

Commissioner's report

3 February 2021

1	Introduction	3
2	Safety and security	4
3	Restart and recovery	13
4	Improving transport and generating growth	18
5	Healthy Streets	26
6	Crossrail	39
7	Finance	40

I Introduction

This report provides a review of major issues and developments since the Board meeting on 9 December.

Unfortunately, since my last update there has been a significant rise in coronavirus cases and, sadly, many more deaths across London and the UK. I am deeply saddened that 67 of our colleagues have now tragically passed away due to coronavirus. Their families and loved ones remain in our thoughts and we remain committed to offering them all the support they need during this incredibly difficult time.

As a result of the latest lockdown measures that came into effect on 6 January, we have changed and stepped up our customer messaging to remind people that they must only travel for essential journeys, remain local, consider reducing the number of journeys they need to make and walk or cycle where possible.

I understand these are unsettling times for many people, and I want to reassure customers who need to access our services that we continue to do everything we can to operate as many services as possible and ensure our network remains safe. Over the last four months, experts from Imperial College London have been independently testing our Tube and bus network for coronavirus on a monthly basis. To date, every test has come back negative, showing that our extensive cleaning regime is working and helping to keep the network safe for those who need it most.

I am also working with the Mayor of London and key Government officials to prioritise transport workers in London for the vaccine against coronavirus. My staff have worked tirelessly throughout the pandemic to support the Capital, and I owe it to them to ensure that I do everything I can to keep them safe while doing their job.

We also continue to work with our policing partners to enforce the use of face coverings on our network, and play our part in keeping the network safe.

On 15 January, we published our Financial Sustainability Plan which sets out how our finances can be placed on a sustainable footing following the catastrophic impact of the pandemic. It is also the starting point for discussions with the Department for Transport (DfT) on what financial support we will require over the coming years. In addition, the plan makes clear how we can contribute to wider Mayoral and Government objectives around a green recovery, accelerating the decarbonisation agenda, improving air quality and supporting an extensive supply chain across the country. As Commissioner, my priority is to steer this organisation through the pandemic and to secure our long-term financial future. My team and I remain committed to reaching a mutually agreeable deal with the Government, which benefits not only London but the entire UK.

2 Safety and security

Deaths in service

We are doing everything we can to support the families of the 67 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. The programme also gives access to support from a qualified counsellor via a 24/7 telephone service. 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 two of the research, which is being undertaken by University College London, is still under way. The bus driver survey has now closed, with almost 4,000 surveys completed. The findings of this research phase are expected to be published in early spring 2021.

Vulnerable colleague risk assessments

A working group was set up at the beginning of the pandemic to address the effects on colleagues more at risk from coronavirus. We continue to put contingencies in place to protect these vulnerable groups, and are offering support to the individuals affected and their line managers in making informed decisions critical to their health, safety and wellbeing.

By 13 January, our Occupational Health and Wellbeing team had received more than 2,700 COVID-Age risk self-assessments. This helps us identify our

more vulnerable employees and enable them to return to work, where possible.

In line with the latest Government advice, Clinically Extremely Vulnerable employees are not expected to come to work and, if they cannot work from home, they should not work.

We will, of course, continue to review this and follow Government advice to ensure our most vulnerable people are protected.

COVID-19 vaccine

Phase one of the vaccination programme aims to reduce mortality rates and support the country's health and social care systems. The vaccine is being offered first to vulnerable groups, such as older people, and those in the Clinically Extremely Vulnerable group, and frontline health and social care workers.

The Joint Committee on Vaccination and Immunisation has asked the Department of Health and Social Care to consider occupational prioritisation in the next phase of vaccination, for those whose job puts them at increased risk of exposure to the virus – this would include transport workers.

Rapid COVID-19 testing pilot

On 2 December, we started a pilot of rapid COVID-19 testing of volunteer employees in conjunction with the Department of Health and Social Care. We opened three sites across our network to carry out this testing, two in King's Cross Underground station (in the employee training area and the visitors centre) and a third at Pier Walk in North Greenwich.

We continue to enforce the wearing of face coverings on our services with our policing partners



The rapid tests use lateral flow technology and provide results within 30 minutes. This work will help to reduce risk of transmission in the workplace and is being used in conjunction with more general Public Health England and Government advice such as ‘hands, face, space’, and enhanced cleaning across our network and buildings.

As of 22 January, a total of 1,854 tests have been undertaken with 28 employees testing positive for coronavirus.

Imperial College London sampling

Scientists from Imperial College London have continued to periodically sample our Tube and bus network for traces of coronavirus. For the fourth month in a row, none of the air and surface samples have revealed any traces of the virus in detectable quantities on the network. Further testing aims to extend the scope of the testing on customer-facing parts of the network and include staff-only areas.

Face covering enforcement on the network

Our Transport and Support Enforcement (TSE) officers continue to enforce the mandatory wearing of face coverings on all public transport modes, except for passengers with a valid exemption, using powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020. This work is being led by the Compliance, Policing and On-Street Services (CPOS) team, with support from our policing partners.

In preparation for the festive period, we brought in additional TSE officers and policing resources to help with enforcement at the busiest times across the network. Deployments have taken place across our buses, Tram, London Overground, Dockland Light Railway (DLR) and London Underground (LU) services.

Passenger compliance remains very high in general, particularly during peak travel

times. Customer research findings show that 90 per cent of customers say they are wearing a face covering at all times while using our transport services, six per cent are wearing it on some journeys, and four per cent are not wearing a face covering at all. Of those not wearing a face covering at all while using public transport or just on some journeys, around three quarters claim to have an exemption or valid reason for not complying.

Up until 25 January 2021, we have engaged with 134,085 passengers, 9,618 have been refused travel and we have issued 1,902 Fixed Penalty Notices. A total of 738 of these have been paid within 14 days (at a charge of £100) and 27 were paid within 28 days (at a charge of £200). Where these remain unpaid, we continue to prosecute the offender, where appropriate.

On 7 December, 50 cases were listed in court, with seven defendants pleading guilty to the offence of not wearing a face covering, resulting in fines ranging from £0 (Conditional Discharge) to £276 (amount dependent on the individuals' circumstances, which the court needs to take into consideration). Of those fifty cases, thirty-nine defendants had their case proved in their absence due to not responding to the court summons. This resulted in a fine of £660 each.

On 25 January, 82 cases were listed in court, with nine defendants pleading guilty to the offence of not wearing a face covering, resulting in fines ranging from £66 to £230. Of those 82 cases, 69 defendants had their case proved in their absence. This resulted in a fine of £660 each.

Croydon tram overturning

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation into the tragic tram overturning at Sandilands in November 2016, 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 (ORR), Light Rail Safety and Standards Board, and the wider UK tram industry.

All recommendations have now been actioned and implemented following the recent fitting and introduction of the new Physical Prevention of Over Speeding system on all 35 trams. This system will automatically apply the brakes and bring a moving tram to a controlled stop if it exceeds the speed limit at designated locations.

Following the announcement of the most recent national lockdown, the Sandilands inquests are currently adjourned although the Senior Coroner has relisted them to commence on 17 May 2021. A pre-inquest review hearing is taking place on 28 January 2021, with a further pre-inquest review hearing to take place towards the end of March.

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.

Incidents of note on the tram network

As mentioned in my update to the Board in December, we note with concern that there have been three operational incidents across the tram network in a short period of time. These took place on 5 August 2020, 14 September 2020 and 21 October 2020, and all have been reported to the ORR. While none of these instances resulted in injury or harm to our staff or customers, they are being taken very seriously.

We are in regular dialogue with the ORR with regards to jointly working through the incidents with Tram Operations Limited (TOL), a subsidiary of FirstGroup, who operate the tram service under a 30 year contract, to ensure no further

incidents occur in future and appropriate reporting to TfL and the ORR is undertaken. A joint System Safety Improvement Plan will be produced and presented to the ORR by 31 March 2021.

A full paper on this will be shared with the next meeting of our Safety, Sustainability & Human Resources panel on 10 February.

Crime and anti-social behaviour on public transport

Throughout the months of December and January, the Metropolitan Police Service (MPS) and the British Transport Police (BTP) concentrated on face covering enforcement and warnings, working closely with our TSE officers to enforce regulations at transport hubs.

The BTP continues to prioritise 'Operation Viking,' which focusses on areas of the network with an increased risk of violence or robbery. Areas are prioritised through an intelligence and evidence-based tasking process. Although incidents on the network remain low, we are clear that crime and anti-social behaviour will not be tolerated on our network. As such, a dynamic approach has been implemented to target robbery offences, which uses patrols and hot spot location deployment based on daily intelligence analysis. An example of this type of targeted deployment linked a series of robbery offences on the Piccadilly line. Officers were redeployed from prior commitments and two of the outstanding robbery suspects were arrested (along with five others for a variety of offences including carrying offensive weapons, possession of drugs with intent to supply and illegal entry to the UK). A suspect for a snatch theft was also arrested on 28 December at Euston station, after the suspect stole a nurse's bag.

Action has also been taken to tackle knife crime through deployments which entail a large number of officers across a range of police specialisms attending Tube stations to reassure customers and identify and target offenders. On the 18, 22 and 30

December, our policing partners conducted an operation at Stratford Tube station using knife arches and plain clothes officers. During this operation, two men were arrested, both in possession of drugs and one with a large hunting knife.

Work-related violence and aggression

We take workplace violence extremely seriously and continue to encourage staff to report any instance of abuse. On 21 December, we launched new messaging, as part of our existing staff abuse and anti-social behaviour campaign, to reiterate our zero-tolerance approach to work violence and aggression.

