

Commissioner's report

28 July 2021

Contents

Introduction	03
Safety and security	04
Supporting the recovery	12
Our people	15
Improving transport and generating growth	18
Healthy Streets	26
Crossrail	32
Finance	33

Introduction

We have worked to ensure London can safely emerge from the latest easing of restrictions

I joined Mayor Sadiq Khan and other public service leaders to pay our respects to those who lost their lives in the 7/7 atrocity. The wreath-laying and moment of reflection was a sombre, moving occasion, and a truly fitting tribute to the 52 innocent victims. The families and friends of all those affected remain in our thoughts.

On 19 July 2021, the last phase of coronavirus legal restrictions was removed by Government. We have worked closely with the Department for Transport, Trade Union colleagues and other transport operators to understand what this meant for our staff and our customers. The requirement for customers to wear face coverings on TfL services, under our conditions of carriage, will remain in place from 19 July. After being asked by the Mayor to do so, I have decided to retain this requirement, which will help to keep our staff and customers safe while we support the Capital's recovery at this crucial time. The requirement is for all passengers, unless they are exempt, and applies when using our services and stations on London Underground, London Buses, London Trams, DLR, London Overground, TfL Rail, Emirates Air Line and the Woolwich Ferry. The exemptions that exist under the current regulations will remain unchanged.

During the pandemic, we introduced the use of hospital-grade cleaning substances, more than 1,000 hand sanitiser points, and 200 UV light devices on escalator handrails. We also worked with Imperial College London to test the air and surfaces on the Tube and buses every month to see if coronavirus was present on our network. Since starting

in September, there have been no traces of coronavirus on the public transport system. We will continue to implement these measures as coronavirus remains part of our lives. My focus remains on protecting our people and customers.

Passenger demand across the network continues to grow steadily and we are still seeing an increase in passenger numbers. We continue to communicate to customers about the quietest times to travel, including through a new feature on the TfL Go app, which offers real-time information on how busy stations are across the day.

We have also launched our 'Welcome Back' campaign to demonstrate how public transport will help London safely recover from the pandemic. Reconnecting Londoners with everything they may have missed during the restrictions, the campaign runs in parallel with our messages about public transport being safe, reliable and cleaner than ever, and that face masks remain compulsory on our services.

We continue to make fantastic progress on the Crossrail project, with trial running increasing from four trains an hour to eight trains an hour, and now running at 12 trains per hour. I'm also pleased that Woolwich and Liverpool Street Elizabeth line stations have been handed to us, with Paddington expected to be handed over during the coming weeks, just some of the milestones we have passed to bring us closer to the opening of this much-needed railway during the first half of 2022.

As always, I would like to thank my TfL colleagues and our contract partners for their continued hard work in keeping London moving over the past month. In addition to the usual challenges - and notwithstanding the impact of COVID-19 - we also successfully supported the UEFA European Championship games at Wembley and the tennis at Wimbledon. That we got everyone safely there and back without major incident is testament to the professionalism of our service delivery, planning and operational management teams, an achievement that was noted by HM Secretary of State for Transport, and rightly so.



We will lead London safely through the next stage of recovery

Safety and security

We continue to ensure the public transport network remains a safe, clean environment

Deaths in service

Our thoughts remain with the families and loved ones of the 91 colleagues who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role these colleagues 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 committed to doing everything in my power to keep everyone safe on our network.

Rapid COVID-19 testing pilot scheme

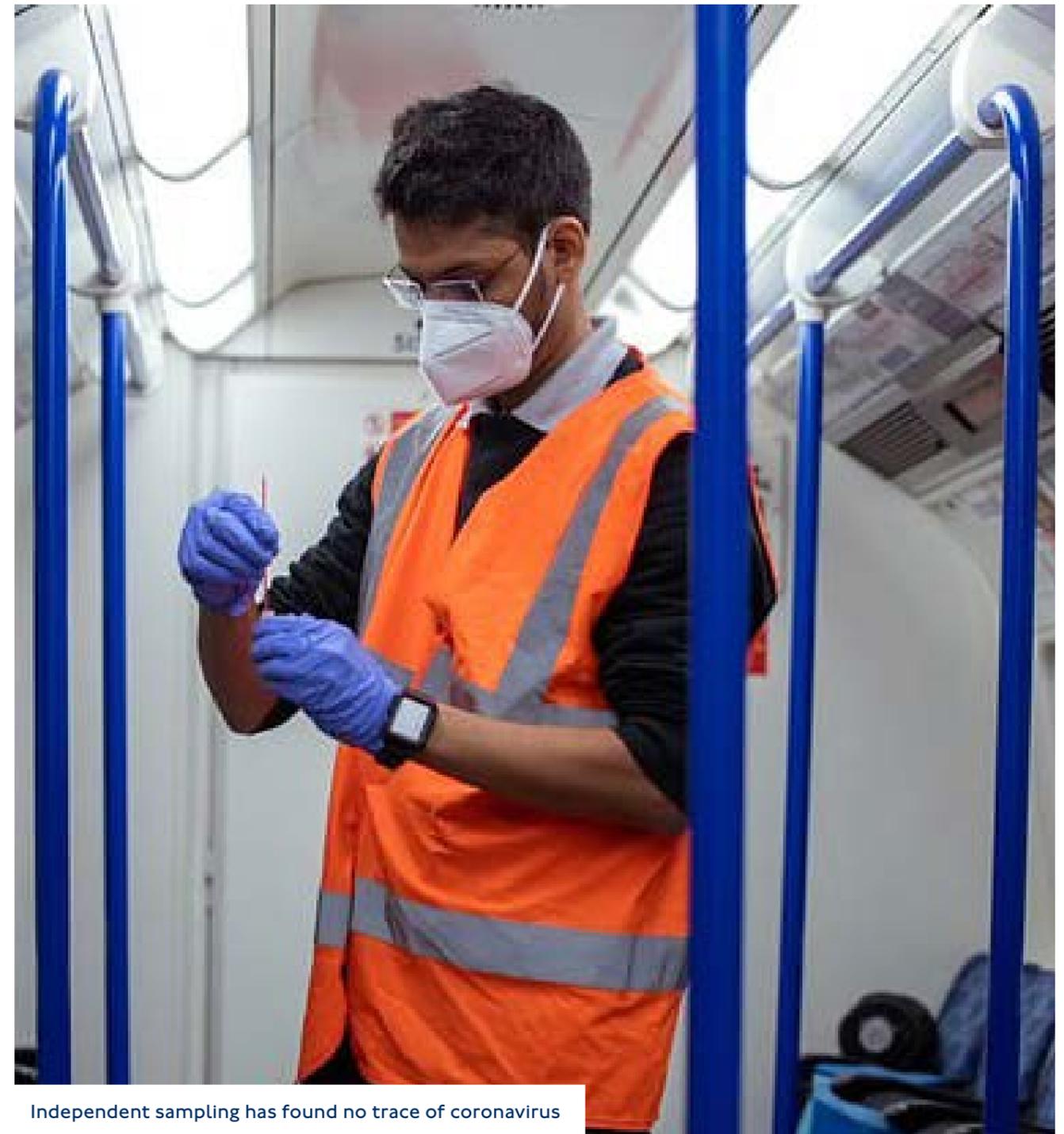
We continue to offer employees our rapid testing service at facilities in our buildings at King's Cross, Palestra, Baker Street, Pier Walk and Endeavour Square. This has been a key initiative in our efforts to ensure workforce safety. By 20 July, we had tested more than 5,800 employees, with the number testing positive averaging at less than 0.6 per cent. We have continued the expansion of the Work Collect scheme for the distribution of home test kits from all our testing sites, as well as at more than 25 other locations, including Victoria Coach Station, fleet and crew depots, stations, service control centres and track maintenance depots.

Throughout June, we assisted the London Borough of Hounslow with its surge testing campaign in response to the concerning spread of the Delta variant in the borough. We distributed more than 1,500 PCR test kits to TfL workplace locations including bus garages and Underground stations. We continue to work closely with the Department of Health and Social Care and the boroughs to help support them in any way during this pandemic.

On 30 June, we partnered with GPs at St Charles Hospital in Westminster to reach out to staff who have been hesitant or reluctant to get the vaccination. A webinar and Q&A session were held and shared with key suppliers such as ABM, bus companies and taxi and private hire drivers. During July, we ran a series of pop-up vaccination clinics at Palestra and Baker Street, which saw staff and suppliers receive their first or second vaccinations.

Imperial College London sampling

Air and surface sampling of customer areas by Imperial College London continues, with no trace of coronavirus found on the public transport system. Our Occupational Health team continues to liaise with academic institutions and other transport networks across the world to ensure our approach to safety remains at the cutting edge.



Independent sampling has found no trace of coronavirus

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. 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.

Following an independent investigation, the Rail Accident Investigation Branch (RAIB) 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 recommendations that were specific to TfL have now been actioned and confirmed as implemented by the Office of Rail and Road (ORR).

The Coroner's Inquests began on 17 May 2021 and the jury's conclusions as to how those who lost their lives came by their deaths are awaited. The Senior Coroner has heard evidence to assist her in considering whether to make a Prevention of Future Deaths report. We continue to support the inquests in every way we can and respond to any requests made by the Senior Coroner.

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.

Upcoming inquests

We are assisting the Coroner with their investigation 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 took place on 1 July 2021, and a further one is likely to take place in September. The Inquests are listed for four weeks from 8 November 2021. We are one of the Interested Persons in these Inquests and we are providing information to the Coroner.

We are also assisting the ORR and the British Transport Police (BTP) with their investigations following the tragic death of Christian Tuvi, 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.

We have given the Coroner information about a person who was struck by a train in a tunnel at Tooting Bec station on 9 December 2019 and tragically killed. The inquest took place between 29 June and 2 July 2021. A witness on behalf of London Underground gave evidence about the CCTV. The Coroner gave a conclusion of suicide. No Prevention of Future Deaths report was issued.

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, which focused on how we identify 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 content 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 took place on 22 June 2021 and another is listed for 20 September 2021.

We have been assisting the Coroner with its enquiries into an incident where passenger died from injuries sustained while trying to board a bus on 15 July 2020. The inquest is adjourned pending the outcome of the police investigation.

We are assisting the Coroner with its 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. Before this, they had spoken with TfL staff at Bank station and we have provided information regarding those interactions to the Coroner. We are awaiting still a date for the inquest.

In February 2021, we were contacted by the Coroner about the death of a person who fell while getting off a bus in October 2020. The bus operator is helping the Coroner with its 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, nine-year-old Ella Adoo-Kissi-Debrah 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. A fresh inquest took place between 30 November and 11 December 2020 where 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, central Government and the London Borough of Lewisham, which related to low public awareness of the sources of information



We will not tolerate hate in any form on our network

about national and local pollution levels. The Coroner suggests greater awareness would help people reduce their exposure to air pollution. The Mayor has provided a response to the report, setting out various policies and tools that the Greater London Authority (GLA) will use to help raise awareness of the sources of information about local pollution levels. The Coroner did not address any concerns to TfL.

Crime and antisocial behaviour on public transport

On 10 June, we launched a new media and marketing campaign, called Hands Up, using powerful and impactful messaging to make it clear that we will not accept any form of hate or abuse on our network. It is part of our efforts to make public transport feel like a more welcoming and safer place for everyone, especially as more people return to the network.

This campaign was developed following several months of engagement with community groups and our frontline staff to better understand their experiences and concerns about hate crime on the transport network. Extensive engagement over the past six months with community groups, including COVID-19 Anti-Racism Group, Shomrim, and Tell MAMA, have shown that more needs to be done to communicate with and inform passengers and staff about hate crime, and to show solidarity and support to victims.

Customers will see our new campaign, with posters displayed across the network encouraging customers and staff to stand in solidarity against hate and abusive behaviour. Messages include 'London stands together against abuse on our transport network', 'We won't tolerate hate crime', 'We won't stand for abuse of TfL staff' and 'We won't accept drunken abuse of our staff'.

From early 2022, new diversity and inclusion training for all new bus drivers will include a module specifically about dealing with hate crime. The training will be developed in consultation with London-based community groups to tackle hate crime. We are also issuing updated guidance on how to report and support victims of hate crime to all bus drivers.

