

Commissioner's report

9 December 2020

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1 Introduction

This report provides a review of major issues and developments since the Board meeting on 21 October.

We are now over halfway through our financial year and the ongoing effects of the global pandemic continue to have a damaging and profound impact on our organisation, our city and across the globe.

Following the Government's announcement of a second national lockdown on 31 October, we worked rapidly to understand the impact of the new restrictions on our people, customers and services. On 26 November, the Government announced that updated restrictions would come into force on 2 December, with London entering Tier 2 level restrictions following the end of the England-wide lockdown. We have issued guidance for customers who will be returning to the transport network in greater numbers as shops, businesses and hospitality venues reopen and university students travel home ahead of the festive period. Our customers can travel to venues or amenities that are open, but they should walk or cycle where possible and avoid busy times and routes on public transport.

Our staff, with the support of our policing partners, are continuing to enforce the use of face coverings on our network, with most customers remaining compliant, unless they are exempt, and helping to prevent the spread of coronavirus. Now more than ever, we all need to play our part in keeping the network safe for those who need it most.

Following intensive discussions with the Government, we were successful in securing a funding agreement so we can keep providing essential services for London over the next six months. The £1.8bn deal means we can continue to serve London's people and businesses and support our key workers and the city's economy through what are tumultuous and uncertain times. There is still work to do with the Government so we can agree a longer-term sustainable funding solution to keep London moving, and we have committed to an additional £160m of savings on top of the savings within our revised budget in July. I would personally like to thank everyone involved in the latest round of funding discussions for their incredible hard work throughout this process to secure this deal for London.

I am also delighted we reached a funding and financing package with the Government on Crossrail on 1 December. Securing this financing is a vital step in ensuring Crossrail CEO Mark Wild and his team can now fully concentrate on safely delivering the Elizabeth line, which is so vital for boosting rail capacity and supporting the economy.

I would like to once again to pay tribute to the hard work and dedication of all our people. None of this would be possible without them. London is counting on our staff and services more than ever as we enter the winter months and, despite the many challenges we face on all fronts, they continue to rise to the challenge to keep this incredible city moving and working.

2 Safety and security

Deaths in service

We are doing everything we can to support the families of the 48 colleagues who have died from coronavirus and will continue to do so. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to Cruse, the dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line.

Research into bus driver deaths due to COVID-19

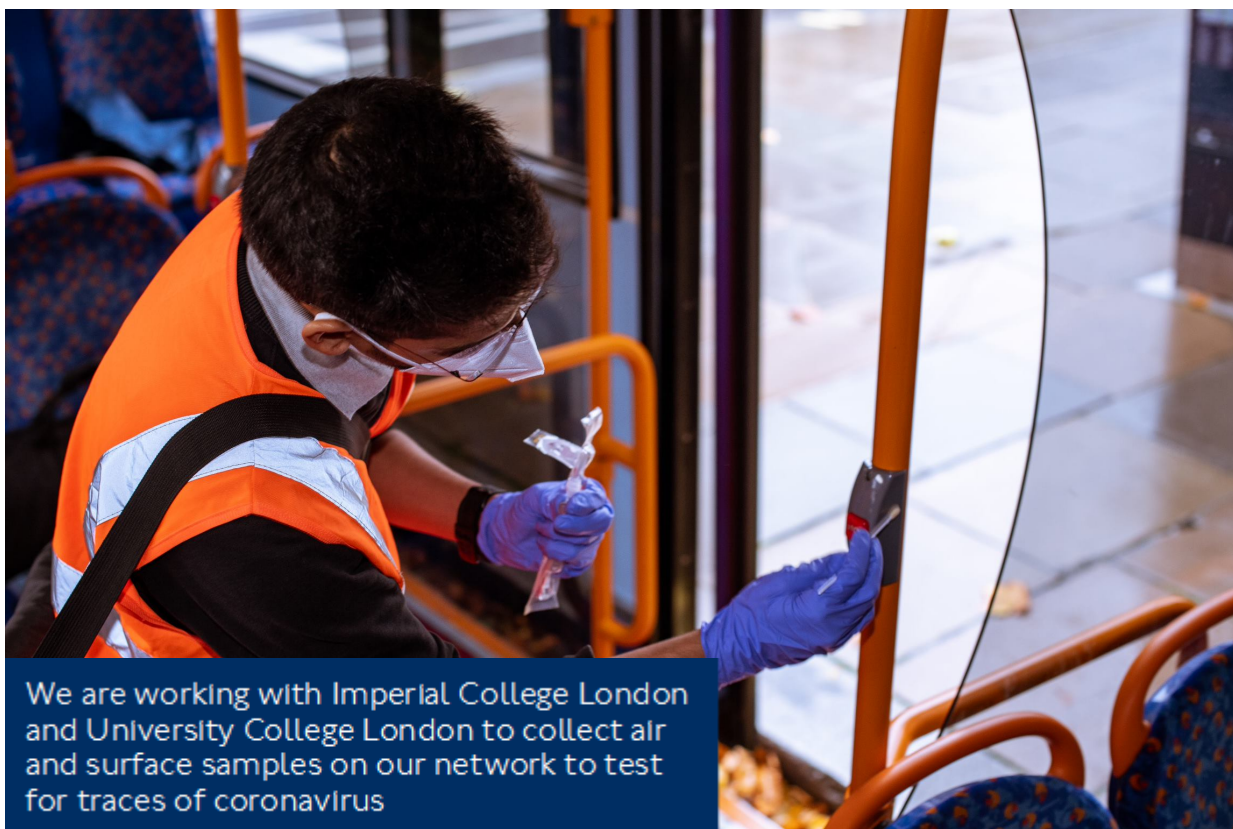
Phase 2 of this research is underway. On 20 October, all London bus drivers were invited to complete a survey which examines in more detail their non-occupational and occupational risk factors for potentially catching COVID-19 and their response to the measures taken by bus operators to reduce that risk. University College London (UCL) is seeking information from bus operators on the demographics of all London bus drivers. The final report will be published in January 2021 and will assist us and bus operators in determining what further measures can be put in place to reduce risk to our employees.

All the recommendations from the first part of the study have been undertaken or are ongoing. All previously implemented physical and practical measures, such as modifications to assault screens and enhanced cleaning regimes, remain in

place, and are being complemented by more strategic measures for the medium-to-long term. These focus on identifying those individuals who are most at risk, and where this risk can potentially be mitigated by lifestyle changes, seeking to work with individuals to address those issues.

The successful identification of those in the most vulnerable groups is key, and we are helping line managers to make informed decisions regarding their employee's health, safety and wellbeing. We have developed a risk assessment tool to calculate an individual's "COVID age" based on their individual risk factors in order to identify those who are most vulnerable. Individuals with a "COVID age" of 70 or above are then encouraged to complete a more detailed assessment which is managed within TfL by our Occupational Health and Wellbeing team and has undertaken over 2,400 such assessments so far. We are working with our bus operators to ensure they are all using the TfL or an equivalent COVID-19 risk assessment process. When the second national lockdown was announced, our bus operators again furloughed a number of their staff who were deemed to be Clinically Extremely Vulnerable, although some staff in this group requested to continue working and were permitted to do so.

Longer-term risk reduction for both COVID-19 and other health conditions such as diabetes, hypertension and cardiovascular disease is very important, and we plan to build on our existing Health Bus initiative to encourage prevention, diagnosis and treatment of



underlying medical conditions that might not ordinarily affect an individual's ability to drive safely, and might therefore not ordinarily be disclosed to the employer, such as diabetes.

Clinically Extremely Vulnerable workers

A working group was set up during the first national lockdown to manage our response to coronavirus-related issues for our clinically vulnerable and clinically extremely vulnerable staff as categorised by Public Health England (PHE). This included requirements specific to our Black, Asian and minority ethnic employees. This working group continued to address what local lockdowns and a second wave of coronavirus could mean for employees in these categories. We have contingencies in place to protect these groups and we are offering support to the individuals affected and their line managers in making informed decisions critical to their health, safety and wellbeing.

On 5 November, the recent national lockdown restrictions came into effect.

We reviewed our current policies and guidance to ensure that those who fell into either the clinically vulnerable or clinically extremely vulnerable group were protected during this period. Where our staff fell into a clinically extremely vulnerable category and were unable to work from home, we agreed to place them on furlough leave for four weeks. This group is defined by the following:

- People classed as clinically extremely vulnerable by PHE
- People who have received new shielding letters from the Government
- People whose doctor has placed them on the shielded patient list
- People who are currently off work following the outcome of assessment by occupational health and their role risk assessment.

We continue to encourage all employees to undertake our COVID-Age questionnaire, managed by our Occupational Health and Wellbeing team to determine the risk categories of all

staff, so we can manage the risk accordingly.

By 17 November, the team had received more than 2,600 of these self-assessments. We are now able to identify our more vulnerable employees and enable them to return to work, where possible. We now also have a better understanding of the geographical spread of this group to help manage their work in relation to their risk category. We will continue to review our risk assessments, advice and guidance following any updates from the Government and PHE.

Imperial College London sampling

Each month, researchers from Imperial College London travel on the Northern line from Waterloo to Euston, and on the 205 bus route, during the peak so as to simulate a real customer journey. They take the same routes at the same times each month to ensure the testing conditions are comparable. The first two experiments were undertaken in October, and the results were negative for coronavirus, both in the air and on surfaces.

The results from tests done in November show for the third month running no coronavirus was found in the air or on surfaces that were tested. The team took samples from various surfaces including grab handles, escalators and push buttons. They also took samples from the air, sampling 300l per minute of air (on average people breathe about 8l per minute at rest and someone exercising hard normally breathes less than 100l per minute so this is a large sample volume). We are the first transport company to conduct air sampling in addition to surface swabbing.

Sampling on our network will continue through December, and we are planning to extend testing to more public-facing areas of the network as well as staff areas. We have plans in place should the lab report any positive results: any positive samples will be examined in more

detail, and our extensive cleaning regime will be reviewed and altered where necessary.

University College London sampling

In November, we launched the VIRAL research project led by University College London. The aim is to understand and mitigate transmission of coronavirus on our transport network. A key part of the scope is to undertake swab and air samples to find out if the coronavirus can be detected. Researchers will take these on three London Underground lines (District, Jubilee and Victoria), two types of double-deck buses (including the New Routemaster) and a single-deck bus, at both peak and off-peak times. The sampling on buses started on 12 November and the sampling on London Underground will begin by early December. A second set of sampling will then be undertaken in the first quarter of 2021.

The data collected from the sampling will be used alongside data gathered from a review of passenger behaviours, passenger numbers and ventilation configurations to develop a risk assessment tool. The purpose of the tool is to provide information and guidance on minimising the spread of coronavirus and help prevent any future outbreaks and pandemics. The research project team aims to have the tool completed by December 2021 with guidance produced in early 2022.

This sampling study will take place in parallel with other sampling initiatives for TfL, such as the study undertaken by Imperial College London. To achieve the best output from these studies, we have ensured that the different research teams are coordinated in terms of sampling locations.

Croydon tram overturning

On 9 November, we marked the fourth anniversary of the tragic tram overturning at Sandilands where seven people lost their lives and a further 62 people were injured. Due to the national lockdown, we

were unable to hold a memorial service, but flowers were laid at the site by staff members in memory of the victims.

