

Commissioner's report

March 2022

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Introduction

Following negotiations throughout February, I'm thankful that the Government has confirmed an extension of its funding support until 24 June

Our latest funding agreement with the Government guarantees that we can continue to operate and maintain essential transport services in London in a safe way, enabling us to continue our vital contribution to the economic recovery of the capital and the country as a whole. This work supports the Government's priorities on decarbonisation, air quality and making transport better for users.

It also confirms the Government's intention to continue to support with the cost of operations beyond June, as we work our way to achieving financial sustainability by April 2023, and with longer-term capital investment, recognising the need for certainty and stability for our capital investment pipeline. The Government has also agreed to set out a proposal on longer-term capital funding support during this funding period. Reaching agreement on this is crucial for the coming years in order to avoid the 'managed decline' of London's transport network.

It is essential that we achieve this longer-term funding settlement together as that is the only way to ensure London's transport network can remain safe, efficient and reliable, while continuing to support the jobs and new homes that rely on it.

Following the removal of all domestic coronavirus restrictions in England, with effect from 24 February it is no longer a requirement for our customers to wear face coverings as a condition of carriage

on our services. However, the safety of our customers and colleagues remains a priority for us, so we continue to strongly encourage people to wear face coverings.

I am happy to confirm that we have found no traces of coronavirus on our network since we started monthly sampling with Imperial College London in September 2020. We will continue to maintain the vigorous cleaning routine on our public transport network to ensure that we play our part in keeping everyone safe.

We presented our draft submission for the GLA Budget 2022/23 at the TfL Board meeting on 8 December 2021, submitting a further funding requirement of £245m to the end of this financial year and £1.1bn in 2022/23, based on the assumptions around passenger demand and costs at that time.

The latest version of our Budget now reflects recent modelling which forecasts passenger demand to be around 69 per cent of pre-pandemic levels by the end of 2021/22, and average passenger demand for 2022/23 to be around 80 per cent of 2018/19 pre-pandemic actuals. We still assume a 'managed decline' scenario of service reductions, no new enhancements and declining asset condition – even with £500m of new revenue sources committed to us by the Mayor.

Discussions with the Government continue and, once a new funding agreement for 2022/23 and beyond is signed and the

implications worked through, a revised Budget will be brought back to the Finance Committee and the Board.

On 28 January, we saw the second phase of the Elizabeth Line Trial Operations begin, which involved a range of organisations, including TfL, MTR Elizabeth line and Network Rail, collaborating on the response to trial scenarios along with thousands of volunteers. Emergency services, including the British Transport Police, London Fire Brigade and London Ambulance Service have also been involved, demonstrating how they would respond to incidents on the network and in stations.

Following the completion of these mass volunteer exercises, there will be a period of time dedicated to timetabled running. This will mark the final stage before the railway opens and its duration will be determined by the ability to show improved reliability across the railway.

As always, I cannot thank my colleagues enough for their tireless work while facing many challenges over the last few months, from difficult weather conditions to industrial action which has impacted the network. Their constant hard work and support is greatly appreciated by myself and the people of this city.



Safety and security

Keeping our network as safe for our people and our customers continues to be a priority



The safety of our people and customers remains a priority

Rapid COVID-19 testing pilot scheme

We continue to offer employees our rapid testing services at facilities in our office at Palestra. We have also identified 6,000 colleagues who work close together and are encouraging them to test each day before coming to work to minimise the spread of coronavirus. In addition, we have ensured that we have sufficient test kits available to meet this level of demand in the future, while also offering tests to all other staff not in this group. We are continuing to develop our future strategy on testing as we move to a position of living safely with coronavirus.

TRACK research

Since the spring of 2020, we have been asked to participate in a large number of research projects, with the aim of learning more about how coronavirus has impacted transport organisations, providing guidance on mitigation or helping customers make better journey route decisions.

One such project was the Transport Risk Assessment for COVID Knowledge (TRACK), a Government-funded programme delivered by an academic group led by Professor Catherine Noakes of the University of Leeds. Some of the results of this study were recently published in a journal, setting out a transmission risk model for mass-transit metro systems. This model was partly based on real-world parameters taken from the Victoria line.

The analysis concluded that, overall, the transmission risk of coronavirus on metro services was low. The study particularly noted the efficacy and importance of measures already in place on the London Underground network, such as good ventilation and mask-wearing when coronavirus is prevalent in the general population. Analysis from this study was shared with us prior to publication, and used by us to review the controls we had in place to ensure we were optimising our coronavirus controls for the safety of staff and passengers. We also continue to review our controls in light of evolving Government and public health policy.

Imperial College London sampling

Further air and surface coronavirus sampling in customer areas by Imperial College London took place in January. No trace of coronavirus has been found on the public transport network since we started monthly sampling in September 2020, and we continue our vigorous cleaning regimes to keep our staff and customers safe while they use our network. Our Occupational Health and Wellbeing team continues to liaise with academic institutions to ensure our approach to safety remains at the cutting edge.

Safety incidents on the network

On 25 January 2022, a route 212 bus collided with a building on The Broadway near Highams Park in Waltham Forest, resulting in injuries among passengers on board. Fortunately, none of the injuries were deemed to be life-threatening or life-changing.

The building struck was assessed by the local authority to be structurally safe and requiring repair. The incident remains under investigation.

On 30 January 2022, a car collided with a tram in Oaks Road at the junction with Coombe Road in Croydon, causing the tram to derail. CCTV from the tram shows the driver of the car had ignored a red traffic signal which was protecting the junction, as the tram crossed over the road after receiving a signal to do so. Following the incident, we were able to confirm that the traffic signals were in full working order at the time of the incident. Emergency services attended the incident and thankfully none of the passengers on board the tram required treatment by the London Ambulance Services.

We are working with all appropriate stakeholders to see if there is anything we can do to reduce instances of car drivers ignoring traffic signals which may result in collisions or near misses with trams. This includes the possibility of installing traffic cameras at high-risk locations to act as a deterrent to road users, or road-calming measures on the approach to the crossing.

Crime and antisocial behaviour on public transport

Inconsiderate behaviour towards other passengers is the most prevalent form of antisocial behaviour on our network. Our Travel Kind campaign tackles this by encouraging positive, considerate behaviour among customers. On 18 February, we added a new behaviour to the campaign, reminding buggy users to make space in the priority area on buses for wheelchair users.

We continue to work in close partnership with the Metropolitan Police Service (MPS) and British Transport Police (BTP) to ensure our public transport network feels and remains safe, for both our customers and employees. Our policing partners continue to work closely with us, using our insights and data to conduct operations and activities aimed at preventing, deterring and detecting crime and antisocial behaviour on public transport.

Since the last Board meeting in February, the BTP and MPS have maintained their focus on reducing the risk of robbery and keeping young people safe on our network.

The BTP ran a series of operations between 2 and 28 February to tackle robberies and violent crimes using a combination of proactive policing and intelligence from London Underground and Rail staff and systems, as well as investigative work in collaboration with us using Oyster data and CCTV imagery. BTP officers worked

together with our officers at key robbery locations to increase visibility and deter offences throughout the reporting period. In addition, on 15 February, the Neighbourhood Policing Teams took part in a community engagement football event, with Focus 1st Academy in North London, against knife crime and violence.

On the bus network, the MPS's Roads and Transport Policing Command's (RTPC's) Operation Tibulus, aimed at addressing violent crime and robbery, ran from 30 January to 5 February. Officers were deployed to default locations and targeted patrols in intelligence-led hotspot areas to reduce violence against women and girls, violence against people, and robberies. There have been high-visibility patrols as well as some plain clothes patrols to provide reassurance across the network. Figures to date have shown a reduction of 22 per cent in offences of violence with injury, and a six per cent reduction of offences of violence without injury. We and the BTP continue joint operations and engagements with the combined objective of reducing violence and crime.

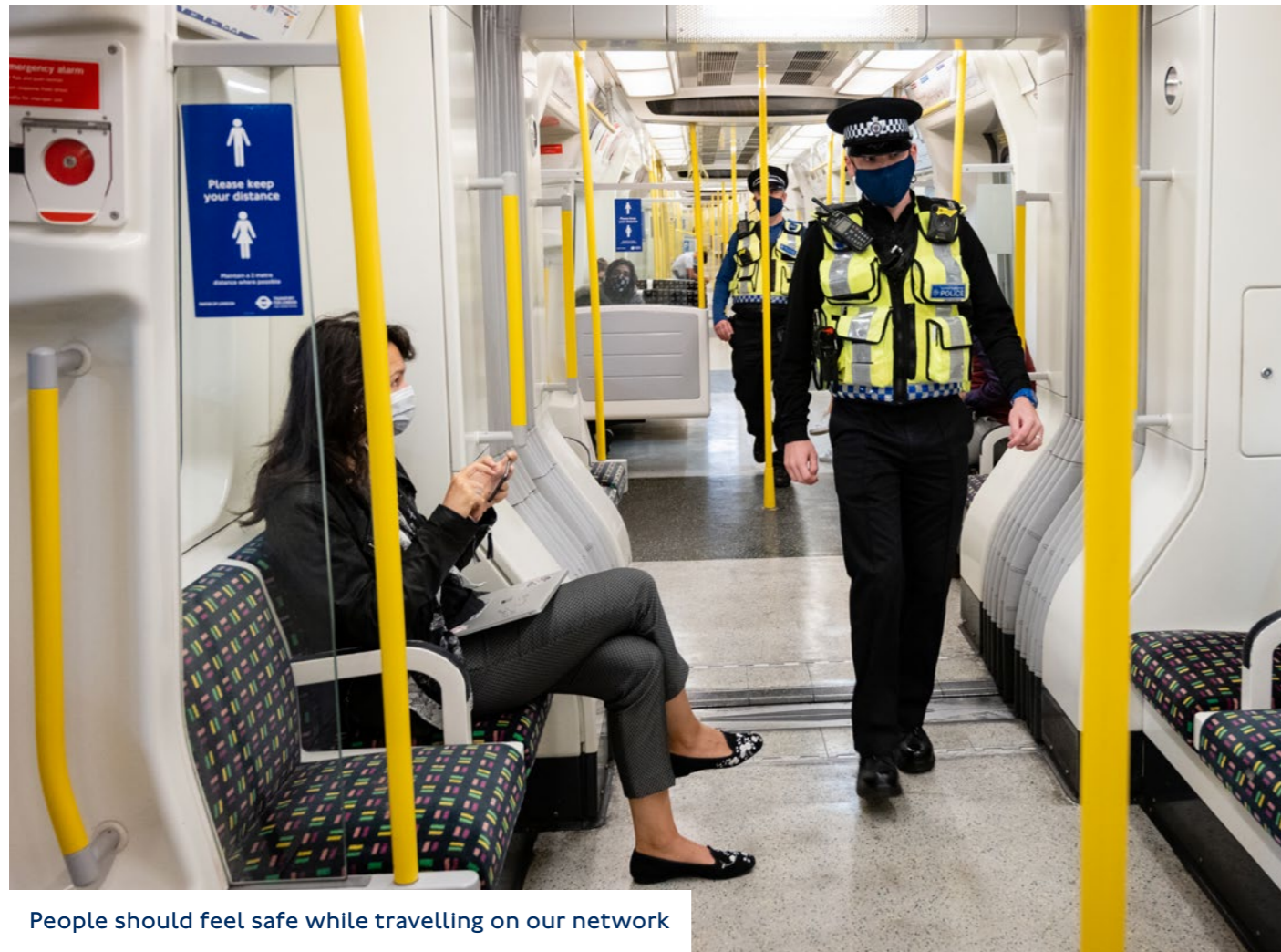
Ending violence against women and girls

Improving the safety of women and girls remains one of our top priorities. In addition to our partnership work with the MPS and BTP, we have established an internal programme of activity to support efforts to end violence against women and girls and make it safe for everyone to travel.

On 3 February, a man was jailed for 23.5 years for the murder of Maria Rawlings in Redbridge. Maria was travelling on a bus in Ilford on 3 May last year, when a man, unknown to her, started a conversation. They got off the bus when it terminated at Little Heath. Maria was attacked and murdered in parkland near the bus stop. Her assailant then left the scene by bus. CCTV footage from the bus network and the local area was used to support the investigation and deliver a successful conviction.

Our data disclosure team also played a critical role in the MPS investigation and helped identify the offender in a series of violent attacks on women in northeast London as they walked home at night. On 3 February, the offender pleaded guilty to rape, sexual assault and robbery and was sentenced to 20 years in prison.

A concerted operation led by the MPS Roads and Transport Policing Command resulted in a man being charged for a series of sexual assaults against school-aged girls in the Bexleyheath area. The offender targeted girls as they travelled home after school.



People should feel safe while travelling on our network

On 4 February, we were awarded White Ribbon accreditation. This is our publicly declared opportunity to have an impact on our own internal organisational culture, challenging behaviours and mobilising men to take action. Our male ambassadors have made the promise to never commit, excuse or remain silent

about violence against women and girls. They have also committed to engaging with men and boys in their day-to-day lives to take a stand on abusive and sexist behaviour among their friends, colleagues and communities, promoting a culture of equality and respect.