Our STARS programme is introducing a new educational exercise for London's secondary schools, which explores the impact of hate crime and encourages pupils to share the solidarity message that hate crime will not be tolerated.

As always, we continue to work closely with our transport policing partners to support the investigation of hate crimes on public transport to bring offenders to justice. More than 2,500 police and police community support officers patrol the network to improve the safety of customers and staff and reassure those who may feel vulnerable.

We take a zero-tolerance approach to all types of staff abuse and continue to work alongside the Metropolitan Police

Service (MPS) and BTP to tackle it. This includes targeted operations for physical assault and verbal aggression on staff, public order offences, hate crimes and drunken abuse.

Tackling unwanted sexual behaviour

We continue to work closely with our transport policing partners – the BTP and the MPS Roads and Transport Policing Command (RTPC) – to tackle unwanted sexual behaviour. This includes prioritising the investigation of reported offences, intelligence-led operations in hotspot locations, targeting known suspects and engagement days to reassure customers and encourage reporting.

Work continues with the Rail Delivery Group, BTP and other key stakeholders to develop a new customer-facing campaign, which will go live later this year. This will coincide with the launch of a training programme for our frontline staff on dealing with reports from customers and how to support them. The training will also cover advice for staff who experience this behaviour as a form of work-related violence and aggression.

Our Project Guardian school sessions, run by London Transport Museum, will recommence in September, having been paused during the pandemic. These sessions are aimed at secondary school students of all genders to raise awareness of unwanted sexual behaviour on public transport, emphasising our zero-tolerance approach and encouraging them to report incidents to the police.

We are due to report the taxi and private hire journey-related sexual offence figures for 2019 later this month. Publication has been delayed due to the pandemic and the focus being on operational priorities.

We do not tolerate any crime or behaviour that makes passengers feel uncomfortable on any mode of transport, including while travelling by taxi or minicab. While we know the majority of taxi and private hire drivers operate safely and legally, everyone has the right to a hassle-free journey.

We continue to work closely with the police and the night-time industry as part of our commitment to get people, particularly women, home safely at night. This includes working relentlessly to bring offenders to justice, being a leading promoter of the Mayor's women's safety charter and making incidents easier to report.

Our Compliance, Policing, Operations and Security (CPOS) Operations Officers have been working with the MPS RTPC to deliver a summer burst of our Safer Travel at Night (STaN) campaign as pubs, bars and the night-time economy reopens. Between 21 June and 11 July, officers completed more than 1,000 engagements with the public, educating people on safe ways to travel at night, and encouraging them to report inappropriate behaviour. They also conducted 1,920 roadside stops of taxi and private hire vehicles, checking that drivers were licensed, insured and that their vehicles were in a safe condition for public use. The team also visited 22 private hire

vehicle operators to check they were legally compliant. The team was also deployed to help support colleagues at the Wimbledon Championships and the UEFA European Championship and complement routine compliance activities. Further STaN activity is planned through July until 1 August.

Work-related violence and aggression

On 30 June, our Safety, Sustainability and Human Resources Panel endorsed our 2021/2022 Work-Related Violence and Aggression action plan, which sets out the actions we will take to deliver our strategy to tackle this. It covers a broad range of activity from how we work to prevent work-related violence and aggression and improving how we support our people who experience incidents of it.

One of the key triggers for violence and aggression is fare evasion. We are restarting revenue protection activity on a phased approach across all modes after it was previously paused because of the pandemic. Police officers from the BTP and the MPS RTPC are providing valuable support as part of the joint working with our enforcement officers. We have also started the recruitment process for an additional 60 London Underground Revenue Control Officers to help tackle fare evasion on the Tube network.

Operation Stead, introduced by the BTP, is providing enhanced engagement and visibility in locations where staff have concerns about violence and aggression across our Tube and rail networks. This will cover three new locations a month, with our current focus on Canning Town, Bow

Road and Stepney Green stations. This is in addition to targeted police activity at hotspot locations.

We are continuing our engagement and communications activity to encourage the use of body-worn cameras where it is not mandatory. As well as helping to de-escalate incidents, the cameras also provide vital evidence for police and investigations of violent and aggressive incidents.

During May and June, the RTPC ran operation TIBULUS, which saw proactive efforts to prevent violent crime on the bus network and help keep young people safe. There are increasing levels of violent crime and robbery in London, particularly between young people, and it is vital that we take action to keep the bus network safe, both for drivers and customers. This work has enabled us to provide analysis to our Safer Transport team so they can tailor their response by location. A range of different tactics has been used, from weapons sweeps, high-visibility patrols, plain clothes patrols, crime prevention advice, patrolling on e-bikes and using resources from the MPS Violent Crime Task Force, to help apprehend offenders.

Technology to help safety and security

We are delivering a suite of projects under our Compliance, Enforcement and Safety Programme, using technology to improve safety and security on our network. We are upgrading the digital capability of our CPOS directorate to help ensure that our 600 on-street compliance officers and back-office support staff can enforce safety and security efficiently and effectively.

Each year more than 4,000 people are killed or seriously injured in collisions on London's roads. A total of 76 per cent of collisions happen at junctions – many of which involve moving vehicles contravening road traffic rules, such as banned turns and yellow box junctions. The Deployable Enforcement Cameras project is procuring and deploying at least 50 smart cameras on our road network, to increase our capacity to enforce moving vehicle contraventions. During a trial, which started in February 2021, the junctions where these cameras were deployed saw at least 40 per cent more compliance. A contract to deliver these cameras is being negotiated with P Ducker Systems and is expected to be signed in July.

We have also launched an internal security campaign across the organisation to create a security conscious culture. We have created a staff security policy to emphasise our collective responsibility in protecting the organisation, our customers and colleagues. We have also launched a new dedicated 'Welcome to Security at TfL' site on our intranet, which will be the one-stop shop for everything security-related and accessible for all employees. The new site will provide advice and guidance from our expert security teams and includes a new Knowledge Centre for Security to provide further education and support for all staff.

Face-covering enforcement

Our enforcement officers continue to enforce the mandatory wearing of face coverings on public transport, unless a customer is exempt, under the Conditions of Carriage. Up to 19 July 2021, the high levels of compliance seen was achieved using their powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020.

Customer compliance remains very high in general, particularly during peak travel times. Customer research shows that 86 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 19 July 2021, our enforcement officers have intervened with 215,668 passengers not wearing a face covering or not wearing it correctly. Of these, 17,244 have been refused travel and 4,339 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 1,831 of these have been paid within 14 days, at a reduced fee of £100 for early payment, and 153 were paid within 28 days. Where these remain unpaid, we pursue offenders through the courts.

Since 9 June, 372 cases have been listed in court for the offence of not wearing a face covering. Of those 372 cases, 294 defendants had their case proved in their absence due to not responding to the court



Face coverings should continue to be worn on our services

summons and 39 defendants pleaded guilty. These cases resulted in fines averaging £555. The amount fined depends on the individuals' circumstances, which the court takes into consideration.

As the requirement to wear a face covering continues as a condition of carriage from the 19 July, we will no longer be reporting on fines or prosecutions. The power to issue a Fixed Penalty Notice and prosecute was withdrawn by the Government. Future reporting will cover the number of instances when travel has been refused or a customer has been asked to leave our services. We anticipate that this number will be very low as our enforcement officers will maintain their positive record on educating and encouraging non-exempt passengers to protect the health of others and comply with the mandatory requirements. They will continue to equip passengers with a face covering to wear on our services and stations.

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.

During June, the MPS took action against 33,038 drivers for speeding offences across the Capital. This critical work enables us to challenge the perception that breaking the speed limit is acceptable. Our enforcement is focused on the roads that pose the most risk and on supporting local communities concerned about antisocial driving and speeding in their neighbourhood.

The MPS RTPC is working closely with the London boroughs to enforce action against those using illegal e-scooters. To support the launch of our e-scooter trial on 7 June, and highlight the distinction between legal and illegal e-scooters, the RTPC stepped up its enforcement focus on illegal e-scooters in June. The RTPC seized 1,103 e-scooters being used unlawfully in June. So far in July, 320 e-scooters have been seized, bringing the current total for this year to more than 2,300. We are currently investigating how seized e-scooters can best be disposed of and recycled.

Since July 2020, there have been more than 420 offences reported by people riding e-scooters, ranging from robbery, drug offences and youth violence. Private e-scooters have also been caught doing more than 40 mph. Reckless behaviour by e-scooter riders is commonly reported.

Vision Zero action plan

We published our Vision Zero action plan in 2018, which sets out the commitments we have made, alongside our partners, to implement a Safe System strategy. Three years on, many of the commitments set out in the plan have been delivered or are on track. However, to achieve Vision Zero across the Capital, we must continue to update and adjust our plans as new trends and insights emerge.

We are reviewing our plan to identify where it might need enhancing. Forming a broad coalition of partners including agencies, London boroughs, police, companies employing people who drive for work and the third sector, will be an essential part of

this. We will be holding meetings, events and workshops with these partners to help shape the refresh of the Vision Zero action plan. We intend to publish the enhanced plan this autumn.

Casualty data for 2020

On 24 June, we published data showing that 96 people were tragically killed on London's roads in 2020, with 2,974 people seriously injured. It is neither inevitable nor acceptable that anyone should be killed or seriously injured while travelling in London and our thoughts are with anybody who has been affected.

Of the 96 people killed:

- 45 were walking (down from 68 in 2019), representing 47 per cent of all fatalities. Of these 45, 24 people were killed following a collision with a car (down from 40 in 2019)
- 31 were motorcyclists (the same number as 2019)
- 11 were using a car (down from 17 in 2019)
- Six were cycling (up from five in 2019)
- Two were using a bus or coach (the same number as 2019)
- One was a private hire vehicle passenger (down from two in 2019, including an e-scooter rider)

There were 21,001 reported collisions in London in 2020. People walking, cycling and motorcycling made up 82 per cent of

all people killed or seriously injured last year, which highlights the ongoing need for measures, such as segregated cycle lanes and safer junctions, the removal of lorry blind spots and reducing speed limits.

During 2020, the number of people killed or seriously injured was substantially lower than the 2005-09 baseline, partly reflecting the pandemic and associated lockdowns. However, before the pandemic, the rate of the decline had slowed in recent years. These latest statistics underline why we are continuing to focus efforts on making streets safer for the people most at risk, as part of our Vision Zero ambition.



We have 516 buses fitted with safety technology

Bus Safety Standard

We passed the 500 mark for the number of buses meeting the Bus Safety Standard on 31 May 2021. We now have 516 vehicles fitted with the latest safety technology including intelligent speed assistance and better design features, which can help avoid or reduce casualties. The standard was recently toughened so buses entering service from later this year would feature second-generation technology like camera monitoring systems in place of side mirrors, which offer a wider field of view and clearer visibility in low light. Further 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 tightened further in 2024 to harness the latest technology that can help us to achieve our goal of eliminating deaths on or by a bus by 2030 and all fatalities and serious injuries on the capital's roads by 2041. Of the buses that meet the first and some second-generation features, 366 are equipped with the Acoustic Vehicle Alerting System (AVAS) to make vulnerable road users more aware of the presence of much quieter buses, such as those powered by rechargeable batteries. Without AVAS, these buses might be indiscernible from busy traffic. Our AVAS system has also been specifically designed for London so that it becomes louder when there is more noise like busy shopping areas, or quieter when vehicles pass through more open suburban neighbourhoods.

Driver fatigue challenge

In March 2021, we launched the Driver Fatigue and Health & Wellbeing Innovation challenge, which saw more than 50 companies respond with solutions. The shortlisted companies are working with bus operators to jointly bid for Innovation Fund monies. Trials are due to start this autumn.

Bus driver facilities

As part of the bus driver COVID-19 winter protection plan, we secured a retail unit at Brent Cross for drivers to use as their welfare facilities. As this was only a short-term lease, a more permanent solution was required. Two cabins have now been installed to provide facilities until a major improvement project takes place as part of the 2021/22 bus driver facilities improvement programme.