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation and published its report in December 2017. It included 15 recommendations to address safety on London's tram network, as well as other networks across the country. We have made significant progress to implement these recommendations by working closely with all parties concerned, including the RAIB, Office of Rail and Road, Light Rail Safety and Standards Board and the wider UK tram industry.

Most of the recommendations have been completed, with those remaining in the late stages of implementation. On 16 November, the Physical Prevention of Over-Speeding (PPOS) system went live on all trams. With this system now fully operational, a tram will automatically be brought to a controlled stop if it is approaching a high-risk curve at a speed higher than is designated in the system. This system is a first for the UK Tram industry and London Trams, and TfL Engineers worked closely on the design and roll out of the system. With the completion of this significant project, the RAIB recommendations are complete, for all intents and purposes, with only some minor functionality to complete on the Sandilands Tunnel lighting.

The Senior Coroner has held four pre-inquest review hearings to agree the timetable, evidence and scope for the inquests. The inquests will take place before a jury. Following increased national coronavirus restrictions, the inquests which were due to start on 19 October 2020 were adjourned to 2021. The inquests have now been listed to begin on 17 May 2021. The Senior Coroner proposes to hold a further pre-inquest review hearing in March 2021.

The victims and all others affected by this incident remain in our thoughts. We continue to offer support to those people

directly affected as well as the wider community.

Waterloo station

On 26 May 2020, a customer on the Underground tragically died after he alighted from a Bakerloo line train at Waterloo station. We have commissioned a formal investigation into this and will publish our findings in December.

On 29 October, the Office of Rail and Road issued an Improvement Notice on London Underground in relation to our assessment and management of the risk of someone falling into the gap between the Bakerloo line platform and the train at Waterloo station. We are addressing the issues identified in the notice and have included relevant elements in our own investigation.

Work-related violence and aggression

We continue to progress the completion of our Work-related Violence and Aggression (WVA) strategy, which remains our top priority. We continue to work in partnership with the Metropolitan Police Service (MPS) Roads and Transport Policing Command (RTPC) and the British Transport Police (BTP) to investigate incidents and push for the strongest penalties.

Our new Transport Support and Enforcement (TSE) officers continue to focus on tackling anti-social behaviour and the common triggers of aggression and violence to protect our frontline colleagues. We currently have 27 officers, six in training and are planning to recruit up to an additional 40 officers by the end of March 2021 to strengthen our capability. Throughout the months of October and November, officer activity was focused on enforcing the use of face covering, defusing volatile situations, challenging negative customer behaviours and enforcing bylaws. A number of joint operations were also carried out at Bus and Tube stations with MPS and BTP colleagues. These operations focused on tackling violent crime and robbery, and improving staff and customer confidence

through engagement, prevention and detection of crime.

Since the start of the first national lockdown, there has been an increase in attacks or criminal actions against our construction colleagues while they work for us across London, particularly during engineering hours. We have been working in collaboration with Compliance, Policing and On-Street Services, partner organisations including the MPS and BTP, and our suppliers to develop a suite of measures to help prevent or mitigate the impacts of such attacks on those who work for or on behalf of us. Some of those measures include providing Urban Safety training, delivered as two separate modules as hosted online workshops on Microsoft Teams. The modules are situational awareness and human behaviours and include group discussions and experience sharing throughout. To encourage this training, we are displaying existing workplace violence posters at our supplier's construction sites, arranging webinars with the BTP for our staff on how to prevent and report workplace violence, and trialling new processes to capture these attacks and share details with MPS and BTP colleagues.

Face covering enforcement on the network

Using powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020, our TSE officers continue to enforce the mandatory wearing of face coverings on all public transport modes, unless a passenger is exempt. This work is being led by Compliance, Policing and On-Street Services, with support from our policing partners. Officers have been deployed across buses, trams, London Overground, DLR and London Underground.

Passenger compliance rates captured via our customer survey indicate that compliance remains generally very high, particularly at peak times. Customer research findings from 19 October to 14 November 2020 show that 93 per cent of customers say they are always wearing

face coverings on TfL public transport services, 4 per cent are wearing it on some journeys and 3 per cent not at all. Of the 7 per cent not wearing a face covering at all times or not at all, around three quarters claim to have an exemption or good reason for not doing so.

Our TSE officers have noticed that young men travelling on our network are least likely to comply with the use of face coverings on public transport. To help change behaviours and encourage compliance, we have developed a radio advert focusing on young men who are using our network to travel.

The advert will run on London stations with a younger listenership, particularly with Capital FM and Heart, as well as digital radio such as Spotify, which allows us to target younger customers. The radio advert will support our ongoing engagement work and communication plans and remind customers that a face covering must be worn on the network at all time unless they are exempt.

We began to enforce the regulations on 4 July after a period of engagement and education. Deployments have taken place across Bus, Trams, London Overground, Docklands Light Railway and London Underground. Between the 4 July to 25 November, we have engaged with 122, 221 passengers, 8,739 have been refused travel and 873 Fixed Penalty Notices (FPNs) have been issued by us. A total of 316 of these have been paid within 14 days (at a charge of £100) and 16 were paid within 28 days (at a charge of £200).

For those cases where the FPN remains unpaid, we will look to prosecute the offence. Forty-eight cases were heard at Wimbledon Magistrates' Court on 13 November. On this day, 12 defendants pleaded guilty to the face covering offence resulting in fines ranging from £80 to £450 (dependant on the individuals' circumstances which the court needs to take into consideration). This resulted in 20 per cent of these cases having a guilty plea entered. A total of 36 defendants had



their case proved in their absence due to not responding to the court service resulting in fines from £660 to £690 if aggravated (when more than one FPN was received) resulting in 60 per cent of cases being proved in absence.

Most notably, two individuals had two separate offences against them during this court session resulting in one receiving two separate fines of £80 and £100 due to their guilty plea. The second individual had fines imposed of £660 & £690 in their absence combined with costs of £225 victim surcharge of £135 totalling £1,710.

Police activity to support Vision Zero

The MPS continue to support the Mayor of London's Vision Zero target to eliminate all deaths and serious injuries from London's roads by 2041, through a number of initiatives aimed at making London's roads safer.

Between 16 and 22 November, the RTPC supported road safety charity Brake's Road Safety Week. With 'speed' as the

week's central theme, officers used the operation to further deter speeding on the capital's roads – the most common cause of death and serious injury to people walking. The RTPC, Cycle Safety Team and Commercial Vehicle Unit all carried out speed enforcement activity during this period and used social media to raise awareness of the dangers of speeding. Brake also produced a series of short videos on Community Roadwatch, highlighting how local communities can take back control of the streets in their area and have a direct impact on reckless drivers.

Between 3 and 18 November, MPS Safer Transport Teams ran Operation Cubo which focused on removing uninsured drivers from the capital's roads, as they are more likely to practice other dangerous behaviours that could lead to a serious or fatal collision.

In support of the National Police Chiefs' Council's (NPCC's) Vulnerable Road User week, the RTPC ran a road safety operation from 9 to 15 November.

Officers focused activity on people walking and cycling, as well as engaging with powered two-wheeler riders in light of an increase in serious and fatal collisions among this group.

Lowering speed limits

On 2 March, a new 20mph speed limit was successfully launched on the Transport for London Road Network in central London, as part of the Mayor's Vision Zero ambition to eliminate death and serious injury from London's transport network. This new speed limit is being enforced across all our roads within the Congestion Charging Zone, including Millbank, Victoria Embankment and Borough High Street, following strong public support for the proposals. Phase two of this work has delivered 20km of lower speed limits in H1 as part of the London Streetspace Programme, with a further 20km planned for H2.

A marketing and communications campaign was launched to announce the speed limit change and educate drivers on the purpose of the new limit. This is closely aligned with our current 'Watch your speed' campaign. To maintain these speed reductions, we have recalibrated speed cameras in central London and are using mobile speed cameras to ensure that drivers are complying. More than 50km of London's road network is now subject to a 20mph speed limit.

Phase two of this work was paused due to funding constraints. This phase will introduce lower speed limits on a further 140km of our road network in inner and outer London. Where opportunities exist, we are introducing 20mph speed limits into the temporary Streetspace schemes, with 20km delivered to date.

Change in UK threat level security awareness

In October, we produced a series of events as part of our annual Security Awareness Month. Raising awareness and engaging our teams is a key component of our ambition to develop a robust and sustainable security culture across the

organisation. This year we took an integrated approach, bringing together workshops and expert speakers from the Centre for the Protection of National Infrastructure, the BTP, Computer Security Incident Response Team, Network Policing and Security Team and Airbus, the European multinational aerospace corporation. Sessions covered all aspects of security, including insider risk, cyber threats and physical security. The programme of virtual events stressed that we all need to be alert to the threat from those wanting to harm our business, our people and our customers.

On 3 November, the Government announced that the national security threat level in the UK had been increased from substantial to severe, meaning an attack is highly likely. In response to this, all staff in the organisation received communications on their role in security, providing links to our guidance and resources available to help protect our customers, our staff and the transport network from the threat of terrorism. Our policing partners from the Metropolitan Police Service, British Transport Police and City of London Police have also increased their visibility on our network, with co-ordinated reassurance patrols and armed officers around our main transport hubs.

Tackling rough sleeping on our network

Those sleeping rough on our network are classified as a safeguarding priority for the organisation. We have recently updated our rough sleeping strategy to ensure a consistent approach is taken across all our transport modes in our response to those who are vulnerable on our services and stations. As we entered a second national lockdown, and it is winter, we have redoubled our efforts to prevent anyone sleeping rough on our services.

All frontline staff are encouraged to report any concerns about people sleeping rough to our Compliance, Policing and On-Street Services team as there is a dedicated rough sleeping co-ordinator that links identified individuals

with local charities and outreach programmes, the local authority homelessness support teams and our policing partners. Our focus is to move individuals towards appropriate support services and avoid displacement wherever possible. This work supports the Mayor's aspiration to eradicate rough sleeping in the Capital.

We have also partnered with Westminster council, St Mungo's Outreach, the British Transport Police and the Metropolitan Police Service to have a consistent multi-agency approach across the whole borough of Westminster, where we have seen some of the highest concentrations of rough sleeping at Tube stations and at Victoria Coach Station. This model uses an intensive, persistent outreach approach with rough sleepers before considering enforcement action. We have now established a closer partnership with support services, including regular sharing of information and a co-ordinated, targeted approach to action. Together, we have been able to focus on individuals, their complex needs and personal requirements. We will continue to develop this model with the aim of replicating this work in other hotspot boroughs in the new year.

Bus Safety Standard

We continue to roll out the Bus Safety Standard to new vehicles joining the fleet to help eliminate all deaths and serious injuries from London's roads by 2041. From 2021, new vehicles will need to have camera monitoring systems in place of side mirrors, providing wider angles and clearer visibility in low light, brake interlocks that prevent buses from rolling away when unattended, brake toggling to help make brake and accelerator pedals feel different when pressed, and improvements to saloon interiors to reduce the scope for passenger injuries.