The campaign reinforces our commitment to tackle workplace violence against our staff promptly, and to further encourage staff to report instances of abuse, whether physical or non-physical. The campaign has been featured on digital sites and printed poster spaces in bus and Tube stations. It adopts a powerful message, making it clear that we will not tolerate any abuse towards our staff and we will always push for maximum penalties for those who do so.

Delivery of body-worn cameras to frontline colleagues at greatest risk of work-related violence and aggression is also on track. As of 26 January 2021, more than 5,500 colleagues across 239 sites in LU, CPOS, bus stations and Victoria Coach Station now have access to a body-worn camera. This will increase to more than 6,000 colleagues across 300 sites by 31 March this year. We are also reviewing the possible roll out of body-worn cameras to other frontline colleagues.

Tackling hate crime

On 20 January, we worked with the MPS and BTP on our ongoing efforts to tackle hate crime through a one-day event that took place over social media due to the pandemic. This event focused on addressing anti-Semitism and raising awareness of hate crime in general, including how to report it amongst our customers. This activity reinforces the

messaging from the National Hate Crime Awareness week that we held in October last year.

Police activity to support Vision Zero

The MPS continues to support the Mayor'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 the Capital's roads safer.

In line with the month-long National Police Chiefs' Council campaign, the MPS's Roads and Transport Policing Command (RTPC) focused on tackling drink and drug driving during the month of December. As part of the operation, the RTPC set up stop sites across London and carried out breath testing and engagement activity such as distributing leaflets. A total of 323 traffic offence reports were issued during the month-long campaign.

Tackling speeding on the Capital's roads remains a priority for us and our policing colleagues. Speeding is the single most important determinant of both the likelihood of a collision and the severity of the outcome, and was a factor in over half of all fatalities on London's roads in 2019.

During 2020, when national lockdown restrictions were in place, the Capital saw an increase in speeding as drivers took advantage of lower levels of traffic on London's roads and extreme speeds of up to 160mph were detected. Over the last year, the MPS dealt with almost 30,400 speeding drivers who were detected through roadside speed enforcement activity, an increase of 150 per cent on 2019. An additional 240,000 offences were dealt with through safety cameras. This increase in activity is part of a joint action plan we have with the MPS to increase levels of roadside and safety camera enforcement activity.

In addition to speed enforcement, significant activity was also undertaken to deal with other criminal and reckless

driving offences that puts road users at risk. The below highlights some of the priority offences that the MPS have dealt with throughout the last year. Officers issued Traffic Offence Reports to:

- 3,088 drivers for driving without due care and attention
- 3,822 drivers for using a mobile phone while driving
- 21,296 drivers for insurance offences
- 8,564 drivers and passengers for seatbelt offences

MPS officers also arrested:

- 5,868 drivers for insurance offences
- 3,303 drivers for licence offences
- 1,585 drivers for dangerous driving
- 1,614 drivers for driving whilst disqualified
- 11,898 drivers for driving under the influence of drugs and/or alcohol
- 448 drivers for driving without due care or attention

During January, the RTPC continued to work towards Vision Zero by cracking down on these behaviours that contribute to serious and fatal collisions on London roads.

TfL Vision Zero dashboard

On 11 January, we launched the new Vision Zero dashboard tool on our website. This will enable organisations and members of the public to more easily access and interpret London's collision data, which is recorded by the police. By sharing data in this way, we can work with our partner organisations to identify the road danger challenges specific to communities and work with London's boroughs and agencies to tackle these.

The dashboard helps visualise our published collision statistics, complementing the data we have already made publicly available. Users can now easily filter the raw data based on key fields such as injury severity, location, date, time and mode. New maps, charts and data visualisation tools compare collision data across the years and by

location, making the data easier to understand.

The dashboard currently shows collision data from 2017 to 2019. Data from future years will be added in due course, with plans for further analysis capability, including being able to identify casualty rates by kilometre travelled.

In 2019, there were 25,341 reported collisions on London's streets, resulting in 125 people being killed and more than 26,000 being injured, 3,780 of those seriously injured. People walking, cycling and motorcycling made up 83 per cent of all people killed or seriously injured, highlighting the need for urgent life-saving measures including segregated cycle lanes, 20mph speed limits, Low Traffic Neighbourhoods, the removal of lorry blind spots and improved motorcycle training, which all aim to protect the most vulnerable people on London's streets.

Our data also shows that 96 people died on London's roads in 2020. Last year, 31 motorcyclists were killed on the Capital's roads – equalling the 2019 total – with 45 people tragically dying while walking, and six while cycling. These stark figures serve as a reminder for Londoners to drive safely and within the speed limit. This is especially important as there has been an increase in the number of people walking and cycling since the pandemic started.

Lowering speed limits

Phase two of the Lowering Speed Limits programme has restarted, with the survey and design work currently under way. This programme will reduce the posted speed limit by 10mph on more than 140km of our roads in high-risk areas – including 37 town centre locations across London. Where opportunities exist, we are also integrating 20mph speed limits into social distancing schemes delivered under the Streetspace for London programme.

We have recently introduced 20mph speed limits on the A4202 Park Lane, A400 Hampstead Road and A503 Euston Road,

totalling around three kilometres on our road network. There are a number of other projects included in the programme to introduce lower speed limits in other areas of London, including:

- The A3 and A24 corridors, as part of the CS7 improvement works
- The A3212 and A3205 corridors, as part of the CS8 improvement works
- The A21 corridor in Lewisham town centre
- The A1203 Burdett Road in Tower Hamlets
- The A503 corridor in Camden
- The A107 Homerton High Street
- The remaining Transport for London Road Network within the City of Westminster

Work continues on our sites, with our teams adhering to strict social distancing measures and following Public Health England advice.

Tackling rough sleeping on our network

People sleeping rough on our network are our most vulnerable customers, and we continue to work on safeguarding their health and wellbeing. The Severe Weather Emergency Protocol (SWEP) has continued to provide support to those sleeping rough on the streets where the temperature is expected to drop below freezing. The protocol triggers a pan-London response to ensure sufficient levels of emergency accommodation are available for those who require it, when local authority capacity is reached. Our frontline teams continue to keep our CPOS team updated on individuals sleeping rough on our network and help those identified gain access to SWEP facilities such as shelter, food and support services.

Over the last six months, we have significantly improved the tools available to our frontline staff for reporting rough sleepers. This has enabled the CPOS team to pass on detailed information to outreach agencies and local authorities. Reporting remains a key focus of our work and we have established a single point of

contact for each transport mode. We have also delivered improvements to our data systems which has enabled us to continue to respond to any issues raised as soon as possible, with a consistent approach across the network.

During the last quarter of 2020, we engaged with over 20 individuals sleeping rough on our network, across 12 sites. At least four of these individuals have been successfully moved into accommodation, and of those remaining, half are actively engaging with borough led support services. We also continue to have success in helping to rehome a number of persistent rough sleepers. A rough sleeper at Walthamstow, who had returned to the bus station after two years, was housed before Christmas through the joint efforts of our staff, outreach services and the local authority housing team.

We have also worked closely with Westminster City Council, borough led support services, the GLA and the MPS to address the encampment on the Park Lane central reservation. A collaborative approach has enabled us to address the problems being caused, and we have implemented processes to prevent the issue from reoccurring in the future.

Due to the ongoing pandemic and its social and economic impact, there is likely to be an increase in the number of people forced to sleep rough and on our services. We continue to strengthen our partnership with charities and outreach agencies in anticipation of this and are working closely with our Greater London Authority and borough colleagues to help provide the support needed for these customers.

Assisted Transport Services

We continue to offer a travel lifeline to London residents with the greatest accessibility needs through our Assisted Transport Services. The travel mentoring service has been available since October 2005 and helps those who want to use our accessible network for the first time,

providing advice and support to help build confidence while travelling.

For those who need additional assistance, our London Dial-a-Ride service has continued to operate during the pandemic, including on Christmas Day. This service has provided essential door-to-door trips for food shopping, doctor appointments and vital social contacts within support bubbles. The services remain an essential link to the outside world for those who need door-to-door assistance when travelling and for whom isolation might otherwise lead to poor mental wellbeing.

As many community-based social activities and clubs are not operating at present, the usual number of Dial-a-Ride trips has temporarily declined. This has provided us with an opportunity to contribute some of our transport resources to help support community initiatives such as delivering hot meals and food supplies to vulnerable people.

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. The next generation of the Bus Safety Standard requires new buses to have: camera monitoring systems in place of side mirrors, offering a wider field of view and clearer visibility in low light; toggling to help identify the brake pedal and its relative position from the driver's foot; changes to the brake system to prevent buses rolling away without a driver in the cab; and enhancements to saloon interiors to reduce the risks of passenger injuries. These new safety-enhanced vehicles will start appearing on London's roads by late 2021.

There are already around 350 buses that meet the first generation of the safety standard. Of these, 202 are equipped with the Acoustic Vehicle Alerting System (AVAS) to alert vulnerable road users to 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 for when vehicles are travelling at 20kph or less. This sound will also be heard in other parts of the UK as some operators like First Group are adopting it when they order new buses.

From spring 2021, AVAS will automatically adjust the volume of its warning system to reflect noisier shopping centres and quieter suburban districts using geofencing – zones which trigger it to play its sound at different volumes. The new technologies are part of a concerted campaign to get closer to our Vision Zero target.

Bus driver training

We have paused our Destination Zero bus driver training following the introduction of the national lockdown at the start of this year. Our bus operator training teams have now been equipped with medical-grade ultra-violet cleaning boxes to sterilise digital headsets and tablets and training will restart once it is deemed safe to do so. This virtual reality (VR) course looks at road hazards such as driver behaviour, vulnerable road users and driver wellbeing. The new cleaning equipment will ensure we can operate safely while using VR headsets. In addition to this, operators will continue to use COVID-secure delivery methods for training such as enhanced cleaning, reduced group sizes and regular hand washing.

