolstered in May by the return of Night Tube services on the Jubilee line. In addition, the London Overground night service between Highbury & Islington and New Cross Gate resumed in December 2021. Night Tube services on the Piccadilly line will return this summer.

### **Bus service changes**

We launched a consultation for the restructuring of the central London bus network on 1 June. We are consulting on withdrawing some individual bus routes or sections of routes where they are covered by other high-frequency services or are close to alternative stops. The changes being consulted on have been designed to minimise the impact on customers and ensure that the majority still have a direct bus for their journey, while making the savings required by the Government.

We have worked to ensure that the bus kilometres removed from the network are proposed in locations that already have a higher provision of buses and that buses continue to serve the areas that need them most. The bus routes proposed for changes or withdrawal are already well served by other routes, meaning services would more than meet demand and enable customers to still make the same journeys, though with an additional interchange in some instances.

This is a consultation and we want as many people as possible to have their say. We extended the closing date to 7 August due to interest in the consultation remaining exceptionally high after the first four weeks.

### **Bank station capacity upgrade**

Works continue to open the interchanges between the newly opened Northern line platform and concourse areas with both the Central line and DLR platforms this summer. This will include six new escalators and two new moving walkways and will provide greatly improved journey times for customers interchanging between these lines.

Works are progressing on the new station entrance at Cannon Street, which is due to be completed later this year. It includes step-free access to the Northern line platforms and improved step-free access to the DLR.

Preparations have also begun to demobilise from key worksites on the project as we near the completion of the Bank station

capacity upgrade, starting with the removal of the gantry crane on Arthur Street which has served as the main logistics route for more than six years.

### **Silvertown Tunnel**

Good progress has continued at Silvertown Tunnel, including significant piling operations and excavation works to construct the three chambers to launch, rotate and retrieve the tunnel boring machine. The main components of the machine, including the cutterhead, have now been lowered into the launch chamber and are being assembled ahead of its launch this summer. We have also confirmed that the tunnel boring machine will be called 'Jill' in honour of Jill Viner, the first female bus driver to drive a London bus in June 1974.

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

### **Rotherhithe Tunnel refurbishment**

We have completed the design work and preparation of tender documents for the detailed design and build procurement stages of the project. However, owing to the current funding and financing challenges the organisation faces, the tendering process for the detailed design and build stage remains paused. A series of short-term capital interventions are being put in place to ensure the tunnel remains safe and operable until the main

refurbishment project can be progressed. The procurement activity for some of the short-term capital interventions is expected to begin, with contractor appointments planned for August 2022.

#### **A40 Westway**

Work on the replacement of a major joint on the Westway, which enables the structure to expand and contract as designed, has been completed ahead of schedule using the weekend and lane closures. The road is now fully open, and no further closures are planned. Some access and drainage works are being carried out on the underside of the joint, which are expected to be finished in July 2022.

The remaining works on the Westway will be carried out, subject to funding, as a separate work package. Concept design work for this package is under way and due to be completed by October this year.

#### **Old Street**

The Old Street Roundabout project continues to remain on track for completion in spring 2023, with the highway works substantially completed at the end of this year. Construction continues on the paving and kerbing works on the four approach arms to the junction, including the infilling of Subway I, the northeast entrance to the station, which is now completed. The stairs for the southwest entrance to the station, Subway 3, were closed on 15 June following successful implementation of the final traffic management phase during the weekend of 10 to 13 June.

Construction of the concrete shafts for both the new passenger lift and new goods lift are complete in readiness for the installation of the new lift cars from the beginning of August. Construction of the new main station entrance is continuing with the superstructure works, with the new station entrance stairs scheduled to open for public use on 25 July, while work continues on the above roof structure and glazing. The Subway 3 ramp will also be closed on 25 July once the main station entrance is opened. Refurbishment of the clerestory roof structure is continuing with installation of the external cladding and construction of the bin store.

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

We continue to make good progress on the programme, which is delivered by progressively installing new signalling onto sections of the railway called signal migration areas (SMAs). The section of signalling between Sloane Square, Paddington, Fulham Broadway and Barons Court, called Signalling Migration Area 5 (SMA5), went live on 27 March. This allows a new timetable to be introduced in September, which will enable a journey time improvement of around five per cent on average on the Circle and District lines between Monument, Fulham Broadway, Barons Court and Paddington in September. As an example, this means a journey between Barons Court and Monument will be reduced by more than a minute.