These safety-enhanced vehicles will start appearing on London streets by late 2021. The capital already has around 350 buses that meet the first generation of the safety standard. Of the 350 buses, 202 of

these buses are equipped with the Acoustic Vehicle Alerting System (AVAS) to raise awareness of much quieter buses, such as pure electric vehicles, which would otherwise be virtually silent in busy traffic. The sound these buses make will become an increasingly common feature when vehicles are travelling at 20 kmph or less. This system can also be used in other cities within the UK as transport authorities can choose to adopt our urban bus sound for their buses, bringing a more joined up approach to transport with the UK. From spring 2021, AVAS will automatically adjust the volume of its warning system to reflect noisier shopping centres and quieter suburban districts using geo-fencing – zones which trigger it to play its sound differently.

Bus driver training

We paused our Destination Zero bus driver training programme due to the restrictions for the second national lockdown. The course looks at the most prevalent risks to vulnerable road users and the safest option to take in these circumstances. When lockdown restrictions are eased, we will look to restart training, with the introduction of medical-grade ultraviolet cleaning boxes to sterilise our digital tablets and headsets rather than manually cleaning and isolating them for 72 hours. This will enable us to hold training sessions with larger groups of drivers. For previous training groups, operators have used COVID-secure delivery methods such as enhanced cleaning, virtual classes, reduced group sizes and regular hand washing.

Bus driver facilities

We are continuing our work to increase capacity at 39 of our bus driver mess facilities to allow for greater social distancing during the pandemic. The delivery of this has been significantly accelerated in preparation for winter. We are proposing to do this by installing temporary facilities, using rental space or agreed use of local space (such as shop units), providing access to Tube facilities

or bus garage facilities or reconfiguring existing facilities. Most of these upgrade works will be completed by mid-December. There will also be further enhancements to capacity signage, NHS test and trace QR codes, hand sanitiser units and a cleaning review. This is vital work to keep our drivers safe.

Taxi and private hire driver assessment centre

In line with the Government guidance and the approach taken by other assessment bodies, we rescheduled driver assessments to take place once lockdown restrictions have been eased. No Knowledge of London and topographical assessments have taken place since 5 November when the second national lockdown started. All applicants with an appointment during this time were contacted in advance of their appointment to let them know their assessments would be postponed. The service will resume when lockdown restrictions are lifted, with all appropriate safety measures, including social distancing, still in place.

Vehicle inspection centres

In March 2020, to ensure the safety and welfare of our staff and taxi and private hire vehicles licensees, we temporarily closed all six of our vehicle licensing inspection centres, with one reopening a week later to deal with urgent vehicle inspections. As a result of these temporary closures and the decision to allow vehicles to remain licensed for an additional six months, there was a significant increase in demand for our vehicle inspection services during October and November.

As part of a number of measures to help increase the capacity of the inspection sites, we introduced 19 Compliance Officers to work with our service provider in order to carry out additional vehicle inspections. This significantly increased our capacity to deal with the extra demand. Despite this extra support, we were unable to fully accommodate the

volume of requested inspections while maintaining the necessary safety and social distancing controls. As a result, we made some temporary and immediate changes.

From 11 November 2020, we prioritised inspections for those vehicles that could not be inspected earlier this year, owing to the temporary closure of the inspection centres, and for which there may have been no inspection for up to 18 months.

Vehicles that were licensed for a further six months earlier this year, in response to the temporary closures of the inspection centres, are required to undertake a vehicle inspection as part of a licence renewal and before the expiry of their current licence, in order to remain licensed. We are also permitting those vehicles that have a licence expiry date between 11 November 2020 and 31 December 2020 (inclusive), where the licence was originally granted in November or December 2019, to remain licensed for a period of six months without an inspection being conducted.

Regulator of the Year Award

On 28 October 2020, our taxi and private hire team received the International Association of Transport Regulators' highest honour: 'Regulator of the Year'. The award was given in recognition of regulatory courage and resilience in promoting fit and proper licensing safety standards, for a steady commitment to sustainability, accessibility, and for fostering multi-modal integration and governance for all. The award also recognised our response to the pandemic and the support we offered to the taxi and private hire industry to protect drivers and passengers. Throughout the pandemic we have held regular forums with the taxi and private hire trade to discuss emerging guidance and to disseminate information.

Virtual site tours

Across our capital programmes, we have had to balance the importance of regular health and safety engagement and assurance checks with mitigations required to minimise the potential for coronavirus transmission on our construction sites.

While ‘physical’ site visits still take place, we have introduced a programme of ‘virtual’ visits to complement them. These tours are run via video conferencing and involve a site tour, followed by a Q&A session with the people delivering the construction work.

Virtual site visits have also been used to successfully complete progress and engineering inspections in our London Underground Renewals and Enhancements team. To help support virtual engagement activity a new app has been created in-house and is available to all TfL staff who may need to quickly and effectively log the findings of a visit and share it with those involved.

3 Restart and recovery

On 26 November, the Government confirmed new coronavirus tier restrictions would come into force on 2 December, with London placed in Tier 2. More customers are expected to return as London's shops, businesses and hospitality venues reopen and university students travel home ahead of the Christmas period. The Government advice on travelling within Tier 2 makes it clear that customers can travel to venues or amenities that are open, but they should walk or cycle where possible and travel during quieter times. We have also published information about quiet stations and stops on our website.

Our Tube and rail services through central London run from around 05:00 to after midnight every day, with buses continuing to operate around the clock. Extensive measures that we brought in at the start of the pandemic will continue to provide a clean, safe and reliable network for customers and staff. Extensive signage is also in place on trains, buses, platforms and stations, reminding everyone to remember to socially distance, and our enforcement staff and police partners are actively enforcing the national requirement for everyone to wear a face covering when using public transport.

In line with Government measures, customers in Tier 3 areas, such as those just outside of London (Kent and the Medway and Slough) where our services run, must ensure they are adhering to Tier 3 rules when in Tier 2 areas. This means avoiding travel outside of their local areas unless travelling for education or work purposes where work cannot be done from home.

Over the past few months, we have put significant effort into ensuring our offices

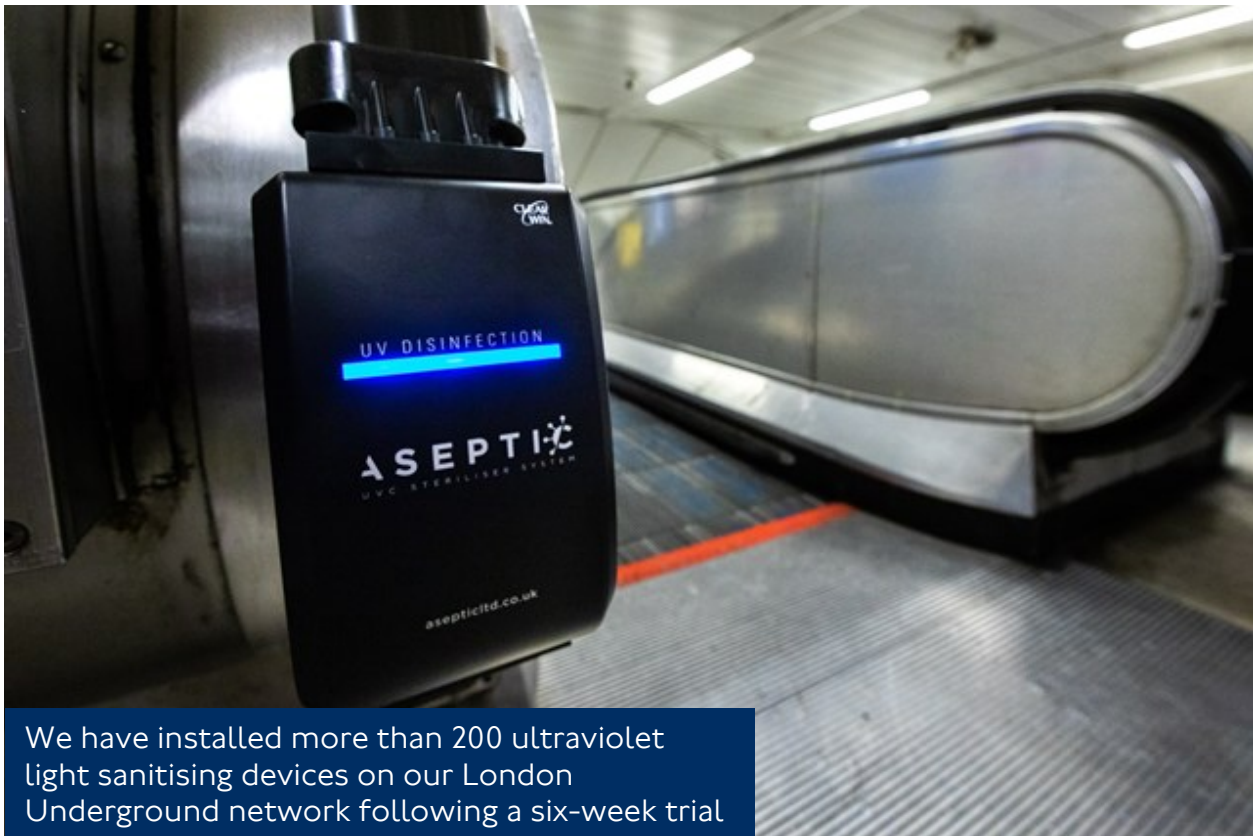
are COVID-secure for those who are currently using them. The updated guidance from 2 December outlines that people in all tiers who can work from home should continue to do so, however our head offices will remain open for employees who require access to them.

School restart

We continue to monitor and modify our initial schools plan, so that the additional 230 vehicles deployed continue to serve the routes where they are most needed, including running additional services in the afternoon peak, running every other bus as a school service on some routes and amending bus times to match school hours. More than 100 changes have been made to bus services since the return to school in September to better match capacity to demand.

Our stakeholder team continues to work closely with colleagues across the London boroughs, Department for Education and Department for Transport to ensure we continue to successfully get children back to schools on time. Throughout October, our teams engaged with schools to communicate our plans to continue running school services after the half-term and to understand local requirements. We have also shared our plans with London Assembly Members and Members of Parliaments for their awareness.

As we move into the winter months, we have updated our Travel Demand Management messaging to support the education sector as the days become darker and wetter. We continue to monitor customer data and travel behaviours to help keep the road network free of congestion so that bus services are not impacted.



We have installed more than 200 ultraviolet light sanitising devices on our London Underground network following a six-week trial

We also used a range of Travel Demand Management communications during the half-term period to let customers know that we had paused many of the bus interventions implemented for school services and that these would continue into the second half of the school term.

Adults, children under the age of 11 and young people must wear face coverings if they are using general or school specific buses unless they have a valid exemption. We continue to promote walking, cycling or scooting where possible and ask the general public to consider travelling at quiet times to help avoid congestion at peak times.

Extensive cleaning regime

Our extensive anti-viral cleaning regime continues across the transport network and includes using hospital-grade cleaning substances that kill viruses and bacteria on contact and provide ongoing disinfection. More than 1,000 hand sanitiser units have been installed across the network for everyone to use. Our cleaning contractors continue to focus on customer touch

points such as card readers, handrails and help points.

We have also extended our partnership with Dettol from December 2020 to January 2022, so that we can continue to provide hand sanitiser to customers as they travel on our network. Dettol has agreed to cover all the installation costs and pay us a £900,000 partnership fee.