They will also look for opportunities to raise awareness within the organisation, planning activities and upskilling their knowledge through resources, knowledge building and listening to the experiences of women. The ambassadors will support key elements of the organisational three-year action plan, which focuses on engaging men and boys, changing culture, raising awareness and strategic leadership.

The BTP has been running Operation Cerium, which is focused on tackling violence against women and girls. It involves plain clothes and high-visibility police tactics to prevent offending and improve customer confidence to travel. Activities were increased from 30 January to 5 February and again throughout national Sexual Abuse and Sexual Violence Awareness week from 7 February to 13 February. This led to 80 additional deployments on our services, five of these led to arrests for crimes including attempted theft, lewd or sexual comments towards staff, being abusive or aggressive towards staff.

As part of this programme, the BTP has also enhanced its on-train patrols at night. BTP colleagues carried out 93 deployments on our services between 6 December and 6 February. As a result, an extra 665 trains were being patrolled by uniformed and plain clothed officers. There were 108 stop and account cases and five arrests made for offences such as outraging public decency, criminal damage, fare evasion and an assault on a female colleague. Officers

also dealt with four safeguarding incidents and several byelaw offences. In addition to this, uniformed officers engaged with customers about our zero-tolerance policy to sexual harassment, and encouraged victims and bystanders to report issues.

On 25 February, we met with London TravelWatch to discuss the recommendations in their report, and our progress, to improve personal security for people travelling around the capital.

On 3 March, we marked the first anniversary of the abduction, rape and murder of Sarah Everard. Tackling violence against women and girls and improving their confidence to travel by public transport is not a quick fix, but a long term commitment. To that end, all staff have been asked to lead from the front when it comes to the reporting of sexual harassment – to be active and effective bystanders if they witness sexual harassment, or any other type of harassment, on the network. The London TravelWatch report highlighted how impactful bystanders can be in such scenarios, even after the event. We have made the advice prominent on our website and pushed it heavily through customer communications, social media and sponsored podcasts. This work complements the ‘zero tolerance to sexual harassment’ training we are rolling out to our frontline customer service staff who are being trained and equipped to support our customers.

Tackling sexual harassment on public transport

Following the launch of a campaign to tackle sexual harassment on public transport in October 2021, we worked with a range of media partners to develop additional online editorial and social media content to further raise awareness of the issue. Partners included Stylist, LadBible and PinkNews. The content aimed to challenge the normalisation of any form of sexual harassment while showing that we and our policing partners take a zero-tolerance approach to sexual harassment on our network. It also aimed to encourage supportive bystanders to safely intervene and report any incident they witness on the network.

Tackling work-related violence and aggression

Violence, abuse and aggression towards our staff is never acceptable and will not be tolerated. We will always seek to bring offenders to justice.

On 1 February, Jonathan Saber was sentenced by Westminster Magistrates Court to eight weeks in prison, suspended for 18 months, after directing a torrent of racist and homophobic abuse towards two of our transport, support and enforcement officers, who had asked him to fold up his scooter when travelling on the escalator at Vauxhall station in June 2021.

As part of our work to protect our staff and bring offenders to justice, we have confirmed we will continue our roll out of body-worn video cameras to more

operational colleagues. This follows the successful roll out to customer-facing colleagues in London Underground, bus operations and Compliance, Policing, Operations and Security. Over the coming months, we will extend this to colleagues in other frontline areas including additional cameras for the Woolwich Ferry and Dial-a-Ride services, and providing cameras for colleagues in back-office roles who may need to engage with the public as part of their work.

Our officers, deployed to prevent and tackle antisocial behaviour and the triggers of workplace violence and aggression, have been accredited by the BTP under the Rail Safety Accreditation Scheme. This gives officers enhanced powers to deal with antisocial behaviour on our network and complements our existing Community Safety Accreditation Scheme from the MPS and City of London Police.

Face-covering enforcement on the network

When the national requirement to wear a face covering on public transport ended, with effect from 27 January until 24 February, we kept this requirement for our customers – for the whole duration of a journey as well as in stations. During that time, face-covering enforcement activities continued in a reduced capacity as we were no longer empowered to issue fixed penalty notices as a sanction. Since 30 November, we have issued a total of 1,984 fixed penalty notices. The overwhelming majority of the penalties were for offences under the health regulations for face coverings on

public transport services. A total of 799 of these were paid within 14 days, and 70 were paid within 28 days.

From 24 February, with the lifting of remaining national coronavirus restrictions, we removed the condition of carriage requirement to wear face coverings on our services, but continue to encourage customers to wear them to reduce transmission and keep each other as safe as possible. Research suggests good-quality face coverings can help reduce the chance of catching coronavirus and passing it onto others. Face coverings have also played an important role in giving people the confidence to use public transport throughout the pandemic, particularly people who are vulnerable.

Vision Zero

Vision Zero is our bold commitment for no deaths or serious injuries on London Roads by 2041. London boroughs have worked hard over many years to reduce road risk in their areas and to lead the way with key interventions such as lower speed limits and School Streets. The scope of the Vision Zero ambition for boroughs is clear in Local Implementation Plans, but it will be difficult for these plans to be implemented without proper Government funding. While each authority is unique, there is a core set of actions pioneered by the most ambitious that all boroughs can take to reduce the impact of road risk, and the toll of road deaths and injury to their residents, including lowering speeds to 20mph, reducing traffic, redesigning streets, promoting active travel and leading by

example through supply chain procurement and fleets. We also continue to have discussions with the Government on a default 20mph speed limit in the Capital.

We have been continuing to make the case for boroughs to introduce a default 20mph limit on suitable borough-managed roads. Not only is the risk of a fatality significantly lower for collisions at 20mph compared to 30mph, but lowering speeds is the foundation for a lower carbon future with more active travel.

We are also working with the Department for Transport (DfT) to refresh its road safety framework. We are conducting regular meetings with the DfT on key areas of focus as set out in the Vision Zero Action Plan progress report, in particular motorcycle safety and vehicle safety standards.

On 8 February, we hosted a webinar on safe and sustainable deliveries, inviting local boroughs to see what progress is being made on improving motorcycle safety and sustainable delivery work, as well as setting out what boroughs can do to make their local businesses and supply chains safer and more environmentally friendly. The webinar included a segment on the growth of food delivery companies in recent years, sharing some of the insight from our first round of engagement with delivery companies. Additionally, it served as a call for boroughs to share their experiences and expertise with us, with an aim to encourage a modal shift to e-bikes.

Police activity to support Vision Zero

Throughout January, our policing partners issued a total of 8,994 traffic offence reports for risky, dangerous and antisocial driving such as inappropriate speed, distraction, drink and drugs, no insurance and non-compliance with road rules. During January, there were 291 arrests for drink and drug driving. The National Police Chiefs' Council's communication campaign against using mobile phones while driving ran from 7 to 21 February and was followed by enforcement activity from 21 to 27 February. The enforcement phase led to 135 traffic offence reports associated with driving and mobile phone use.

Fleet safety delivery

Vision Zero is our bold commitment for no deaths or serious injuries on London Roads by 2041. Safe Speeds is a pillar of Vision Zero, as excessive speed is one of the main contributory factors in collisions that end in death or serious injury. We want to lead by example, so it is essential that those driving company vehicles do not speed. We are therefore introducing Speed Limiting Intelligent Speed Assist (Active ISA) devices across our TfL fleet of vehicles and work is due to be completed at the end of March.

Employer Supported Policing scheme

On 26 October 2021, we signed up to the Employer Supported Policing scheme, collaborating with the three London-based forces covering the London metropolitan area. The new policy supports our volunteers for the BTP, CoLP or the MPS, and we will provide up to two days paid leave a month for eligible employees to support policing London's transport system and the security of the capital. There is a wide range of benefits and skills our people can gain from volunteering, including: First Aid training, creating a safe working environment and transferrable skills such as resilience, conflict resolution, managing challenging situations and communication. On 26 January, our participation in this scheme was recognised in a ceremony at New Scotland Yard.

Bus Safety Standard

We continue to introduce enhancements as part of the Bus Safety Standard – a requirement that all new buses must meet when they come into service in London. One of these, Intelligent Speed Assistance, is now in place in one in five of our buses, helping drivers comply with the increasing number of 20mph speed zones in London. The 1,822 buses fitted with this function also benefit from better visibility mirrors, more slip-resistant floors and toggling to help drivers differentiate the brake from other pedals more easily.

Our ambition remains to upgrade a further 3,000 mid-life buses, subject to funding and suppliers being able to provide the equipment. In 2024, the Bus Safety Standard will be tightened further to exploit any new technology that can help eliminate deaths on or by a bus by 2030, and all fatalities and serious injuries on the capital's roads by 2041.

Around 532 buses are now equipped with the Acoustic Vehicle Alerting System (AVAS) to make vulnerable road users more aware of the presence of quieter buses such as those powered by rechargeable batteries. The AVAS has been designed to ensure maximum effectiveness on London's roads, with the volume increasing where there is more noise, like busy shopping areas, or decreasing when vehicles pass through more open suburban neighbourhoods.

The Fatigue, Health and Wellbeing Innovation Challenge (2021) projects have started and will report towards the end of the year. The successful projects seek to address bus driver fatigue and/or health and wellbeing. They include working with MIND to improve mental health, The Liminal Space to engage specifically with night shift workers, and Compass UK to improve driver wellbeing and alertness.

Penalty charge notice increase

In August 2021, we published a public consultation on our proposal to increase the penalty charge notice level for the first time since 2011, in line with inflation to 2020. We set out our case to The Mayor and the Secretary of State for Transport that the increase from £130 to £160 would provide a more effective deterrent, lead to increased compliance and reduce road danger and congestion. We have implemented the change for both on-street and remote enforcement teams, and penalties have been issued at the new level since 17 January. Following this change to our penalty charge, we have not received any negative media coverage, stakeholder comments or complaints in response.



It is vital we protect our revenue from fare evasion

Revenue protection

We are strengthening our activity across all modes to protect our revenue from fare evasion and fraud, developing our programme to identify similarities across all modes to harness best practice. Our recent focus has been to review our approach to chronic fare evaders. We have held a series of workshops with enforcement teams and policing partners to better tackle blatant fare evaders who push through gates, barge past staff or our drivers and frequently abuse our people.

We are currently drafting proposals to increase our penalty fare for those who do not pay for their journeys. The DfT has recently announced that the penalty fare for the national rail network will increase to £100, reduced to £50 if paid within 21 days. Our current penalty fare is set at £80, and we are starting a consultation to bring this in line with train operators.

The Highway Code and vulnerable road user priority

On 29 January, the Highway Code went through one of its most significant revisions in years. New rules were introduced to improve the safety of cyclists, pedestrians and horse riders on the road. The most significant change was the introduction of a Hierarchy of Road Users, with pedestrians considered the most vulnerable. Meanwhile, drivers are

considered to have the most potential to cause harm, and therefore are the most responsible for the safety of pedestrians and cyclists. To support the recent changes, we worked closely with the DfT to promote the campaign in London with activity featured across press, radio and social media channels.

Taxi and private hire vehicles Divisional Court judgment

Further to the Divisional Court judgment of 6 December 2021, which decided that in order to operate lawfully under the Private Hire Vehicles (London) Act 1998, a licensed operator who accepts a booking from a passenger is required to enter into a contractual obligation with the passenger to provide the journey, we are continuing to review the terms and conditions of licensed private hire operators.

Since the judgment, we have issued three taxi and private hire notices to the industry, making clear that all operators must ensure they are compliant with this judgment. Notices 19/21, 22/21 and 04/22 can be found on the taxi and private hire page on our website.

We are communicating with all large licensed private hire operators and those operators with an imminent licence renewal date to review their terms and conditions.

Changes to taxi fares and tariffs

The latest consultation on taxi fares and tariffs closed on 2 February 2022, and sought views on: three different options to either freeze or increase the current taxi fares and tariffs; a proposed increase to the charge for taking a taxi journey from Heathrow Airport to cover the increased cost for drivers entering the taxi feeder park; and the introduction of a charge for passengers being dropped off by taxi at Heathrow Airport to cover the terminal drop-off charge.

We received more than 1,900 responses to the consultation, as well as additional proposals from key stakeholders within the taxi trade which were all taken into consideration. A core objective of the consultation was to ensure that taxi driving remains an appealing career for new and existing drivers, while also ensuring that customers are not deterred from using taxis due to fare structures and amounts.

As a result of this consultation and following approval from the TfL Finance Committee on 9 March, the following changes will be effective from 30 April 2022:

- An increase of the minimum fare from £3.20 to £3.80
- An increase of Tariff 1 and Tariff 2 by 5.51 per cent

- A freeze of Tariff 3 and Tariff 4
- An increase of the maximum Heathrow Extra fare from £2.80 to £3.60
- The introduction of a new charge of up to £5.20 when customers are dropped off at one of the terminals at Heathrow Airport

Taxi and private hire-related offences

We continue to work closely with the MPS and CoLP to prevent taxi and private hire-related sexual offences in London, bring offenders to justice and push for the toughest penalties possible.