Bus driver fatigue management

Our fatigue awareness training aims to raise awareness of the basics of tiredness, how it is caused it and what drivers can do to help alleviate it. We started training bus operator managers and supervisors in September 2020. Around 250 bus operator managers have received training so far. Training continues this year and is being completed virtually due to the pandemic which has allowed us to continue this important work.

Bus driver facilities

With the colder months approaching, we have been working to secure extra winter facilities for our bus drivers. As many mess facilities are too small to accommodate social distancing requirements, we have undertaken the task of adding 38 new facilities across London. This has been achieved by fully fitting out portacabins, acquiring unused retail units and refurbishing and re-planning existing facilities.

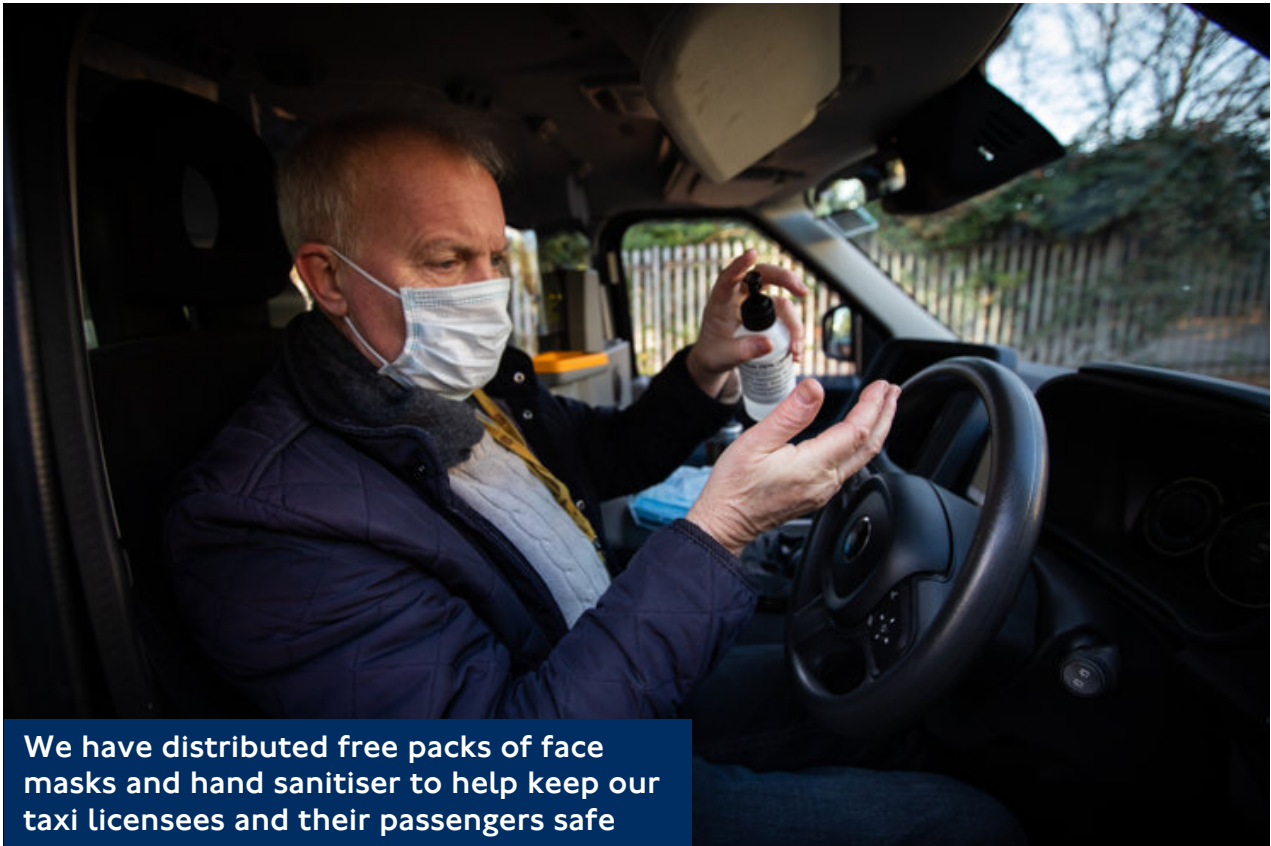
To date, we have installed 19 cabins and managed 14 refurbishments at existing welfare facilities to make them COVID-secure. Locations that now have additional bus driver facilities include Becontree Heath, Hammersmith (upper and lower), Tottenham Hale, Walthamstow Central, Stratford Regional, Kingston, West Croydon, Bromley North, Stratford City and Ilford. In Brent Cross, we have secured a retail unit which has been fully fitted and is now open to drivers. The remaining facilities will be in place by 12 February and the cabins will be in place by March 2021.

Taxi and Private Hire driver assessment centres

On 20 December 2020, in line with the Government guidance and the approach taken by other assessment bodies, all driver assessment centres were closed. All applicants with a scheduled appointment were contacted in advance and made aware of these closures. The service will resume when restrictions are lifted, with all appropriate safety measures taken, including social distancing, enhanced cleaning and regular hand washing.

Taxi and Private Hire vehicle inspection centres

Driver licensing inspection sites remain open (apart from planned closures over the festive period), with appropriate safety measures in place including social distancing markers, hand sanitiser stations, personal protective equipment for staff and limits on contact between staff and customers, who will be asked to



We have distributed free packs of face masks and hand sanitiser to help keep our taxi licensees and their passengers safe

wear face coverings. This decision was made to ensure vehicles can continue to be licensed, enabling drivers to continue to work during the pandemic.

Coronavirus support initiative for taxi and private hire drivers

To help ensure the safety of licensees and passengers, we have provided free packs of face coverings, hand sanitiser and stickers with coronavirus-specific information to be displayed in vehicles. Since 7 December 2020, we have distributed free packs of 1.5 million face coverings and 30,000 bottles of Dettol hand sanitiser. Drivers from Dial-a-Ride helped distribute the packs from parked vehicles at locations across London. We have also produced an educational video which provides guidance to drivers on how to clean their vehicle at the end of their shift.

Department for Transport Statutory Standards

On 22 July 2020, the Secretary of State for Transport issued a range of new statutory standards for the taxi and private hire

vehicle (PHV) sector across England and Wales. The DfT expects all the recommendations to be implemented unless there is a compelling local reason not to. These standards cover the following areas:

- Administering the licensing regime
- Gathering and sharing information
- Decision making
- Driver licensing
- Vehicle licensing
- Operator licensing
- Enforcing the licensing regime

Key recommendations include criminal record checks for drivers every six months, safeguarding training for all taxi and PHV drivers, and a recommendation for licensing authorities to consider whether the use of in-vehicle CCTV would be beneficial or proportionate in their areas. We are continuing to engage with the taxi and PHV trades on how these recommendations will be implemented.

3 Restart and recovery

On 14 December, the Government confirmed new coronavirus tier restrictions would come into force on 16 December, with London placed in Tier 3. However, due to the rising cases of coronavirus, London was moved into Tier 4 on 20 December. On 4 January, the Government announced a third national lockdown which started on 6 January.

We have amended our messaging to reflect the latest Government advice. We ask that everyone stay at home unless they are a key worker, are unable to work from home, require medical assistance, are visiting a support bubble or need to travel for educational purposes. We continue to advise Londoners to walk or cycle where possible and to visit our website to help plan their journeys by public transport. We also ask that those who do need to travel do so during quiet times. These are currently between 08:15 and 16:00 and after 17:30 on weekdays, and before noon and after 18:00 on weekends. In addition to this messaging, we also updated our 'Safer travel guidance' web page to reflect recent Government guidance. Under the 'National lockdown: stay at home' heading, customers are reminded that the latest Government guidance requires everyone to stay at home. From 9 January, we also ran a London-wide 'stay at home' radio advert on digital radio and from 11 January on FM radio.

The safety of our staff and customers remains our key focus. Extensive measures that we brought in at the start of the pandemic will continue, such as providing a clean, safe and reliable network. Extensive signage is also in place on trains, buses, platforms and stations, reminding everyone to maintain social distancing. In addition, our enforcement staff and police partners are actively enforcing the

national requirement for everyone to wear a face covering when using public transport, unless they are exempt.

Over the past few months, we have put significant effort into ensuring our offices are COVID-secure for those who need to use them for welfare or work purposes. The updated guidance from 6 January outlines that those who can work from home should continue to do so.

On 11 January, Nightingale Hospital reopened to help hospitals cope with the rising cases of coronavirus in the Capital and distribute vaccinations. We have worked with the NHS on the rollout of planned vaccination centres and implemented a patient reimbursement arrangement for Londoner's that need to attend a site located within the Congestion Charge and Ultra Low Emission Zone (ULEZ). Most hospitals located within these zones already have the reimbursement arrangement in place, however we are working closely with the NHS to ensure this arrangement is implemented at any future vaccination centres located within the Congestion Charging Zone and ULEZ zone. Our operational teams have been developing a targeted strategy for dealing with potential travel hotspots, following lessons learned during previous lockdowns, to cope with any increases in passenger numbers for people travelling to these centres. We continue to monitor the situation closely.

School restart

We have deferred the reintroduction of most school bus services following the Government decision to postpone the return to school in London and the announcement of the national lockdown in January. We will reintroduce these

We continue to use hospital-grade substances to kill viruses and bacteria, and keep our network safe for customers and employees



services, including those funded directly by the Department for Education, when schools reopen to help London cope with the increase in passenger numbers.