Ultraviolet light sanitising

We are installing more than 200 ultraviolet (UV) light sanitising devices on 110 escalators on the Underground network. This follows a six-week trial earlier this year using UV light to clean the handrails on escalators at Heathrow Terminal 2, 3, 4 and 5 Tube stations. Over 150 devices have already been installed at some of the busiest stations on the network, including Bond Street, Charing Cross, Green Park, King’s Cross St Pancras, London Bridge, Paddington, Tottenham Court Road, Victoria and Waterloo, with the remainder due for completion by mid-December.

Designed to supplement our existing extensive anti-viral cleaning regime, the UV bulb sanitises the handrail continuously as the belt passes through the unit. While some UV sanitising solutions need an external power source, the units on the Tube are fitted with a small dynamo to generate power from the moving handrail.

While UV light has been proven to deactivate other strains of coronavirus, the novel coronavirus is still too new for similar clinical trials to have concluded in the UK. However, the UV light sanitising devices were shown in our trial to improve the cleanliness of escalator handrail surfaces by at least 50 per cent.

Customer injuries on escalators account for around half of all injuries on the Tube network and, during the pandemic, we have found that some customers are avoiding holding the handrails. Our intention in installing these new devices, along with providing Dettol hand sanitiser across the network, is to rebuild customer confidence.

Managing demand on our services

We continue to provide our customers with a normal service where possible. During the first national lockdown and the following months, some stations were operating with reduced hours due to staff absences. In October, we restored normal operating hours at most of these stations. Chancery Lane station was the last to return to normal operating hours and returned to full service on 15 November. Following the end of the second lockdown on 2 December, we are closely monitoring the potential impact of changes to the restrictions once London enters Tier 2.

Demonstrations and marches have continued throughout the year, although there has been a decrease in the size and scale of some of the groups due to social distancing measures. We are working closely across the organisation to coordinate our plans and have been working closely with our policing partners. With the Brexit deadline approaching we

are anticipating further protests, although at potentially lower numbers as a result of the second national lockdown.

Ready whatever the weather

We have now started our winter readiness service to ensure operational business areas have mitigations in place according to their individual plans.

Our contactors have their winter fleet available in depots and are able to start gritting at one hour's notice of severe weather. Our London Highways Alliance Contract partners have 37 highway gritters that also feature ploughs so that they can be used for snow clearance. There are two further mini gritters that are dedicated to treating cycleways with liquid de-icer plus quad bikes and hand spreaders for bus stations, footways and cycleways. In the event of severe weather, we will also support bus services by treating access roads to designated bus garages and bus stations on private roads. Where possible, we will assist boroughs during this time as well. There is also a mutual aid agreement in place with Highways England should additional support be required during extreme weather conditions.

Business sector and recovery support

We continue to engage with businesses and business representative organisations to support them through the pandemic. We hosted two further TfL Spotlight sessions on 20 October and 3 November, where senior TfL leaders outlined key issues pertinent to the business community.

On 20 November, we also hosted the first London Streetspace Advisory Group to discuss the Streetspace for London programme. This group includes representatives from business, accessibility, cycling, motorist and passenger groups, and allows us to brief key stakeholders on our active travel plans and our longer-term plans for the programme. In addition, Will Norman, the Mayor's Walking and Cycling Commissioner, and I took part in London First's Infrastructure Summit on 20

October to discuss the future of transport in London, and active travel during and beyond the pandemic. Over the month of October, we hosted sessions with Brake, RoadPeace and the Sarah Hope Line to discuss how best to support people injured on our network and their families.

We continue to engage with stakeholders across London to ensure that we reflect the needs of all Londoners in our decisions.

Finally, we also held two sessions on 5 and 13 October with our Valuing People Group – the forum for people with learning difficulties. We continue to engage with stakeholder groups on key priorities, including e-scooter trials and the Streetspace for London programme.

Essential works over the festive period

Traditionally, the festive season sees public transport customer numbers and traffic decrease by around a quarter. For this reason, this time of year is typically used for essential planned engineering works and routine maintenance on the transport network. Due to the pandemic, this year will of course be different. Customer levels are currently running at below 40 per cent of pre-pandemic demand for London Underground and rail services, and below 60 per cent demand for buses.

We have worked with Network Rail and Train Operating Companies to coordinate works in the Capital over the Christmas and New Year period to minimise any customer impact. Our plans have been scrutinised by the Travel Demand Management Forum for London to ensure passengers understand the full picture of possible disruption in London over this period.

Supporting our employees

Viewpoint

This year's employee engagement survey, Viewpoint, ran from 28 September to 1 November.

Due to the change in working caused by the pandemic, we moved Viewpoint fully online for the first time. This approach has helped make the process more cost efficient and enabled our staff to access the survey more easily.

We worked with Engine, the company that runs the survey for us, to make the online experience as easy as possible. We developed a link/QR code that colleagues could access outside the TfL IT network. This allowed operational colleagues who did not have access to their work email, and those on furlough, to still access the survey.

To support the take up of the online survey, our employee communications and engagement team developed a plan to support those areas moving from paper to online. This included new guidance and a short film on how to fill in the online survey, and the use of staff magazines, digital signage and Yammer to promote the survey to frontline colleagues. Letters were also sent to colleagues on furlough and maternity leave.

We received a 64 per cent response rate, which was the same as last year's final response rate. Despite the challenges our employees have faced this year with the coronavirus and with a move to a fully online survey, we managed to maintain our response rate with a much more dispersed workforce, including people working from home, on furlough or working in an operational role.

Viewpoint also included a second wave of the wellbeing tracker survey. The results will be available in December, as part of the Viewpoint results cascade. The Viewpoint results will be shared with everyone on 8 December.

COVID-19 Recognition scheme

On 30 November, we launched the COVID-19 Recognition Scheme which has been developed to thank staff for their continuous hard work in supporting the capital during the pandemic. The scheme

has been informed by employee feedback and includes a broad 'thank you' campaign.

The scheme also includes a special award for individuals and teams in recognition of exceptional contribution to London during the pandemic. All employees will be able to nominate someone or be nominated, and award recipients will be decided by a diverse panel and will receive a non-financial gift.

Wellbeing support for our colleagues

Protecting the safety, health and wellbeing of our staff remains a priority for us.

We have been working closely with our business areas to ensure that we continue to offer as much support as possible as we move through the second national lockdown and enter the new tier restrictions.

We continue to build on the tools and resources we have put in place to support the health and wellbeing of colleagues. These can be found on our Health and Wellbeing SharePoint site which hosts a wealth of resources to promote health and wellbeing, videos on maintaining mental health and resilience, along with links to external resources and support such as the SilverCloud online course. We have also created a dedicated home working equipment project to ensure that employees are able to access the IT equipment they require to carry out their work comfortably.

Our occupational health teams have produced a series of initiatives and programmes to provide employees with access to mental and physical wellbeing support. This has been particularly important during the period of the second national lockdown and the continued need for many of our employees to work remotely. The introduction of wellbeing metrics on our scorecard and the ongoing use of the wellbeing tracker has allowed us to better understand which parts of the business are doing well and which areas need more support. This allows us to target our responses and any future initiatives.

Fatigue survey

We have a pan-TfL approach to improve how we support employees who experience fatigue. On 2 November, we launched a self-assessment sleep questionnaire for all employees. The results will provide individuals with immediate information and personalised feedback on how to improve their sleep pattern. The overall results will help us understand what we need to do to as an organisation to help support staff and what we can do to help them improve their sleep pattern and avoid fatigue.

This work is followed up by a wellbeing campaign on sleep hygiene with tools on how to improve your sleep and information on where to access advice, information and resources.

This forms part of our work on the Vision Zero strategy to eliminate deaths and serious injuries on our network and make London a safer, healthier and greener place.

Four steps to health assessment

A trial of COVID-secure face-to-face health assessments is being carried out at our Acton depot during October and November. The assessments are a mini health MOT and include evidence-based assessments of health risks, including blood pressure, cholesterol and glucose tests. Employees will receive a report with their statistics, an indication of their risk of developing health problems in future and advice on how to reduce this risk. If the trial is successful, it will be expanded to reach more employees, particularly those whose shift work makes it difficult to access advice from their GP. The first session, on 29 October, was well-attended and had extremely positive feedback.

Trauma support training

The wellbeing team has run trauma response training sessions with new employees within Compliance, Policing and On-Street Services to support them in their roles.

On 11 November, we held fundraisers in 10 London Underground stations and raised more than £100,000 for the Royal British Legion



These interactive sessions are discussion-based and cover trauma awareness, including the brain and nervous system's response to overwhelming incidents, and how to support oneself and colleagues in the immediate aftermath of a traumatic incident.

The trauma response training is available on request for all frontline staff, and we continue to provide trauma training for peer supporters that are members of the Trauma Support Group, including how to provide psychological first aid for frontline staff who are involved in traumatic incidents at work.

Interfaith Week

Each year, we come together to celebrate the various religions and beliefs across our organisation during our Interfaith Week. This is led by our Faith Staff Network Group, with colleagues encouraged to get involved.

From 8 to 15 November, posters with quotes from colleagues talking about their faith were displayed in stations and across

our social media channels, including Yammer, as part of a series of events held during the week. Additionally, we held an online panel discussion tackling questions such as why faith is important in the workplace, how have faith communities have coped with the pandemic and lockdown, and what more we can do to support a faith-friendly culture.

International Day of People with Disabilities

International Day of People with Disabilities was held on 3 December. This year's theme was 'Not all disabilities are visible' which focused on spreading awareness and understanding of disabilities that are not immediately apparent.

Our Staff Network Group for Disability organised a range of multimedia events to mark the day. We saw colleagues across the business wearing the colour purple to show their support and the #WearPurple tag was adopted across Yammer to raise awareness of the day. We also saw colleagues sharing their own experiences

and heard what life has been like over the past year for those affected by disabilities.

The Staff Network Group also organised a Q&A session which gave colleagues the opportunity to ask senior leadership questions on disability and discuss the ways that we can work on spreading awareness and understanding of disabilities that may not be immediately apparent.

Job Retention Scheme

On 31 October, the Chancellor announced the extension of the current Government Coronavirus Job Retention Scheme. We used the scheme throughout November to furlough colleagues who fell into the clinically extremely vulnerable category, who were unable to work from home or whose work has been paused or reduced as a result of COVID-19 restrictions. The scheme was due to end in early December but has been extended to March 2021. We are currently considering our use of the scheme to the extended date.

Headspace

On 4 September, we extended staff access to Headspace for another year. Since launching free access for staff in August 2019, more than 4,200 employees have signed up, with a total of more than 1 million minutes spent meditating. More than 73 per cent of staff who completed a follow-up survey agreed that the app helped them deal with anxiety and stress. The customer-facing element of the partnership, which promoted Active Travel for Londoners by offering free access to Headspace along with five bespoke TfL walking meditations, ended on 30 August. This partnership drove more than 18,000 sign ups to Headspace using the TfL code and more than 41,000 completed sessions on TfL walking meditations which is equivalent to around 33,000 miles walked.

Remembrance Day

Despite the pandemic, we continued our support for the Royal British Legion throughout its 2020 Remembrance campaign.