Taxis and private hire vehicles

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 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's grounds of challenge include that Free Now enables private hire drivers to ply for hire in London using its app, which is unlawful because plying for hire is an activity reserved to hackney carriages.

Following a Supreme Court decision on 19 February 2021, Free Now's terms and conditions are incompatible with the Private Hire Vehicles (London) Act 1998 (the 1998 Act), and therefore drivers are committing a separate offence of accepting bookings without a private hire vehicle operator's licence. UTAG seeks a declaration from the court on both of these grounds. A hearing will take place on 23 and 24 November 2021. The claim will be heard at the same time as Uber London Limited's claim as similar issues are raised.

Uber London Limited v TfL, United Trade Action Group and the App Drivers and Couriers Union

On 19 February 2021, the Supreme Court upheld an Employment Tribunal ruling that classed drivers undertaking bookings for private hire operator Uber London Limited (ULL) as 'workers'. 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 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. The App Drivers and Couriers Union applied to be a party to the claim and has been added as the third defendant. Free Now also applied to the Court to be a party to the claim and we anticipate that their application will be granted. The Court is considering whether ULL's claim should be heard at the same time as UTAG's judicial review (above) in which a similar issue has

been raised and we await the outcome of a case management hearing held on 8 July 2021 in which this was considered. The hearing of ULL's claim and UTAG's judicial review will take place from 23 to 25 November 2021.

Taxi and private hire vehicle licensing service

The current taxi and private hire vehicle licensing service and IT systems contract expires in February 2023, and a re-let project is under way to re-procure the services to ensure continuity in our statutory obligations to provide taxi and private hire licensing services.

Following a competitive tender process, two separate contracts have been awarded. One was awarded to Tata Consultancy Services and is for an Information Communication Technology system and online customer portal to continue to provide taxi and private hire driver and vehicle and private hire operator licensing functions, while further modernising the service and improving the customer experience in self-service functions. The other was awarded to Marston Holdings Limited and is for vehicle inspection services including a customer contact centre. Both contracts are scheduled to begin in late summer 2021.

The procurement process has also successfully identified significant savings, which exceed the target set as part of our procurement strategy.

English language contract

A contract has been awarded to PeopleCert Group, an Ofqual regulated awarding body, as part of the introduction of a new approach to test a private hire driver's ability to communicate in English at or above Level B1 on the Common European Framework for Reference of Languages.

Separately, there will be a new module added to the current topographical assessment that will measure an applicant's reading and writing skills. The new modules will test the applicant's knowledge on relevant safety, equality and regulatory matters.

This new assessment package will be introduced for new applicants from 1 October 2021.

National Register of Taxi License Revocations and Refusals

On 21 July 2020, the Department for Transport (DfT) published its Statutory Taxi and Private Hire Licensing Standards. One of these advises councils and licensing authorities on the use of the National Register of Taxi Licence Revocations and Refusals to enhance due diligence when making licensing decisions. The Register enables councils and licensing authorities to record details of when a taxi or private hire driver application has been refused or a licence has been revoked.

We already require taxi and private hire driver applicants to disclose if they have had an application for a licence refused, or a licence revoked or suspended by any other licensing authority. From late summer, we will use the Register to ensure the information provided by the applicant is accurate. Failure to disclose this information during the application process will be taken into consideration when determining if the applicant is 'fit and proper' to hold a licence.

We have published a detailed privacy notice about the Register on our website.

Licensing appeals exposed by BBC

On 19 November 2019, the BBC broadcast a programme exposing fraudulent practices by some colleges offering BTEC qualifications in London. Vista Training Solutions Ltd was featured 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 through Vista, with 143 previously licenced drivers having their licences revoked and 279 applicants having their applications refused. Following this, 80 affected applicants and drivers appealed the decisions to the Magistrates' Court but the appeals were all subsequently dismissed by the court or withdrawn.

Supporting the recovery

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

On 14 June, the Government announced a delay in the date for the country moving to Step 4 of their roadmap. Until this time, we continue to follow Government advice based on Step 3 of the roadmap.

The UEFA European Football Championship, delayed from 2020 due to the pandemic, ran from 13 June to 11 July, with the first England game at Wembley Stadium and live streaming available in Trafalgar Square. During the months of June and July, our operational teams assisted team vehicles from their hotels to the stadium, ensuring the resilience of our network on routes and around the live streaming sites. Our operations also assisted with the stadium's egress plans, such as mapping emergency routes and evacuation paths from the stadium, and we used our Palestra Event Liaison Facility (PELF) space in the Network Management Control Centre to host the event command, control and city operations. The PELF housed key agencies and stakeholders during Wembley match days and when the Trafalgar Square live site was running. The PELF was designed with strict COVID-19 requirements in place to ensure the safety of our staff and any visitors.

The 2021 Wimbledon Championships also took place from the 28 June to the 11 July. Operational teams supported the event by assisting tournament vehicles to and from the central London hotel where players and officials were staying. This was key to helping maintain the safety of the players and ensuring compliance with COVID-19 requirements at Wimbledon.

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

On 19 July, we started our public transport recovery campaign. The campaign, with the message 'Welcome back. Tube it. Bus it. Train it.', has launched on TV, cinema, digital video, posters and through a Time Out media partnership. The campaign reminds customers of the key role our network plays in their lives and is set to inspire them to make off-peak leisure journeys. The specially designed Time Out cover wrap includes a social media competition to inspire Londoners to enjoy leisure activities in the Capital and to access them by public transport. The campaign is aligned with the GLA and London and Partners' #LetsDoLondon campaign, which is a national campaign focused on tourism into London, including overnight stays.

We have also launched activity to support the recovery of the Emirates Air Line by increasing awareness of its availability

(within easy reach of central London), using the lifting of Government restrictions to increase passenger volume and revenue, and increasing the proportion of online sales. As a secondary objective, the campaign also aims to re-establish the Emirates Air Line as part of the transport network. The activity, which will include posters across the network, digital displays, paid search, social media and influencers, will run throughout the year and will focus on key holiday times.

Managing demand on our services

We continue to run near-normal levels of services across the public transport network and offer a wide range of active travel options, including Santander Cycles and protected cycling and walking routes, especially in central London and the West End. From 21 June, London Overground has been operating a normal pre-pandemic service on all our routes, with 100 per cent capacity through the whole week, including during the weekday morning peak. Customers are asked to travel during quieter times to help spread demand throughout the day when there is spare capacity and make social distancing easier. Customers should continue to follow the Government's advice when using the network. We will continue to monitor demand to ensure we keep our staff and customers safe and help continue to prevent the spread of coronavirus.

On 7 June, the Waterloo & City line reopened to boost capacity of the transport network as London continues to recover and open up further. The line, which connects Waterloo and Bank

stations, is an important commuter link and has been closed since March last year.

The Waterloo & City line currently runs every five minutes on Monday to Friday, from 06:00 to 10:00 in the morning and 15:30 to 19:00 in the afternoon. This enables customers to stagger their journeys during the morning and afternoon peak, and adds extra capacity for people who are unable to change their working hours and have to travel at these times.

We have also received extra funding from the Government for additional vehicles for school routes to assist with capacity and social distancing. We are preparing for the return to schools in September, taking into account any possible restrictions and changes to school hours.

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

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



Arch Day encouraged people to support local businesses

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 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 the business, leisure and hospitality sectors, attending more than 25 industry forums, roundtable discussions and conferences throughout the pandemic. On 15 June we spoke alongside the Rail Delivery Group and Network Rail at London First's event 'Back On The Move: Public transport challenges as London Unlocks' at which our key messages and guidance documents were shared to all attendees and London First members.

On Arch Day 2021 on 3 July, Londoners were encouraged to support local businesses located in railway arches. The scheme was supported by The Arch Company, Network Rail and us, and highlighted the services, products and activities that can be found under these often-forgotten Victorian railway arches, and encouraged local people to shop with businesses in their community. I visited businesses

located in arches that are managed by us in Haggerston in east London to discuss their experiences during the pandemic and recognise their commitment to the local community as part of our Love Your Local Arches Awards. I also met with representatives from Guardians of the Arches and was pleased to hear they appreciated our efforts throughout the pandemic to support the hundreds of businesses in our Arches.

As an organisation, we own and manage more than 800 arches across London, with small and medium businesses making up more than 93 per cent of our tenants, showing the vital contribution we have, and continue to have, in helping London's economy recover. With restrictions keeping a large number of Londoners at home over the past year, many people have rediscovered their local areas, leading to our commercial tenants becoming more intrinsically linked to those around them by providing essential services to their communities. As the recovery builds, new businesses have also started opening in the arches, showing they are the perfect next step for growing new or small businesses.

We worked hard to support our tenants by offering significant rent, practical and emotional support. We continue to work with tenants as partners, getting to know their businesses better and sharing responsibility for business recovery.

The Partnership and Events team launched a new collection of trend-led assets to promote our ever-growing product licensing programme. On 6 July, we hosted

London Lines – an event in the Cubic Theatre at London Transport Museum to encourage new business opportunities and inspire our current partners. The event focused on our history of iconic design and recovery plans, with presentations from TfL representatives, Sam Mullins OBE, director of the museum since 1994, and our licensing agency, TSBA group.

Valuing People Network

We continue to engage with our Valuing People Network to understand how we can better support the travel needs of people with learning disabilities across London. Members of this community have had to live in different ways during the last year, with some shielding since the outset of the pandemic. We held two meetings in June with more than 40 attendees, where we provided information about our e-scooter trial and an update on the changes to the public transport services, including the increase in bus capacity, face coverings, travel at quieter times. We also looked at ways in which we can build back the confidence to travel independently again, once it is safe to do so.

We also continue important engagement with our Independent Disability Advisory Group, which meets virtually every fortnight. The group has been instrumental in advising on a range of infrastructure and customer experience projects, including the Hammersmith Bridge ferry project and the new Bank station capacity upgrade project.

E-scooter discussion with Guide Dogs UK

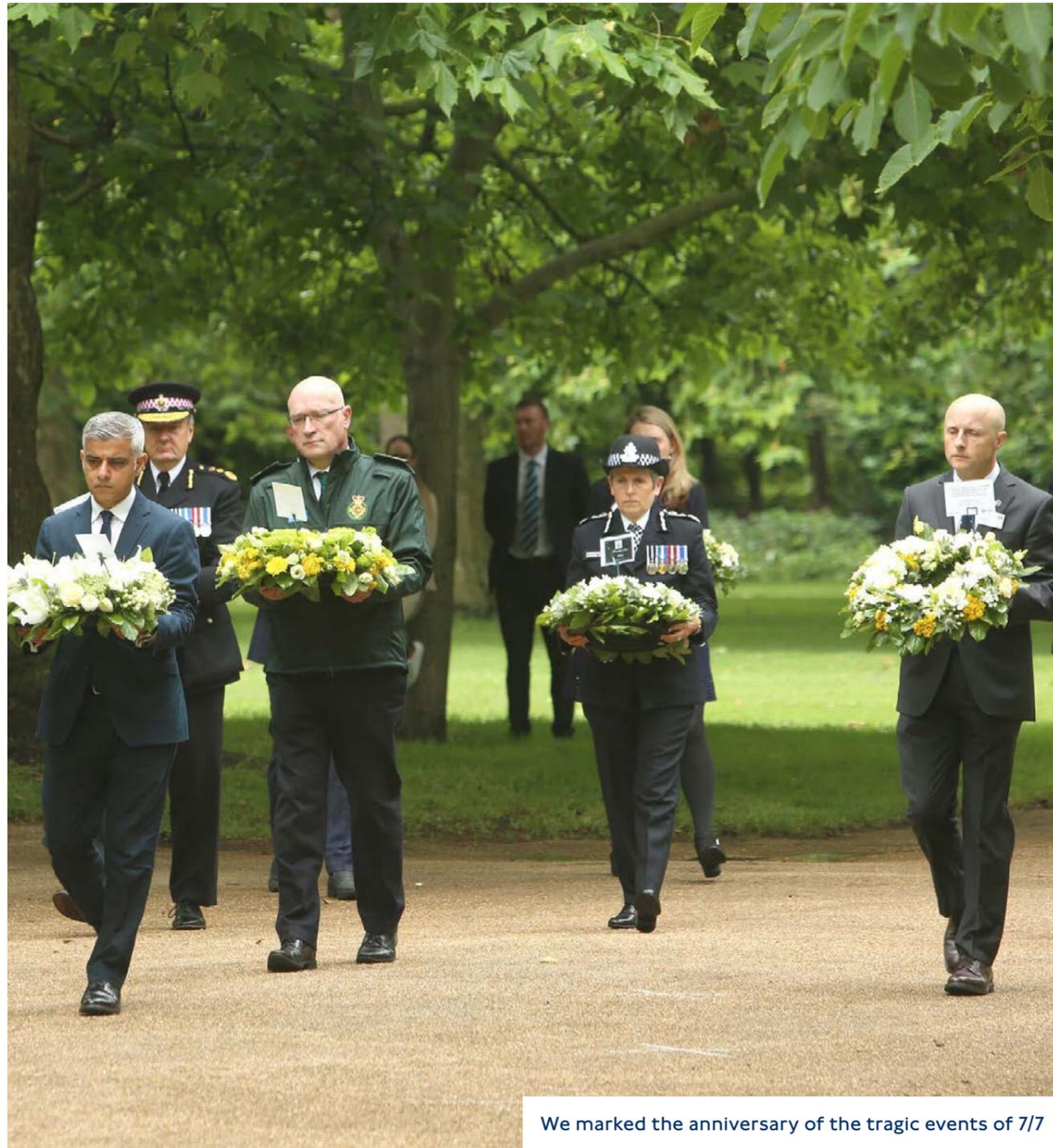
On 14 June, we co-hosted an e-scooter trial roundtable discussion in collaboration with the Guide Dogs UK charity. The panel included representatives from our e-scooter team, the three e-scooter trial operators, MPS, London Councils, RNIB, London Vision and Guide Dogs UK, with London Assembly Members and borough councillors in attendance. The panel provided an overview of the trial, the importance and priority of safety, and enforcement activity taking place for privately owned e-scooters. The sight loss charities also shared their key concerns, including designated parking, policing and monitoring inappropriate use, preventing pavement obstructions, the process for reporting incidents and enforcing private e-scooter use.