On 2 February, the 2020 taxi and private hire journey-related sexual offences report was published on our website. The report highlighted that of 23 reported rapes and 114 reported other sexual offences, eight led to a charge, three were found not guilty and five are currently awaiting trial.

Not all offences reported will have resulted in a driver being charged with an offence. This may be for various reasons, including the driver not being traced and identified, the victim not supporting the police investigation or prosecution, insufficient evidence to charge a suspect, the Crown Prosecution Service deciding there isn't a reasonable chance of conviction or that it is not in the public interest to prosecute.

In most cases, the police and the Crown Prosecution Service will seek the victim's consent and full involvement in the police investigation to bring charges against the suspect. In cases where the victim decides not to go through that process, the police will use any information they have obtained for investigative and intelligence purposes. In-cab CCTV can provide vital evidence for this purpose. We, as the licensing authority, can still take licensing action against a driver even if police or court action is not possible, and to help us, the police will disclose information for the purpose of public safety.

Supporting the recovery

Enabling the capital's recovery as more people return to public transport



Ridership on the Tube continues to increase

New analysis of ridership data has revealed that, since the guidance to work from home was lifted on 19 January earlier this year, the number of people using the Tube during weekdays has increased by at least 25 per cent. Ridership is now regularly around two thirds of pre-pandemic levels during the week – up from around 45 per cent in early January, with stations close to financial institutions such as Canary Wharf, Mansion House and Aldgate seeing ridership numbers between 8am and 9am already double the figures seen while working from home guidance were in place. Ridership on the Waterloo & City line is now around 50 per cent of pre-pandemic levels during peak hours, following a full weekday service resuming on 31 January.

At weekends, ridership on the Tube is now at around 80 per cent of pre-pandemic levels and key tourist stations such as Leicester Square are already seeing ridership levels above 80 per cent on Saturdays. The Night Tube is continuing to see increased ridership, with levels on the Central and Victoria lines now at around 45 per cent of those seen on those lines prior to the pandemic. Ridership on the Night Overground, which operates between Highbury & Islington and New Cross Gate on Friday and Saturday nights, is also now around 50 per cent of levels seen before the pandemic.

While bus ridership has consistently been more than 50 per cent of pre-pandemic levels since April 2021, the recent lifting of restrictions has led to the overall number of journeys increasing by around eight per cent compared to early January. In outer London boroughs, weekday bus ridership is now regularly above 75 per cent of pre-pandemic levels, with ridership in Hillingdon and Barking seeing levels at around 80 per cent – especially at weekends.

Some bus routes across London, such as route 90, which goes between Northolt station and Feltham station via Hayes and Harlington, and route EL2, which links the new Barking Riverside development to Barking town centre and Dagenham Dock station, are now seeing around 87 per cent of normal levels of ridership – showing the importance of a regular, accessible bus network in outer London to supporting the capital and the UK's continued economic revival.

The recent increase further demonstrates that customers are increasingly confident in using public transport and are keen to return to the city and explore all it has to offer. Ridership is also expected to continue to improve as domestic and international tourism recovers, and offices and businesses reopen and reoccupy during the week.

We are also continuing to support London's recovery by reinvigorating public transport usage. This activity will inspire Londoners with the role public transport plays in enabling their lives and will be supported by multi-channel activity that influences Londoners to take more journeys into the city. With people returning to the network, we need to transition to 'Do more of what you love' messaging, encouraging more people to explore London and get back to a normal sense of life and supporting the return to offices. We will continue to use high-impact and engaging media, including TV, cinema, digital posters, social media and a media partnership with Time Out.

Managing demand on our services

This time of year can bring challenges, with adverse weather impacting our services. Our established winter weather plans and procedures continue with daily five-day look-ahead forecasts with defined triggers for temperature, rain, wind and snow. Our 5-4-3-2-1 adverse weather plans have also been implemented throughout the winter period and have worked well with lessons learned incorporated into our process.

The temporary closure of the Northern line Bank branch between Kennington and Moorgate continues. The temporary bus route 733 is running for the duration of the closure with timetable adjustments to reflect running times that have been better than forecast. We are monitoring works closely to ensure any impacts are mitigated.

On 8 February essential work started on the north and south entrances to the Rotherhithe Tunnel to install new barriers to improve the compliance of higher than standard vehicles and to meet our requirements to improve the safe operation of the tunnel as a key river crossing. The works involved lane closures and temporary signals to maintain the use of the tunnel for road users and facilitate a safe entrance and exit to the tunnel before the completed installation of the barriers. Now the barriers are in place, there is an operational plan to manage the local network and any impacts from changes to driver behaviour.

February saw the return of many events to the capital and we have been working closely with event organisers to help plan and deliver these events, including large events such as the London Winter Run, the Six Nations championship at Twickenham and the Carabao Cup final at Wembley Stadium. On 13 March, we also welcomed

the return of the annual St Patrick's Day Parade, which was a great success. Over the months of January and February, there was a steady increase in demonstrations and marches over the period, including anti-vaccine groups, anti-COVID groups and climate change groups.

Industrial action has continued across some areas of our network, in particular the Woolwich Ferry action and the London Underground Night Tube services on the Central and Victoria lines. We have been supporting the mitigations for these and providing regular updates to our customers so that they can make suitable travel arrangements.

On 1 and 3 March, strike action was taken by the RMT as part of a dispute over pensions, jobs and conditions. As a result, there was a reduced service on some Tube lines and no service on others. This strike action hampers the encouraging progress made to restore Tube ridership, which is vital for our finances and the capital's recovery from the pandemic.

During the strike action, we advised customers to work from home, where possible, and to check their journeys before travelling. We also ran an enhanced bus services, where possible.

On 18 February, RideLondon 2022 was officially announced with a new route and dates for this year's festival. Our TDM colleagues have been working closely with organisers, London Marathon Events and Marketing and Partnership colleagues to ensure travel advice on the new route is shared with customers and drivers in advance so that they can make suitable travel arrangements.

We have also developed and shared alternative options for travel in support of the Queen's Platinum Jubilee, from 2 to 4 June, and High Speed 2 (HS2) works in the Euston area, as well as impacts of industrial action.



We regularly clean the touchpoints in our stations

Extensive cleaning regime

We continue the regular application of the antimicrobial agent Zoono across our network. This product is sprayed via an electrostatic gun and kills any virus or bacteria that lands on it, therefore reducing the risk of the potential spread of coronavirus. In addition, the touchpoints at our stations are also regularly treated with antibacterial spray throughout the day, with a focus on surfaces that are most-frequently touched such as handrails and help points. There are also more than 1,000 Dettol hand anitizer units installed across the network for everyone to use, with 45,000 litres of hand anitizer used to date.

Business sector and recovery support

Our work to support London's businesses as they implement their return-to-office plans following the Omicron variant continues. On 23 February, chief customer and strategy officer and deputy commissioner, Gareth Powell, joined 100 members of the London Chamber of Commerce and Industry to discuss London's recovery and what the future of transport in the capital will look like. On 1 March, chief safety, health and environment officer, Lilli Matson, joined staff from the Bank of England to brief them on everything we are doing to ensure a clean, safe and reliable network as people return to the office.

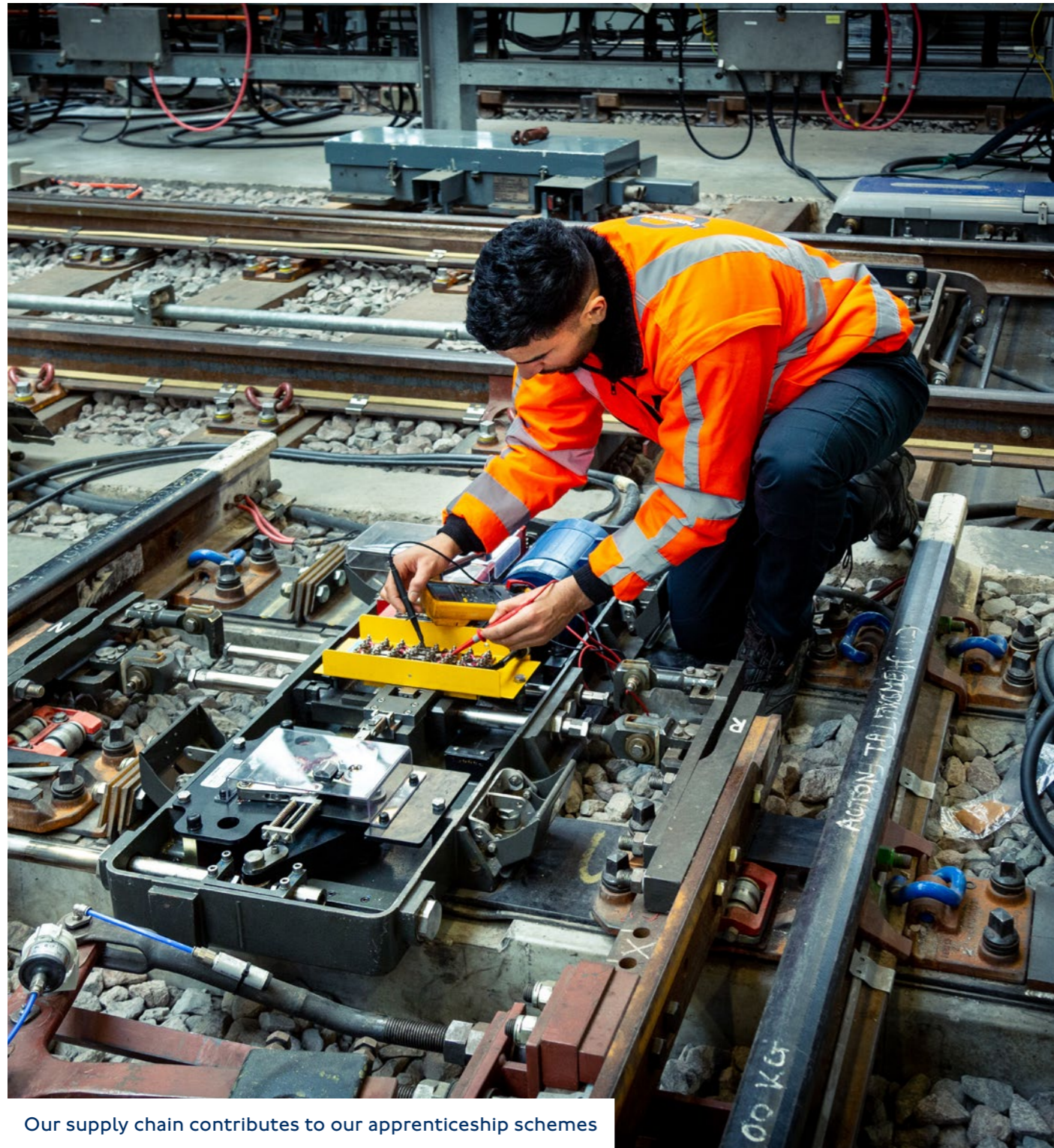
In addition, we have shared our resources for business with thousands of businesses across London. These are designed to support employees in organisations as they plan their return to work.

Night Tube

We restarted Night Tube services on the Central and Victoria lines on 27 November 2021, following their suspension due to the pandemic. Train operators were seconded to ensure we could provide as full a service as possible during the day. Despite recent industrial action by the RMT union, we have been running a near normal Night Tube service on the Victoria line, with trains every 10 minutes as scheduled, and a regular service on the Central line, with at least two trains per hour through central London. Plans for the resumption of the remaining Night Tube services will be announced shortly.

Our people

We continue our commitment to improve the diversity of our organisation and the wider transport industry



Our supply chain contributes to our apprenticeship schemes

National Apprenticeship Week

Our Early Careers team promoted our apprenticeship opportunities virtually at council events in Newham, Haringey, Ealing, Bexley and Camden as well as attending Kingsmead school and Westminster Kingsway College in person to promote our apprenticeship scheme, reaching over 100 potential candidates per event.

On 8 February, our Skills and Employment Lead presented at the launch of the publication of the Apprentice Diversity Champions Network (ADCN) annual report 2021/22, hosted by Minister for Skills, Alex Burghart. We also had colleagues from the business take part in a panel discussion on how we can make apprenticeships more inclusive. Chaired by Lia Nici MP, the ADCN champions apprenticeships and diversity among employers and encourages more people from underrepresented groups to consider apprenticeships. The group focuses on getting women into STEM-based apprenticeships, and they are developing a toolkit for employers of all sizes to access through the Government's Fire It Up apprenticeship website pages.

To mark National Apprenticeship Week, on 7 to 11 February, and inspire people to seek a career in the built environment industry, we held a number of events at BuildEast, our construction training hub. We welcomed around 120 school students from New Vic College and Chobham Academy, who got the opportunity to try virtual reality headsets and take part in steel fixing and formwork taster sessions. I also visited and enjoyed talking to trainees and apprentices,

as well as meeting the trainers and employers who make it all happen.