On 11 November, we held fundraisers in 10 Tube stations, raising more than £100,000 for the charity. Across our network, poppies also adorned trains on London Underground, London Overground, TfL Rail, DLR, trams and more than 2,000 buses. We also displayed poppy roundels at 25 Tube, London Overground and bus stations, and had poppy flags displayed at our River Services piers.

4 Improving transport and generating growth

Northern Line Extension

The Northern Line Extension project includes a twin-tunnelled extension from Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms. The project is expected to be completed in autumn 2021.

We continue to make good progress across all our work sites. The primary civils and structural works are complete and fit-out of the two new stations and two new head houses continues. On 19 October, we received our gateline equipment and ticket vending machines which are now ready for installation. We also successfully completed the transfer of high-voltage energy to the Northern Line Extension switch rooms on 25 October, which will enable the start of commissioning key and dynamic systems testing later this year.

The train cab simulators for the Northern line have been upgraded ahead of schedule to include the extension which will enable train drivers to familiarise themselves with the route virtually, in preparation for trial operations. We continue to work with Thales to progress the design of signalling software upgrades that are the key enablers for operating trains on the new line extension and the Northern Line Extension being available for revenue service.

The project remains focused on readiness activities for the next major milestone over Christmas, when we plan to run the first passenger test train on the extension.

At Nine Elms station, the external station canopy has been completed and its

prominent Underground roundel is now in place. Surface landscaping, the fitting of communications equipment, power, ventilation, fire doors, finishes, lifts and escalators are all progressing well.

At the new Kennington Park and Kennington Green shafts, external brickwork cladding is being applied to the new headhouses. Cable management systems, CCTV, tunnel vent and ducting installation all continue. Landscaping is also progressing at both these sites.

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

Good progress is being made across the programme. A portion of the network has now been converted to new signalling, and preparations continue for the next section to go live between Monument, Euston Square and Stepney Green in spring 2021.

The programme has regained momentum following the Safe Stop of works in March. The phased restart in June, with COVID-secure processes, enabled dynamic train testing, signalling installation works and depot construction activities to be carried out, with all post-remobilisation targets met. Software development has continued throughout the two national lockdowns.

Once complete, the programme will provide journey time and frequency improvements across the four lines and will bring significant benefits to customers travelling in central London.



In partnership with Delancey, a new Tube station entrance and Northern line ticket hall will be provided as part of the redevelopment of Elephant and Castle shopping centre

Bank station

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

Following a return to comparable pre-pandemic site levels, the project continues to progress thanks to social distancing measures and improvements in welfare facilities. The wearing of face coverings while in transit between work locations is now mandatory, in line with guidance from the Construction Leadership Council, and has been implemented on similar projects both within and outside of TfL.

Except for the two 'tie ins' between the new and existing Northern line southbound running tunnels, to be excavated during the Bank station blockade, all tunnelling excavation works have now completed. This marks a major milestone since tunnelling began more than three years ago in 2017. The project

continues to make good progress on the remaining civil works which are due to be completed by early next year.

The project is now well into the fit-out phase of the works, with the ductwork for the mechanical ventilation system installed throughout the majority of the new Cannon Street entrance building. A framework for new cladding finishes has been put in place, and bespoke, integrated lighting, speaker, camera and cable management systems are being installed in new and existing parts of the station. Cable management systems are also going in throughout the new Cannon Street entrance, as well as within the recently completed service boom frames. Installation of the new fire suppression system has also begun.

Elephant & Castle

A new station entrance for the Tube and new Northern line ticket hall will be provided as part of a private sector redevelopment of Elephant & Castle shopping centre, significantly increasing station capacity to meet future demands. The developer, Delancey, will also construct a new station box as part of its

scheme. We will provide the fit out of the ticket hall, step-free access and tunnels connecting the ticket hall to the existing Northern line platforms. Future interchange with the Bakerloo line will be safeguarded within the construction of the new station box.

While we wait for confirmation that we can commit funding to the scheme, progress is being made on the project. Our concept design is complete, and work is ongoing to integrate the design and construction requirements within the wider development. Engagement with Delancey is focused on negotiation of the development agreement and Section 106. The developer has achieved vacant possession of the existing centre, and 'soft' demolition has begun ahead of substantial demolition once agreements are in place.

Bakerloo Line Extension

The coronavirus pandemic has had a significant impact on our network and finances, and it is crucial for London's economy that we can maintain our existing assets and continue to operate frequent, reliable services. However, the Bakerloo Line Extension scheme remains a crucial new infrastructure project for our city, and we and the Mayor are committed to delivering the extension as it will unlock tens of thousands of new homes in southeast London. This however remains dependent on a viable funding package being put together. A commitment from Government to support funding for the scheme is essential in developing a funding package. Our immediate priority is to safeguard the route from Elephant and Castle to Lewisham in order to protect the route for future delivery as well as working with the Government to agree a new longer-term sustainable funding model for transport in London.

Following the public consultation, we held in Autumn 2019, we published our Consultation Report and Response to Issues Raised Report on 30 November. These reports highlight the high level of public and stakeholder support

demonstrated through the consultation, both for the scheme overall and for key proposals such as the proposed combined Northern and Bakerloo line station at Elephant & Castle and the proposed location of the main worksite at New Cross Gate. We are now working with the Government and other stakeholders to establish formal safeguarding for the route of the scheme.

DLR extension to Thamesmead

The potential extension of the DLR to Thamesmead has taken a step forward, with the start of further exploratory work on route alignment options and economics, and with development of the business case. This follows the recent completion by the GLA and local boroughs of the Thamesmead and Abbey Wood Opportunity Area Planning Framework which identifies the potential for around 15,000 new homes in Thamesmead. Similar opportunities exist at Beckton Riverside on the north bank of the Thames, where around 10,000 new homes could also be built. We have been able to progress this as we have secured funding for the work from partner organisations, including the Boroughs of Greenwich and Newham, and landowners Thamesmead Waterfront, St William and Aberdeen Standard Investments.

Barking Riverside Extension

We are providing a new rail link to serve the 10,800 new homes planned for the Barking Riverside development area. We will build a spur from the Tilbury Loop line east of Barking, to extend our service from Gospel Oak to a new station at Barking Riverside. The overall length of the extension is approximately 4.5km from Barking station and includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of approximately 1.5km. A four-carriage London Overground service running at 15-minute intervals is planned. The estimated entry into service date has now been forecast for between July and Dec 2022. The team is working through the detail to give greater programme confidence.

Following a period of remobilisation, we successfully completed the diversion of the Thames Water sludge main at Pier I4, which allowed the piling works to be completed in this area. On 20 October, we completed the piling activities, which was a key project milestone.

In addition, both the south viaduct beam installation and concrete pouring of the decks are now complete, and the parapet installation is nearing completion. On the north viaduct, with the completion of piling excavation, works are ongoing at Piers I3 and I4, and we continue with the installation deck spans and pouring of the concrete decks.

The new station structure is now clearly visible, with all the steelwork and external blockwork complete. We continue to install the station's external cladding and glazing. Within the station structure, we have completed the internal blockwork to create areas for retail units, bike storage and operation equipment.

We are now in receipt of the revised contractor's possession plan which details all the required possessions to the completion of the works. The plan has been issued to Network Rail and we continue to discuss the details with them. Once the plan has been agreed, it will provide more confidence in planning the possessions and their dependency activities.

Uxbridge

Working in collaboration with our station colleagues, contractors and the local council, we have restored the heritage roundel at Uxbridge Tube station. The original roundel, dating from around 1938, was in very poor condition after battling the natural elements for decades. The new roundel has been created using original drawings and photographs from the 1940s, retaining as many of its original features as possible. Energy efficient lighting has also been installed as part of the project.

South Kensington

On 18 November we announced that essential work to replace the escalators at South Kensington station which will start in late February 2021. As a result, Piccadilly line trains will be non-stopping at the station from late February until early spring 2022.

The escalators, which were installed in 1973 and are at the end of their lifespan, have become unreliable and are the highest priority escalators for replacement on the Tube network.

During the works, the station will remain open for Circle and District line customers. Customers will be able to use these lines if they need to alight at the station or at Gloucester Road, which is an eight-minute walk to South Kensington. Detailed travel advice will be available in the new year.

Prior to the pandemic the station saw almost 34 million customer journeys each year. These works are critical due to the number of customers alighting here to visit cultural attractions in the area such as the Natural History Museum, the Science Museum and the Victoria and Albert Museum. All work will be carried out according to the latest social distancing guidelines for staff and customers.

King's Cross

We have begun discussions with Precis Group on its proposed demolition of Belgrove House, the Access Storage Solutions building on Euston Road opposite King's Cross station, to replace it with a specialised office and laboratory building for the life-sciences sector. The local authority has asked the developer to explore the integration of a new Tube station entrance into the ground and basement floor of the new development. Design work is currently ongoing to determine the viability of this, including whether a lift can be integrated to provide a step-free access.

Once the new entrance is in place, the two portal boxes that currently give a stepped connection to the subway on Euston Road will be removed. This will provide more

space for people walking and improve the look and feel of the public realm.

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

Hammersmith Bridge

In the DfT funding settlement with TfL for the second half of 2020/21, a total of £4m has been ringfenced towards the repairs to Hammersmith Bridge, with funding being prioritised to support the delivery and operation of a new temporary ferry alongside improvements to bus services, traffic lights and road monitoring to help keep traffic flowing. Our officers are working closely with borough colleagues in Hammersmith and Fulham, Richmond, the Port of London Authority and the DfT to develop the necessary measures that would allow the bridge to open first to pedestrians and cyclists, and to progress the delivery and operation of the ferry. For bus improvements we have increased the frequency of service on bus route 533 (Hammersmith Bus Station to Lonsdale Road) and on route 378 (Mortlake Bus Station to Putney Bridge station) and are continuing to work with various stakeholders, including state and private schools on both sides of the river, to see how we can further help customers and pupils in this area.

Silvertown Tunnel

The tunnel will connect Silvertown and the Greenwich Peninsula, which are areas subject to significant planned redevelopment in the coming years. The new twin-bore tunnel, within the extended Ultra Low Emission Zone (ULEZ), will effectively eliminate congestion and help improve air quality, with no increase in carbon emissions. It will also provide a transformative new cross-river bus network for east London, with plans for at least 20 buses per hour in each direction, all of which are expected to be zero emission.

We have successfully handed over a section of land (South/Hard Standing, Edmund Halley Way) to Riverlink and are now in possession of the Brewster's site. We have started the mobilisation works to prepare the Greenwich site for the start of excavation and construction of the car park.

We have carried out intrusive and non-intrusive surveys to complete the utilities mapping and engagement with the utility companies continues to progress well. The ground investigation pumping tests on the Greenwich side have been completed and the pavement surveys continue along the Tunnel Avenue bus lane. We are also undertaking unexploded ordnance surveys in the Greenwich and Silvertown work areas, prior to the start of major works.

We are progressing the procurement planning for Tunnel Boring Machine design, the launch and relaunch methodology and procurement of segmental lining of the tunnel tubes.