Software development continues for future signalling migration areas covering the eastern end of the District line (SMA6 and 7) and the Metropolitan line between Finchley Road and Preston Road (SMA8), including the interface with Neasden Depot and the Jubilee line. Following a recent review of our programme, we currently expect SMAs 6 and 7 to go live in early 2023. An additional software update will also be introduced by November to reduce the volume of operational restrictions and to introduce further improvements to the software.

#### **Piccadilly line upgrade**

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

In June, Siemens completed assembly of the first in type intermediate car, including painting in TfL livery. This sees the early delivery of the Piccadilly line upgrade's first Tier I strategic milestone for the year. Completion enables the car to move to the next stage of manufacture, which includes installation of internal equipment.

In July we successfully brought into use four new roads in South Harrow Sidings. These roads can stable both existing and new Piccadilly line trains. The final eight roads will be delivered in December. This is a key enabler to the introduction of the new Piccadilly line trains on our network for testing in 2024 and in passenger service from 2025.

#### **Station enhancements**

Two station enhancement projects on the London Overground have opened, bringing improvements to two busy stations. On 1 July a new second entrance opened at Hackney Central on Graham Road, easing congestion and improving links to the town centre. The scheme supports a green recovery, providing new cycle parking spaces and additional trees and greenery.

An additional footbridge has been installed, alleviating congestion around the existing entrance, and improving links to the Hackney Downs interchange. At Imperial Wharf, on 28 June, a new entrance has connected to the northbound platform, enabling a one-way system for passengers and alleviating congestion at the existing staircase.

#### **Bus Priority Programme**

We are exploring potential locations for the next wave of ambitious corridor-wide bus priority schemes, which could begin planning later this year subject to funding. This will strengthen the existing pipeline of corridor schemes already in the programme, feed the delivery of our bus priority programme and help to achieve the target of delivering 25km of new and improved bus infrastructure by 2025.

The traffic signals workstream continues to deliver efficiencies for buses. So far this financial year, 90 signal timing reviews have been completed, and 10 traffic signals have been upgraded. Following the new DfT guidance, we have undertaken a trial across 12 sites to reduce the traffic stage minimum

green time from seven seconds to five seconds on low flow approaches. This enables us to allocate more green time to buses and pedestrians, improving journey times and reducing pedestrian wait times. Initial results have demonstrated up to 11.5 minutes per day being given back to buses at some sites. A second phase of the trial is proposed for this financial year, where we will test more complex sites.

#### **Adiona bus monitoring system**

On 20 June we launched a new system for managing and monitoring the bus network and coordinating bus service changes. Adiona replaced unsupported legacy systems such as BusNet and Caesar with a new solution for managing information on routes, stops, stands, service changes and timetables as well as introducing a collaboration portal which will be used by bus operators to submit bus schedules. The change improves resilience and provides a quicker, more flexible platform that will support iBus 2 when it goes live later in the year and assist us in improving the information we provide to customers on service disruption and route diversions.

We would like to thank all partners in the delivery of these schemes, including Network Rail, London Borough of Hackney and Arriva Rail, as well as the scheme funder, the DfT. We would also like to thank the contractor, KN Circet UK, and design and management team, The Trevor Patrick Partnership, who delivered the project within a very constrained site and on an extremely busy road and bus route.

#### **Government Levelling Up Fund second round**

The Government's Levelling Up Fund is designed to invest in infrastructure that improves everyday life across the UK. The £4.8bn fund will support town centre and high street regeneration, local transport projects, and cultural and heritage assets. We are supporting boroughs in submitting bids to the second round of funding. In many cases our support is required as a prerequisite of bidding. A total of 23 borough bids are being supported along with our own bid for station upgrades at Leyton and Colindale which would deliver step-free access and secure regeneration in areas of deprivation. The majority of borough bids are for transport projects with a small number of public realm bids. The deadline for bids was originally 6 July but this has now been extended to the end of the month.

#### **Cycleways Cycleway 4**

Construction work along Evelyn Street is progressing well, with the focus of works now at New King Street in the London Borough of Lewisham. All remaining works are planned for completion in early autumn. The cycle track on the Creek Road section of the route opened on 27 June and the Royal Borough of Greenwich's works to Creek Road Bridge has been rescheduled for winter this year to follow on after the Cycleway 4 extension work is complete.