On 21 February, we welcomed a further 33 apprentices on our London Underground Engineering apprenticeship. This brings our total 2021-22 cohort of graduates and apprentices to 61 graduates, 103 apprentices and five interns.

In the past 13 years, we have taken on around 10,000 apprentices through our supply chain or through the London Transport Museum and Crossrail. They have all gained experience and new skills while working on a vast range of projects which help shape London, including the Elizabeth line, major road improvements and communication systems for staff working on London Underground.

We are committed to improving diversity across the transport industry, bringing more women and people from ethnic minority backgrounds into roles at all levels. In recent years, we have encouraged more women to consider a career in engineering, and as part of this we have taken our Level 3 Engineering Apprenticeship scheme from no representation of women in 2018 to 27 per cent in 2021. In addition to this, the London Underground Fleet Engineering Level 3 apprenticeship achieved gender parity for the first time in 2021. By bringing a variety of people into transport, we are helping to future-proof the wider industry, encouraging fresh thinking and making our organisation more sustainable in the long term.

Mid-year performance and readiness captured on our new system myJourney

Our new talent portal, myJourney, was launched to coincide with the start of mid-year conversations, which ran from 1 November to 31 January, and captured our new performance ratings and readiness approach to talent. myJourney has been designed to capture employee progress, and evidence and outputs from one-to-ones as well as gather feedback from others. The data capture will provide managers and leaders with greater visibility and insights, driving fairer and more inclusive evidence-based people decisions.

Celebrating LGBT+ History Month

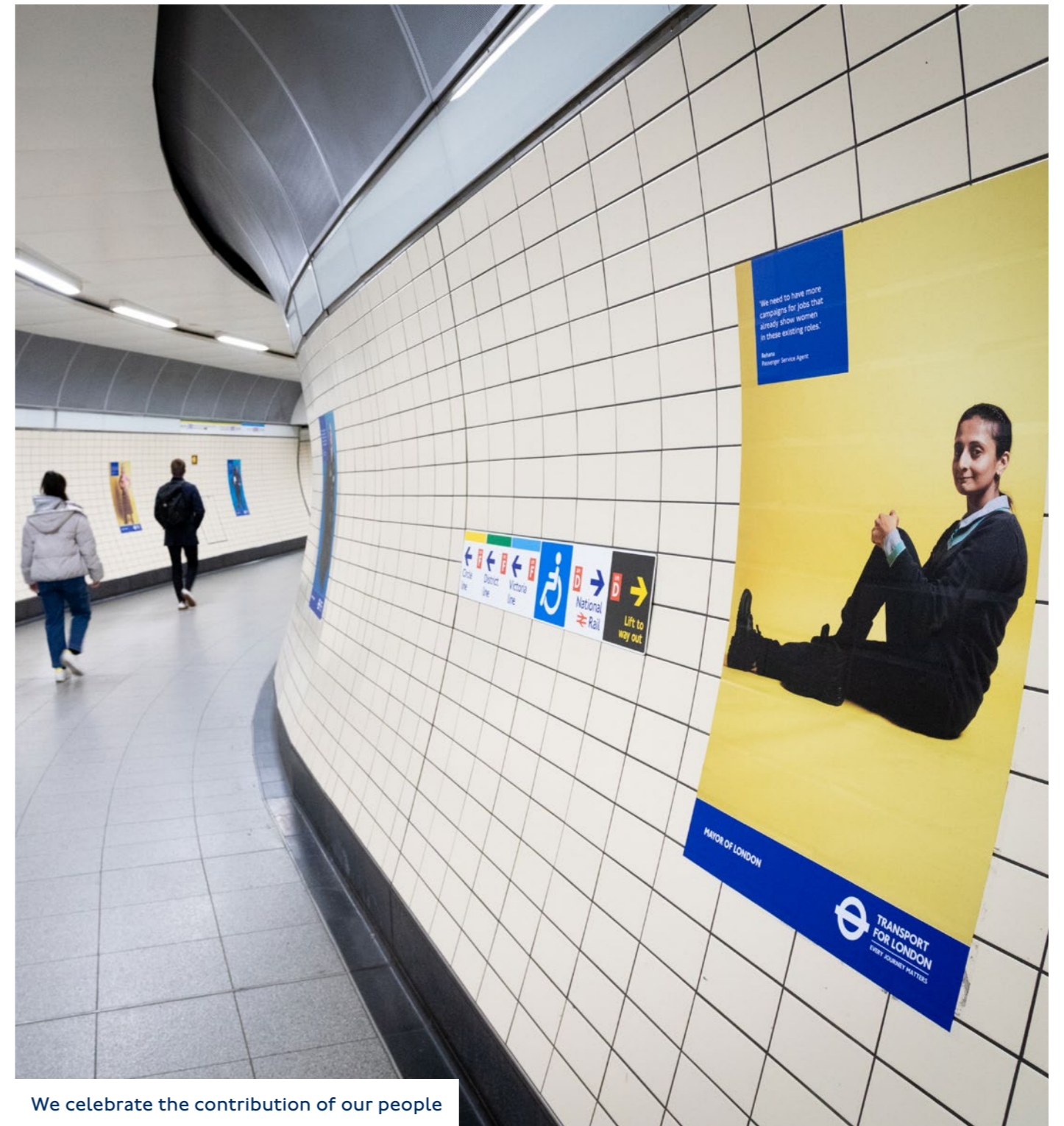
The first day of February marked the start of the annual month-long observance of lesbian, gay, bisexual and transgender+ (LGBT+) history in the UK. Our Outbound Staff Network Group has hosted multiple events throughout the month, including the launch of the #everystorymatters digital display at the London Transport Museum, bringing the Pride 2021 roundels into the museum in an exciting new installation throughout February and March.

There were also lunch and learn sessions between 14 and 18 February, which were hosted by Outbound members and open to all colleagues. The sessions focused on identity, gender and language to meet our aim to educate our colleagues on this important topic.

International Women's Day

For International Women's Day, more than 60 women from across our organisation posed for portraits to celebrate their contribution to the transport industry. Participants include both operational staff – including a train operator, bus station manager and incident response manager – as well as engineers, project managers, project sponsors and strategists who keep the transport network moving. These portraits will be on display at Victoria station from 8 March.

Haymarket Books is also launching a City of Women Tube Map that replaces all stations with the names of women and non-binary luminaries. Among those represented on the map is Joan Saunders-Reece, an emergency planning manager who was the first female train operator on the Victoria line, the first female fleet instructor and the first female emergency response unit manager. The map also features stations named after Hannah Dadds, the first female train operator, and Jill Viner, the first female bus driver.



We celebrate the contribution of our people

Accessibility Focus Month

February was Accessibility Focus Month for London Underground Customer Operations. The aim of the month was to raise awareness of the importance of making our network more accessible and to demonstrate the difference great customer service makes to our customers' journey – as well as celebrating the brilliant customer service our staff deliver every day. Through team meetings, intranet stories, Yammer conversations and videos, the topics covered included our Turn Up and Go service, step-free access and real-time information services, as well as the importance of access to toilets for those with hidden disabilities. Making our network more accessible and inclusive is critical to delivering a better customer experience not only for our disabled customers but for all Londoners.

Everyone's Future Counts

During National Careers Week, from 7 to 12 March, we published our Everyone's Future Counts approach. Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. The coronavirus pandemic has worsened existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience.

Our programmes provide targeted provision and skills development, helping reduce the impact of those barriers. They are delivered internally, through our supply chain, our construction partners and the London Transport Museum. Realising the potential of all Londoners is key to moving the capital forward, safely, inclusively and sustainably.

Time to Talk Day

On 3 February, we showed our support for Time to Talk Day, a nationally recognised day originally promoted by the Time to Change campaign and focused on encouraging people to talk about their mental health. By having more conversations about mental health, the stigma and barriers that still surround mental health can be broken down.

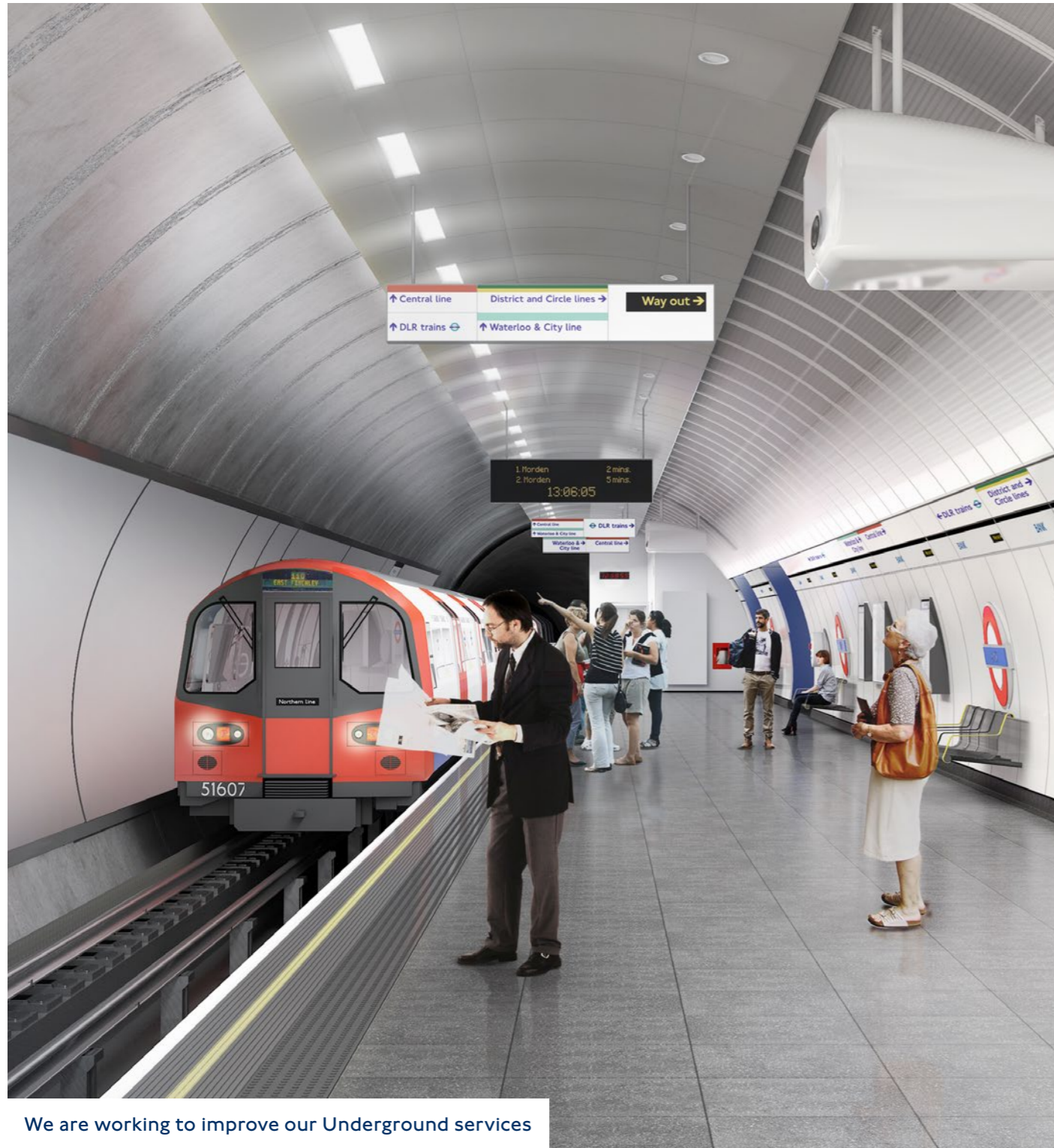
To mark the occasion, there was lots of activity across the organisation, ranging from coffee mornings and quizzes to listening sessions and talks – including members of our Occupational Health and Wellbeing team presenting on mental health and the menopause respectively. The Supporting Colleagues Network also organised a Tea and Talk session where colleagues were able to talk candidly about how they were feeling, with some colleagues bravely sharing their own mental health stories and wellbeing tips.

Well@TfL

More than 400 employees took the opportunity to attend an on-site health check with the Well@TfL Health and Wellbeing Physiologist. We also have more than 50 on-site days booked until May 2022, including night shifts. These health checks provide employees with information on important health metrics such as their body mass index, blood pressure and cholesterol. Feedback from colleagues has been positive, with colleagues raising how hard it has been to access basic health checks during the pandemic. The anonymised and aggregated data from these health checks will also provide the Occupational Health and Wellbeing team with valuable information about employee health and enable us to target health initiatives more effectively.

Improving transport and generating growth

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



We are working to improve our Underground services

We are transforming the Circle, District, Hammersmith & City and Metropolitan lines to reduce journey times and run a more frequent and reliable service.

The next section of new signalling between Sloane Square, Paddington, Fulham Broadway and Barons Court stations is due to go live on 27 March. This phase, called Signalling Migration Area 5, will involve upgrading the highly complex junction at Earl's Court and, when complete, will mean the entire Circle line will have been upgraded to the new signalling system.