Inclusive transport forum

On 8 July, we held our first Inclusive transport forum of 2021, previously known as our quarterly Accessibility forum. The forum included an update from Vernon Everitt, Managing Director, Customers, Communication and Technology, on recovery work to ensure customers feel confident and safe returning to the network. We updated the group on feedback from our inclusive streets engagement programme and our actions from their feedback will be shared with these stakeholders later in the summer. In addition, we also outlined our plans to ensure buses play a key role in London's recovery and the five key themes to consider: safety and security, customer experience and accessibility, journey times, connections and environment.

Our people

Despite the challenges of the pandemic, our people have been there to support London



We marked the anniversary of the tragic events of 7/7

Remembering 7/7

This year marks the 16th anniversary of the 7 July 2005 attacks on London's transport network. I joined Mayor Sadiq Khan and representatives from the emergency services to lay wreaths at the memorial in Hyde Park and observed a minute's silence. Our thoughts remain with the 52 innocent people who lost their lives, the survivors and their loved ones. Local memorial events also took place at locations directly affected by the 7/7 attacks.

COVID-19 special recognition awards scheme

The COVID-19 recognition scheme was launched on 30 November 2020 to recognise those who have made exceptional contributions and had a significant impact on London's response to the pandemic. The scheme closed on 31 May 2021 and, from more than 570 nominations, we presented awards to 196 individuals and 76 teams across the organisation.

As a result of these awards, we have seen a positive impact on staff morale, as well as a sense of pride across the organisation in our response to the pandemic. This scheme has also shown staff how valued their work is and that this is recognised by Senior Management, especially in light of such a challenging period of our lives.

Healthy Transport Award

On 29 June, we were awarded the Healthy Transport Award for 2021 by the Chartered Institute of Highways and Transportation in partnership with University College London and the Transport Research Laboratory.

We were recognised for the measures we put in place to protect bus staff in response to the tragic loss of bus drivers in the spring of last year due to the pandemic. This was made possible with the use of simulations, stakeholder engagement, driver guidance and changes to vehicle specifications. The work found that sealing the assault screens of driver cabs reduced air getting inside by 99 per cent and this was complemented by changes to vehicle heating, ventilation and air circulation systems on 1,800 buses, as well as guidance for cleaning. The outcome was better protection and reassurance for drivers.

Virtual work experience pilot programme

Throughout June, we welcomed 21 secondary school and further education students from the London Boroughs of Hillingdon and Croydon to take part in a week-long virtual work experience pilot programme. This was the first time we had offered work experience virtually and it was a great opportunity to assess if the change from face-to-face to virtual work experience was effective and still achieved the right outcomes for the students. It also supported schools in achieving the Gatsby benchmarks as set out as advisory in the Government Schools Statutory Guidance.

During the week, the students explored different areas of the business including Technology & Data, Network Operations and Commercial Development. The students were set interactive tasks each day which included presenting ideas for design feature ideas in our energy efficient homes, presenting options in response to a customer complaint about a traffic light

problem in south London, and analysing data from lockdown journey changes in different locations. The three challenges set by different business areas helped to demonstrate the diverse range of career opportunities we have in the organisation.

Following positive feedback from the students and schools, we are trying to reach more students with this approach, continuing to target schools where there are higher levels of deprivation.

Steps into Work

On 9 July, we were delighted to celebrate the completion of our latest cohort of 15 Steps into Work students at the end of programme event. The students were delighted to have their achievements acknowledged by the Deputy Mayor for Planning, Regeneration and Skills, DfT Minister of State for Transport and members of the TfL Board.

A further 12 months of ongoing support will be available for the students to help secure paid employment, with three already successfully securing work externally, which is a great achievement, particularly in these challenging times. This programme delivers great outcomes for those with learning disabilities, by helping to build confidence, gain experience and skills, and supporting them in eventually trying to secure paid employment.

Graduates and apprentices

Following our successful virtual recruitment campaign for 60 graduates, five Year in Industry students and 48 Level 4-6 apprentices are due to start on 13

September, our 'keep warm' engagements have started with virtual meet and greet sessions being held with the individuals' business sponsors.

Our Level 3 apprenticeship recruitment campaigns have an additional 69 roles across 15 schemes and are now accepting applications. We have also started a series of virtual events with schools, social enterprises and partner organisations. This work helps to promote and inspire applications for our roles opening in mid-July. These events also give people the chance to ask questions on the apprenticeship route versus other choices for young people, hear from current apprentices and to ask questions about our assessment process. The Level 3 apprentices will join us in January 2022.

As we prepare for our new intakes to join us, we have also started our 2021 career launch process for 100 apprentices and 28 graduates who are due to complete their schemes between now and March 2022. Relevant substantive roles are being identified across the business and are being promoted on our dedicated graduate and apprentice career launch portal.

Diabetes prevention programme

During June, we promoted the NHS Diabetes Prevention Programme and the Know Your Risk tool, which lets users know within a few minutes if you are at risk of developing type 2 diabetes, to coincide with national Diabetes Week from 14 to 18 June). We invited representatives from Diabetes UK and Slimming World to come along and talk to staff on the effects of obesity

and the links to type 2 diabetes, and share practical tips on how to make lifestyle changes to prevent developing type 2 diabetes.

Type 2 diabetes trial of RESET Health programme

Obesity is associated with reduced life expectancy and is the leading cause for developing Type 2 diabetes and other chronic medical conditions. A trial of a technology-enabled metabolic programme called RESET Health will begin in the next few months for staff living with Type 2 diabetes, prediabetes and obesity to help reverse their metabolic conditions. It also provides support to help lower insulin resistance and reverse those conditions without reliance on medication.

The trial will use the RESET Health 12-week programme which provides 24/7 coaching and support through a multidisciplinary team of medical professionals, remote online clinics, mobile app and social media. During similar programmes, RESET Health showed that, on average, participants lost 12 kilos in 12 weeks and had reduced blood pressure, and the programme had enabled 80 per cent of participants to come off their medications.

Health and Wellbeing Team Challenge

Over 1,200 employees joined in with the Kaido Wellbeing team challenge which concluded on 18 June. The challenge encourages teams to work together to earn points by increasing activity levels, trying new types of exercise and adding mindfulness to the daily routine. The winners were a team of customer service

assistants from the Victoria line called Red Panda. The engagement report showed that 88 per cent of participants felt healthier at the end of the challenge, 31 per cent slept more, 82 per cent were making better nutrition choices, 78 per cent had increased their daily steps, 47 per cent had tried a new form of exercise and 88 per cent said their overall activity levels had increased.

Stress reduction group

On 4 June, we held our first stress reduction group workshop for employees to help support anyone who was experiencing increased levels of stress. The aim of the workshop was to establish an understanding of the causes of stress, and build personal resilience and coping strategies to help establish a healthier approach to work and life. Follow up sessions were also held on 11 and 18 June.

Virtual health assessments

A small trial of virtual one-to-one health assessments was conducted during June. Participants booked a convenient timeslot online and received a small home-testing kit to test for blood glucose and cholesterol, as well as thyroid testing for women and prostate testing for men. The health assessment itself consisted of a 30-minute confidential session with a health advisor to discuss the test results. The assessments provided Occupational Health with anonymous aggregated data which showed that of the 241 assessments carried out, 92 per cent of those attending had the recommended heart rate levels, 91 per cent were of a low cardiac risk, 93 per cent were at low risk of diabetes and within government recommended guidelines,

65 per cent were within government guideline levels of total cholesterol. However, looking at activity levels, 89 per cent thought they were not active enough and 23 per cent felt they did not get enough sleep. Results of a customer satisfaction survey are pending. The follow up survey shows that 90.6 per cent found it a positive experience, 90 per cent rated the assessments useful and informative, while 77.3 per cent said they would make lifestyle changes as a result of attending the assessment.

Delivering a green future

On 27 May, we launched an internal campaign to deliver a green future as one of our top five priorities as an organisation. The campaign will run until the end of August and aims to help increase both action and progress on decarbonisation across the business and the Capital, and contribute to the culture change required to deliver the Green Future priority and our Corporate Environment Plan ambitions. As part of this campaign, I recorded a short film encouraging colleagues to join the fight against climate change and explaining what they can do to help. I also shared some of our successes in this area, such as having the largest zero-emission bus fleet in Europe and outlined our future plans, including switching our electricity supply to 100 per cent renewable by 2030 and explained why this work was so important for both the organisation and the city. The ongoing campaign will feature blogs, articles, video blogs, interaction and digital signage guiding employees to our Corporate Environment Plan.

To support this work, our colleagues in Surface Transport ran an Environmental Awareness month in June. The aim of the campaign was to raise awareness among staff of the role they play in contributing to London's Green Future. Staff were asked to consider making green commitments and encouraged to familiarise themselves with the Corporate Environment Hub.

We ran a number of insight sessions, attended by close to 600 colleagues, on key environmental topics such as air quality (to coincide with Clean Air Day 2021 on 17 June), responsible procurement and decarbonisation. We also held a joint session with the assistant director for environment and energy at the GLA to take colleagues through the Mayor's ambitions for environment and what Surface colleagues can do to help deliver them. In addition to this, we also held two sessions aimed specifically at our projects teams to encourage them to ensure they consider environmental benefits when planning and delivering works as well as raising awareness of CEEQUAL, the evidence-based sustainability assessment, rating and awards scheme for civil engineering, infrastructure, landscaping and public realm projects.

Industrial action

Industrial action on the bus network owing to disputes over bus driver pay between bus operator RATP and the union Unite has now been resolved. Threatened industrial action at Metrolink has also been resolved. We have commissioned independent research into remote sign-on, where drivers can start their shifts away from their garages, so that this practice can be examined in more detail. We expect to share the outcomes with our bus operators and Unite by the autumn and will publish the findings on our website.