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. Our cleaning contractors continue to focus on customer touch points such as card readers, handrails and help points. We have now installed more than 1,100 sanitising points across our network for customers to use.

Ultra-violet light sanitising

We have installed more than 200 ultra-violet light sanitising devices on escalators across the Tube network at our busiest stations. We are currently in the process of procuring more devices to install on our remaining escalators during this year. This work is in addition to our existing extensive anti-viral cleaning regime. The ultra-violet bulb sanitises the handrail

continuously as the belt passes through the unit. While some ultra-violet sanitising solutions need an external power source, our devices are fitted with a small dynamo to generate power from the moving handrail.

Business sector and recovery support

We have continued to assist tenants on our property estate to support London's business recovery. In the run up to the festive season, we ran a series of campaigns celebrating the many businesses located across our estate. This included launching our first ever Track Friday on 27 November, alongside Small Business Saturday on 28 November. On these days, we had a series of Christmas offers available to customers via our blog and social media.

Following the closure of Seven Sisters Market in early 2020, as a result of both the pandemic and health and safety defects, the Mayor has approved a Mayoral Direction to provide financial support to traders affected by the closure. The project team has met with traders, and the

first payments were made in December. The project team will continue to provide support to traders as appropriate throughout 2021 until they are able to relocate to the temporary market located at Apex Gardens.

Supporting our employees

Wellbeing support for our employees

We understand that this is an incredibly difficult time for everyone, and we are doing everything we can to support the mental health and wellbeing of all our colleagues. Our internal intranet platform is host to a wide range of easy-to-access resources - from tips on how to adapt to new ways of working to information on mental health and stress management.

We have partnered with Able Futures to offer nine months free confidential mental health support to those employees whose mental health issues are directly impacting their ability to work. The support includes regular calls with a mental health professional, an action plan, advice and guidance. This support service can be accessed through our Employee Assistance Programme or directly through Able Futures. We continue to encourage those who are struggling with their mental health to use our Employee Assistance Programme helpline which is available 24 hours a day, seven days a week.

Our Occupational Health and Wellbeing team continues to provide easy access to support for employees, despite the challenges of pandemic. In addition to providing mental and physical health support, they are also focusing on initiatives, including losing weight and advice on how to improve sleep and reduce fatigue.

A renewed campaign on tackling obesity took place during December, with the emphasis on reducing weight via free Slimming World vouchers, encouraging greater physical activity – especially through short bursts of activity – and increasing awareness of the COVID-Age risk questionnaire. The campaign highlighted the overall health benefits of

weight loss and encouraged staff to have any pre-existing health conditions checked to mitigate their vulnerability to coronavirus.

The team has also been piloting health ‘MOTs’ at our Acton depot which has been well-received and attended by operational staff. More dates have been added and planning has begun to extend this initiative to other TfL sites over the coming months.

Our Display Screen Equipment team is also working tirelessly to ensure that colleagues who are currently working from home have the right display screen equipment set up. We currently have a team of more than 300 equipment assessors, working to ensure that users have the correct set up and equipment to do their work. The team is also assisting colleagues with any required reasonable adjustments they may need to help maintain their physical health while working from home.

Viewpoint 2020

Viewpoint, our annual staff survey, ran from 28 September to 1 November 2020. A total of 17,293 people responded to the survey – 64 per cent of all employees. This was the same response rate as in 2019, which is no mean feat considering the challenges that people have faced over the last year.

The survey’s overall measure, Total Engagement, was made up of 27 questions. The total for this area increased by five per cent on 2019’s score to 62 per cent. This is the highest result in this area since 2015. All other measures of engagement increased as well, notably the Inclusion and Wellbeing at Work indexes which both increased to 52 per cent and 57 per cent respectively.

Other organisations that have carried out surveys in 2020 have also reported increases in engagement, with the exceptional circumstances generated by the pandemic likely to have had an impact in this area. Increased communication, a focus on safety, health and wellbeing as

well as improved tools for working have all led to a better result.

Our colleagues were most positive about how their work contributes to the organisation's success, recommending our services and being proud to be a part of TfL. Key areas for improvement and what people were least positive about included confidence that the organisation had a clear vision for the future, openness and honesty of senior manager communications, and being involved in decisions that affect their work.

On 7 December, the results were released to the whole organisation. These will be used to develop and review existing plans and strategies. Senior managers are also being supported to develop actions from the results together with their teams. Progress on this work will be tracked by the upcoming Pulse survey due to be carried out in early spring.

New Year's Honours

I would like to congratulate our colleagues Sharon Sear and Mat Sullivan, who have been awarded British Empire Medals in recognition of their work to help protect transport staff and customers during the pandemic.

Sharon worked tirelessly to ensure that colleagues continued to have access to personal protective equipment (PPE) despite the increased demand following COVID-19. As a result of her efforts, she was able to obtain millions of face coverings for staff and thousands of hand sanitisers, as well as helping to implement a new procurement control method for ordering stock during the pandemic.

Sharon also made sure that the NHS could continue to receive lifesaving face masks at the height of the shortage by ensuring our supplies came from a different range of countries to where the NHS supplies were being sent from. This helped mitigate any further disruption caused by lockdown measures as supplies were not dependent on one source. By spotting any potential problems early on, Sharon helped us as an

organisation to supply protective equipment to our Tube and bus workers, as well as all the cleaning staff who have also been essential to our coronavirus response.

Mat also played a big part in ensuring that vital PPE reached colleagues who required it for their roles quickly, and that face coverings and other protective equipment were made available for frontline staff. He personally took the lead in managing the sorting and distribution of millions of face masks and hundreds of thousands of hand sanitisers to staff across London. At the peak of the first wave during the summer, Mat stored and distributed 1.5 million face coverings across 48 hours, as well as creating more than 1,000 rapid response kits in three days to help keep colleagues safe.

It is also fantastic news that Sarah Hope has been awarded an MBE for her work supporting child amputees and improving road safety. Safety is our top priority and we are absolutely committed to do everything we can to eliminate deaths and serious injuries from London's roads.

The work we have done in partnership with Sarah not only helps with bus driver training but saw the creation of the Sarah Hope Line, a dedicated phonenumber which provides support for those who are affected by these tragic incidents. I cannot think of a more worthy recipient than Sarah, whose positivity and courage in the face of adversity is truly remarkable.

Employee thank you campaign

On 18 December, we launched a campaign to celebrate our staff and recognise their ongoing efforts and the immense bravery they have demonstrated in the face of some incredible obstacles over the last year. Our staff have been dedicated to keeping our customers safe and London moving, not only through this pandemic, but since the organisation was created. The campaign includes a series of posters and short videos that are being displayed on our network and social media channels,

featuring stories from a diverse range of staff across the organisation who have played a pivotal role during such an uncertain time.

Welcoming new graduates and apprentices

On 18 January, we were thrilled to welcome 56 new graduates and apprentices to the organisation. This is the first group of new starters with more expected to follow in the spring. Due to the pandemic, we have had to adapt to new ways of working. Our Skills and Employment team successfully turned our usual 'face-to-face' Graduate and Apprentice induction event into a completely virtual one, while keeping the content and activities similar to previous years.

The virtual induction ran from 18 to 20 January and events included: networking activities with peers and colleagues; speeches from our Executive Committee; sessions on mental health and wellbeing; and time with our Staff Network Groups to understand the important work that they do within the organisation. Career journey presentations also took place, with some excellent examples across the business, including a speech from current apprentice Paige Thomas, who was 'Highly Commended' at the recent BAME Apprenticeships Awards.

Due to the pandemic, we had to move the start date for our graduates and apprentices from September 2020 to January and spring this year. The team has kept our new starters engaged leading up to their start dates, with a range of interactive sessions and keep warm activities, from training sessions and learning about working styles to a LinkedIn 'Rock your Profile' masterclass. The team also introduced the new starters to their peers, to help them learn about the business and keep them engaged with ongoing activity within the organisation.

Anonymous recruitment

Following months of hard work, our recruitment team has successfully implemented new, anonymous recruitment software. The software is now active and being used on more than 100 live vacancies across our Technology & Data, Safety, Health and Environment, Engineering, London Underground Operations and Major Projects Directorates, as well as some GLA recruitment projects. This is one of the many steps we are taking to enable us to achieve a more diverse and inclusive workforce across our organisation.

Festival of Carols

On 9 December, our events calendar closed with the Festival of Carols at St. Martin-in-the Fields in Trafalgar Square. For the first time in its long history, the service was also livestreamed on social media by our Visual Services team. Following Government guidelines, attendance was limited to the six readers and nine choir members, with the remaining choir members joining the service virtually.

The Drum - Out of Home 2020 Awards

Our team won two categories at The Drum magazine's Out of Home Awards 2020. The first award was for 'Best Spectacular Campaign' for Amazon Prime Video's launch of the original series Star Trek by changing the name of Piccadilly Circus to PICARDilly Circus. The second award was for our 'Response to COVID-19 - Best Creativity and Innovation during COVID-19' for the 'Dettol keeps London moving safely' campaign and our sponsorship deal with Dettol.

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 scheduled for completion this autumn.

Following the successful power energisation of the track and the implementation of a testing environment for running empty trains earlier in the month, we successfully ran the first passenger test trains on the new extension on 19 and 25 December. This enabled us to test the new signalling system, including stabling trains at all platforms and bi-directional running within the Kennington loop. We also carried out dynamic testing on trains in restricted manual and fully automatic train operation on all routes. This is a significant achievement which has increased the confidence in the extension being available for revenue service in autumn this year.