Software development continues for future signalling migration areas covering the eastern end of the District line and the Metropolitan line between Finchley Road and Preston Road, including the interface with Neasden Depot and the Jubilee line. We have recently finished installing new signalling equipment between Moor Park, West Harrow and Preston Road stations, and are now working on the remainder of the north end of the Metropolitan line.

Piccadilly line upgrade

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

The procurement of the high-voltage power framework is progressing, and the project is now in final negotiation with the tenderers. It is expected that the final contract award recommendation will be approved in March.

We commissioned modifications to legacy signalling at a further three sites in February (Leicester Square, Knightsbridge and Green Park). These works are required because the new trains are longer and have different sight lines from the driver's cab.

We are working towards the delivery of four track roads that will stable trains at South Harrow Sidings. However, due to poor weather conditions, ground conditions and material shortfalls, the project has experienced delays, with work now expected to be completed in July. This work is key for the introduction of all 94 new trains on the Piccadilly line in February 2027.

Bank

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

The intricate and safety-critical work needed to connect the new southbound tunnels to the existing railway is continuing at pace since the temporary closure of the Northern line between Kennington and Moorgate began on 15 January. We are now halfway through the 17-week Northern line closure and good progress has been made on the new tunnel connection to the existing network, and the new concourse, escalator and moving walkway.

There have been some delays to the cladding panels, owing to a number of panels needing to be remanufactured and installed. We are currently developing a plan to ensure all the necessary panels are in place by the end of the blockade to enable the opening of the new concourse and platform area.

Works at the station are still due to be completed by the end of this calendar year.

Elephant & Castle

A new station entrance and Northern line ticket hall will be provided as part of a private sector redevelopment of the Elephant & Castle shopping centre, significantly increasing station capacity to meet both existing and new demand for Tube services. The developer, Delancey, will create a new structure for the station as part of its scheme, within which we will fit out a new ticket hall, subject to us being able to identify a source of funds. We will enable step-free access to the Northern line, providing for an interchange to the possible future Bakerloo line extension.

We will also construct passenger tunnels connecting the new ticket hall to the existing Northern line platforms.

Negotiations with the developer were successfully concluded on 23 December. The development agreement was duly executed and is now live and active. Early works are under way during the temporary closure of the Northern line Bank branch. These include cable removal and relocation of equipment to make way for the future station upgrade.

The project is now looking at the next stage, which includes the procurement strategy for tunnelling and fit out works.

High Speed 2

HS2 is a new high-speed railway connecting London to the West Midlands and the North of England. The new railway has several interfaces and implications for our networks, and our work involves assuring the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, as well as protecting operational networks and services.

At Euston, construction work continues. A milestone was reached last year when HS2 achieved a breakthrough at each end of the tunnels connecting the site of the new Northern line substation with the existing substation. HS2 construction is ongoing and the new traction substation will be handed over to us when complete. In autumn this year, major utility works will take place

and will require traffic lane removal on the Euston Road. It is likely that there will be significant bus and traffic delays as a result of these works, and we are working closely with HS2 to mitigate any impact to customers.

The design of our new infrastructure at Euston continues together with the campus master planning, integrating with the new design for the upgrade of the existing Network Rail station at Euston. We are working with all stakeholders to ensure our services, including any required relocation of the bus station, are adequately provided to meet the needs of the travelling public. At Old Oak Common, HS2 works continue at pace on the construction of the new station box.

Barking Riverside extension

We are delivering a new rail link that will unlock and support 10,800 new homes planned for the Barking Riverside development area. The Barking Riverside extension will add 4.5km to the London Overground line from Gospel Oak to Barking and take it from Barking to a new station at Barking Riverside. The work includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of about 1.5km. A four-carriage London Overground service is planned to run at 15-minute intervals.

The rail systems work has progressed the installation of telecoms, signalling and overhead line equipment on the viaduct, and continued preparations for the final

signalling stage commissioning that is planned across a series of weekends in March and April this year.

At the station, mechanical, electrical and plumbing installation is almost complete. Testing and commissioning of mechanical and electrical equipment is ongoing, with a focus on handover preparation, producing and reviewing assurance documentation. The plans and programme for delivering the public realm areas around the station, required for the start of passenger services, have been instructed and agreed, and works started in January. We continue to work with the developer, Barking Riverside Ltd, to agree how to fund and deliver the remaining urban realm scope that will discharge our remaining planning obligations. Our most likely start of service remains autumn 2022.

Silvertown Tunnel

The new twin-bore 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 from the pandemic.

Construction work continues in both Greenwich and Silvertown to prepare for the tunnel boring machine. The boring machine is now arriving on site in parts ready for reassembly, with a series of barges being used to transport the components. Up to the end of 2021, 150,000 tonnes of material associated with the Silvertown Tunnel construction were moved by river, the equivalent of 9,000 lorry loads being removed from the road network, thereby minimising congestion and lowering carbon emissions. As part of this, a major upgrade of the facilities at Thames Wharf in Silvertown is being carried out to enable safe mooring and loading. The first barge as part of this upgrade was received at the start of February. At full capacity, up to four barges per day will be used to remove excavated materials associated with the project by river.

Community engagement remains a focus, with regular community liaison groups on both sides of the river and with the Silvertown Tunnel Implementation Group.

Rotherhithe Tunnel refurbishment

The design work and preparation of tender documents for the detailed design and build procurement stages of the project is now complete. However, owing to the current funding and financing challenges the organisation faces, the tendering process for the detailed design and build stage has been paused. A series of shorter capital interventions are being put in place to ensure the tunnel remains safe and operable until the main refurbishment

project can be progressed. The design of an over-height barrier to improve compliance of taller vehicles using the tunnel is currently under way and installation started on 31 January.

DLR

Our rolling stock programme will deliver 54 newly designed trains, to replace the oldest trains on the DLR, improve customer experience and expand capacity across the network to support housing and employment growth in east London. The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train operation system and enhanced customer information systems. Rolling stock manufacturing is now under way for our new fleet.

At Beckton, work on the northern sidings continues with an intensive period of track work to support the lead up to the changeover to the new signalling control system this spring. The sidings affected by the changeover have now been physically disconnected from the depot. Site works on the substation project began in November. There are some challenges around the depot programme, but these are not expected to impact the train introduction schedule. Meanwhile, signalling software development for the new trains continues to progress to programme, with the first software releases due in spring.



Our rolling stock programme is set to deliver new trains

We have completed the acquisition of the land at Beckton adjoining the current depot which is needed for the construction of the additional sidings funded by the Housing Infrastructure Fund. This payment will also enable the execution of an option in the existing rolling stock contract to purchase trains 44 to 54, providing additional capacity and unlocking further housing benefits.

Old Street

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

Construction is continuing with drainage, paving and kerbing on the four approach arms to the junction. Works are also continuing with the infilling of the northeast entrance to the station, Subway 1. The southwest entrance to the station, Subway 3, remains open for public use until early June, when the final traffic management phase will be implemented. Similarly, works are continuing with the infilling of the northwest entrance ramp, Subway 4, and construction of the new passenger lift. The passenger lift pit is now complete and works started on the lift shaft on 22 February. Construction of the concrete shaft for the new goods lift was completed on 8 February in readiness for installation of the new lift car from June.

Construction of the new main station entrance superstructure continues. Since December, temporary supports and propping are being installed ready to receive the four precast concrete arms and steel ring beams which hold up the green roof structure. These works are planned from 17 March and will be followed with installation of the roof deck from April and the glazing from July. The new station entrance is scheduled to open for public use in early June, while work continues on the above roof structure and glazing, as referred to above.

Refurbishment of the clerestory roof structure above the station started on 1 February, following installation of a temporary crash desk in the subsurface area to help facilitate these works and provide safety protection to the public using the subways to and from the station. These works will tie into the construction of the new bin store and UK Power Networks substation at surface level on the western side of the peninsula area, all of which continues to progress well.

Installation of the critical fire safety systems works in the below surface shopping arcade area, both public and retail, are continuing as planned, with ongoing installation of new mechanical, electrical and communication equipment. The new shop fronts, smoke grills and smoke detection systems began to be installed on 3 February for the east side retail units with the west side retail units to follow in May.

Due to the impact of the redesign and resequencing of works needed to accommodate the new power supply and infrastructure for the London Underground assets, the final completion of the project has been extended by six months and is now scheduled for spring 2023. All highways and surface level works remain on track for completion in winter 2022.

A40 Westway

The A40 Westway is a key strategic route and one of the busiest on our road network. Since the last report, we have successfully completed three extended night closures on 8, 15 and 22 January and one full weekend-long closure on 28 to 30 January. Closures during February included one extended night closure from 6 February followed by four back-to-back weekend-long closures on the nights of 12, 19 and 26 February. A final closure on the eastbound carriageway was held on the weekend of 5 March and switched to the westbound carriageway in mid-March.

In the meantime, we are working on the structure using single-lane closures to minimise disruption during the working week. The replacement of the safety and operationally critical roller shutter join is planned to continue until the summer. We are currently on schedule to complete the works as planned in August.

Challenging unsafe roadworks

On 26 January, we successfully prosecuted Thames Water at Westminster Magistrate's Court for unsafe streetworks on Kennington Park Road in May 2021, in CS7 just north of Oval station. At least two cyclists were injured as a result of the works, and both the London Ambulance Service and MPS were called to the scene. Thames Water did not contest the charges and entered a guilty plea in advance. The court took into account the early guilty plea, and sentencing guidelines which recognised that Thames Water did not carry out the works directly. The judge ordered Thames Water to pay a fine of £20,000, with full costs of £3,102 awarded to us.

Safety and sustainability are a top priority and to date we have successfully prosecuted 136 roadworks offences on our road network. We work closely with utility companies on safety at roadworks sites and highlight concerns on the high level of safety failures found. We continue to move ahead our progressive and safe roadworks policy across the network and deliver the commitments of the Roadworks Charter.

Night-time road closures

A number of night-time full road closures on the A2, A201 and A316 have been hugely successful due to our ongoing collaboration on projects involving boroughs and Works for London contractors. The planning and coordination by all parties provides the opportunity to complete a variety of maintenance and cleaning works during these closures, such as drainage, safety and streetlighting repairs, general cleaning, green maintenance and asset renewals. This collaborative work provides colleagues with safer working environments, minimises disruption to our customers with only one traffic closure, and provides efficiency and savings benefits for all parties involved.

Patient transport trial

Hospital trusts provide transport to vulnerable patients who cannot use public transport. These vehicles currently do not use bus lanes and patients transported by patient transport services experience slower journey times than people travelling by bus or taxi. Delays to services can significantly increase costs for NHS trusts, increase wait times and lead to missed appointments and inefficiency.

We have been working closely with Guy's and St Thomas' NHS Foundation Trust to develop a trial area and scope. The 12-month trial will enable their fleet of 154 non-emergency ambulances and liveried patient transport vehicles to access bus lanes on our network and borough routes. The trial went live on 21 February and will be reviewed quarterly by both us and Guy's and St Thomas' NHS Foundation Trust as both parties are responsible for the

monitoring of the trial. The trust will share fleet usage and qualitative survey data with us as part of the monitoring process. We will also monitor and assess road safety, bus service, congestion and reliability impacts during the trial.

Water mains replacements

There are 400,000 roadworks across London each year, 50,000 of which we coordinate. We continue to work tirelessly to maximise collaboration and minimise disruption for our customers, using our influence to support opportunities for sustainable travel in London. Following agreement between Thames Water and the Water Services Regulation Authority, we have started early engagement to plan an extensive programme of trunk and local water mains replacements for the highest risk leakage locations in London. We are clear that our role is to support and facilitate Thames Water's significant investment in its London assets, and we will be working with them to ensure the minimum inconvenience to London's road users. As an example of the benefits of our approach, Thames Water started collaborative works on the A205 Westhorpe Avenue on 14 February with SGN, to simultaneously improve water and gas network resilience in the area.

Tunnels for Hope

The Tunnels for Hope project brings together artists, practitioners and schools to create public art installations to inspire hope and change within the community. Pedestrian underpasses are decorated with artwork and inspirational messages from primary school children. This was initially



We continue to make our network more accessible

a local project in the London Borough of Hammersmith & Fulham, but due to its success with community engagement and the benefits on our road network, the project is seeking to expand to additional schools and locations.

Step-free access

We are committed to improving transport in London by making it more accessible, safer and reliable. On 11 March, Harrow-on-the-Hill station became the 91st step-free station, with four new lifts installed providing customers with step-free access from street to platform. In addition to this, manual boarding ramps are also now

available between the platform and train. All DLR stations and tram stops, as well as 60 London Overground and most of the 32 TfL Rail stations, are also step-free.

On 10 February, our ten-week consultation on step-free access closed, with 5,612 responses received. During the consultation, we connected with a variety of groups across London's diverse community to talk about how we should shape our future approach to step-free access at our stations when funding becomes available. We will now analyse and review these responses and aim to publish the findings in May.