Improving transport and generating growth

We are working to ensure London's transport is fit for the future and supports our recovery

Hammersmith Bridge

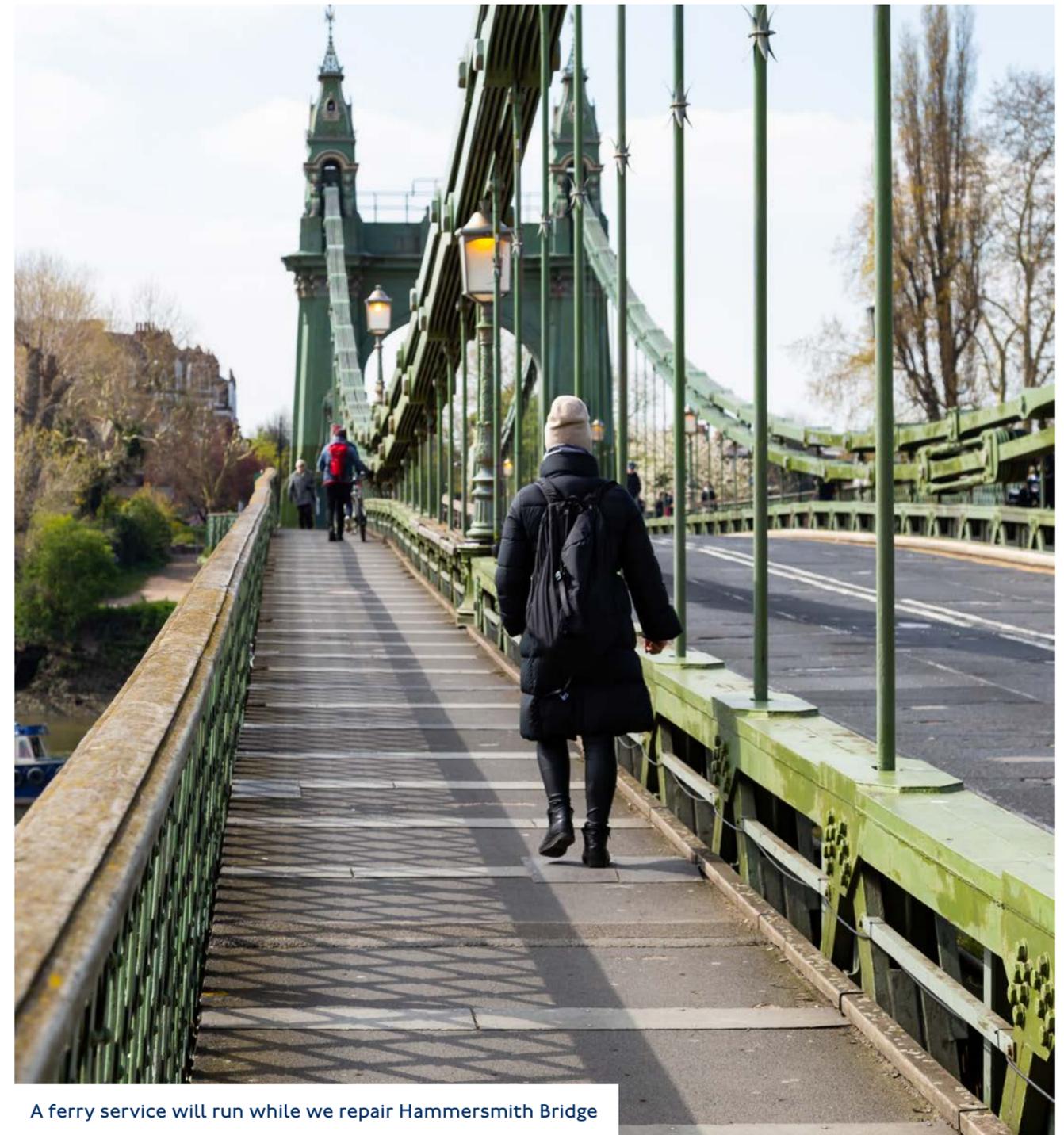
We completed the pedestal casing removal and blast cleaning of the bridge pedestals in early March 2021. We have also completed the inspections of the anchor chains and knuckles, which formed a key part of the review of the Case for Continued Safe Operation by the London Borough of Hammersmith and Fulham. On 15 July, the borough confirmed the outcome of the Case for Continued Safe Operation review, with the bridge re-opening to pedestrians, cyclists and river users from 09:00 on 17 July 2021.

On 1 June, the Secretary of State wrote to the Mayor concerning financial support to us, which requires a Memorandum of Understanding to be developed between the Government, the London Borough of Hammersmith and Fulham and us. This would be to confirm the arrangements for the wider repairs of the bridge. Work on the memorandum is already under way with the other parties.

Hammersmith Ferry

In March, we announced the appointment of Uber Boats by Thames Clippers as the operator who will provide and run the new temporary ferry service taking pedestrians and cyclists across the river while the repairs to Hammersmith Bridge are undertaken. The new service is proposed to run between piers located near Queen Caroline Street in Hammersmith and the Hammersmith Bridge approach in Barnes.

A number of meetings to refine proposals for the new service have taken place with local residents and stakeholder groups since the Thames Clippers' appointment. We are now in the process of gaining the necessary consents from the Marine and Maritime Organisation, Port of London Authority, Environment Agency, London Borough of Hammersmith and Fulham and London Borough of Richmond. The start of work to construct the new piers for the ferry at Hammersmith is dependent on the progress of planning consents, which are granted by the relevant London boroughs.



A ferry service will run while we repair Hammersmith Bridge



Trains are running along the Northern line extension

Northern Line Extension

The Northern Line Extension project involves a twin-tunnelled extension from Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms.

We are now running four Northern line trains per hour through the new tunnels every weekend, trialling the railway and supporting systems in as close to an operational service as possible. Once the extension is open, there will be an initial peak-time service of six trains per hour, increasing to 12 trains per hour by mid-2022. There will be five trains per hour during off-peak times, doubling to 10 trains per hour by mid-2022.

Throughout this trial period, operations and maintenance staff are testing the systems required to keep the extension running, and existing Northern line train drivers will complete familiarisation training on the route. Later this summer, around 100 members of station staff will also undertake training to become familiar with the two new step-free stations at Nine Elms and Battersea Power Station.

A number of practice exercises will also be completed with staff before opening, including trial emergency evacuations to test safety procedures.

Lifts, escalators and ticket machines are all in place at both new stations and final testing and commissioning of these assets is under way and due to be completed in the coming weeks.

The project remains on track for completion in the autumn.

Circle, District, Hammersmith & City and Metropolitan lines modernisation

We are installing a new communications-based train control signalling system on the Circle, District, Hammersmith & City and Metropolitan lines. Once the upgrade has been completed, we will be able to run trains more frequently and reliably which will mean faster journeys, reduced waiting times and fewer delays.

The reliability of the sections already in use remains high. We continue to make progress in signalling migration area (SMA) 5, between Sloane Square, Paddington, Fulham Broadway and Barons Court stations. This phase involves upgrading the complex junction at Earl's Court. Once we have done this, it will mean that the entire Circle line will have been upgraded to the new signalling.

Development has progressed in SMA8, which includes complex interfaces around Neasden. This is a considerable undertaking in the interoperable area around Neasden Depot where the Metropolitan line and Jubilee line trains share tracks.

We have completed an extended review of the programme and its costs in the wake of challenges linked to software development, installation and the impact of the pandemic. We have also considered the outputs and lessons learnt from delivering SMA3, from Euston Square to Stepney Green and Monument, and SMA4 from Monument to Sloane Square, into revenue

service and now have a revised schedule and cost forecast.

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 enable a peak frequency increase from 24 to 27 trains per hour.

Our train supplier, Siemens, has started software and assurance testing of the new rolling stock systems and build. This is a key precursor to the start of train manufacture, which will be delivered ahead of target in August 2021.

The design of signalling modifications in support of our upgrade to South Harrow sidings was approved. Work started on site on 9 June and the four new roads remain on target to be handed back this December.

Belsize Park

On 16 July, we finished replacing the third and final lift at Belsize Park Tube station. The new lifts can now carry more passengers from the platforms to the ticket hall, in less time and in more pleasurable, safer surroundings, avoiding the station's 219 stairs.

Belsize Park opened in 1907, and the three lifts installed in the late 1980s have now reached the end of their useful life. Replacing them was essential to maintain accessibility and reliability, and keep the station open with fewer closures due to the lifts being out of service.

We started work on site in May 2019 and the project has posed a number of challenges, including the station's Grade II listing, its World War II air raid shelter and, most recently, the pandemic, which resulted in a temporary postponement until we could achieve a safe working environment for our lift installers and colleagues.

Step-free access

On 5 July, Liverpool Street Elizabeth line station was officially transferred to London Underground, bringing immediate benefits to customers at Moorgate. As part of the work undertaken by Crossrail, a refurbished station entrance for Moorgate station on Moorfields is now open. Step-free access to the Circle, Hammersmith & City and Metropolitan lines has been provided, with new lifts serving the eastbound and westbound platforms. The new entrance is more spacious at 65 metres wide, with a longer gateline, six new ticket vending machines and customer information screens providing an improved customer experience for those using the station.

On 23 June, Ickenham Tube station became step-free, helping people with accessibility needs to access the station and the wider transport network, significantly improving their journeys.

The station now has two new lifts and improved signage giving customers step-free access from street level to the station platforms. Alongside the upgrades, manual boarding ramps will still be available to assist customers to get from train to platform, as well as existing tactile paving covering the full length of both platforms.

The new lifts will greatly improve access within the station and wider transport network for people with mobility needs, heavy luggage or with children in buggies.

The completion of accessibility works at Ickenham brings the total number of step-free stations on the Tube to 84. This follows Debden station, which became step-free in April, with work continuing at Osterley, Harrow-on-the-Hill, Sudbury Hill and Wimbledon Park, all of which are scheduled to become step-free later this year. Additional improvements to accessibility at Ickenham station will be made next year, and will include a brand-new step-free car park with three blue badge spaces next to the station.

On 8 June, we opened a new entrance and ticket hall for customers at Ilford station, providing a convenient link for residents in nearby homes.

The new entrance provides an additional way for TfL Rail customers travelling from Ilford into central London and Essex to access the station. It was originally proposed in 2015 and has been built using funding from the GLA Housing Zone Grant and the TfL Growth Fund as well as further support from Redbridge Council.

Having an additional permanent entrance from Ilford Hill will save time for customers alighting buses to the south of the station as they will not have to walk around to the front entrance on Cranbrook Road. The new entrance also provides further capacity to support the expected rise in passenger numbers when the Elizabeth line opens.



We are providing step-free access at even more stations

The new ticket hall provides a step-free entrance to Platform 1 ahead of new lifts being installed at the station by Network Rail as part of the wider station improvement project. Three lifts will provide step-free access to all platforms when complete.

There is also a new gateline and ticket machines as well as enhanced customer information screens with real-time travel information. A Continue Your Journey screen next to the exit will mean customers have access to live bus departure information for the nearby bus stops, making public transport journeys easier.

Silvertown Tunnel

The new twin-bore Silvertown Tunnel, within the extended Ultra Low Emission Zone (ULEZ), will effectively eliminate congestion and improve air quality around the Blackwall Tunnel approach, with no increase in carbon emissions. It will also provide a transformative new cross-river bus network for east London, with plans for up to 37 buses per hour in each direction, all of which are expected to be zero emission from launch. The tunnel will connect Silvertown and the Greenwich Peninsula, and support significant planned redevelopment in the coming years, aiding London's recovery.

Three continuous air quality monitoring stations have been installed and commissioned near the new tunnel's portals, and a further 29 nitrogen dioxide diffusion tubes are monitoring air quality in the boroughs of Greenwich, Lewisham, Newham, Southwark and Tower

Hamlets. This data will enable us to carry out modelling to adequately plan and implement our mitigation strategies prior to opening the tunnel.

We have served temporary possession notices and taken possession of land from several tenants to facilitate handover of 41 sites to our contractor Riverlinx, with a further six completed at the end of June.