Bus consultations and changes to bus routes

On 15 October, we carried out a consultation on our proposal to amend bus routes in the Sutton and Croydon areas, which would include a restructure of thirteen routes and an introduction of three new routes. These proposed changes would help increase capacity and improve reliability. They would also provide new links to the new London Cancer Hub at The Royal Marsden Hospital in Sutton, and currently unserved areas in Kenley and Croydon Old Town. We have also consulted on a proposal to restructure bus route 414 in central London to better match capacity to demand. This would entail curtailing the route at Marble Arch so that it would no longer run north along Edgware Road to Maida Hill, with bus route 6 continuing to provide these links. On 12 December, we will be introducing changes to bus routes in the Richmond and Twickenham areas to better match capacity to demand and to provide new transport links. Bus route 110 will be rerouted and extended over route 391,

In partnership with Sony, we temporarily changed the roundels at Oxford Circus station to celebrate the launch of their new PlayStation



which will be withdrawn. This will allow the service to run between Hammersmith and Hounslow, serving areas in St Margaret's and Twickenham. Route H22 will also be restructured to run to West Middlesex University Hospital, maintaining links within the Whitton area currently provided by bus route 110.

As part of our response to the ongoing closure of Hammersmith Bridge, we have further increased peak frequencies on route 533 to a bus every 12 minutes. We are continuing to monitor demand and liaising with local schools to ensure there are no capacity issues.

From 31 October, we also extended route 383 which runs from Barnet to Woodside Park to Finchley Memorial Hospital. This will mean that north London residents will have easier access to the hospital and health services that recently relocated to the site.

Promotional partnership for PlayStation 5 launch

On 18 November, the roundels at Oxford Circus station were transformed into Sony's iconic PlayStation controller buttons to promote the launch of PlayStation 5. In addition to the changes to the Tube's roundels, we featured Sony's PlayStation designs on the station's tunnels, entrances, exits and platforms.

We have also temporarily renamed four Tube stations based on PlayStation 5's forthcoming games; Mile End station has become 'Miles End' paying homage to Marvel's Spider-Man Miles Morales, Lancaster Gate has been renamed 'Ratchet and Clankaster Gate', Seven Sisters has been named 'Gran Turismo 7 Sisters' and West Ham station has become 'Horizon Forbidden West Ham'. These changes will be in place until 16 December. As part of this partnership, Sony agreed to cover the cost of the production, installation and removal of these designs. This partnership

has generated £280,000 income which we can reinvest in our network.

4G on the Jubilee line

The Jubilee line pilot of 4G services on London Underground was launched in March 2020 with all four mobile operators, Vodafone, Telefonica (O2), EE and Three. From 15 March 2020, mobile services have been available to Jubilee line customers on all trains, platforms and in most station areas, except at Waterloo and London Bridge stations.

We partnered with O2 to highlight this service to customers, and O2 paid the rights fee of £400,000 to be the first mobile network provider to activate 4G on enabled London Underground network. To help promote this service, we used bespoke branding on station roundels, lean bars, exit bumpers and line diagrams at stations between North Greenwich and Westminster. From 12 October to 1 November, five themed tannoy announcements were played in the 4G connected stations.

The activation has been a success and sets a strong precedent for further commercial activations for 4G network providers, when connectivity rolls out to more London Underground stations in 2021.

High Speed 2

High Speed 2 (HS2) is a new high-speed railway connecting London to the West Midlands and the North of England. Our work consists of the design and supply of new assets, infrastructure and operational facilities at Euston and Old Oak Common and protecting our operational networks and services.

HS2 Ltd's construction activity has continued across all sites in London under COVID-secure conditions. This has included the completion of enabling works and the start of piling for the station box at Old Oak Common, site clearance and mobilisation at Euston, including preparatory works for the new London Underground substation and ventilation building, and utilities diversions along the

Hampstead Road. Discussions are also under way for the enabling works for the new interim taxi rank at Euston station.

We continue to provide input into the DfT-led study on proposals for Euston station following publication of the Oakervee Review earlier this year. The study is seeking the most effective way for HS2 to be brought into Euston, recognising design requirements and constraints from all stakeholders.

Joint management processes between us and HS2 Ltd have been published and shared with HS2 Ltd's supply chain. These ensure that ways of working between us and HS2 recognise and respect each partner's interests and objectives, while complying with the relevant agreements.

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

New Homes

Blackhorse View, Waltham Forest

We have sold our first homes at Blackhorse Road after we launched the sales alongside our partners Barratt London earlier this year.

Blackhorse View, located opposite Blackhorse Road station, is the first of more than 50 sites we are transforming into thousands of new homes, shops, offices and public space. Across all of our projects we aim to deliver 50 per cent of new homes as affordable and are looking to create healthy streets to encourage more walking and cycling.

Our development includes a range of homes including studio, one, two- and three-bedroom homes which will be ready for people to move in by Autumn 2021. The sales launch includes apartments priced at £350,000 or under, which are exclusively available to Londoners as part of the Mayor's 'first dibs' scheme.

Earls Court and Old Brompton Road, Kensington & Chelsea

We are making good progress with one of our largest sites, Earls Court. Since we, with our partner Delancey, appointed Hawkins\Brown and Studio Egret West, we have begun designing a new mixed-use masterplan for the site. Our next community engagement events, which will be entirely digital, will give the local community an opportunity to ask members of the project team any questions about the site.

Our consultation on 344-350 Old Brompton Road, a smaller section of site that can provide homes ahead of the masterplan, is still open and we have been encouraged by public feedback. Old Brompton Road will form a gateway to the emerging Earls Court masterplan, and we are proposing around 50 new homes of which 35 per cent will be affordable, and some non-residential ground-floor use.

Wembley Park, Brent

We and Barratt London, working together as a joint venture, have received the green light by Brent Council to bring forward a new housing development by Wembley Park London Underground station. The proposals will deliver 454 new homes, including 40 per cent affordable housing, a retail unit, improvements to the public realm and new operational space for us.

The development also has a focus on sustainability, environmental, economic and social benefits, incorporated throughout. For example, except for blue badge parking, the scheme will be car-free for residents, helping to improve air quality in the capital in line with the Mayor's Transport Strategy.

Small Sites

We are currently considering bids that we have received from small developers, housing associations and communities for the five small sites we released in June as part of the Mayor's Small Sites, Small Builders programme. Collectively, they have the potential to bring more than 90 new homes.

Sustainable real-estate rating

We have been awarded a five-star rating by the Global Real Estate Sustainability Benchmark (GRESB), the world's leading environmental, social and governance benchmark for portfolio-level sustainability in real estate and infrastructure. Our score was 93 out of 100, beating the previous new entrant record of 67. We have the highest score of any developer in the UK this year and are sixth highest in Europe.

A key part of our entry was our property development programme, where our approach to sustainability reaches from the environmental impact of the buildings we create to our support and engagement with communities. Our Sustainable Development Framework focuses on supporting local prosperity, promoting vibrant and diverse communities, and creating healthy places for people and the planet. Our emphasis on diversity and inclusion, wellbeing and the development of colleagues also played a significant role.

Our targets for external certification contributed to the GRESB result. We want our residential developments to gain four stars or higher under the Home Quality Mark system, and our retail and office developments to achieve Building Research Establishment Environmental Assessment Method's (BREEAM's) excellent or outstanding rating, the industry standard for sustainability in commercial development.

Connected Living London – our Build to Rent partnership

We have submitted planning applications for over 1,000 homes, across four sites (Arnos Grove, Montford Place, Nine Elms and Southall) in three different boroughs alongside Grainger, plc. Together we are Connected Living London which is proposing to deliver thousands of well-designed, quality homes across the Capital, 40 per cent of which will be affordable.

The partnership will create quality homes and build sustainable communities where

people from all backgrounds can live, connect and thrive. It will also provide us with a stable revenue stream that we can reinvest.

Arnos Grove, Enfield

Our proposal for 162 well-designed, quality homes is expected at Committee in early 2020. We can provide much needed rental homes, with secure tenancies and fair terms next to Arnos Grove Tube station. The project also includes transforming the area outside the station, making it a more welcoming place for pedestrians and those who cycle.

Montford Place, Lambeth

Connected Living London's proposal at Montford Place for 139 rental homes, and over 2,700sqm of light-industrial workspace is expected at Committee on 15 December 2020.

The scheme, which is cited at a current Northern Line Extension worksite in Kennington will deliver 40% affordable housing, and a vibrant, active mews for the local community to enjoy.

Limmo Peninsula, Newham

We are preparing a planning application which will provide around 1,500 homes at our site next to Canning Town Tube station. Limmo is the largest site in our Connected Living London programme, a joint venture with Grainger plc that will deliver more than 3,000 rental homes across London. Over the coming months, we will be discussing our initial designs with the local community.

Bollo Lane, Ealing

We expect our plans at Bollo Lane for 852 homes at Bollo Lane, next to Acton Town station, to go to Committee on 16 December 2020. Half of the homes will be affordable and our proposals will also provide a new green corridor creating a continuous and safe pedestrian walkway between Acton Town and Chiswick Park stations. The green spaces proposed across the site will provide much needed public spaces to current and future residents and our diverse retail and

industrial space will unlock growth for small and medium sized businesses.

Working to support the local authority during the statutory consultation period, we produced a video presentation of our plans that was viewed over 2,000 times. After an extensive programme of engagement and consultation our scheme reflected the needs of residents and we will continue to work with the local community to deliver a scheme that works for everyone.

Canons Park, Rayners Lane and Stanmore, Harrow

We have submitted our application for three schemes that will be 100 per cent affordable in the London Borough of Harrow (128 homes at Rayners Lane, 280 homes at Stanmore and 120 homes at Canons Park). These homes will be a mix of Affordable Rent and Shared Ownership.

As well as the environmental benefits of our scheme, delivering on the ambitions set out in the Mayor's Transport Strategy, our proposals at Stanmore will also deliver a lift to improve step-free access to the station. We continue to run a robust consultation and work in close partnership with senior stakeholders and are working towards a Planning Committee on 9 December 2020 for Canons Park. Our applications for Rayners Lane and Stanmore will follow in the New Year.

Wembley Park, Brent

On 26 November, our plans nearby Wembley Park station, were approved by Brent Council. We are excited to transport the 0.7ha car park into 454 homes, 40 per cent of which will be affordable. We are delivering new green spaces and play areas along with improved walking and cycling facilities for the local community and residents, as well as new office space for our own staff.

Armourer's Court, Greenwich

Our partners, Berkeley Homes, launched the public consultation for the proposal for the site at Armourer's Court in Greenwich. A wholly digital approach was

adopted in response to the coronavirus, with members of the project team available to discuss the proposals virtually. Following the consultation, Berkeley has finalised its plans and expects to submit an application to Greenwich in December.

5 Healthy Streets

Streetspace for London

The Streetspace for London plan has continued at pace, following successful and rapid delivery in the first half of 2020/21. The programme has focused on strategic movement corridors and town centres, with infrastructure delivered to support walking, cycling and public transport. In H1, the following have been completed or are in construction:

- 86km of 24/7 bus lanes
- 89.1km of cycle routes, including 66.1km of borough-led routes
- An additional 22,516sqm of carriageway reallocated to pedestrians
- 2,259 traffic signal timing changes to give more time to pedestrians and buses (not London Streetspace funded)
- 20 Green Man Authority sites, giving pedestrians priority over traffic (not London Streetspace funded)
- 6 new Cycle Hire docking stations
- Traffic restriction on 3 sections of major corridors in central London
- 88 Low Traffic Neighbourhoods, led by boroughs
- 317 School streets, led by boroughs
- 181 Social distancing schemes, led by boroughs

Some of the key activities in recent weeks include completing a section of Cycleway 9 on Chiswick High Road and continuing the Cycleway 4 extension between Greenwich and Charlton.