Our buses provide an essential service across the capital

Bus action plan

On 11 March, we published our Bus action plan. As we continue with our recovery from the pandemic, transforming bus travel is essential to ensure a green and inclusive recovery for London and achieve the Mayor's target for London to be a net zero carbon city.

Our buses play a central role in connecting Londoners, commuters and communities across the capital, and we must continue to improve upon and modernise our services. We have been engaging with boroughs and stakeholders on the role of the bus in London's recovery and the long-term vision for bus travel. The action plan sets out our 2030 vision for buses, including how they contribute to creating Healthy Streets, and actions to improve customer experience, journey times, connections, safety and security, and help reduce carbon emissions.

Our buses provide a vital service for people who need to move around the capital. As we emerge from the pandemic, it is essential that we avoid a car-led recovery and that buses remain an attractive choice for our customers.

While the bus network in London is already seeing more than 4.5 million passengers a day, encouraging more people to use buses and facilitate the switch away from car use is essential to meeting the mode shift targets within the Mayor's Transport Strategy.

Bus services changes

A public consultation was launched on 10 February on the proposed withdrawal of the weekend-only night service on bus route 145, which runs between Dagenham and Leytonstone. The night service was little used prior to its suspension at the beginning of the pandemic. As part of our continuing programme to better match service levels to demand, three more central London bus routes had frequency decreases during February, these included route 14 from Putney Heath to Russell Square, route 390 from Archway to Victoria, and route 453 from Deptford to Marylebone.

Route 63 bus improvements

We launched a new fleet of 29 electric buses on route 63 on 11 February. As well as being zero emission and meeting the 2021 Bus Safety Standard, the new buses also include a range of enhancements to improve customer experience and increase bus use. It is now even more important that we make the bus network attractive to encourage more people to use it, and so ensure revenue is maintained and reinvested into the network.

Key features of the new fleet include high-back seats, USB chargers and phone holders, more clearly defined priority seats, improved information screens showing journey times to stops and disruption on rail lines nearby, wood-effect flooring and a skylight on the upper deck to improve the light and ambience. This follows work to improve bus stops along the routes, including next bus information at most bus shelters but also new real time information screens at many bus stops.

We are carrying out customer research to assess these benefits, with a view to rolling out similar improvements more widely across the network, and initial feedback has been positive.

Our bus operations and network management teams have achieved these enhancements in a cost-efficient way and we are expecting to pay back the modest investment quickly, to help us attract more customers to the network as well as make buses more financially sustainable.

London Overground

We have finalised concept designs and secured relevant planning consents for the East London Line Enhancements programme, which comprises infrastructure projects to support significant housing growth across Southwark and Lewisham. The programme is funded by the Housing Infrastructure Fund and developer contributions. The main works contractor has been procured via a two-stage tender and, subject to funding and approvals, will start detailed design in June.

Our collaborations

On 20 February, we collaborated with Adidas and Arsenal FC to design pre-match shirts, co-branded jogging bottoms and gilets, and the collection almost sold out immediately on release. The collaboration received extensive press and social media coverage, including posts from Adidas, as well as Arsenal players wearing the kits on the pitch. In addition to the collection, bespoke Oyster cards were created as part of the deal and used as a promotional giveaway. 1,000 cards were pre-loaded with £15 credit, providing £15,000 which can only be spent on the network. This partnership raises additional revenue for us and is part of our wider global licensing programme.

Our Partnerships Team are also collaborating with the British Heart Foundation for the London to Brighton Bike Ride on 19 June 2022. We anticipate up to 16,000 cyclists will be taking part in this event. The partnership enables us to target new and occasional leisure riders, encouraging them to utilise our cycling infrastructure and to adopt a more active lifestyle. We are providing London-wide training routes on cycleways, hints and tips on staying safe on the roads, as well as links to our free online cycle skills training for beginners. This free training can be found on the British Heart Foundation website.

Changes to fares

As of 1 March, public transport fares have changed across our network. Customers have been provided with clear and concise information regarding the changes, which informs them from 14 February that 'Our fares are changing', followed by a 'Our fares have changed' message from 1 March onwards. We will continue to promote our best value fares including daily and weekly capping, the Hopper and off-peak fares.

Sharing lessons with our suppliers

Once a year our capital delivery area holds a 'zero harm' conference with joint participation from our colleagues and capital delivery suppliers. On 8 February, we held a virtual conference on the theme of carbon with both capital delivery and technology and data suppliers invited. The aim of the conference was to share ideas and information, providing the opportunity to foster links and contacts, and to create tangible improvements in the reduction of carbon to help move closer to achieving London's target of being net-zero carbon by 2030.



We helped uncover an important archaeological find

New homes

The Liberty of Southwark

On 22 February, we announced that we uncovered an important archaeological discovery at The Liberty of Southwark, our joint venture project with property developer U+I near London Bridge. As part of the site investigations, archaeologists from the Museum of London Archaeology have uncovered an incredibly well-preserved mosaic that once decorated the floor of a Roman dining room. Experts have determined this to be the largest area of Roman mosaic found in London for more than 50 years.

Traces of an earlier mosaic underneath the one currently visible have also been identified.

The mosaics will be carefully recorded and assessed by an expert team of conservators. They will then be lifted and transported off site, enabling more detailed conservation work to take place. Excitingly, this will offer the opportunity to investigate the earlier mosaic, which currently is only visible in very small fragments.

The Liberty of Southwark has been designed by local architects Allies and Morrison as a varied collection of contemporary brick buildings, sensitive to the scale of their surroundings and full of references to the Victorian industrial and commercial architecture of the area. 15 Southwark Street, which dates from the 1860s, will also be restored as part of the development.

Once completed, the Liberty of Southwark will provide new homes, shops, retail and workspaces, which will become an important part of the community's present fabric, without forgetting its past.

Kilburn

We have started engagement on a project to restore 51 railway arches located either side of Kilburn station. Along with our architects DK-CM, we have held a series of fact-finding meetings with local community groups to understand their aspirations for the project. We are currently on track to submit a planning application to both Brent and Camden councils in the summer.



We have opened several purpose-built retail sites

Station retail

During the months of January and February, we opened five new purpose-built retail sites in our stations. The South African food store Savanna opened at both King's Cross and Canary Wharf, alongside Gramos Coffee, also at King's Cross, Bagel Factory at Oxford Circus, and Greggs at North Greenwich. In addition, Zeus Coffee Company will soon be opening at Chadwell Heath's new Elizabeth line station.

These lettings add significant retail income to our in-station estate which will be reinforced in the coming months by the completion of more than a dozen new build lettings at Canary Wharf and across the eastern section of the Elizabeth line.

We continue to grow our portfolio by adding new retail and investing in our existing properties. We have developed a pipeline of activity which will bring new eating, drinking and shopping opportunities, enhancing the journey experience for our customers.

Poems on the Underground

Our latest series of Poems on the Underground, launched in February, comprises an excerpt from 'Ode to the West Wind' by Percy Bysshe Shelley, 'The Songs' by Martin Bell, 'Praise Song for My Mother' by Grace Nichols, 'Upwards (for Ty Chijioke) after Christopher Gilbert' by Raymond Antrobus, 'Love After Love' by Derek Walcott, and 'Private Ownership' by Sasha Dugdale.

Several of these poems reflect love – love between partners, between a parent and child, and between friends. The Shelley poem is included because this year marks the bicentennial of his death.

Art on the Underground

In January, Art on the Underground launched the 35th commission for the pocket Tube map cover by British-Ghanaian artist Larry Achiampong. Titled 'What I Hear I Keep', the artwork forms part of a series of flags and symbols that Achiampong has created to highlight and celebrate African identities.

For his Tube map cover, Achiampong incorporates pan-African colours: green, black and red to reflect the land, the people and the struggles the continent has endured, and yellow-gold to represent a new day and prosperity. The formation of 54 stars represents each of the countries on the African continent, while the chevron shapes allude to the act of sending and receiving messages that resonate.

Larry Achiampong explains the design is intended to 'explore the imagination and a sense of connectedness across African communities, and to reconsider their often forgotten or erased contributions to the city.'

Achiampong's Tube map artwork follows a temporary artwork commission by the artist in 2019, and a forthcoming permanent artwork which will be unveiled at Westminster station in spring.

Healthy Streets

We continue our work to make London safer and greener for everyone

Cycling and the future of London's temporary cycling infrastructure

Progress is being made with the delivery of permanent, temporary and experimental cycling schemes through the Healthy Streets portfolio. A total of 20km of new or upgraded cycleways have been completed (6.6km TfL-led and 13.4km borough-led) and a further 17.8km is in construction. A representative sample of 3,500 Londoners were asked about their attitudes to cycling and cycling participation. This has revealed that Black, Asian and minority ethnic groups are as likely to have cycled in the last 12 months as White Londoners and one in five Londoners who do not cycle now are actively considering it. The delivery of safe cycling infrastructure is playing an effective role in broadening the diversity of people who choose to cycle some of their journeys.

Since May 2020, the Streetspace for London programme has introduced more than 100km of new or upgraded cycle routes. The priority now for TfL and the boroughs is to decide whether to retain schemes permanently, implement experimental schemes, or to remove them. These decisions are based on a range of monitoring data as well as feedback gathered from stakeholders and through public engagement.

Works are soon due to complete at the junction of Chelsea Bridge and Grosvenor Road on Cycleway 8, with the project having recently transitioned to an

experimental scheme in December 2021. The A21 Lewisham to Catford, London Bridge and Borough High Street schemes are all planned to transition in March from temporary schemes to experimental schemes. Also, as part of the Streetspace for London programme, the operating hours of 85km of bus lanes on our road network changed to operate at all times. Monitoring of the trial has shown it to have been a success and we have now started the process to make these changes permanent.

Boroughs have been undertaking a broad range of public consultations and engagement. Of the Low Traffic Neighbourhood borough schemes funded under the Streetspace for London programme, 101 remain operational, as are 372 School Streets from a total of 480 that were funded – which brings the total number of School Streets in London to more than 500. A further 16 new Low Traffic Neighbourhoods and six new School Streets are proposed, alongside numerous improvements and upgrades to existing schemes.

Healthy Streets Advisory Group

On 24 February we held our Healthy Streets Advisory Group chaired by our Director of Transport Strategy and Planning. This groups brings together organisations and leaders interested in our Healthy Streets and active travel plans. This discussion focused on what is required to ensure London reaches net zero by 2030.

Safer streets

Our thoughts and sincere condolences are with the family and friends of Shatha Ali who was tragically killed when her bike collided with an HGV on High Holborn on 1 March 2022. The collision follows the tragic death of Dr Marta Krawiec who was involved in a collision at the Holborn Gyratory in August 2021. The roads at this location are owned and managed by the London Borough of Camden, and we have been working together in considering a range of safety improvements in the area. A first set of short-term improvements was implemented in October 2021, and work has already begun on medium and long-term changes for the area as part of Camden's Liveable Neighbourhood proposals.

Cycleways

Cycleway 4

Construction work along Evelyn Street is progressing despite delays from third party diversion works. The principal contractor has taken over a large amount of the civil works from the utility companies to mitigate some of these delays. The project is now 75 per cent complete and is planned for completion in summer. The Creek Road Bridge works section of the route, which will be carried out by the Royal Borough of Greenwich, is scheduled to start in spring.

Cycleway 9

Work to transform Hammersmith Gyratory started on 29 November and is set to complete during June. Work along Chiswick High Road from Chiswick Lane to Goldhawk Road, which is being delivered by the London Borough of Hounslow, is progressing well and is also planned to complete in June.

Cycleway 23

Construction work on the Millfields Park section of the route is progressing well by the London Borough of Hackney and is on track for completion in spring. The detailed design for Lea Bridge Roundabout is continuing to develop and construction is planned for later this year. The London Borough of Hackney will also undertake design work for Lea Bridge Road westbound and this design is due to start in June.



Our Santander Cycles have seen record number of hires

Santander Cycles

Our Santander Cycles scheme continues to go from strength to strength. It has played a crucial role throughout the pandemic, and has seen record usage as more and more Londoners have turned to cycling for everyday journeys and exercise.

In January, there were 748,435 hires which was a strong start to the year for the scheme, a record for the month and 83 per cent higher than January 2021. The cycle hire scheme has seen five months in a row of record usage and is on track to surpass 11 million hires for the financial year for the first time. Since March 2020, we have offered free cycle-hire access codes to NHS staff and other key workers. So far, more than 160,000 promotion codes have been redeemed. The busiest location for NHS code redemption has been the docking station located at Lambeth Palace Road in Waterloo, near St Thomas's Hospital.

The programme to modernise, electrify and expand the Santander Cycles scheme is continuing as planned. This initiative aims to broaden and increase usage of Santander Cycles, as well as support our financial sustainability plan. It will improve the customer offering with the roll out of 500 e-bikes, flexible fare models and enhanced app functionality. The changes to the back-office payment system, website and app are in delivery and the e-bikes are being manufactured with the launch of 500 e-bikes planned for summer 2022.