Site works continue in both the Greenwich and Silvertown worksites, including continuation of piling where the tunnel boring machine launch chamber will be constructed. The first of two 102 tonne, 32 metre-long counterforts for the launch chamber has now been assembled and lifted into position ready for more than 500 cubic metres of concrete to be poured. Following this, and the completion of piling works, we will be able to start excavating the launch chamber.

The design of the tunnel boring machine continues to progress well. Sample testing of tunnel lining segments is progressing as planned and fire resistance tests expected ran through to final assessment at the end of June.

Blackwall Tunnel

Throughout the month of July, we will be carrying out critical repairs to the Blackwall Tunnel's fire detection system, which require a three-night closure of the southbound tunnel between 01:00 on 21 July and 05:00 on 23 July, and between 00:01 on Sunday 25 July and 05:00 on Monday 26 July. The northbound Blackwall Tunnel will remain open throughout.

These upgrades are needed to ensure the detection system works optimally in the event of a fire. These works are to install a linear heat detection system above the carriageway, which is part of an upgrade to the current fire detection system.

While the southbound tunnel is closed, roads in the surrounding area and nearby alternative routes across the river are expected to be busy and delays are likely. For longer journeys, people are advised to consider routes away from the centre of London, such as the A406 or M25 and use river crossings further out to complete journeys. People traveling locally on Sunday 25 July are advised to use the Jubilee line or DLR services across the river.

London Overground

The East London Line Enhancements Programme is developing concept designs for enhancements 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 via a Grant Determination Agreement (GDA) 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 five-train stabling sidings; and an upgrade to the Traction Power system. The concept designs are set to be complete in the autumn, ahead of key milestones contained within the GDA, and will inform our governance process before starting the detailed design and build stage in early 2022.

Station enhancement projects at Hackney Central and Imperial Wharf have also been approved, to be delivered in partnership with Network Rail, the London Borough of Hackney, Arriva Rail and funded by the DfT.

Hackney Central station will see a new second entrance on Graham Road to ease congestion and improve accessibility in response to growing passenger numbers, as well as new cycle parking spaces and additional trees and greenery, improving links to the town centre and supporting a green recovery. An additional footbridge will also be installed, alleviating congestion around the existing entrance and improving links to the Hackney Downs interchange.

At Imperial Wharf station, a new entrance will be connected to the northbound platform, enabling a one-way system for passengers and so alleviating congestion at the existing staircase. The schemes will reduce crowding and improve journeys for passengers using the two stations, and will be delivered later in 2021.

London Trams

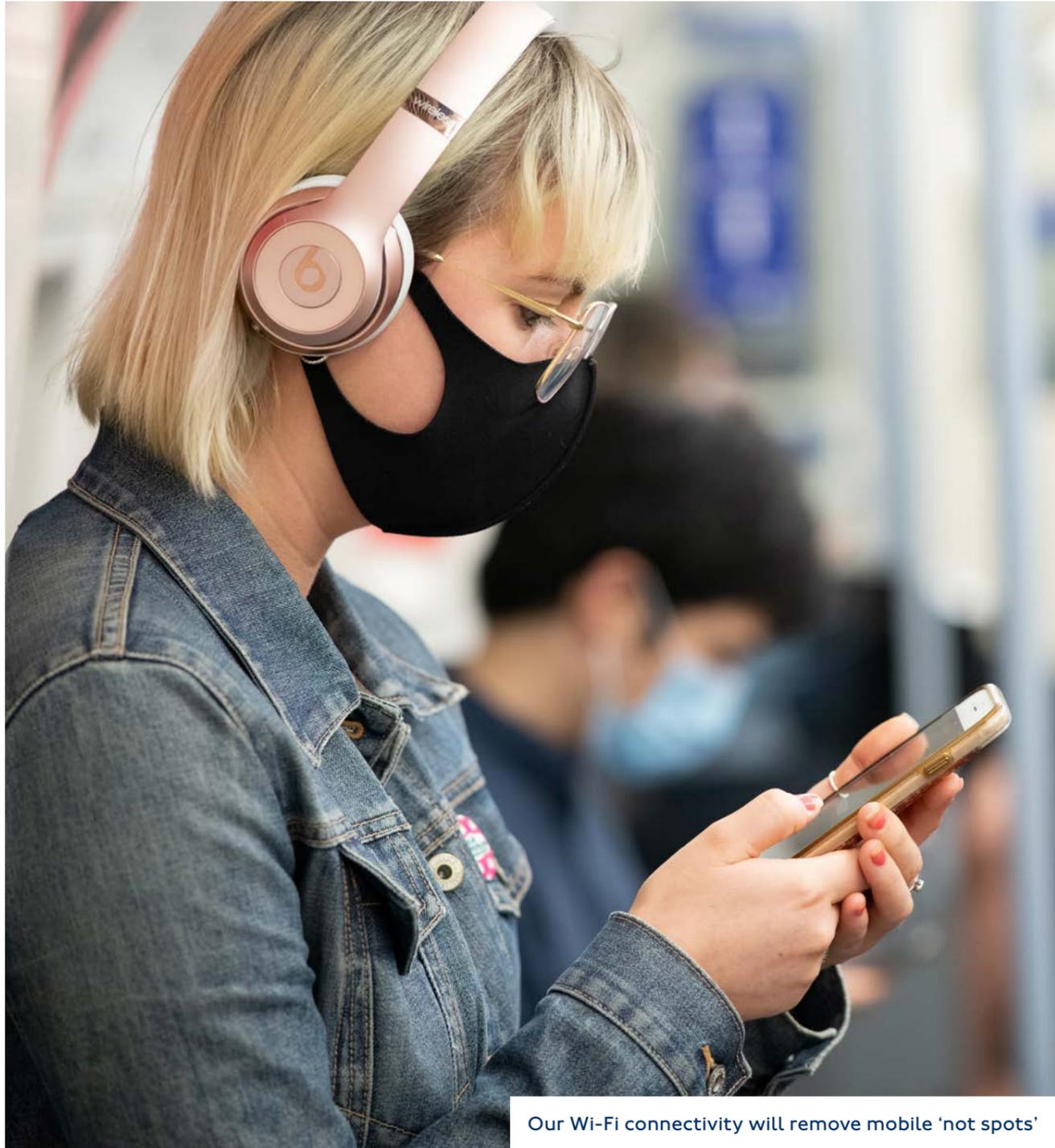
Survey works started for the upgrade to the Vecom wayside tram communication equipment to enable a Correct-Side Door Enabling system on the Bombardier CR4000 trams, and the installation phase of this project started on 18 July.

The installation phase for the additional CCTV cameras on the Stadler fleet (part of the Stadler equipment overhaul project) to improve drivers' visibility of the tram body has progressed following issues with the first-in-class commissioning, with the roll-out completed on 2 July and trial running planned to go live on 6 August.

Design work has been completed at the end of June for the third phase of the Reeves Corner track renewal, which will be undertaken in an August part-closure of the tramway. Call-off contracts through our highways maintenance framework are planned to be awarded for highway resurfacing works and bridge condition repair works, which will also be scheduled to take place during the August closure.

The Tram Rolling Stock Replacement Programme will replace the life expiring Bombardier CR4000 trams, which are experiencing declining reliability and have one of the lowest state of good repair categorisations across our fleets. Within the last quarter, the programme has developed the initial operational and maintenance concept with Tram Operations Limited and started to complete surveys on the network to ensure the best understanding of the infrastructure constraints. A tram market study to ascertain the current

tram market offerings has also started to inform the main procurement activity, due to get under way later this year. In June, we started the contract associated with these activities, including the market study and surveys, with the aim of completing the market study and the infrastructure study in the autumn, ahead of starting the formal procurement exercise before the end of the year. The output of these initial activities will help inform us of the latest tram models available and identify the next steps regarding infrastructure works to accommodate the new units.



Our Wi-Fi connectivity will remove mobile 'not spots'

Wi-Fi on the Tube

On 21 June, we awarded a 20-year concession to BAI Communications to enable mobile coverage on the entire Tube network, helping remove one of the most high-profile mobile 'not spots' in the UK.

The concession will see a backbone of mobile and digital connectivity established across London. Uninterrupted 4G mobile coverage has already been introduced on the eastern half of the Jubilee line and will be expanded in phases to ticket halls, platforms and tunnels over the next three years, with all stations and tunnels due to have mobile coverage by the end of 2024. This will enable customers to check the latest travel information and use their mobile phones throughout their journeys.

London's Tube tunnels will also be used to provide full fibre connectivity across the city, which can then be connected to buildings and street assets like street lighting and bus stops. This will help to further increase mobile coverage through small mobile transmitters, as well as leveraging the power of the 5G mobile network to deliver city-wide improvements and future growth. The new high-capacity fibre network will bring fibre directly into London's neighbourhoods, creating new opportunities to serve homes and businesses with gigabit-capable speeds and support digital inclusion, ensuring everyone can benefit from using the internet.

BAI Communications, which was awarded the concession after a competitive tender process, is a leading global provider of 4G and 5G connected infrastructure. The

agreement will build on its significant experience of deploying communications networks in highly dense urban environments across the world, including New York, Toronto and Hong Kong. The neutral host network being delivered as part of this concession will be the most advanced network of its kind in the world and available for use by all mobile operators. The infrastructure will also be 5G ready, allowing for a seamless upgrade for mobile operators in the future.

Once fully delivered, more than 2,000 kilometres of cabling are expected to be installed within tunnels and stations, all of which will be fitted outside of operational hours. In addition to benefiting customers, providing 4G on the network will generate further revenue across the 20-year length of the concession, as well as helping operational teams by providing better connectivity while underground.

To help reduce future disruption, we have already begun installing the necessary cabling within several stations and tunnels to help reduce the need for closures and ensure mobile connectivity can be introduced more easily. This includes cabling already installed on the Jubilee and Victoria lines as well as within the Northern Line Extension. Work will now begin to prepare some of London's busiest stations for mobile connectivity, including Bank, Camden Town, Euston, Oxford Circus and Tottenham Court Road, ahead of these being some of the first to be connected by the end of 2022.

TfL Go app

On 30 June, we updated the TfL Go travel app to provide real-time information on how busy Underground stations are throughout the day. This will help customers choose quieter times to travel around the city and will further help build confidence as more people continue to return to public transport.

The update is available on both the iOS and Android versions of the app, and uses aggregated and depersonalised data from our Wi-Fi network. Historically, we have used ticketing data to understand travel patterns on the network, with data on quiet times in the app based largely on data from TfL's Oyster and contactless ticketing system which records entry and exits at stations. This innovative update now allows us to factor in how busy platforms and interchange points are when calculating overall crowding within a station.

Launched in 2020, TfL Go app provides real-time train times and additional information in a mobile-friendly way to enable customers travelling on Tube, bus and rail services across London, to make informed decisions about the best time for them to travel. It also suggests alternative routes and walking and cycling options. The app has regularly-updated accessibility information available through a step-free mode which provides a clear and easy to navigate view of all stations that are step-free to platform or train.

The Levelling Up Fund

The Levelling Up Fund was announced at our 2020 Spending Review, with bidding details confirmed in March 2021. The £4.8bn national fund was set up to support town centre and high street regeneration, local transport projects, and cultural and heritage assets in accordance with the Government's levelling up agenda. In particular, the fund targets schemes which can boost local economic growth, provide environmental benefits and improve local air quality, deliver greater employment opportunities, reduce travel times to key services, increase footfall in town and city centres, reduce crime and provide social value to local communities.

A £600m pot is available to bid for this financial year for the first round of funding and this will be targeted towards places with the most significant need. We have not submitted a bid directly, but the GLA submitted a transport-related bid for funding to support a new station at Beam Park on the C2C train line. This has been a long-term aspiration which will bring more than 5,000 homes in the London Riverside opportunity area.

Noting our current financial challenges, we have also provided our endorsement to borough-led bids from 11 local authorities. We are not committed to deliver these schemes but have assessed and considered the overall strategic fit and deliverability, cost and stakeholder risks.

Transport bids will be assessed by the DfT and investment decisions are due to be made by autumn 2021. We will continue to

work with local authorities on their bids throughout the following assessment phase by Government, as well as on proposals for future submission windows.