Monitoring of schemes implemented earlier in the year is underway, to assess performance and to consider whether any changes are required. This includes the

planned removal of the westbound Streetspace for London cycle lane on Euston Road, following a thorough review. The eastbound cycle lane will remain in place for the time being and we will continue to work closely with the local community on our plans to make cycling in the area safer and easier. Other schemes continue to operate well and help provide a safer, easier option for Londoners to walk and cycle as coronavirus restrictions continue.

Work is also well under way to determine which schemes introduced under the programme could be considered as permanent. We will be engaging with stakeholders on proposals to make any relevant schemes permanent throughout the second half of the year.

A significant number of schemes continue to be provided across the boroughs. Highlights include a protected cycle route on Liverpool Road in Islington and protected cycle lanes on York Way in Camden.

Santander Cycles

Santander Cycles continue to play a critical role in keeping London moving during the pandemic. During the weekend of 10 and 11 October, we saw an increase in the number of hires with nearly 70,000 hires across that weekend, making it the busiest October weekend in its 10-year history. At the end of November, total hires were higher than at the same point in 2019.

We also announced that we were making 1,700 more Santander Cycles bikes available, bringing the total number of bikes to more than 14,000. On 29 September, three new Santander Cycles



With an increase in Santander Cycle hires, we are continuing to make sure we keep customers safe by frequently cleaning docking stations and cycles

docking stations opened along the Cycleway 4 route, which now connects Tower Bridge Road and Rotherhithe via Bermondsey. These additional docking stations are helping boost access to bikes for people living in and visiting the area.

The new docking stations at Tower Wharf, George Row and Rotherhithe roundabout are the first to open in this part of the city. Londoners can hire a bike for £2, with unlimited journeys up to 30 minutes, within a 24-hour period. New docking stations at nearby Canada Water and Bermondsey station will follow later this year.

In line with the cleaning regime across our network, all docking stations continue to be cleaned regularly with an anti-viral cleaning fluid that kills viruses and bacteria on application, with common touchpoints such as screens, cycle handlebars and keypad numbers all treated.

Cycleways Cycleway 4

All works have now completed between Tower Bridge Road and Rotherhithe Roundabout on Cycleway 4, already making cycling and walking safer and easier for thousands of people in the area and beyond. This section includes the connection along Tanner Street up to and including the junction of Druid Street. Works have also restarted in the Greenwich section, with Creek Road works expected to be completed by summer 2021. The remainder of the route, including the Lower Road (Southwark) and Evelyn Street (Lewisham) sections, is being developed under the Streetspace for London programme and will be completed under a temporary design.

Cycleway 9

The Kew Bridge section of the route was completed on 3 September with the remainder of the route being developed under the Streetspace for London programme. Work along the Chiswick High Road section, which includes modification to seven signalised junctions

and the introduction of three bus stop borders, is nearing completion.

Mini-Hollands

Good progress continues to be made in both Enfield and Kingston. Schemes currently under construction include protected Cycleways between Kingston Vale and Kingston, and Kingston and Surbiton in the Royal Borough of Kingston, and between Ponders End and Freezy Water on the A1010 in Enfield.

Safer Junctions

Works to make safety improvements have been completed at 40 of London's most dangerous junctions, including recent completions at:

- Edgware Road/Harrow Road
- Edgware Road/George Street
- Camden High Street/Parkway
- Clapham Road/Union Road
- East India Dock Road/Birchfield Street

At all the sites, mitigation measures to reduce road danger have been introduced such as dedicated cycle signals, footway buildouts, side road closures, new and safer, more direct crossings and dedicated traffic signal stages. Design and modelling work is also progressing on the Knightsbridge/Brompton Road Safer Junction project.

Concerns were raised by stakeholders during consultation at Camden Road/Camden Street, as well as the complexity of traffic management and statutory undertakers at Holloway Road/Drayton Park. These projects have currently been paused due to financial constraints. The original Vision Zero target to complete 41 junctions will be achieved once funding becomes available.

Walking and Cycling Grants scheme

in partnership with The London Marathon Charitable Trust, the Walking and Cycling Grants scheme offers grants of up to £10,000 over three years to community groups and organisations across London to help promote active travel among

diverse groups. The scheme helps provide projects and programmes that remove barriers to walking and cycling.

The scheme enables community groups to provide cycling confidence in participants, upskilling opportunities, physical and mental health improvements, and social benefits. It also helps communities come together, many of whom will have been negatively impacted by the pandemic.

On 15 October, applications closed for 2019 grants. We received 129 applications – the highest number in the scheme's five-year history. We plan to issue 60 new grants in December.

New features added in TfL Go app

On 4 August, we launched our TfL Go app, a new iOS travel app to help Londoners plan their journeys and travel safely. The app offers information to enable travel at quiet times to help customers maintain social distancing, as well as alternative routes and walking and cycling options.

On 12 November, we added a new feature to the app which enables customers to locate nearby buses, including the location of bus stops and live arrival times. We are planning to launch the Android version of the app over the coming months. The app has been a success with customers and there have been more than 55,000 downloads so far.

Helping curb bike theft with Halfords

We have launched a new collaboration with leading UK cycling retailer Halfords to encourage Londoners to lock their cycles safely and securely and reduce the risk of theft. From 10 November, anyone who completes our free online Cycle Skills course will receive 15 per cent off Halfords' own brand locks – making good quality deterrents more affordable – as well as lights and helmets.

Despite fewer journeys being made across the city overall, cycling is up by 20 per cent, with the use of Santander Cycles up

by 20 per cent, too. On some routes, there has been a 200 per cent increase in cycle trips. Halfords has reported a 60 per cent year-on-year increase in sales of new bikes since the start of the pandemic, as record numbers of Londoners take up cycling.

While sales continue to surge, bike theft is being increasingly reported across the Capital. Between April and September this year, reports of bike theft almost trebled, with 3,079 cycles reported stolen in September. There are fears that many owners of new cycles are not aware of the latest advice or using high quality locks to keep their cycles as secure as possible.

We are reminding Londoners to register their bike to the BikeRegister online national cycle database which all UK police forces have access to, and use two locks of gold 'Sold Secure' standard – ensuring one is a D-lock to secure both the cycle's frame and wheels to a stand at recognised cycle parking facilities. Where possible, parking should be well-lit and covered by CCTV.

Since May, we have installed 1,540 new cycle parking spaces across London, focused around busy areas such as high streets and transport hubs. This builds on the 150,000 on-street cycle parking spaces available across London and more than 20,000 cycle parking spaces at stations in the Capital. In addition to this, the boroughs have also implemented 7,800 cycle parking spaces since January, as part of the Cycle Parking Implementation Plan. Many free spaces are near station entrances or in station car parks, making them convenient and easy to find.

Online Cycle Skills course and face to face training

From 26 October, we have been promoting our online Cycle Skills course using radio adverts, online advertising and through our and partner channels. This course will be available to the public until the end of March 2021.

During the month of October, we trained 1,900 children and 1,852 adults face to face and have had 518 people sign up to do the online Cycle Skills course. We continue to work closely with boroughs to deliver and monitor face-to-face Bikeability and adult Cycle Skills training sessions, in line with the latest government guidance.

E-scooter rental trial

We are working with London Councils and London's boroughs on plans for a trial of rental e-scooters in the Capital. This trial aims to promote safety standards and develop a better understanding of the impact of this emerging mode of transport on London's roads. On 17 November, we launched a competition to all e-scooter operators to take part in the trial. Up to three operators will be selected to take part in the 12-month trial, which is due to start in spring 2021.

The trials are part of a wider approach to enable people to use greener forms of transport and help avoid a damaging, car-led recovery from the pandemic, which would make air quality worse and increase congestion. We will work with London councils and boroughs to co-ordinate a trial in the Capital, promoting safe and consistent standards across a defined, geographically limited trial area. All boroughs will be able to be involved in the trial, which is likely to be the largest in the UK and will provide valuable data to understand how these vehicles impact the way people travel in the Capital. Around one third of London's boroughs have expressed their intention to join the trial initially, with more considering joining at a later stage.

Operators taking part in the selection process will be assessed on their ability to meet strict safety requirements and high operating standards. Operators will also be required to provide critical data to help us and boroughs understand the impact of e-scooters on London's transport goals, including Vision Zero, a shift to walking, cycling and public transport, zero emission targets and other aspects of

the Mayor's Healthy Streets approach. This data will be shared with the DfT as it looks to bring in new legislation in this field.

Boroughs will control parking locations for e-scooters to protect against street clutter and will be able to designate certain areas as 'no-go areas' – where e-scooters cannot be ridden and will automatically come to a safe stop or as 'go-slow areas', where the speed of the e-scooter will be automatically limited to eight miles per hour. Like all other vehicles, e-scooter users will be banned from riding on pavements but will be able to use the same space as bicycles. We will continue to work closely with our stakeholders, including our Independent Disability Advisory Group, to ensure that the trial meets the needs of everybody living in, working in and visiting the trial areas.

The total number of e-scooters involved in the trial has not yet been determined, but we are aiming to start with between 60 to 150 e-scooters per participating borough, with e-scooters able to move freely across trial areas. Operators who demonstrate strong performance and compliance will be able to increase the number of e-scooters in their fleet over the course of the trial, while those who do not will have to reduce their fleet size.

The use of privately-owned e-scooters on public roads is not covered by these changes and remains illegal in the UK. The MPS will continue to engage with e-scooter riders and, where necessary, will enforce the legislation regarding the use of privately owned e-scooters.

Air quality and the environment **Low Emission Zone and Direct Vision Standard**

The Low Emission Zone (LEZ), which covers most of Greater London, encourages the most polluting heavy diesel vehicles driving in the Capital to become cleaner by setting minimum

standards for emissions. These standards are being tightened on 1 March 2021 for buses, coaches and lorries, in line with the requirements for the central London Ultra Low Emission Zone.

On 5 October, we launched the first phase of a new campaign to prepare vehicle owners for the introduction of the new LEZ standards. For owners of lorries more than 12 tonnes, there will also be integrated communications with the Direct Vision Standard (DVS) through advertising, emails, letters from the Driver and Vehicle Licensing Agency (DVLA) and stakeholder engagement.

Our DVS scheme categorises heavy goods vehicles (HGVs) depending on the level of driver's direct vision from their cab. The DVS will require all HGVs more than 12 tonnes to hold a safety permit to enter or operate in Greater London from 1 March 2021.

We also launched a new campaign on 5 October 2020, to encourage applications for the new safety permits. The campaign includes posters, press and online adverts, emails, PR activity and stakeholder engagement.

Ultra Low Emission Zone (ULEZ) expansion

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has had a transformational impact on air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide within its boundaries.

From 25 October 2021, the existing central London ULEZ will expand up to the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions of Londoners. Cars, motorcycles, minibuses (up to 5 tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.