We are also exploring opportunities to expand the geographical footprint of Santander Cycles and currently prioritising a third-party funded expansion within the London Borough of Southwark. The proposed sites are progressing through planning permission and internal approvals. The expansion to other areas of Greater London is being explored but remains subject to funding availability.

Air quality and the environment Congestion Charge changes

In 2020, temporary changes to the Congestion Charge were brought in as an emergency measure in response to the coronavirus pandemic. Following a 10-week consultation, which saw nearly 10,000 responses from the public, the Mayor agreed to permanent changes in the operating hours of the scheme in December 2021.

The changes to the hours of operation came into effect on 21 February and include no charges in the evening after 18:00 and a reduction of operating hours on weekends and bank holidays to 12:00 to 18:00. These changes will help reduce congestion as well as support the recovery of London's night-time culture and night-time economy. An information campaign to inform London drivers about changes to the central London Congestion Charge hours of operation launched on 7 February and will continue until 24 April. The campaign includes radio adverts, roadside posters, press and digital adverts, emails to customers and engagement with stakeholders.

Electric Vehicle Infrastructure Strategy

Following on from the 2019 London electric vehicle infrastructure delivery plan, the strategy sets out our vision, addresses recent trends and policy changes, and estimates infrastructure needs up to 2030, including how this could be delivered. Supporting the Mayor's ambition for the capital to be a net zero carbon city by 2030, the strategy outlines what London can do using electrification and how we must ensure that infrastructure delivery keeps up with demand, as well as the roles and responsibilities of the public and private sectors in facilitating this.

There are now more than 9,000 public charge points installed across the capital, which is a third of the UK's total. Through our modelling, we estimate that London will require around 40,000 to 60,000 charge points by 2030. The latest electric vehicle national sales figures released by the Society of Motor Manufacturers and Traders on 6 January are very encouraging, showing more than 18 per cent of new vehicles purchased as plug in or electric vehicle which, when estimated at the London level, fall to the higher end of our electric vehicle sales forecasts used in our modelling.

Looking to the future

As one of London's largest energy users, we are working to reduce our own carbon emissions and help meet the Mayor's net-zero carbon 2030 ambition, as set out in our Corporate Environment Plan which was published in September 2021.

In January, the Mayor published an independent report by Element Energy to develop pathways related to his ambition of London reaching net zero carbon by 2030. The report, which was commissioned by the Mayor, outlines the bold action required to reduce air pollution, tackle the climate emergency and cut congestion in the capital to create a greener, healthier city fit for the future. We are now working on possible options for what the future of road user charging in London might look like to ensure a smarter, fairer system for drivers.

Throughout the month of February, we engaged with a number of organisations interested in the Mayor's plans to introduce a new road user charging scheme. During the meetings with Campaign for Better Transport, London First, Confederation of British Industry, London Chamber of Commerce and Industry, Federation of Small Businesses, London TravelWatch, London Cycling Campaign, Canary Wharf Group and Logistics UK, we discussed the imperative for London to reach net zero carbon by 2030, the potential options for any scheme and how different schemes might affect Londoners.

On 4 March, the Mayor announced that he intends to consult on proposals for the London-wide expansion of the ULEZ in 2023. We will be running a 10-week public and stakeholder consultation on detailed proposals starting in May. The Mayor will consider feedback from the consultation and decide whether or not to confirm the expansion proposals with, or without modifications.

The Mayor has also asked us to develop proposals for consolidating existing road user charging schemes into one simple and fair scheme where drivers would pay per mile, for introduction by the end of the decade. It would potentially involve drivers paying different rates for using their vehicles depending on how polluting they are, the distance driven and the time when the journey takes place.

We remain committed to achieving a net zero carbon railway by 2030 and a key part of this is ensuring that our electricity supplies are from renewable sources. We plan to launch our first procurement for renewable electricity in the near future and are working with colleagues across the GLA on a future collaborative approach. A memorandum of understanding has been produced to establish the principles by which this collaborative procurement can happen and we intend to agree this and move forward with the detailed design phase through summer 2022.

Bus Priority Programme

Delivery of three bus priority schemes on our road network have now been completed. The final elements of work to support the three new pairs of bus stops and associated shelters on the A316 Chertsey Road have now been finished which has enabled the extension of route 110. Work to improve bus speeds on Sundays along Harleyford Road in Lambeth has also finished, which sees the introduction of further waiting restrictions to enable bus progression.

In addition to these works, a scheme to address delays to buses at the junction of the A217 and St Dunstan's Hill in Sutton has also been completed. Changes to road markings will enable buses to progress through the junction more easily while also addressing safety issues which have been noted here.

Boroughs are continuing to deliver their bus priority schemes. Around one kilometer of improved bus lanes are nearing completion at Lower Kilburn High Road in Camden. The London Borough of Lambeth is also on site and due to complete 0.5km of improved bus lanes on Kennington Road.

We have improved 45 signalised junctions so that buses now receive priority from the signals to ensure they can progress through the junction more efficiently. A further 525 signalised junctions have also been reviewed to improve bus services and detailed analysis of 13 bus routes has been undertaken. From this analysis, we can identify where signal changes can be made and where highway improvements can be undertaken.



We are progressing our plans towards a zero-emissions bus fleet

Zero-emission buses

We continue to add zero-emission buses to the London fleet as quickly and affordably as possible, with an aim to make the entire fleet zero-emission by 2034, plus options for bringing this forward to 2030 if funding for vehicles and infrastructure can be provided by the Government. There are more than 750 zero-emission buses now in service across multiple bus routes, helping to reduce CO₂ emissions across the capital.

With the Government's financial support, we are aiming for around 10 per cent of our 9,000-strong fleet to be zero-emission by spring 2023, subject to manufacturing supply chains and vehicle delivery, and the upgrades of power at multiple bus garage sites around London. The timing and quantity of further orders are still dependent on reaching a long-term funding settlement with the Government.

A move towards zero-emission will not only support the Government's wider plans to cut CO₂ emission in the UK by 68 per cent compared to 1990 levels by 2030, but support British manufacturing, innovation and jobs – and reduce reliance on vehicles powered by fossil fuels such as diesel.

Safer Junctions

The Safer Junctions programme includes 73 of the highest risk locations in London for vulnerable road users. To date, we have completed safety improvements at 43 of these – with a 39 per cent reduction in cycling collisions. Construction of Holloway Road Safer Junction has been prioritised in 2022/23 funding scenarios, alongside design work at Battersea Bridge/Cheyne Walk where a cyclist was seriously injured in January. The latter junction has the third highest number of cycling collisions in the whole of London (based on September 2021 data), and the design team is exploring how to introduce cycling infrastructure alongside the proposed new pedestrian crossings ahead of an extension to Cycleway 8. This is a challenging, constrained location with high volumes of traffic and buses – hence strong stakeholder support for safety improvements will be essential to ensure ambitious design proposals are supported. Further work is under way to explore more improvements for the Safer Junction locations along Bishopsgate, including how these work with wider proposals across the City of London.

Lowering speed limits

Lowering the speed of vehicles in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. The Lowering Speed Limits programme plays a vital contribution in the Mayor's Vision Zero ambition to eradicate fatal and serious injury collisions from London's roads by 2041.

On 26 January, we reduced the speed limit to 30mph on the A10 Great Cambridge Road. The following roads should see a reduction in speed limits to 20mph by April this year: A13 Commercial Road; A10/A503 corridors in Haringey; A107 corridor; and A23 London Road. The City of Westminster will also see a reduction in speed limits on our road network, with a new 20mph speed limit in place by the end of April 2022, and additional speed reducing features such as speed tables will follow at a later date.



We are collaborating with boroughs on our e-scooter rental trial

E-scooter rental trial

On 14 March, the eleventh operational period of the e-scooter rental trial started, meaning the trial has now been operating for more than nine months. Ten participating boroughs make up one continuous trial area. Headline trip data from the first nine operational periods is available on our website, showing that a total of 660,000 rides were taken in the first 36 weeks of the trial, with a total of 3,885 vehicles available to hire.

Thames Water funding for Sustainable Drainage Systems projects

We have successfully agreed £640,000 of Thames Water funding for the delivery of sustainable drainage systems (SuDS) projects on our road network. This includes creating roadside rain gardens in the redundant subway ramps outside Edgware Road station, swales in the centre of Tolworth roundabout, and a permeable cycle lane on Nine Elms Lane. These kinds of initiatives are essential as part of our efforts to adapt to climate change by reducing the peak flows of water into our antiquated sewer system and so helping to reduce the risk of surface water flooding.

Severe rainfall in July last year resulted in the closure of 30 London Underground stations and extensive travel disruption across large parts of London. In response, the Mayor convened a series of roundtable discussions and established a Task and Finish Group, of which we are a member, to focus on London's adaptation to surface water flooding and risk management. The group presented their findings to the London Councils' Transport and Environment Committee in February, and recommendations included ways to tackle governance, funding, evidence and communications. These will be overseen by the proposed creation of a Strategic Flood Group that will include TfL representation and will look at how to develop a strategy, plan and supporting communications that places flood risk as part of an ongoing development of community resilience. We are also in the process of developing our plan for climate adaptation across TfL which is set to be published later this year.

Road technology

We are leading the way in delivering innovative new road management systems. These are delivered within the Surface Intelligent Transport Systems (SITS) programme and will enable a multi-modal approach to managing the road network, while effectively increasing capacity by improving situational awareness and more efficient decision making. All road users will benefit from the efficiencies of this programme, including those people walking, cycling, using the bus, or working in the freight industry or emergency services. The programme remains on track to deliver several vital systems.

Work continues on the predictive element of the SITS programme. This aims to revolutionise our approach to managing incidents with small to medium impact which currently cause delays for those travelling on London's roads. The predictive element will enable us to respond to incidents much more quickly, using innovative modelling technology. This element alone could reduce the cost of delay to people travelling in London by up to £150m by 2029/30. Work is continuing to provide a baseline for the scope, assuring the business case, benefits and proposed route to market. This enhancement is not funded in the Greater London Authority budget, which would reduce value for money from the funded renewals elements of the SITS programme. Review of funding and prioritisation of enhancements is ongoing.

The Common Operational View Incident Management System will replace the legacy Traffic Incident Management System and will provide a real-time common view to operators in the Network Management Control Centre of how the road network is operating. The fifth release is scheduled for April, which will add roadwork information across London and additional mapping layers, further increasing the situational awareness of operators in Network Management Control Centre, which will improve tactical decision making when managing the road network. Future releases will decommission the current system and deliver a step change in incident detection, significantly reducing this from its current average of more than 10 minutes.

Public transport technology

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes renewing the critical technology systems that underpin the bus network, such as the iBus system, which provides real-time information on bus locations. Replacing this critical system is a key priority, as it enables us to provide live information to customers online at countdown signs at bus stops and next stop information on buses. It also supports bus priority at more than 1,800 junctions and enables performance payments to bus operating companies.

The tender process to select suppliers for iBus2 to replace the current iBus solution is progressing well. We are evaluating proposals from bidders who were successful in the earlier selection questionnaire phase, and expect to reach a consensus at the end of March. Shortlisted bidders will progress to the Competitive Dialogue phase, set to start in April, where we will clarify their technical and commercial proposals with bidders to ensure that any final proposal submitted at Invitation to Submit Final Tender represents the best value for money for us.

Procurement is also progressing for a replacement booking and scheduling system for Dial-a-Ride, which will give passengers the option to book online and enable us to deliver more trips with the same number of vehicles. A further round

of negotiation is now under way to clarify value for money. Shortlisted bidders will be invited to submit final tenders in April 2022, with contracts expected to be awarded in September 2022.

Compliance, enforcement and safety technology

We are continuing to progress the roll out of deployable enforcement cameras, which will play a vital part in helping us meet our Vision Zero goal of eliminating death and serious injury on the road network by 2041. A trial of cameras carried out in 2020 saw an improvement in compliance of up to 60 per cent in six months. Following the introduction of the first of these cameras to the network on 13 January, we are continuing to roll out the cameras across our network and expect to have delivered 50 operational units by the end of May.

We will be closely monitoring how successful the cameras are at cutting road danger, reducing congestion and improving bus journey reliability. Any money we recover from penalty charge notices will be reinvested in maintaining a safe and efficient road network for everyone travelling in the capital. The cameras are used for enforcement of civil traffic rules only and are fully compliant with data protection legislation. Subject to a review of the success of these cameras in improving safety and compliance on London's roads, we may look into the feasibility of further extending the use of these cameras across London.

We are continuing to develop new and improved enforcement and compliance back-office systems using in-house teams. This will let us replace and improve digital capability, which underpins operations in our Compliance, Policing, Operations and Security directorate, enabling officers to record contraventions through mobile devices on the street, and delivering a case management solution to enforce regulations through prosecutions and advisory notices.

Reducing our energy consumption

We are upgrading assets across our road network to LED solutions. This will significantly reduce our energy consumption by up to 75 per cent and provide carbon savings as we work towards a net zero carbon London. We are also upgrading our street lighting and traffic signals, replacing conventional lamps with LEDs in bus shelters, as well as replacing fluorescent lighting with LEDs as part of planned premises maintenance.