New Homes

New homes at Cockfosters

In June, Connected Living London, our long-term strategic partnership with Grainger plc, submitted an application to Enfield Council for 351 well-designed, quality homes on land adjacent to Cockfosters Tube station.

It is the fifth application Connected Living London has submitted, and the partnership is delivering 40 per cent affordable housing across all of its sites.

At Cockfosters, the proposals have been updated in response to community feedback. Connected Living London has introduced a drop-off and pick-up zone for up to seven vehicles, and has increased the amount of open space by close to 1,000sqm. The proposals will transform the areas outside the station entrance and provide a cycle hub for up to 60 bicycles and substantial play space built into the landscape area.

First residents move into Blackhorse View

On 25 June, the first homeowners moved into Blackhorse View, our development with Barratt Homes, on the former Blackhorse Road car park, which received planning permission in 2019. This is a major milestone for us, with people moving in and more than 100 of the homes now sold. When complete in 2022, the site will provide 350 new homes, with 50 per

cent affordable housing ranging from one to three bedrooms. In addition, we are providing 1,625sqm of commercial space, and the construction will create up to 300 jobs with local apprentice opportunities.

Kidbrooke development

Work is continuing at pace at our residential-led development site in Kidbrooke. We are transforming this former brownfield site and delivering 619 new homes, 50 per cent of which will be affordable, with our development partners Notting Hill Housing.

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

This development will regenerate this underutilised 1,600sqm brownfield site, with a new nursery, an improved transport hub and a new village square. It will also incorporate nature as part of the design, including green walkways, and will retain parts of the existing woodland.

Art on the Underground

In July, Art on the Underground launches an ambitious city-wide commission by British artist Helen Cammock, which responds to the events that unfolded in 2020 and 2021.

It is the artist's first major public commission, for which Cammock has created three text-based artworks that reflect our human response to the events of the past year: the pandemic; the death of George Floyd and subsequent Black Lives Matter protests; the ecological challenges we face; and the inequalities made evident through the pandemic. Through her work, Cammock presents a provocation for a more compassionate future.

The commission will be on view for a year and is exhibited in poster sites at Aldgate East, Charing Cross, Earl's Court, Holland Park, South Kensington, St James's Park and White City stations.

Poems on the Underground

Poems on the Underground launched its second set of 2021 poems during the last week of June. This set of poems celebrates summer and features the poems Her Glasses by Pascale Petit, In the Bright Sleeve of the Sky by Ilya Kaminsky, Consider the Grass Growing by Patrick Kavanagh, a poem about midsummer by Anyte of Tegea translated by David Constantine, Black Ink by Fawzi Karim and Remembering Summer by W.S. Merwin.

The poems are intended to remind our customers about the joy of a world in bloom and encourage them to go out and experience some of this nature themselves.

Return of buskers on the network

Busking returned to the network at 15 stations at the end of April, and by the end of July all stations with busking spots will have welcomed musicians back. The return of busking is being carried out safely, with buskers wearing masks while playing music. We have had positive feedback from customers and staff, as people enjoy music in our stations once again.



Our poems can inspire people during their journeys

Healthy Streets

We want to make London an even greener, cleaner city for everyone

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures has continued to deliver at pace. So far, some 93km of strategic cycle routes have been completed, with a further 18km under construction. An additional section of CS8 upgrade on Chelsea Bridge has recently been completed and works to complete the final few TfL-led Streetspace schemes will continue through the summer. This includes temporary improvements for cyclists and pedestrians proposed on Mansell Street, which were previously placed on hold because of the short-term funding deal. As we recover from the pandemic, we will continue to monitor the impacts 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.

Borough delivery continues to make good progress, with construction of trial routes taking place across 10 London boroughs. Construction has recently started on two further cycle routes in Greenwich, from Eltham to Greenwich Park and Greenwich Park to Shooters Hill. We are also working with the boroughs to investigate making temporary schemes permanent.

Of the 107 low traffic neighbourhoods delivered by boroughs under the Streetspace for London programme, 88 remain operational at the time of writing, as do 322 school streets, from a total of 335 that were funded. A further 38 low traffic neighbourhoods and three school streets will be delivered under the Active Travel Fund, alongside numerous improvements

and upgrades to existing schemes. These will be delivered during this financial year.

Bishopsgate judicial review

Our appeal against the High Court decision in relation to a judicial review claim brought by UTAG and the Licensed Taxi Drivers Association Ltd (LTDA) against a temporary traffic management scheme in Bishopsgate on the A10 and against the interim Streetspace for London guidance that we issued to boroughs in May 2020 took place on 15 and 16 June 2021. The Court of Appeal allowed our appeal on all grounds, set aside the grant of judicial review in respect of the Mayor's Streetspace Plan, our interim guidance and the A10 order, and set aside the orders quashing the plan, guidance and the A10 Order. The judgment, with reasons, will be given at a later date together with the decision on costs. UTAG and the LTDA will need permission from the court if they want to appeal the Court of Appeal's decision to the Supreme Court.

Cycleways

Cycleway 4

Works along Creek Road within the Royal Borough of Greenwich are now complete, and the project team is liaising with the borough to ensure their works on Creek Road Bridge are completed as soon as possible. The next section of Cycleway 4 proposed for delivery is the Evelyn Street section in Lewisham, with the main scope of installing 2.8km of segregated cycle track. Construction is due to start later this month, and is planned to be completed by the end of March 2022.

Cycleway 9

Works on the eastern arm of Kew Junction towards Chiswick roundabout and Kew Bridge towards the south have been completed and new traffic signals have been commissioned. Work for the western arm of Kew Junction towards Brentford is continuing with the planning phase. Detailed design has also started on the Hammersmith Gyratory and is due to be completed in August this year.

Chiswick High Road Cycleway trial

On 9 July, in collaboration with Hounslow Council published new data that suggests the trial cycle lane in Chiswick has led to a significant increase in the number of people cycling in the area, while also leading to a reduction in the number of people being hurt while cycling.

In December 2020, Hounslow Council introduced trial changes in Chiswick, which were designed and delivered by us, to enable people to make journeys in a safe and sustainable way, including to the many businesses along the road. These changes included a temporary protected cycle lane along Chiswick High Road. The trial cycling route is an amended version of earlier designs for the Cycleway 9 route that had been supported in consultation before the pandemic and were delivered as part of Hounslow Council and our emergency response to the coronavirus pandemic.

This new data clearly demonstrates that cycling continues to increase on the already-busy corridor and that there has been a significant fall in cyclist

collisions since its installation. The data also shows that cycling along the trial route has increased by 72 per cent on weekdays between February and April 2021. In addition to this, up to 2,700 people a day are cycling along the route, including children and families. Cycling is now a major form of transport for people in the area and around 20 per cent of the 'vehicles' using the road during the day are bikes.

Provisional data from the MPS also suggests that it is now safer to cycle along Chiswick High Road than before the cycle lanes were introduced. In the 12 months before we introduced new temporary cycle lanes to Chiswick High Road, there were eight collisions involving a cyclist, while in the six months since we introduced the temporary scheme, there have been two such collisions. Data from an air quality monitoring station in Chiswick High Road opposite Windmill Road also shows an overall improvement in air quality, with levels of nitrogen dioxide, nitric oxide and particulate matter that are consistently lower than before the cycle lane was installed.

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 have been vital during pandemic

Santander Cycles

Our Santander Cycles scheme continues to go from strength to strength. It has played a crucial role throughout the pandemic, as more and more Londoners have turned to cycling for everyday journeys and exercise and has experienced record usage. Last month the scheme had its most successful June with more than 1.1 million hires. Since March 2020, we have offered free cycle-hire access codes for NHS staff and other key workers. So far, there have been more than 250,000 hires and more than 20,000 people have benefited from this offer. The busiest location for NHS code redemption is the docking station on Lambeth Palace Road in Waterloo, near St Thomas's Hospital.

Work to modernise, electrify and expand Santander Cycles is under way. This initiative aims to broaden and increase usage of Santander Cycles, drive revenue, ensure operating costs deliver value for money and adapt to the requirements of the latest regulations. It will improve the customer offering with the rollout of 500 electric bikes (e-bikes), flexible fare models and enhanced app functionality. In May, we placed an order for 500 e-bikes and development of the system continues, with a planned summer 2022 launch. Options are being explored to expand the geographical footprint of the cycle hire scheme.

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 had a transformational impact on 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 the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions of 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 migrate the existing operational systems to a cloud-based platform to be able to deal with the increased volumes of data that the larger zone will bring. We have successfully migrated three of the four tranches of systems and applications to the cloud platform and are now in the final testing and integration stages of the final tranche ahead of migration at the end of July.

Installation of new cameras across and around the expanded zone continues, and we have now installed about 700 new cameras to date. We have completed design and build of the new camera data processing system and are in the final stages of testing ahead of bringing this online in August. For the new road signs, we have completed installation of foundation sockets for the boundary signs and have started the installation of boundary 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 the October launch. This campaign includes posters, radio adverts, press and online advertising, leaflets for residents living along the boundary, press activity and stakeholder engagement, and will run until the scheme launches.

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 nearly 10,000 vehicles, with more than £43.7m of grant payments issued. To enable the ULEZ car and motorcycle scrappage scheme to extend towards the end of this year and potentially beyond, further funding is being secured.

Rapid charging

To support the growing number of zero-emission capable taxis and wider take up of electric vehicles, we have invested £18m to build a network of electric vehicle rapid charge points. We have now installed more than 300 such charge points, as well as the multiple rapid charge point hub site at Glass Yard in Greenwich. Work continues on the rapid charge point hub site at Baynard House in the City of London, which is expected to be completed in late summer.

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 needs to 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 increased demand for infrastructure. Accordingly, we are now developing a new strategy outlining our updated forecasts for London's electric vehicle infrastructure needs by 2030, identifying how the public sector can further support this and remove barriers for the private sector, and what Government funding or support is required to achieve this.

Bus Priority Programme

Strategic priorities for the bus network are a core element of the revitalised approach to Healthy Streets and the new pipeline of multi-modal schemes. The Bus Action Plan will underpin the pipeline of schemes that are developed. A total of 30 strategic bus corridors have been analysed, including 14 in-depth reviews to identify bus priority opportunities. A selection of these corridors has now been progressed into outcome definition and feasibility and are planned for detailed design and delivery in 2021/22. On 11 June, construction of the West End Gate (Edgware Road) bus priority scheme was completed. This work delivered a new section of bus lane at a notorious delay point for buses. Monitoring will now take place, with journey times expected to reduce by 30 seconds per passenger, leading to £80,000 of operational cost savings every year.

Over 100 borough schemes have received funding for 2021/22, with the expectation that 5km of new and improved bus lanes will be delivered. Between April and June this year, 75 traffic signal timing reviews

took place to improve journey times for buses, and 70 further locations moved to the design phase, with the hope to deliver in future years.

Zero-emission buses

London now has more than 500 zero-emission buses in its fleet – marking a major milestone on our journey to reducing reliance on conventional diesel vehicles and cutting CO2 emissions in the Capital. We surpassed this number, totalling more than five per cent of our overall fleet, at the end of May, at the same time as the Mayor visited Switch Mobility's electric bus factory in North Yorkshire. On 23 June, the Mayor also launched the introduction of 20 double-deck zero-emission hydrogen fuel cell buses into the fleet. This is technology we have harnessed in London previously to help reduce bus-fleet emissions and, like pure electric buses, emits no harmful exhaust gases. The hydrogen vehicles are based at Perivale garage in west London.

Our aim is to continue adding zero-emission buses to our fleet as quickly and affordably as we can so that we can make the entire fleet zero emission by 2037, with options for bringing this forward to 2030 if funding can be provided from the Government for new vehicles and charging infrastructure. Since January, emissions for the entire core bus fleet have reduced further after older, more polluting vehicles were upgraded or phased out – leaving only the cleanest Euro VI engine buses with much lower nitrogen oxide levels and particulate matter exhaust emissions.

Lower 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 Lowering Speed Limits programme plays a vital contribution to the Mayor's Vision Zero ambition to eradicate fatal and serious injury collisions from London's roads by 2041.

The second phase of the programme is under way, reducing the speed by 10mph on more than 140km of our roads.