We are on track to meet our target of installing 300 rapid charge points across London for electric vehicle use

On 1 October 2020, we launched the first phase of a new campaign to help raise awareness of the ULEZ expansion and educate drivers about how and where the scheme operates, encourage them to check their vehicles and plan their options. This campaign included posters, radio adverts, press and online advertising, door drop leaflets to residents living along the boundary, press activity and stakeholder engagement and will run until the launch of the expansion.

Heavy vehicle scrappage scheme

On 28 October, the Mayor of London's scrappage scheme for vans and minibuses was extended to include heavy vehicles such as lorries, coaches and buses. The scheme supports sole traders, small businesses and charities with 50 or fewer employees to replace or retrofit older, more polluting vehicles in advance of the tighter LEZ standards which will come into force on 1 March 2021.

Following high demand, the scheme has now been suspended with funds fully allocated. Approximately £2 million will

be spent on replacing or retrofitting around 135 older polluting heavy vehicles, with money for those scrapped going towards cleaner fleets.

Rapid charging

We have now installed 276 rapid charge points and, despite some delays related to the pandemic, we are still on track to meet our original target of installing 300 charge points by December 2020. We have also continued work on hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

Electric vehicles

On 13 November, we published the London Electric Vehicle (EV) Infrastructure Delivery Plan: One Year On report. This report highlights the progress made on electric vehicles since the launch of the Delivery Plan in June 2019. It shows that London has exceeded the infrastructure needed in 2020, as indicated in the Delivery Plan, and that seven out of the eight enablers to facilitate charge point delivery are complete. To coincide with this report, we have worked with

GLA colleagues to reconvene the Electric Vehicle Infrastructure Taskforce to outline the next steps for London's electric vehicle agenda in light of the impact of the coronavirus pandemic, the Mayor's ambition for a zero carbon city by 2050 and the need for a green recovery.

We are also working with GLA colleagues and London Councils to look at the electric vehicle infrastructure required up to 2035. This will help inform our demand modelling and to plan for future infrastructure going forward.

Making buses greener

We remain on course to raise the core of our 9,000-strong core bus fleet to the cleanest Euro VI engine emission standard by the end of 2020. We have achieved 97 per cent, helped by our suppliers coming out of lockdown and restarting their retrofit work, and manufacturers starting to produce more new vehicles that were on order.

We currently have 382 zero-emission buses in the fleet and will be increasing this number to around 700 by autumn 2021. Our plan is to seek continued funding from central Government and use income from fares to increase this total to 2,000 vehicles by 2025, to assist London further in tackling air quality and climate change.

Road user charging schemes over the festive period

During the month of December, we launched a marketing campaign to raise awareness of the Congestion Charge, ULEZ and Low Emission Zone (LEZ) operating days over the festive period. The Congestion Charge has temporarily increased to £15 per day and now operates every day of the year, except Christmas Day, between 7am and 10pm.

In addition, the central ULEZ will not operate on Christmas Day but the LEZ, affecting only the most polluting heavy diesel vehicles, will continue to operate at all times. Drivers will be given advanced warning so they can make informed and

timely decisions about their travel over the festive period.

Old Street

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

The main works continue with construction of the new station entrance at Cowper Street, which is set to be completed and opened in July 2021. Excavation works are now fully complete on this entrance, the base slab is constructed, and good progress is being made on construction of the side walls before the precast stairs and canopy roof are installed in mid-2021. On 29 October, we completed other associated highways and drainage works on the southeast arm of the roundabout, including the station roof strengthening works on the peninsula area of the roundabout which is also substantially complete. These works enabled the second traffic management switch on the roundabout to be successfully completed on the weekend of 29 October to 2 November 2020, which reopened the southeast arm of the roundabout and temporarily closed the northeast arm. This traffic switch will enable the remaining station roof strengthening works on the northeast side of the peninsula to progress to completion. A final traffic management switch on the roundabout will take place on the weekend of 16 to 18 January 2021, to reopen the northeast arm of the roundabout and permanently close the northwest arm, which will enable the start of construction for the new main station entrance, new passenger lift and the new public space.

Completion of the project is scheduled for autumn 2022.

Vauxhall Bridge

The condition of the existing Vauxhall Bridge deck, when uncovered fully, was found to be in a worse condition than surveys and investigations had indicated, requiring a significant increase in the repairs. This would have resulted in delays to the completion of the construction works, but these have been mitigated through working extended hours and weekends and amended working methodology. This has resulted in the bridge opening to all traffic, as originally planned, on Monday 30 November. Minor works remain, which will be completed without significant traffic impact.

Highbury Corner gyratory

Construction is complete for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner. All remaining snagging and defect works were completed at the end of October 2020.

6 Crossrail

Crossrail Ltd continues to work on a plan to drive the project to completion and, although some details are still to be finalised, the central section of the Elizabeth line is expected to open during the first half of 2022.

On 1 December, we, the Mayor, the DfT and HM Treasury agreed a funding and financing package for the final phase of the Crossrail project. Crossrail Ltd announced in August that it expected the Elizabeth line to open through central London in the first half of 2022 and that they would require funding beyond the previously agreed funding envelope. Crossrail Ltd is continuing to work hard to reduce its funding shortfall, and we are ensuring that further independent analysis of costs is carried out.

The financial shortfall will initially be covered by the GLA borrowing up to £825m from the DfT which will be given by GLA to TfL as a grant. The GLA will repay this loan from Business Rate Supplement (BRS) and Mayoral Community Infrastructure Levy (MCIL) revenues. Confirming this financing is an essential step in ensuring the team can fully concentrate on safely delivering the Elizabeth line, which is vital for boosting rail capacity and supporting the economy.

On 26 November, the Elizabeth Line Committee met for the first time and considered updates from the Crossrail project and Elizabeth line operations teams, along with an update on the periodic reports from the Project Representative on Crossrail.

Health and safety remain a top priority and overall performance is kept under

constant scrutiny. The Crossrail project did not have to initiate a safe stop of construction in response to the latest lockdown measures, as the Government advised that people who cannot work from home, such as those working in construction, manufacturing or critical infrastructure, should continue to attend their workplace.

The success of the summer blockade has provided a blueprint for the remaining works, which will be embedded into the next blockade at the end of the year which will run for 11 days and will take place across the central section routeway, shafts and portals.

On 5 November, for the first time, the Crossrail project saw the operation of six Class 345 trains in the central operating section (Abbey Wood to Paddington). These trains were controlled with the signalling system at line speed and in close headway. This is an important step in demonstrating the successful performance of our systems and building the necessary reliability.

Bond Street station has now been certified as ready for Trial Running which means that all central section stations are able to support the start of intensive operational testing next year. In addition to this, Farringdon Station has achieved its Staged Completion 3 status, meaning that the construction works, and associated assurance works are now substantially complete. Farringdon is the first of the large central stations to reach this milestone.

TfL Rail services continue to deliver very high performance, with 95.9 per cent of trains meeting the reliability target.

A plan is in place for reliability growth of the rolling-stock through mileage accumulation in the current operational service, and during testing in the central operating section through the period of Systems Integration Dynamic Testing, Trial Running and Trial Operations. A software development plan has also been built to enable us to respond to any issues as they are identified.

7 Finance

TfL 2020/21 financial performance to date

Our latest financial report covers the period from 1 April to 17 October, also referred to as H1, and is the period covered by the first funding and financing agreement with the Government. Our financial performance is measured against our Revised Budget.

Our year to date position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, was a deficit of £912m, £366m better than the Revised Budget.

This improvement is driven largely by passenger income being better than expected, along with the temporary changes to the Congestion Charge, with increased hours and charge, and also includes the benefit of a £100m contingency which we held in case further travel restrictions were put in place and journeys fell below the levels assumed in the Revised Budget. Overall passenger income is substantially down on last year as both Tube and bus journeys fell in comparison to last year, with Tube journeys 65 per cent down and buses 44 per cent.

During September, journey growth slowed as people followed Government advice to resume working from home if they could, and then stalled as London entered Tier 2 restrictions mid-October. Following the second national lockdown, in place from 5 November, we saw the impact of this filter through in the number of journeys made. We will be closely analysing the impact of the new restrictions that will come into place on 2 December when

London enters Tier 2, but the outlook for the year remains uncertain.

Operating costs are £35m lower than expected, driven by lower core costs – mainly back office savings and one offs, and lower investment programme operating costs. Our reduced operating costs reflect the tight spend control measures implemented at the start of the year, and which we have been reviewing and tightening, as needed, since.

Overall, our spend on capital renewals and new capital investment is eight per cent lower than the Revised Budget, reflecting the challenge of delivery, and 33 per cent lower than last year, which is significant.

We will review this underspend in capital, alongside other options, to meet the additional savings target of £160m over the rest of the financial year, which was one of the commitments made in the H2 funding agreement, covering the period 18 October 2020 until 31 March 2021.

TfL finance reviews

On 31 October, we reached agreement with the Government for up to £1.8bn of funding to support us in delivering our essential services for London over the next six months, to 31 March 2021. This funding is flexible, covering any revenue shortfall resulting from lower passenger numbers, and will allow us to help London through this next phase of the pandemic.

Our Revised Budget published in July incorporated over £400m of gross savings compared to the original budget and

showed a £2bn gap for H2. The Agreement means we will have to find £160m additional savings by cutting capital expenditure, deferring some non-safety-critical programmes, and reducing operating costs through financial controls.

Our H2 funding deal included commitments made as part of the H1 funding agreement, such as tightening the Low Emissions Zone (LEZ) from March 2021 and expanding the Ultra-Low Emissions Zone (ULEZ) in October 2021 plus maintaining the current temporary removal of free travel in the morning peak for holders of the 60+ Pass and Older Persons Freedom Pass.

A new oversight group with DfT and TfL representatives will monitor the implementation of the funding agreement, and we will work with the Government on a longer-term, sustainable funding solution from April next year, including producing a financial sustainability plan by mid-January that will look at efficiencies and priorities to return us to a stable financial footing.

On 22 July 2020, the Mayor announced that an Independent Panel would conduct a review to develop options for funding and financing models that would enable us to deliver the right services for London in the current challenging financial context, invest in new and existing infrastructure and continue to contribute to London's development and sustainability. Its findings will help inform our financial sustainability plan.

TfL scorecard overview

The scorecard covers the period of funding agreement for the first half of the financial year, which ran from 1 April to the end of period 7, which was 17 October.

This scorecard reflected our immediate priorities in responding to the pandemic and Government advice. It ensured safety remained our top priority

despite the volatile financial environment and was deliberately targeted to kickstart the recovery from the pandemic, through an extremely challenging period.

Our overall performance during this period was 98.75 per cent. All measures except one were better than target which is partly a reflection of the recovery being stronger and starting sooner than estimated: services resumed near normal levels sooner than initially assumed; the growth in passenger volumes was higher than expected; and project works at sites were started earlier than anticipated.

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

We have met our targets on delivery of strategic milestones and the Elizabeth line milestone to complete delivery of the train and signalling software for dynamic testing and trial running. We have also exceeded our targets for temporarily reallocating high space to pedestrians and improving cycling infrastructure as part of our Streetspace for London programme.

Our scorecard for the second half of the financial year was approved by the Board on 21 October, and sets stretching yet realistic targets which challenge the organisation to deliver efficiently and effectively, ensuring safety remains at the forefront.