The successful high voltage energisation to the switch rooms in October has facilitated the commissioning of key systems, including escalators, tunnel vent fans, CCTV and lighting. The system enabling train information, which will be distributed from Highgate to both new stations, successfully passed factory acceptance testing. Tunnel ventilation fans were commissioned, and we completed a test run at Kennington Park on 11 and 12 December.

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

The programme continues to make good progress. We held a successful operational proving weekend on 9 and 10 January for the next section of new signalling to go live. This means that we remain on track for the switch to new signalling between Monument, Euston Square and Stepney Green this spring.

The weekend enabled our operational staff, including line controllers, service managers, train operators and asset teams to get hands-on experience of operating the new automatic signalling system in this complex area. We also put more demand on the system by increasing the volume of trains in service from previous testing, as well as testing the new system in a range of scenarios. The next steps are to analyse the performance in detail and feed results into the final software, operational and maintenance assurance plans in preparation for timetabled customer service.

We have also begun the overhaul of our S-stock fleet that operates on the Circle, District, Hammersmith & City and Metropolitan lines. We are starting with the S8 trains on the Metropolitan line, which have now completed around 1.25 million kilometres each.

This work includes the wheels, suspension, brakes, air and electrical systems, and the cab seat. This is the first overhaul of our S-

stock trains, which entered service on the Tube between 2010 and 2012. We expect to complete the overhaul of 60 Metropolitan line trains by the end of 2022. After this, we will begin work on the S7 fleet on the District, Circle and Hammersmith and City lines, which we expect to complete by 2026.

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.

We continue the multi-disciplinary fit out phase of the works, and the number of new subcontractors joining the project is increasing steadily. A focus on safety and productivity has been paramount in guiding new work groups through the inevitable learning curve associated with working in a new setting.

In November, we awarded contracts for communications (including CCTV, public help points and public address systems), and the pumps, drainage and domestic cold and hot water supply. These were the main outstanding subcontracts for the project, giving further confidence in the project's estimated final cost. Works on the mechanical and fire suppression systems are also progressing well.

The work to provide an electrical supply to the new station entrance passed an important milestone with the new supply being certified ready for energisation, enabling all subsystems to progress. We have also created mock-ups of the new track, as planning for the track work elements of the new southbound running tunnel ramps up.

Planning for temporary closures on the Northern line Bank branch also continues. This will enable the existing southbound Northern line to be linked into the new

running tunnel and platform at Bank, and the old running tunnel to be transformed into a new passenger concourse.

South Kensington

We are replacing all five Piccadilly line escalators at South Kensington station. This means that from late February, Piccadilly line trains will be non-stopping at South Kensington until early spring 2022. The station will remain open for Circle and District line customers.

During the months of December and January, we carried out preliminary work at South Kensington station as part of our separate planned capacity upgrade project, removing a retail kiosk to make more space in the ticket hall and enable social distancing.

We are also awaiting a decision from the Royal Borough of Kensington and Chelsea on our plans for development around the station. This application includes providing step-free access to the Circle and District lines, as well as delivering new shops, workspace and housing, 35 per cent of which will be affordable.

Elephant & Castle

A new station entrance and new Northern line ticket hall will be provided as part of a private sector redevelopment of the Elephant & Castle shopping centre, significantly increasing station capacity to meet future demands. The developer, Delancey, has achieved vacant possession of the existing shopping centre and demolition is currently under way. Infrastructure protection agreements with us are in place.

We continue to negotiate with Delancey to secure agreements on construction of the new station box. Our concept design work has been completed and work is ongoing to integrate the design and construction requirements within the wider development. As part of this work, 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. Our concept design for the

station box also safeguards the future interchange with the Bakerloo line. In addition, we are also carrying out work to improve the reliability of the two lifts at Elephant and Castle station that provide access from street level to the Northern line. Work began on the first lift on 4 January and will be completed in the spring. To ensure social distancing is maintained, there will be no entry to Underground services via the Northern line ticket hall at busy times on weekdays. Customers will need to enter the station via the Bakerloo line ticket hall and lifts.

Bakerloo line

The planned Bakerloo Line Extension scheme from Elephant and Castle to Lewisham remains a crucial new infrastructure project for our city. The Mayor and TfL are committed to delivering the extension which, together with an upgrade of the existing line, would connect a historically underserved part of London to the Tube network, while supporting the delivery of thousands of new homes and jobs. However, this remains dependent on a viable funding package being put together. A commitment from the 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 to protect it 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 in autumn 2019, and the publication of the consultation report in November 2020, we are now working with the Government and other stakeholders to establish formal safeguarding for the route of the scheme. In December 2020, we received confirmation that the Secretary of State for Transport is supportive of issuing Statutory Safeguarding Directions by March 2021. Seeking the Statutory Safeguarding Direction was also endorsed by the TfL Programmes and Investment Committee on 11 December. Once issued, the directions will help prevent premature

development on sites required to deliver the project, protecting its future delivery.

Ealing Common

We have completed major work at Ealing Common depot. The east end of the site was entirely renewed, making the track safer and more reliable for our staff. The work also included the installation of eight new sets of points, 228 metres of new ballasted track and 160 metres of new staff walkways.

To enable these works, the team worked together to share cleaning, delivery and scrap removal trains between teams. These trains carried out significant ballast and sleeper renewals, scrap removal on the main track and in other areas of the depot, and maintenance tamping which has brought significant efficiencies. We also used this work as an opportunity to complete valuable training for engineering train operators.

Hammersmith Bridge

We have committed a total of £4m, as part of the DfT funding settlement for the second half of 2020/21, for the continuing development of the scheme to repair Hammersmith Bridge. Our officers are working closely with borough colleagues in Hammersmith and Fulham, Richmond, the Port of London Authority and the DfT to further develop the structural designs and plans to stabilise the bridge and enable it to open to pedestrians and cyclists, before the full strengthening phase of the works enable road traffic to use the crossing again. Following the funding agreement and the end of the first national lockdown, the exploratory works (taking off the pedestal casings to investigate the structural cracks in detail) have now restarted. All four sets of central casing panels will have been completely removed by April this year. Discussions are ongoing with the Hammersmith Bridge Taskforce on options to refine the delivery programme and contractual arrangements, and potential works to de-risk the construction schedule.

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) to try to alleviate transport delays in the area while the bridge is closed. We continue to work with various stakeholders, including schools on both sides of the river, to see how we can further help local customers and school pupils.

In addition, we have started procurement to appoint a contractor to run a temporary ferry service close to Hammersmith Bridge while plans for repair are finalised. We have concluded initial shortlisting and have invited bidders to tender full submissions. Bidders are currently compiling their responses and we intend to award contracts in early March.

Silvertown tunnel

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

We have let contracts for transport and traffic, socio-economic and environmental monitoring as part of our development consent obligations, and environmental monitoring has started. We have also served temporary possession notices and taken possession of land from ten tenants to facilitate handover to our contractor RiverLinx. This includes twenty-two sections of the sites on both the north and south sides.

Three continuous air-quality monitoring stations have been installed near where the new tunnel's portals will be. A further 29 NO₂ diffusion tubes were installed and

are monitoring air quality in the boroughs of Greenwich, Newham, Tower Hamlets, Southwark and Lewisham.

We have finished the ground investigation pumping tests and pavement surveys along with ordnance surveys in the Greenwich and Silvertown work areas in preparation for start of major works. We have completed our intrusive and non-intrusive surveys to facilitate utilities mapping and have had productive engagement with the utility companies. Utility works have started on cabling and UK Power Networks diversions to enable the Tunnel Boring Machine (TBM) power supply.

Site works have started in Greenwich, where the TBM launch chamber will be constructed, with demolition and clearance of existing buildings. We have also started construction works to the coach park, including earthworks, drainage, retaining walls and ramp construction.

Our procurement planning for the TBM is progressing, with the contract for its design and manufacture awarded on 4 December. The methodology for the TBM launch and procurement for the segmental lining of the tunnel tubes, TBM moving system and de-watering continues to be progressed.

DLR extension to Thamesmead

We have begun further feasibility work on the proposed extension of the DLR to Beckton Riverside and Thamesmead, following the confirmation of the new Thamesmead and Abbey Wood Opportunity Area Planning Framework.

The feasibility work will be carried out by us and a joint commission between Arup and Atkins for design, engineering and environmental assessment, and with Aecom for socio-economic support. It will be fully funded by external partners through a £1m joint funding agreement between the London Borough of Newham, the Royal Borough of Greenwich and developers Thamesmead Waterfront (a joint venture partnership between

Peabody and Lendlease), Aberdeen Standard Investments and St William (a joint venture between Berkeley Group and National Grid).

This work will enable us and our partners to further develop the proposed DLR extension from Gallions Reach in Newham to Beckton Riverside, and then across the river to Thamesmead. Providing new public transport options would support the delivery of more than 25,000 new homes along the route as well as improve connectivity across the river. The scheme was included in our submission to the recent Government Comprehensive Spending Review as one which could support new housing and jobs where they are needed most, to regenerate and support the recovery of both London and the wider UK economy.

This next stage of technical work will enable further development of the route and the potential locations of stations to be considered. Support work on other transport options within the framework will also be carried out, including options for a rapid bus corridor and new walking and cycling links.

Further assessments on both the potential environmental impacts and transport benefits of these schemes will ensure that the best options to support growth in the area are taken forward once appropriate funding has been identified and secured. The decision to progress this work comes as the Mayor formally signed the creation of the new planning framework. From December 2019 to 11 March 2020, a public consultation on the draft framework was undertaken, which sets out a vision to deliver more than 15,000 new homes and around 8,000 jobs south of the river.