Currently, nearly 80km of our roads are subject to a 20mph speed limit. Design work is progressing well, with the first schemes undergoing local stakeholder engagement. These schemes will see a reduction in speed limits to 20mph:

- Westminster, lowering the speed limit on our remaining roads in the borough
- A13 Commercial Road
- A10/A503 corridors
- A232 West Wickham town centre
- A107 corridor
- A23 London Road

In addition to this, we are also reducing the A10 Great Cambridge Road to 30mph.

Westminster is the next scheme to see a reduction in speed limits, with proposed changes including:

- A 20mph speed limit on 13km of roads, including Marylebone Road, Vauxhall Bridge Road and Edgware Road between the A40 and St John's Wood Road
- Raised tables at six existing pedestrian crossing locations on roads with newly lowered speed limits to reduce danger to people walking and increase compliance with the new speed limit
- New road signs throughout to ensure that all drivers are fully aware of the new speed limit
- Recalibrating speed cameras in the area to ensure compliance with the new speed limits

We are encouraging people to share their views on how the proposals might change the way they travel through a survey which is available on our website. The survey also seeks views on making the temporary 30mph limit on the A40 Westway and temporary 20mph limits on Park Lane northbound and Grosvenor Road permanent. The survey will be open until 18 August and all responses and feedback will be carefully considered. Subject to feedback, the planned changes could be introduced in spring 2022.

We have also been working with developers of the Waze navigation app on a new feature which aims to encourage safer driving. When a vehicle is stationary, the

app displays a message from us to remind drivers to drive safely and watch their speed limit. This initiative is part of a wider behaviour change marketing campaign to tackle speeding on our streets.

Old Street

Construction is progressing at Old Street Roundabout, where a new design will bring safety improvements to cyclists and pedestrians by providing enhanced crossings, fully segregated cycle lanes, and a new public space with an accessible main entrance to Old Street Tube station and the subsurface shopping arcade.

The main construction works are continuing, with the new station entrance at Cowper Street. Installation of the glass cladding has been completed and the new entrance is on track to be opened and brought into public use in August 2021. The opening of this entrance will enable the permanent closure of the northeast entrance to the station, Subway 1, and the next traffic management phase for the project to start. For the new main station entrance on the peninsula area, the substructure is nearing completion and works have already started on the above ground superstructure. Excavation for the new goods lift pit and sump have also begun in the peninsula area.

Construction works are continuing to progress on the highways, drainage and station roof strengthening elements. Refurbishment continues of the existing stairs at the northwest entrance, Subway 4, with completion expected in August 2021. This will enable the stairs to be reopened

and the ramp to be permanently closed for the new passenger lift works to start.

Installation of the critical fire safety systems works in the below-surface shopping arcade area, both public and retail area, are continuing as planned and with ongoing installation of new mechanical, electrical and communication equipment.

Completion of the project is scheduled for 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.

Battersea Power Station is the first developer to build out their site. In line with the planning permission conditions associated with the occupation of their buildings and the opening of the Northern Line station, Battersea Power Station started construction to deliver the first phase of the corridor improvements in spring 2020. Construction work between Duchess Bridge, over the railway, and Sleaford Street will be completed two months later than originally planned, in August this year, due to coordination with utility works. Once completed, this will deliver 300m of safer segregated cycle facilities, a widened footway, new pedestrian crossings and new interchange

space outside the Tube station which is due to open in autumn. Future delivery phases of the highway are being coordinated with other developers.



There have been 600 rentals of e-scooters in our trial

E-scooter rental trials

On 7 June, the e-scooter rental trial launched in Canary Wharf, Ealing, Hammersmith and Fulham, Kensington and Chelsea, Richmond and Tower Hamlets. The trial began with this core group of boroughs, with the City of London, Lambeth and Southwark also joining from the second trial period on 5 July. More boroughs are expected to join throughout the summer.

The e-scooter rental trial is part of a wider effort by us, London Councils, London boroughs and the Government to enable people to use greener forms of transport and help avoid a damaging increase in car use, as well as to collect data in order to help shape the UK's future policy on e-scooters. Alongside London Councils and participating boroughs, we will work together to ensure the e-scooter operators Dott, Lime and TIER meet rigorous safety, parking, and operating standards. Our equality impact assessment is available on our website and the public is encouraged to send feedback on the trial via our Have Your Say website.

During the first trial period from 7 June to 4 July, there were around 600 e-scooters available to rent across the trial area and around 35,000 journeys made. The average journey length was 2.9km and average journey time was 24 minutes.

Works for London

We have brought together all of the maintenance of roads, tunnels, and assets such as bus stations and streetlights that are essential for Londoners

making journeys around the city under a new Works for London programme, which will ensure that London's road network is more efficient, safer and greener.

We have partnered with three leading infrastructure companies, Ringway, FM Conway Limited and Tarmac Kier JV, over the next eight years on the Works for London programme, which is one of the UK's most prestigious highways contracts, worth up to £1.7bn. The new programme will oversee the maintenance of our road network, which consists of five per cent of London's road space and carries 30 per cent of the Capital's traffic. It will also support more than 600 direct jobs and thousands of indirect jobs through our supply chain.

This includes the maintenance of:

- 347 road bridges that we manage, including 123 footbridges
- 31,000 lamp columns and 63,000 other forms of lighting
- 21,500 bus stops
- 420 bus stations and facilities
- 23,500 trees
- 580km of carriageway, including any trial cycle lanes
- 43km of permanent protected cycle tracks

- More than 6,000 cycle stands
- 630 Legible London walking maps
- Nine river piers
- Victoria Coach Station
- Seven Dial-a-Ride depots

Works for London will ensure that sustainability is at the centre of our road maintenance and projects, and all new electric Works for London vans will be introduced over the next year along with 5,500 new LED streetlights. Cargo bikes will also be added to the fleet used to perform inspections, audits and repairs, and drones will be used for structural inspections. As part of the programme, 70 per cent of all streetlights we use will be LED by the end of 2023, saving us £2-3m and leading to a 65 per cent reduction in the use of electricity on our LED assets.

The programme will also be used to deliver schemes to boost walking and cycling, including future projects to expand London's growing network of high-quality Cycleways. These projects will be vital to enable more people in the Capital to make journeys by bike and on foot, helping to cut congestion, air pollution and road danger across London.

Green spaces and tree care will also be managed through Works for London with increased tree planting and improved maintenance of green verges, trees, and hedges on London's roads.

A316 Richmond and Hounslow block closure programme

From 8 to 24 June, we carried out a series of essential maintenance works. Block closures provide a safer working environment for our contractors and facilitated several pieces of work to be carried out at the same time. This set of closures enabled us to: renew the road makings and road studs; carry out structure inspections and maintenance; clean the gullies; carry out drainage repairs, tree pruning, grass cutting, weed spraying; and complete removal and repairs to street lighting, carriageway, footway, safety barriers and street furniture.

Crossrail

We are making good progress as we move closer to the opening of this vital new line



We have started trial running of trains through some sections on the new line

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

Following a successful controlled start, focused on maintenance activities, we started timetabled trial running on 10 May 2021, initially at four trains per hour. On 7 June 2021, this was increased to eight trains per hour and has now been increased to 12 trains per hour. This ramp-up period is helping increase confidence and experience of drivers and of staff in the Romford Control Centre.

We have completed an 18-day blockade, which focused on finishing the works that affect the tunnels and systems and would otherwise require potentially disruptive access to the railway. During this time, trial running of trains was paused but the time was used to complete further training, implement outstanding modifications to the trains and update rules and procedures.

We are making good progress with the central station handover process, with five stations now under our responsibility as Infrastructure Manager, enabling our teams to fully prepare for trial operations. We continue to work closely with the Crossrail Programme team on progressing the remaining stations, with Paddington due to be handed over in the next few weeks.

Trial operations will involve exercises to confirm that the railway is passenger ready. This includes a wide range of scenarios such as staff and volunteer exercises to make

sure that all systems and procedures work effectively. Completion of trial operations will mark the final step before passenger services can start.

A revised staged opening plan for earlier opening of the Elizabeth line Stage 5 has been developed with the aim of bringing forward these benefits by six months. The revised plan will replace Stage 4 with Stage 5b to connect the central section of Crossrail to the eastern and western branches simultaneously. This will enable Elizabeth line trains to operate from Reading and Heathrow in the west to Abbey Wood and from Paddington to Shenfield in the east, meaning customers will benefit from direct services as soon as possible.

TfL Rail continues to deliver a good service with the Public Performance Measure beating its target during Period 2, the four-week period between 2 and 29 May 2021. The eastern section of the line saw 97.3 per cent of trains meet their reliability target, with the western achieving 95.6 per cent. Overall, the moving annual average trend continues to be better than target at 95.8 per cent.

Finance

We continue to closely monitor our finances as we emerge from the impacts of the pandemic

TfL funding update

On 1 June 2021, we reached agreement with the Government for further funding to support us in delivering our essential services for London up to 11 December 2021.

The core funding terms in the agreement provide £1.08bn of base funding to 11 December 2021, and it also extends the flexible revenue top up, depending on our actual passenger income. This replaces the previous agreement of 31 October 2020, which was extended twice, first to 18 May 2021 and then to 28 May 2021, providing an additional £0.6bn of funding for this financial year, from 1 April to 28 May 2021.

The new agreement sets out a number of conditions to provide a trajectory for us to achieve financial sustainability by April 2023, and the Government is committed to supporting us in achieving this. The letter includes a number of conditions, beyond those included in previous funding agreements, including an agreement to include a review of our pension scheme and reform options, new revenue sources from 2023, funding period savings from 2021, development of an implementation plan for accelerating our existing Modernisation Programme, and a review of the implementation of driverless trains on London Underground.

We continue to work alongside Government through an Oversight Group to report on progress in delivering against these conditions. As of 9 July 2021, we have submitted seven out of 37 letter deliverables to the DfT, which are spread across 13 different workstreams.

The DfT has made it clear that any long-term funding deal is contingent on the delivery of the letter conditions. We are working with the DfT on the approach to our funding in the upcoming Comprehensive Spending Review this autumn. The Structural Reform workstream is completing a joint review of options for longer-term reform of the funding framework for us, which will be presented to the DfT and TfL Oversight Group on 15 October 2021.

TfL 2021/22 financial performance to date

Our latest financial report covers Quarter 1 of the financial year 2021/22, from 1 April to 26 June. Our financial performance is measured against our Budget submission, as approved by the Board on 16 March 2021. Our Revised Budget is being presented to the Board on 28 July 2021, following the most recent funding agreement.

Our year-to-date position on the net cost of operations – our day-to-day operating deficit including capital renewals and financing costs – before the Government's funding, is a deficit of £636m. This is £370m, or 37 per cent, better than Budget. Of this, £175m was due to better than forecast passenger income, which is also £363m higher than last year during the first wave of the pandemic.

Both Tube and bus journeys have seen gradual overall increases since January 2021. In the financial year to date, there were 128 million journeys on the Tube and 306 million on buses. Tube journeys were 46 per cent of pre-pandemic levels in Period 3, with bus journeys 61 per cent. Despite this,

weekly passenger income is still around £40m lower than pre-pandemic levels. Period 3 saw only slight growth across the network, with total journeys across the network increasing by four million compared to the previous period, a rise of two per cent.

Similar to the 2020/21 funding agreement for the second half of the financial year, it was agreed in the 1 June 2021 funding agreement that we would not carry the financial risk from lower passenger revenue, as we receive a revenue top up should our actual passenger revenue be lower than a pre-defined DfT revenue scenario. The Government funding and financing support, agreed in June 2021, has provided £640m to date, which includes £575m of base funding and £82m of net revenue top-up.

Operating costs are £71m lower than Budgeted, driven by lower staff costs, lower Elizabeth line running costs, and lower investment spend. Total spend on capital renewals and new capital investment for the year to date is £271m, £190m (41 per cent) lower than budget, reflecting greater caution on capital spend approvals due to earlier uncertainty as we approached the end of the funding period.

About TfL

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

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

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

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

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

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

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

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

© Transport for London

July 2021

tfl.gov.uk