#### **Cycleway 9**

Work to transform Hammersmith Gyrotory completed on 30 June and the cycle track is open. Work along Chiswick High Road from Chiswick Lane to Goldhawk Road, which was delivered by the London Borough of Hounslow, was also completed on 8 July, and this section of the route is open. The next phase of works on Chiswick High Road between Chiswick Lane and Heathfield Terrace will be delivered by the London Borough of Hounslow and is due to start on site in late August.

#### **Cycleway 23**

Construction work by the London Borough of Hackney on the Millfields Park section of the route will complete and be open to cyclists in July. The detailed design for Lea Bridge Roundabout is progressing and construction is planned for early 2023. The London Borough of Hackney will start detailed design work for Lea Bridge Road westbound following completion of the Millfields Park works in summer 2022.

#### **Santander Cycles**

Our Santander Cycles scheme continues to go from strength to strength and has had seven months of record usage. The May bank holiday was the busiest ever May bank holiday for hires, achieving more than 100,000 hires just across the weekend. We also reached more than one million hires in April 2022, and currently are in our eighth month of record hires. On the day of industrial action on the London Underground and across National Rail services (21 June), there were 65,317 hires.

This was the fourth busiest day across the scheme ever. The week ending the 26 June was also the second busiest week ever.

June was also the busiest month in the history of the scheme. A total of 1,280,009 hires took place across the month, which surpassed the previous best, recorded in July 2018, by 26,204 hires.

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

The programme to modernise and electrify the Santander Cycles scheme is continuing as planned.

#### **Our contract with ABM UK**

A comprehensive review of our current approach to cleaning, which concluded earlier this year, recommended that we continue outsourcing our cleaning services under the current financial pressures while also considering other factors, such as expertise and innovation. This was communicated to the relevant trade union colleagues in late February. On 28 March, a decision was made to extend our current contract with ABM UK for a further three years.



We continue to enhance our station retail facilities

Cleaners on the transport network, alongside other key workers, have done and continue to do an amazing job in these challenging times and we are extremely grateful for everything they are doing. Cleaners on our network all receive the London Living Wage as a minimum, but we will assess our approach to cleaning contracts again with another review starting by April 2023 at the latest.

**Customer experience**  
**Station retail**

We continue to welcome retail partners to the station retail estate, further enhancing the 52 new openings from April 2021 to March 2022, including recently completed leases with Greggs, Pret A Manger and Chopstix, which have a combined value of £575,000 across four locations. It is worth noting that the new retail spaces created out of the re-use of operational space have an average rental income of £83,500 per annum, which is far greater than the average rental income from the existing portfolio at £28,000 per annum.

On the Elizabeth line, station retail has eight new small and medium enterprises on the eastern section with more to follow. On the western section we are currently marketing four new units aimed at local

traders which will enhance the customer experience. On the central section new retail units at Custom House and Woolwich are being marketed and we are seeing interest from national operators. These, along with three mobile retail pitches under offer at Paddington, Tottenham Court Road and Liverpool Street add even further benefits for passengers across the network.

**National Railway Heritage Award at Victoria Station Arcade**

On 15 June, the Deputy Commissioner and Director of Customer and Strategy, Gareth Powell, joined the trustees from the National Railway Heritage Trust to unveil the GWR National Railway Heritage Award for Craft Skills at Victoria Station Arcade. The arcade was opened in 1911, and received its English Heritage Grade II listing in 2014 as an exemplar of Edwardian retail architecture.

Over the past three years, the Commercial Development team has been working to restore the arcade, expanding the units while repairing many of its original features, including the stonework outside the arcade, the chequerboard flooring and storefront detailing. The arcade has also had new signage added to complement the heritage features.

# Our people

We are committed to protecting our people from potential health risks



We are improving our approach to managing our colleagues' health

## Health and wellbeing Health

Taking care of the health of our colleagues is a top priority for us. We're committed to protecting our people from potential health risks and have controls in place to prevent harm. We recently updated our approach to health risk to our colleagues, with a specific focus on health surveillance. In April, the Health and Safety Executive identified a number of areas where we could improve our approach to managing the health risks to our colleagues. We put a new Health Surveillance Action Plan in place to address these issues. This will ensure that all our colleagues who work with certain chemicals or have prolonged exposure to loud noise have the right health checks so that everyone is confident that we are protecting our colleagues' health. In June, the agency confirmed that it was satisfied with our approach and emphasised the importance of maintaining a continued focus on this issue.