The planning framework also supports growth aspirations north of the river at Beckton Riverside, where there is further potential for new homes and jobs in the coming years. Feedback from the public consultation showed there was strong support for a DLR extension to Thamesmead.

Barking Riverside Extension

We are delivering a new rail link which will unlock and support 10,800 new homes planned for the Barking Riverside development area. We will build a spur on the London Overground east of Barking to extend the Gospel Oak to Barking service to a new station at Barking Riverside. The extension is around 4.5km from Barking station. It includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of around 1.5km. A four-carriage London Overground service running at 15-minute intervals is planned.

Construction of a ramp and viaduct is taking place north of Choats Road, linking to existing Network Rail infrastructure. To the south of Choats Road, the viaduct runs through the Barking Riverside development to the terminus station near the Thames. Ramp and viaduct piling activities have been completed and the final pier walls, at Piers 13 and 14 where the north and south viaducts will meet, were poured in December. The final deck span over Choats Road will be lifted and installed in April this year. Concrete works on the south viaduct were also completed during December 2020. On the north viaduct, works are ongoing to finish the ramp, complete installation of the last deck spans and pour the remaining deck slabs.

At the new station, we have completed the main roof and platform canopy cladding and glazing, and have started the installation of mechanical and electrical equipment, including the permanent power supply to the station. On 4 January, we completed a major signalling stage that was previously delayed last year due to the coronavirus pandemic.

Following the disruption and re-planning required as a result of the pandemic, the delivery programme has now stabilised and our most-likely start of service remains forecast for autumn 2022.

Bus consultations and changes to bus routes

Consultation has now closed on our proposals for a major recast of bus routes in the Sutton and Croydon areas. We are proposing the re-structure of thirteen existing routes and the introduction of three new routes. These schemes would provide customers with new transport links, increase passenger capacity and improve reliability. We have also consulted on a proposal to restructure bus route 414 (currently from Putney to Maida Hill) in central London to better match capacity to demand by curtailing it at Marble Arch, and on a proposed extension of route 324 from Stanmore to Elstree to better serve the Royal National Orthopaedic Hospital.

We successfully defended the Judicial Review claim of our decision to re-route the 384 bus service in the High Barnet area. In a judgment given on 3 December 2020, the claim was dismissed on all grounds and the Judge found that there were no defects in our consultation process.

Heathrow Airport Limited have given written notice that they are ending the sponsored route agreement. This will impact the free fares zone for buses around the airport which will cease from 1 March. Free fares will remain for London Underground and TfL Rail services between terminals.

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-19 secure conditions. This has included the continuation of site clearance and mobilisation at Euston, including preparatory works for the new Underground substation and ventilation

building, and utilities diversions along Hampstead Road and across Euston Road. Discussions for the enabling works for the interim taxi rank at Euston station have now entered the detailed design phase.

We continue to provide input into the DfT-led study on proposals for Euston following publication of the Oakervee Review in 2020. The DfT has recently instructed HS2 to proceed with further design development for one of the options, which provides a solution based around 10 HS2 platforms, a single stage build and increased oversight development. However, the impact on our infrastructure, operations and passengers needs further consideration. We are therefore working alongside other key stakeholders, including HS2 Ltd, Network Rail, London Borough of Camden and Lendlease, under the umbrella of the newly formed Euston Partnership, to assess the proposals and refine early scheme designs, and to assist with work on affordability to ensure investment delivers best value.

We have also restarted some activities on the Euston Healthy Streets project with funding provided by London Borough of Camden. This is taking a strategic view of the highways around Euston to inform future aspirations in line with the Mayor's Healthy Streets principles. Current work includes developing a joint vision with stakeholders as well as identifying short-term improvements for pedestrians. We continue to work collaboratively with HS2 Ltd and its supply chain in reviewing and assuring designs and works where there is a potential impact on our assets or our operations.

New Homes Wembley Park, Brent

With planning permission in place, we have been preparing our site near Wembley Park Tube station for construction. We are excited to transform the 7,000sqm car park into 454 homes, 40 per cent of which will be affordable. The site will also host a retail unit, improvements to the public realm and new operational space for us. The development has a focus on

The proposed scheme at Montford Place in Kennington will deliver 139 new rental homes and 2,700sqm of light industrial workspace.



sustainability, environmental, economic and social benefits. For example, except for blue badge parking, the scheme will be car-free for residents, helping to improve air quality.

Bollo Lane, Ealing

On 20 January, a new development at Bollo Lane in Acton was given the go-ahead by Ealing Council, and will provide hundreds of new high-quality and affordable homes in the local area.

The masterplan, designed in collaboration with architects HOK, landscape architects East and engineers Mott MacDonald, covers a 3,600sqm site and spans from Acton Town station in the north to the level crossing towards Chiswick. The development, our largest to date, will provide 852 new homes spread over nine buildings, with a mixture of one, two and three-bedroom properties, suited to all types of households, including first time buyers, families and downsizers. Half of the homes will be affordable and will be available at a range of affordable rents, such as discounted market rent and

London Affordable Rent, and as shared ownership properties.

The proximity of the site to Acton Town, Chiswick Park and South Acton stations means new residents will have easy links to central London with the Piccadilly, District and London Overground lines. This access to the rail network combined with a number of bus routes serving the area will enable new residents to travel sustainably with ease.

The area around the new homes has been designed to deliver long-term positive change and sustainability for the local community. As well as looking to incorporate renewable energy systems such as solar panels, the designs include multiple gardens and new play spaces for the local community and residents.

The local community will also benefit from improvements to the area that will make it easier to travel sustainably, by walking and cycling. The designs incorporate a new continuous, widened

footpath alongside the west side of Bollo Lane, making it much easier and safer to walk. It will be easier to cross the road with new crossing points, which will include tactile paving and dropped kerbs, to support those with accessibility needs. The designs also include the provision of a new cycle zone, alongside new cycle parking.

The vast site will provide more than 2,300sqm of commercial space, which could be used by local businesses. Combined with the additional retail space included in the plans, the development will contribute to and help stimulate the local economy.

Blackhorse View, Waltham Forest

Sales continue of our new homes at Blackhorse View. The homes include studio, one-, two- and three-bedroom properties, ready for people to move into by autumn 2021.

Connected Living London – our Build to Rent partnership

We have secured planning consent for a scheme at Montford Place, in Kennington. A new mixed-use development of 139 new rental homes and more than 2,700sqm of light industrial workspace in north Lambeth has been given the go-ahead, helping to provide quality rental housing for the area along with commercial opportunities to help support the local economy.

The proposals by Connected Living London have been designed by award-winning architects, Hawkins\Brown and will occupy a site currently being used to facilitate the delivery of the Northern Line Extension.

The new rental homes, which include 40 per cent affordable housing, will be delivered across two buildings with a central mews street between them. They will be a mixture of studio and one-, two- and three-bedroom properties, providing options for all types of households. The affordable homes will be provided at a discount to open market rates for rent.

Situated within ten minutes' walking distance of Vauxhall, Kennington and Oval stations, the development's location means residents will have several different ways to travel sustainably using the public transport network, including the Tube, rail network and buses.

The development has also been shaped to deliberately incorporate sustainability throughout its design, and features a sustainable energy system which includes solar panels. The buildings also have roof gardens, biodiverse roofs, hedges and bird boxes to help provide shelter and roosting sites for birds.

PlayStation 5 launch partnership extension

On 18 November, Oxford Circus Tube station roundels were transformed into Sony's iconic PlayStation controller button symbols for 48 hours to mark the launch of the new PlayStation 5. In addition to the Tube's roundels, the tunnels, entrances, exits and Victoria, Central and Bakerloo line platforms also featured the four recognisable shapes.

We agreed to extend the partnership with Sony for a further three days, generating additional income which will be reinvested into our network.

Art on the Underground

At the end of last year, we launched a commission of permanent and temporary artworks, titled *Pleasure's Inaccuracies*, by Scottish-born, Belgium-based artist Lucy McKenzie at Sudbury Town station.

Sudbury Town Tube station is a listed building designed by Charles Holden in 1931. The commission comprises two permanent hand-painted ceiling murals featuring: maps of the local area; a highly detailed architectural model of the station that will remain on permanent display; two large billboards installed on each platform; and a series of posters which will be on display until November 2021.

5 Healthy Streets

Streetspace for London

The Streetspace for London programme continues to deliver at pace. To date, 79.5km of strategic cycle routes have been completed, with a further 8.7km under construction.

Alongside the Royal Borough of Greenwich and the London Borough of Hounslow, we have opened two new temporary cycle lanes totalling almost 5.5km. The new route in Greenwich will make cycling between the Old Royal Naval College and Angerstein Roundabout much safer and includes a protected route through the roundabout. The roundabout is one of the most dangerous and intimidating junctions in the area and was where somebody was tragically killed cycling in 2018. Other improvements include new pedestrian crossings which provide a more direct route through Angerstein Roundabout for people on foot.

The new lane will form part of an extended Cycleway 4 which, when complete, will connect Charlton and Greenwich to central London via Rotherhithe and Bermondsey. In September, we opened the first section of the route between Tower Bridge Road and Rotherhithe, including a complete overhaul of Rotherhithe Roundabout and three new Santander Cycles docking stations along the route.

In west London, the new 2.4km track along Chiswick High Road is the first major section of Cycleway 9 to open. The new route links to other changes to create one of the longest Cycleways to

have opened under the Streetspace for London programme so far. The new cycle track runs between Heathfield Terrace and Goldhawk Road, separating cyclists from traffic and reducing the risk of collisions with motor vehicles. Other temporary work on Cycleway 9 carried out so far includes measures on Wellesley Road and between Olympia and Goldhawk Road, which have together created a safer cycling corridor between Olympia and Gunnersbury for the first time. We will continue to work with Hammersmith & Fulham and Hounslow Councils on plans to create the Cycleway 9 route in full.