LED lighting has a number of benefits: the lamps last on average two to three times longer than traditional fluorescent and halogen lamps, meaning our customers are less likely to experience issues with lighting faults which in turn improves safety and comfort across our network. LED lamps also typically provide improved lighting quality.

Following the trial in December, work began in February to roll out LEDs at more than 12,000 bus shelters, and this includes both advertising panels and courtesy lights (the passenger light that sits above the information panel), with our ongoing maintenance work continues.

Before introducing these upgrades, we spent in the region of £12m on electricity across our assets. The ongoing work to switch to LEDs should enable us to slash our electricity bills, with the bus shelter upgrades alone seeing savings of c.£7m over the next 10 years, which is vital both for our finances and for its environmental benefits.

Crossrail

Trial Operations continue, with the Elizabeth line set to open in the first half of this year

The Elizabeth line will launch with a new passenger service between Paddington to Abbey Wood, through new tunnels under central London, in the first half of 2022. The launch will bring immediate benefits to passengers travelling between these stations, with 12 trains per hour operating in each direction.

Direct services from Reading, Heathrow and Shenfield are expected to connect with this section in autumn, with full end to end services set to launch no later than May 2023.

The start date for full Elizabeth line services is linked to improved reliability growth, and successful commissioning of further upgrades to signalling and rolling stock software planned for after the opening of the central section of the railway.

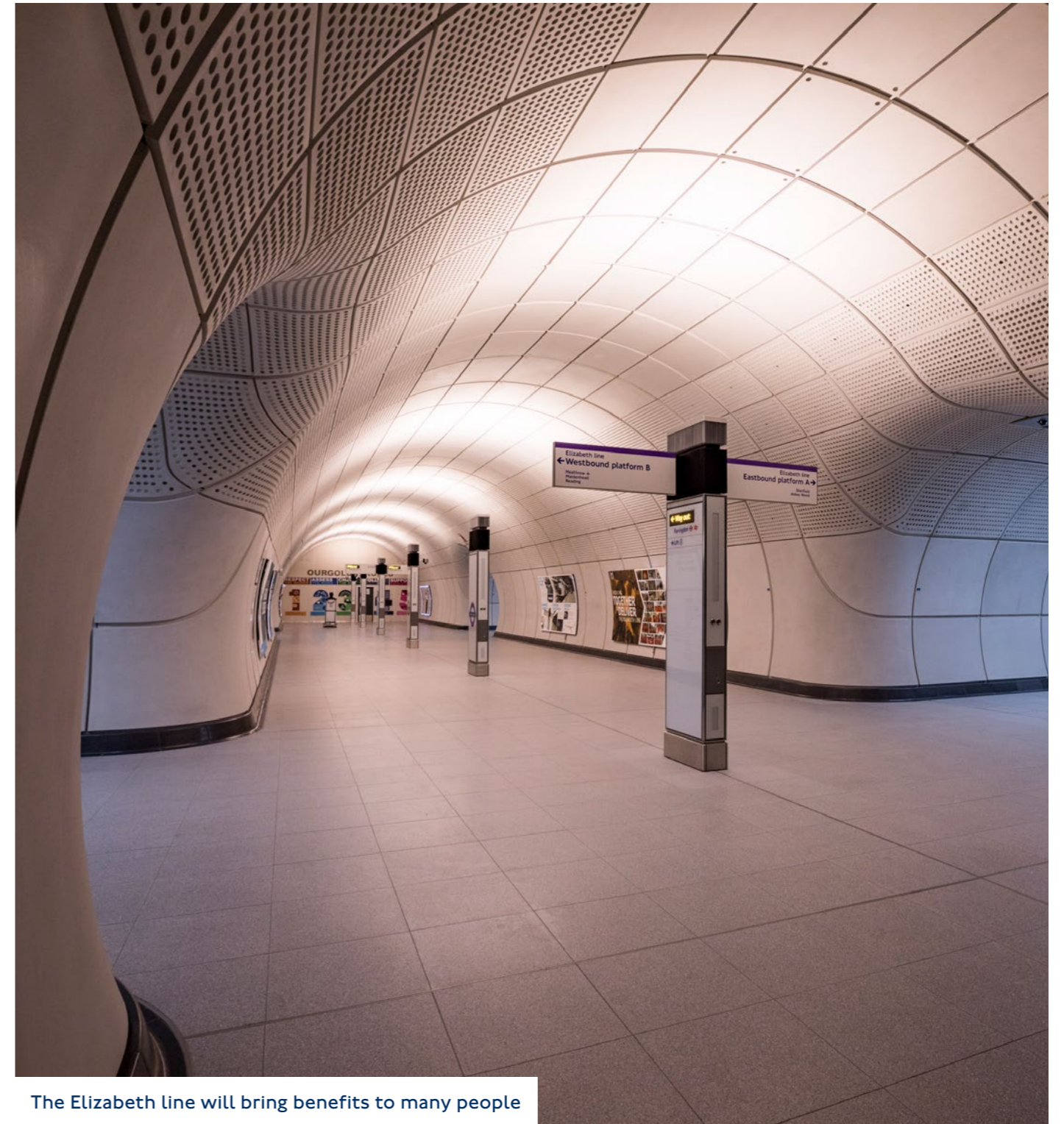
A phased approach to Trial Operations has been adopted to build greater resilience into the railway and to allow for the earliest start of passenger services. The first phase of Trial Operations started on 20 November last year and the second phase on 28 January this year. The second phase involves a range of organisations, including TfL, MTR Elizabeth line (as the operator) and Network Rail, collaborating on the response to trial scenarios along with thousands of staff volunteers. Emergency services, including the BTP, London Fire Brigade and London Ambulance Service are also involved, showing how they would respond to incidents on the network and in stations.

Following the completion of these Trial Operations, there will be a period of time dedicated to timetabled running. This will mark the final stage before the railway opens and its duration will be determined by the ability to show improved reliability across the railway.

We are continuing to improve the line's reliability to a level that is acceptable for its opening. Work is under way to fix the remaining bugs discovered with the signalling system and work has been completed to remove the last restriction on the railway's infrastructure. Additional software upgrades for the tunnel vent system will coincide with commissioning of the updated operating system known as ELR200 around Easter 2022 which is expected to further enhance reliability.

Network Rail's enhanced station upgrade works in the east continue at Ilford and Romford. Ilford's entry into service is currently forecast for the summer, although this is under review pending the resolution of the structural issue in relation to the ticket hall slab. Romford station remains on track to enter service in the coming months. Network Rail continues to assess the programme for both stations.

TfL Rail delivered an improved Public Performance Measure of 94.3 per cent during Period II, from 9 January to 5 February 2022. The eastern section of the line achieved 94.9 per cent, with the western section achieving 93.5 per cent. The overall Moving Annual Average trend continues to be better than target at 94.6 per cent.



The Elizabeth line will bring benefits to many people

Finance

We continue to control our costs while facing uncertain passenger demand

Our 2021/22 financial performance to date

Our latest financial report covers the period from the end of Period II of the 2021/22 financial year to the period ending 5 February 2022.

Our year-to-date position on the net cost of operations – our day-to-day operating deficit, including capital renewals and financing costs – before Government funding, is a deficit of £1,807m, which is £295m better than Budget. The current deficit is almost £1,278m better than last year, largely driven by higher passenger income, from more journeys, and higher other operating income, mainly from Road User Charging. Income from the ULEZ expansion, from October 2021, remains behind expectations and is now just over £60m behind Budget.

Total passenger journeys were 66 per cent of pre-pandemic levels in Period II, slightly below target, with Tube journeys 58 per cent of pre-pandemic levels and buses at 72 per cent. Quarter 3 saw demand broadly flatten. However, following the Government announcement of Plan B restrictions, journeys declined throughout the festive period. Total TfL journeys began to pick up again towards the end of Period II, following the easing of working from home guidance from 27 January. Journeys in the latest week before industrial action were 77 per cent of pre-pandemic demand, with Tube journeys at 68 per cent and buses at 84 per cent, although this was affected by school half term in February.

Passenger income is £2,583m in the year to date, almost 90 per cent higher than last year, but just over £250m, nine per cent, lower than Budget. Under the funding agreement with the Government, we receive a top up on passenger revenue to a pre-determined level. Government funding support is £1,721m in the year to date, which includes £1,405m of base funding and £316m of net revenue top-up.

Operating costs are £337m, six per cent, lower than Budget as a result of lower staff costs, lower Elizabeth line running costs, lower coronavirus-related costs, timing of spend and unused contingency held to mitigate high risk uncertainties such as the ULEZ expansion, where we have seen a shortfall in expected income. Total spend on capital renewals and new capital investment for the year to date is £1,048m which is £368m, 26 per cent, lower than Budget, and is partly driven by the short-term and stop-start nature of the funding agreements with the Government, and not being able to plan sufficiently far ahead to get projects approved and agreed with our contractors.

Cash balances were £1.26bn at the end of Period II, which is close to our minimum cash balance of £1.2bn. Without Government support, we would now have a cash deficit of £567m. With renewed Government support taking us up to late June, we expect to maintain cash balances of around £1.2bn over this timeframe.

Funding agreement

On 25 February 2022, we reached a four-month funding agreement with the Government to 24 June 2022 which replaced our previous agreement and covers the Fourth Funding Period. Over this period, we will receive base funding of £200m as well as the continuation of a revenue top-up mechanism which reduces the risk around passenger demand being lower than expected. This is included in our draft 2022/23 Budget. We continue to require about £0.9bn of support for the rest of the 2022/23 financial year to allow us to grow our cash balance to £1.4bn in preparation for reaching financial sustainability by April 2023.

The Government has a set a number of conditions in the Fourth Funding Period, as in previous agreements, including 18 deliverables and 35 ongoing requirements.

The conditions include the requirement to manage our cash balances at an average of £1.2bn during the Fourth Funding Period and provide a plan outlining the options to achieve up to £400m of appropriate revenue sources as well as cost saving initiatives in 2022/23, in addition to the £730m savings already embedded in our plans. We must also progress work on the revenue generating options we submitted to the Government in December and presented to the Board in February, which could raise between £0.5 to £1.0bn a year from 2023. All options would be subject to appropriate consultation and decision making.

The Government has recognised that we must rebuild liquidity as part of a longer-term settlement and there is the opportunity to rebuild balances up to £1.3bn at the end of this Fourth Funding Period. The Government has further recognised the inflationary cost pressures we are facing and is currently conducting a detailed review which will feed into the overall considerations on savings plans and proposals on longer-term capital funding.

We will be progressing work on all the conditions, including a further review of demand to inform future service level requirements and progressing our plans on our property development subsidiary, TTL Properties Limited, and more. We will also continue the independent review of our pension scheme, noting that there are no current proposals to make any changes and that any changes would be subject to the appropriate consultation, including with our people and Trade Union colleagues.

Furthermore, the Government has recognised the need for certainty and stability in our capital investment pipeline. We are working together towards grant funding for renewals and enhancements in the short and medium term, and working on a proposal for long-term capital support which we hope to have more clarity on during this Fourth Funding Period.

Reaching agreement on this is crucial for the coming years if the 'managed decline' of London's transport network is to be avoided and to move us further towards our other ambitions such as decarbonisation, accessibility, active travel and our work on other important programmes.

Our 2022/23 Budget

We have a legal requirement to have a balanced budget and we present this to our Board for approval before the start of the new financial year. While we are presenting a draft 2022/23 Budget with a forward look to 2023/24, we continue discussions with the Government on our funding requirement beyond the expiry of our current agreement on 24 June 2022 as well as a longer-term funding solution for our capital investment programme.

This draft 2022/23 Budget updates our submission to the GLA Budget which was presented to the Board on 8 December 2021, where we submitted a further funding requirement of £245m to the end of this financial year and £1.1bn in 2022/23 based on the assumptions around passenger demand and costs at that time.

Since then, our pressures have increased by more than £400m driven by slower passenger demand growth and rising inflation which we have been able to partially mitigate, bringing the funding gap to £1.2bn. We are unable to fully mitigate

the impacts of reduced passenger income. So far, we have secured £200m of base funding and revenue top-up worth around £100m compared to our budget revenue scenario. We therefore require an additional £927m of funding to balance the budget, which is part of our ongoing discussions with the Government, and we will carefully manage the risk around this.

Our Budget reflects the latest modelling which forecasts passenger demand to be around 69 per cent of pre-pandemic demand by the end of 2021/22 and the average passenger demand for 2022/23 to be around 80 per cent of 2018/19 pre-pandemic actuals.

We still assume a 'managed decline' scenario of service reductions, no new enhancements and declining asset condition – even with £500m of new revenue sources committed to us by the Mayor.

For 2023/24, we move into a small operating surplus. However, the Government's capital funding and further income sources are required to move away from the 'managed decline' scenario.

Our discussions with the Government continue and, once a new funding agreement for 2022/23 and beyond is signed and the implications worked through, a revised budget will be brought back to the Finance Committee and the Board.

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.