## New definition of employee wellbeing

A new definition of employee wellbeing for TfL was agreed on 1 June, which is based on the Chartered Institute of Personnel Development (CIPD) 2016 definition. Our colleague roadmap focuses on showing that safety and wellbeing matter most and we will do this by 'creating an environment which enables employees to flourish and achieve their full potential for the benefit of themselves and their organisation'.

We will use the CIPD model of five domains of organisational wellbeing: health, work, values/principles, collective/social and personal growth/wellbeing.

## Well@TfL mobile health unit

The Well@TfL health bus arrived late May and will be delivering onsite mobile health checks, health surveillance and periodic medicals. The mobile health bus will provide a convenient and cost-effective way for employees to receive onsite support on their health and wellbeing, as well as to attend medicals. Since launching the Well@TfL project in August 2021, more than 800 employees have received a mobile health check. I visited the Well@TfL Health Bus at the end of June, discussing the benefits with the team of early identification of health risks and receiving onsite wellbeing support.

## Phase two of Well@TfL Acton pilot project

The Acton pilot project aimed to help our colleagues to learn more about their health and how they can improve it. The project started with wellbeing checks, including measurements like cholesterol, blood glucose and blood pressure. Participants were then invited for a three-month follow-up call and six-month follow-up appointment. The six-month follow-up health checks outlined a significant benefit to employee's wellbeing. The comparison between first and last health check physical results indicated:

- A reduction in mean waist circumference
- A reduction in the mean diastolic and systolic blood pressure recordings
- A reduction in mean relative risk (the risk of a cardiovascular event) and an increase in individuals who had the recommended relative risk of 1.0 or below

- 100 per cent of employees that attended three-month follow-up calls said they had made changes to improve their health and wellbeing

### RESET Health

We joined forces with RESET Health in December 2021 to support our employees in taking control of their health. Specifically, the programme aims to reverse the conditions of those living with diabetes or prediabetes, as well as those who are obese or overweight.

Data of members at key milestone of 12-week provides promising improvements.

- Of the 29 members who have reached the 12-week mark, more than 60 per cent lost more than 5 per cent of their body weight and of these, 6 members lost more than 10 per cent of their bodyweight.
- There is a 19 per cent reduction in the proportion of members who were living with obesity when first joining the programme.
- Four member who were living with prediabetes when joining the programme reversed their condition after 12 weeks

### National Volunteer Week

National Volunteer Week began on 1 June, giving us an opportunity to celebrate and recognise the valuable contribution our volunteers make supporting our employability and young people outreach programmes.

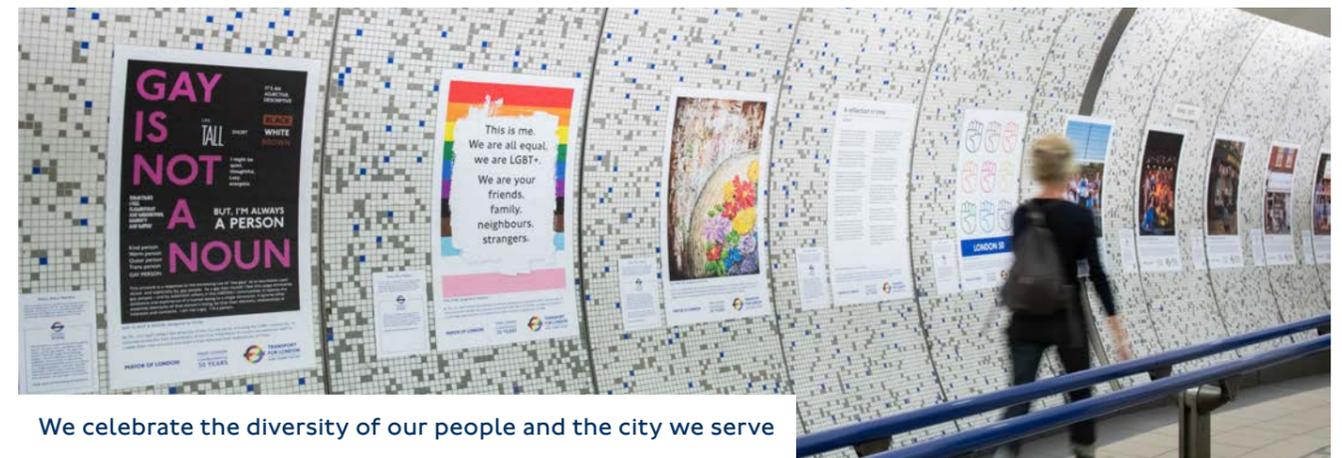
Volunteer graduates and apprentices attended early career events both virtually and in person to engage with young people in schools, colleges and community groups to tackle underrepresentation in our sector. They help support the Mayor's ambition for young people to pursue careers in STEM subjects.