We are also moving forward with permanent measures to make roads in Streatham much safer and less intimidating for people walking and cycling, following a public consultation that showed strong support for our plans for the area. On 19 January, we published the results of the consultation. The results showed that 83 per cent of respondents agreed that the proposals would make people feel safer cycling through the area, with 70 per cent saying the same about walking.

We have started on the detailed design work for the changes proposed, which will include:

- Nearly 2km of new, high quality segregated cycle lanes between Sternhold Avenue and Holmewood Road, making cycling much easier and safer on this busy stretch of road
- New pedestrian crossings and the relocation of existing crossings, making

sure that people can cross safely at the most convenient locations

- Changes to side road entry and exit rules to reduce rat running on local roads
- Improvements to make the local area more attractive for everyone, including planting new trees and improving landscaping in the area

Following feedback from the consultation, we have made changes to the scheme to improve it, including increasing the amount of trees planted and making other changes to side road access to further reduce rat running in the area. We are now working to finalise our designs for these changes to local roads and will look to start construction work early next year.

As part of the Mayor's Vision Zero outlook, we are committed to eliminating death and serious injury on the transport network. The new cycle lanes will reduce the chance of collisions with motor vehicles by separating cyclists from traffic, enabling many more people across the local areas and beyond to cycle with confidence.

Other key delivery highlights include improvements at Savoy Street and The Strand in Westminster, which now provide a much-needed connection between Cycleway 1 and Cycleway 3. Improvements have also completed along Queensbridge Road in Hackney. Further funding has been allocated to London boroughs to continue delivery during the remainder of the financial year.

London Streetspace Plan and Bishopsgate Scheme Judicial Review

The United Trade Action Group Limited and the Licensed Taxi Drivers' Association Limited issued a judicial review claim against us and the Mayor of London, challenging the London Streetspace Plan and associated guidance to boroughs, and a temporary scheme made pursuant to

the Streetspace Plan designed to free up space for buses, and those who walk or cycle in Bishopsgate as part of our response to the pandemic. The claim was heard on 25 and 26 November 2020.

On 20 January 2021, the court quashed the Streetspace Plan, our current borough guidance and the A10 Bishopsgate Order but has stayed the effect of these orders until 21 days after final determination of any appeal. This means that the plan, guidance and order can remain in place pending any appeal.

We are disappointed with the court's decision and are seeking to appeal the judgment. We recognise the need for schemes such as our Bishopsgate corridor to work for the communities they serve and have worked hard to ensure that people across the capital, including those who use taxis, can continue to make the journeys they need. We also recognise the need for schemes to be delivered in a fair and consistent manner and have worked closely with boroughs to create clear guidance for implementing schemes.

Santander Cycles

Santander Cycles have played a crucial role in supporting key workers during the pandemic, as more people have turned to cycling for their exercise and transport journeys.

Since March 2020, free cycle-hire access codes have been provided for NHS staff and other key workers. So far, there have been 217,710 hires and almost 18,000 people have benefited from this offer. The busiest location for NHS code redemption is the docking station on Lambeth Palace Road in Waterloo, near St Thomas's Hospital.

In addition, 24-hour membership registrations rose by 167 per cent in the year to December 2020, representing the largest increase in the scheme's 10-year history. Meanwhile, registrations for new annual memberships increased by 25 per

Santander Cycles have played a crucial part in supporting a green recovery and enabling Londoners to get around safely



cent. Total hire numbers for 2020 were 10,434,167 – an increase of around 6,000 from 2019 – despite a significant overall reduction in journeys across London during the pandemic.

Over the course of last year, the previous maximum daily hire number of 50,000 was surpassed on 14 separate days as record numbers of people tried Santander Cycles for the first time. The festive period also continued to be very busy, with more than 60,000 hires made between the 25 and 28 December, as people took advantage of quieter streets and dry weather.

Cycleways

Cycleway 4

The re-started works in Greenwich along Creek Road, from Deptford Church Street to Norway Street, are progressing well and will be complete 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

Demolition works on Chiswick High Road towards the east of Kew Junction started on 5 December 2020. Kew Bridge has also been re-marked in preparation for the western footway cutback works which started on 4 January. Works on these two sections are expected to be completed by March 2021. Work for the western arm of Kew Junction towards Brentford is continuing with the planning phase.

Mini-Hollands

The completion of Enfield's route between Ponders End and Freezey Water saw the completion of the Mini-Holland-funded programme in Enfield. We continue to make good progress in Kingston, with completion of that programme scheduled for summer 2021. Schemes currently under construction include protected Cycleways between Kingston Vale and Kingston, and Kingston and Surbiton.

Partnership with London Marathon Charitable Trust

On 10 December, in partnership with the London Marathon Charitable Trust, we announced the recipients of the 2020 Walking and Cycling Grants London programme, which aims to encourage more people to walk and cycle. Grants of up to £10,000 over a period of three years have been made available to community projects across London to deliver programmes that address barriers to active travel among traditionally under-represented groups. These will also enable more people to walk and cycle as capacity is reduced on public transport due to social distancing measures, and to help avoid a car-led recovery from the pandemic.

We received 128 applications, the highest number in the scheme's five-year history. A record 68 community and not-for-profit groups have been selected for the programme.

The scheme is jointly funded in partnership with The London Marathon Charitable Trust as part of a new five-year programme to inspire Londoners to walk and cycle, with many health benefits for individuals and communities. We have conducted research that shows people felt better physically and mentally when they introduced just 20 minutes of walking and cycling per day into their lives, with benefits including an improved mood, feeling more alert and enjoying discovering new parts of London. On a broader level, the funded projects will enable greater physical, social and economic mobility, reduce social exclusion and strengthen communities.

The Trust, which distributes the surplus generated from all events organised by its trading company, London Marathon Events Ltd, has awarded the scheme £2m over the five-year period as part of its Strategic Partnerships Grants programme, created in 2018 to support big regional projects that inspire physical activity. The

2020 funded projects will receive £593,369 of joint funding over three years. Projects include:

- The Aeon Bike Project – Inspirational Youth Ltd (Lambeth)
- Sole Sistas – active (Newham)
- Breaking the Cycle: Fixing Bikes, Changing Lives – YES Outdoors (Islington, Camden and Haringey)
- Walking Down Memory Lane: Step-by-Step Stories around Toynbee Hall – Walk East (Tower Hamlets)
- Girls Inclusion in Community Cycling Clubs – Access Sport (Hackney, Ealing, Bexley, Harrow and Walthamstow)
- Walk and Talk Project – Southall Community Alliance (Ealing)
- Lewisham Family Cycling Library – Climate Action (Lewisham)
- Over 60s Social & Cultural Walking Group – Sport4Health (Westminster, Kensington & Chelsea, Hammersmith & Fulham)
- Bart's WeCycle Rehab – Walk and Cycle London (Waltham Forest)
- Rutlish Recycle a Bike – Old Rutlishians Association (Merton)

To mark the announcement of the latest winners, on 10 December the Mayor visited The Cut in Lambeth where through traffic has been restricted to enable people walking and cycling.

Cycle parking spaces for the Capital

On 12 January, we awarded funding of more than £1m to create up to 2,000 much-needed new cycle parking spaces across the Capital, providing a further boost to the Mayor's bold Streetspace programme measures to boost walking and cycling.

Enabling Londoners to cycle safely is more important than ever. While the current coronavirus rules state that people must stay at home unless there is a reasonable excuse, it is vital that as many of these journeys as possible are made by walking, cycling and public transport rather than by car. This will help

to cut congestion and pollution in the Capital and reduce the risk of a car-led recovery, while also improving people's health and activity levels and making extra space on public transport for those who need to use it.

Funding has been awarded to 14 boroughs across inner and outer London, with the cycle parking spaces being delivered over the coming months to ensure that cyclists can benefit from the new infrastructure as soon as possible. The investment has been carefully targeted, with around 900 spaces to be delivered along routes that have been created or upgraded as part of the Streetspace for London programme.

A further 1,100 spaces across London will be created using a mix of different parking types, including on-street cycle parking, residential cycle hangars and new cycle hubs at Tube and rail stations. In Enfield, the investment will create new parking spaces at doctors' surgeries, helping people to cycle to appointments more easily, while in Merton, Sutton and Kingston, there are plans to create 514 new spaces across 37 schools.

We have also approved funding for the first time for two cargo bike cycle hangars in Waltham Forest, which will be in Walthamstow and Wood Street town centres. The hangars, built for local businesses, will be able to store two cargo bikes each, giving local businesses more sustainable options for moving freight and delivery services.

We will invest the rest of the funding in converting some temporary cycle parking spaces outside Tube stations into permanent cycle parking. We will also invest some of the funding to create a new cycle parking hub for Hackney Central station, enabling more people in the area to access the station by bike.

More than 1,400 new cycle parking spaces have been delivered on our road network since May 2020 through the Streetspace

programme, in addition to more than 90km of new or upgraded cycle lanes that have been built or are under construction.

Air quality education campaign

On 26 January, we launched a marketing campaign to educate London drivers on the issue of air quality. The campaign aims to raise awareness of what we and the Mayor are doing to help improve air quality, such as the central ULEZ. It will also help Londoners to consider using their cars less and make more of their journeys by sustainable modes, and support the need for the ULEZ expansion which is coming into effect on 25 October. A radio partnership with Global Radio is also part of the campaign, including interviews with experts and Londoners about air quality, as well as a radio advert.