To help with their personal development, our volunteers also provided mentoring support and guidance to other attendees. To support the Mayor's New Deal for Young People we have partnered up with different mentoring organisations to help support some of the most deprived students in the UK.

### Diversity and inclusion Celebrating Pride

June is Pride month and we always strive to celebrate the diversity of our people with a range of activities and events taking place across the organisation to highlight our LGBT+ colleagues and allies, leading up to our presence at the main Pride events across London.

This year marks the 50th anniversary of the first Pride protest march in London. Many people use Pride as a time to reflect and be grateful for the many LGBT+ people and allies who have fought to advance rights globally. We were proudly represented at the Pride in London parade on 2 July, had a presence at Croydon PrideFest on 16 July, and will be represented at UK Black Pride on 14 August.



We celebrate the diversity of our people and the city we serve

Following on from the success of the special roundels created last year, the OUTbound staff network has invited colleagues to submit artwork that will be selected and displayed across our estate during Pride month. We have also reached out to inspirational LGBT+ luminaries from outside the organisation to submit artwork.

### Anti-racism leadership charter event

In February 2021, we launched our anti-racism leadership charter, asking our leadership team and senior stakeholders to sign up to the initiative and make a commitment and to take active steps towards fighting racism in the workplace.

To drive this conversation forward, we invited colleagues from across our organisation to attend our first event at our Endeavour Square office on 9 June.

I attended the event, along with our Executive Committee, Deputy Mayor for Transport Seb Dance, and external

speakers Afua Hirsch and Nova Reid who provided their experiences of racism and discussed how we can bring our anti-racism leadership charter to life.

### Defence Employer Recognition Scheme Gold award

This month, I was delighted to hear that we have been re-awarded the Gold Employer Standard – the highest award an employer can receive from the Ministry of Defence for their work in supporting ex-service personnel, veterans, reservists, and their families. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant. We are incredibly proud of our commitment to support those leaving the armed forces into civilian employment, and this excellent achievement demonstrates our commitment to doing so.

# Finance

We continue to work towards financial sustainability while controlling our costs



We are building affordable housing across the capital

## Funding agreement

On 25 February, we reached a four-month funding agreement with the Government to 24 June, replacing our previous agreement and covering the Fourth Funding Period. This funding agreement was extended to the 13 July and has now been further extended to 28 July. Over this extension period from 24 June 2022 to 28 July, there will be a continuation of a revenue top-up mechanism, which reduces the

risk of passenger demand being lower than expected, and there will not be any additional base funding. We continue to require about £0.9bn of revenue support for the rest of this financial year, after which we aim to be financially sustainable without support from the Government.

We are working with the Government on securing this revenue support, as well as longer-term capital support, and this

latest extension will allow time to continue these discussions and hopefully have more clarity. Reaching agreement on this is crucial for the coming years for us to move off the trajectory of managed decline and instead move towards our other ambitions such as decarbonisation, Vision Zero, accessibility, active travel and our work on other important programmes.

## Performance

This year's Budget sets out our path to achieve financial sustainability by April 2023, making this the last financial year in which we require Government revenue support as a result of the pandemic. The required Government revenue support of £1.2bn for 2022/23 is on a clear declining trajectory from previous years. We have already secured around £300m of revenue support this year but require around a further £900m for the remainder of the year.

Our year-to-date results to the end of Quarter I show we are on track to deliver this year's Budget.

Journeys continue to recover, with total journeys at 76 per cent of pre-pandemic levels in the latest period, up from 68 per cent at the end of last year. Journeys are only one million lower than Budget so far this year, with the opening of the Elizabeth line resulting in an additional 6 million journeys. Passenger income is £910m in Quarter I, £331m higher than the same time last year. Underlying passenger income, after adjusting for Oyster write-off income, is £5m better than Budget.

Operating costs were £1,643m in Quarter I and are broadly in line with Budget which is less than 1% favourable. Pension costs are £18m lower than Budget this year following the recent triannual valuation for 31 March 2021 and interim valuation for 31 March 2022. We have seen some cost pressures of £24m on Road User Charging bad debt, from lower payment rates on penalty charge notices during the initial discounted period, as well as the impacts of inflation on external contracts. Pressures have so far been offset by the pensions upside and other savings across the Group.

Capital investment is £293m in the year to date, within 1% per cent of Budget – we have clear controls in place to manage the Budget figure over the full year.

TfL cash balances (excluding balances committed to Crossrail construction and property development) are £1,248m at the end of Quarter I, which is £35m lower than Budget mainly due to the timing of a VAT receipt. Our latest forecast is that cash balances will reduce to around £450m at year end without further support from the Government.

Preserving liquidity by maintaining a minimum cash balance of £1.2bn is crucial to our financial resilience. Our cash reserves ensure we can deal with a range of short- and longer-term uncertainties and provides assurance to our lenders, suppliers, and credit rating agencies that we can meet our commitments.

## Route to financial sustainability

### Material savings in train maintenance

We have been exploring ways to reduce the cost of purchasing the components we use in both the regular maintenance and heavy overhaul of our rolling stock. The scope of the programme is to target cost savings in a number of specific ways, from developing technical specifications for components that make it easier for us to tender competitively at a lower price, to designing modifications that make components last longer. This will make our network safer and more reliable, while saving money in the long term.

Since its conception in 2018, the latest reports show the programme has saved around £5m to date, which is predicted to rise to around £27m taking in the estimated duration of assets that are currently in use.

### New homes and TfL Property

We were delighted to announce in June that the £200m debt facility that will provide funding certainty for our commercial and other property assets for the next three years was completed.

The funding comes from three banks and confirms their confidence in our ability to deliver the homes, jobs and growth that London needs.

This is a significant milestone for TTL Properties, our consolidated property arm, in its journey to be financially independent from TfL. The credit line allows us to commit to long-term investments with confidence, including confirming to Grainger plc that we will be proceeding with the developments at Arnos Grove, Montford Place and Nine Elms – delivering 780 homes across these three sites, 40 per cent of which will be affordable. We will also see a major increase in investment in our existing assets.

### Barkingside

We held a number of events in June to get feedback on our plans to build 98 new affordable homes in Barkingside. Working with Vistry Partnerships and Peabody, we are looking to develop the site that is currently used as a builder's yard next to Barkingside Tube station. Sustainability is embedded throughout our design, with the incorporation of air source heat pumps, green roofs, new allotments and communal gardens for residents. Our plans will also see us provide new pedestrian crossings outside the station, which can be used by residents or the public.

### Snaresbrook

We have been speaking to the local community about our plans to build new affordable homes on the land that is currently used as a car park at Snaresbrook Tube station. We have selected Pocket Living as our partner to bring forward the proposals to deliver 70 affordable homes.

### Earl's Court

There has been much activity at our development in Earl's Court. Through pop-ups, workshops and an exhibition, we have been talking to the local community about our ambitious plans for the 40-acre site, which we are developing in partnership with The Earls Court Development Company. The site has also been hosting the Underbelly Festival, featuring a circus, cabaret, theatre and comedy, for the second summer in a row. We will start the next phase of engagement in September, which will contain more details on height and the number of homes we are planning to build.

### Our Film Office

We continue to progress the recovery of our Film Office, following its complete closure over the course of the pandemic. Across the first two periods of this year, a strong start was made with more than £125,000 received for the filming of five TV dramas, two features and four documentaries, with many more enquiries in the pipeline. In addition, more than £11,000 has also been raised through the use of our intellectual property in filming.

### Southfields station

In celebration of the Wimbledon Tennis Championships, the Lawn Tennis Association has once again undertaken a station domination at Southfields station to mark the event as well as welcome guests. The transformation included the painting of some of the station assets, the installation of branded artificial grass across the platforms and special advertisements.

### Bus shelter advertising

Our current concession for bus shelter advertising across our estate expires at the end of December 2023. In preparation, early market engagement activities took place on 17, 22 and 28 June to discuss our ideas with the potential partners in the market and help inform our procurement process.

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## 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, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the London Cable Car. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

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

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

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

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

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

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