Safer Streets

A number of safety projects to improve dangerous junctions for vulnerable road users have completed or restarted on site over winter. To date, the following junctions have been completed:

- Britannia Junction in Camden
- Edgware Road/Harrow Road in Westminster

In addition, we have restarted the following schemes:

- Edgware Road/George Street, in Westminster
- Camberwell Green in Southwark
- Dalston Junction in Hackney

Construction work is due to start at Camden Road/Camden Street in early 2021, although some challenges remain in terms of synergy with recent borough-led Streetspace for London improvements and concerns raised by some stakeholders during consultation.

Design and modelling work continues across a number of high priority safety schemes, including Holloway Road

corridor improvements which are approaching the end of the detailed design stage, and York Road roundabout which will soon commence detailed design for changing road markings to help improve safety for motorcyclists. Safer Streets improvement locations planned for delivery in 2021/22 include:

- Holloway Road/Drayton Park
- York Road roundabout – safety improvements for motorcyclists
- Upper Richmond Road by East Putney station – including 20mph and pedestrian crossing improvements
- A217 junction with Lumley Road – right-turn mitigation measures
- A3 Robin Hood Way service road – improved lighting and speed reducing features to reinforce the 20mph speed limit
- A23 Streatham High Road by Tesco – crossing improvements
- A23 Streatham High Road – closure of Gracefield Gardens junction to motorised vehicles and pedestrian crossing improvements
- A12/Ley Street junction – improvements following the fatality of a powered two-wheeler rider
- A10 junction with Edmonton County School – mitigate the impact of right-turning traffic
- A3220 Redcliffe Gardens - 20mph speed limit and pedestrian crossing improvements

Travel in London report

On 14 December, we published new data that shows the proportion of journeys made by walking and cycling in the Capital has significantly increased since the pandemic began, as Londoners' travel habits rapidly changed in the months following the start of the first national lockdown in March 2020.

Following the Government's advice at the time for people to stay at home and stop non-essential social contact, Londoners were told not to use public transport unless making an essential journey and to

walk or cycle, where possible. To support this, we have worked to deliver the Mayor's Streetspace for London programme of temporary changes to roads across London, rapidly creating a network of strategic cycle routes, extra space for walking in town centres as well as quieter roads in local neighbourhoods.

Changes to habits saw the proportion of journeys made by walking and cycling increase significantly, from 29 per cent between January and March 2020 to an estimated 46 per cent between April and June 2020. Since then, the proportion of people walking and cycling has remained well above previous levels even as restrictions eased and people began to return to public transport, accounting for an estimated 37 per cent of all journeys between July and September.

Normally, our annual report outlines changes in travel habits for the full previous calendar year, in this case 2019. This year, as a result of the dramatic changes to travel due to the coronavirus pandemic, a new section has been added to the report outlining the changes that have taken place since March 2020.

Other key insights include:

- The Mayor's Streetspace for London programme led to a huge increase in the number of Londoners living within 400m of the London-wide cycle network, from 11.5 per cent to 17.9 per cent
- 31 per cent of Londoners say they are walking to places where they used to travel by a different mode, 57 per cent say they now walk more for exercise and 42 per cent walk for longer than they did before the pandemic
- Nitrogen dioxide (NO₂) concentrations at some of London's busiest roads reduced by around half during March and April 2020 – when the tightest national lockdown measures were in full effect

- The proportion of journeys made by private transport increased a worrying amount, from 38 per cent between January and March 2020, to 45 per cent between March and June 2020.

These findings show how important the programme is to enable more journeys to be safely made by walking and cycling and achieve a green recovery to the pandemic.

TfL Go app

We launched our TfL Go app on Android on 9 December following a successful launch on iOS earlier in the year. The app helps people plan their journeys and travel safely across the Capital. It also displays the quiet times for every station on our network and allows users to see the fastest, alternative, and step-free routes for any journey planned.

The app also supports our continuing commitment to make journeys for those with accessibility needs as easy as possible. Customers can easily find accessibility information with the app's step-free mode and easy-to-navigate views of all stations which currently have street-to-platform accessibility.

For the first time, our free 'open data' will also include data to enable developers to show live lift disruption along these step-free routes, making it easier for those with accessibility needs to avoid stations where lifts are temporarily out of action for planned maintenance or repair. Since 16 December, this new data has been incorporated into the iOS version of the app, with plans to update the Android version shortly. Future features will also contain toilet information and include Thameslink on the Tube map.

The app has been a success with customers and there have been more than 70,000 downloads so far.

Air quality and the environment Ultra 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 ULEZ.

Improvements to the Direct Vision Standard (DVS) permit application system were successfully deployed on 24 November. In addition, the technical deployment of the DVS enforcement system was completed on 15 December in preparation for the customer-facing operational go live on 1 March 2021. We have reminded all heavy goods vehicle (HGV) operators to apply for a free safety permit as soon as possible. From 1 March 2021, all owners of HGVs over 12 tonnes – including those rated between one-star and five-star – will need to display a valid permit to continue operating in the Capital or will need to fit Safe System measures to improve the vehicle's safety. The Direct Vision Standard will operate 24 hours a day, seven days a week and will be enforced on all roads in London.

Following on from the successful technical cutover of the Capita system on 30 November 2020, the post implementation period of additional system monitoring and validation was completed by Capita as planned on 14 December 2020. On 4 December, we completed the recruitment of operational staff and training material has been baselined ahead of staff training due to start on 29 January 2021. We have continued our marketing campaign for

From 1 March 2021, heavy goods vehicles will need to display a valid safety permit to operate in the Capital



LEZ and DVS changes in recent months, with targeted letters sent to customers identified as being subject to both schemes, using data from the DVLA database.

Ultra Low Emission Zone Expansion

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has had a transformational impact on air pollution, contributing to a 44 per cent reduction in roadside NO₂ levels 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.

A key element of this expansion is to migrate the existing operational systems to a cloud-based platform to be able to

deal with the increased volumes of data that the larger zone will bring. We have successfully completed the first key testing cycles between the back-office systems, paving the way to migrate all systems to the cloud that has been established. Additionally, we have continued with the installation of new cameras across the expanded zone, with more than 300 fitted to date. Cameras are in line with privacy agreements and we have ensured the total numbers of cameras rolled out is kept to a minimum. We have also started installing the foundation sockets for the boundary signs.

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

Heavy vehicle scrappage schemes

We operate London's £48m vehicle scrappage schemes which help drivers in London scrap their older, more polluting vehicles to meet required emissions standards. The grants have been targeted at small businesses, charities and low income and disabled Londoners to help remove older vehicles which do not meet the ULEZ and LEZ requirements off the roads and clean up London's air. After 18 months of operation, the scrappage scheme was suspended to vans due to high demand and limited funds, but remains open to charities. To date, the scheme has supported the scrapping of more than 3,500 vehicles. We continue to issue grant payments to applicants of the heavy vehicle scrappage scheme, with 45 vehicles scrapped to date. While the heavy vehicle scheme was only available for a short period, due to high demand and limited funds, we have recently secured an additional £344k of funding via underspend from the GLA's Good Growth Air Quality Fund, to enable an additional 156 heavy vehicles to be scrapped.

The ULEZ car and motorcycle scrappage scheme remains open to applicants. This scheme has supported the scrapping of more than 3,400 vehicles to date and has seen a significant rise in applications in recent months. We have been able to rebalance funding between the scrappage schemes in order to keep this scheme running as long as possible, as funds are returned to other schemes through uncompleted applications. Based on current uptake rates, we have a degree of certainty that the ULEZ car and motorcycle scrappage scheme will have enough funds to continue until the end of March, but depending on van redemption rates it could be extended further.

Lane rental scheme to support healthy streets

The Government has approved our application to operate a modified lane rental scheme. Stakeholders have been provided with the required three months'

advance notice of our intention to commence the scheme in April 2021. In the intervening period, we will work closely with all impacted stakeholders to ensure everyone is operationally ready. The scheme changes include extending the network coverage to 69 per cent (from 56 per cent), additional charging locations on cycle routes, new proposals for footway charges and increased opportunities for work promoters to complete work in the evening without incurring a charge.

This new scheme will incentivise excellence in safety and help support economic recovery and development, with discounts proposed where major infrastructure improvement works are being undertaken. As with the current scheme, regulations require that any net proceeds generated by the scheme are reinvested back into London's roadworks industry to improve the adverse effects that roadworks often have on people's journeys. Since the inaugural scheme started in 2012, more than £20m has been awarded towards innovation projects to develop new technology, modernise operational practice and reduce disruption from roadworks to a bare minimum. The cost benefit to society for reducing the delay in traffic from this investment is estimated to be more than £100m.

Rapid charging

To support the growing number of Zero Emission Capable (ZEC) taxis and the wider take-up of electric vehicles, we are spending £18m and working with the boroughs and other organisations to build a network of rapid charge points across London.

On 17 December, we reached our target of 300 rapid charge points installed and commissioned, despite some delays due to the pandemic. We have also continued work on hub sites at Baynard House in the City of London and Glass Yard in Greenwich, both due for completion in spring 2021.

Making buses greener

We raised 99 per cent of our core 9,000 bus fleet to the ultra-clean Euro VI engine emission standard by the end of 2020, completing this by the beginning of January. To help schools restart last year and to enable social distancing measures, we brought in extra buses to supplement school services until spring 2021. As a result, we do not expect to get the entire fleet to 100 per cent until they are no longer required and can be phased out.

We currently have 418 zero-emission buses in the fleet and will be increasing this number up to 700 by the end of 2021, subject to no further lockdowns or delays to vehicle delivery and roll out. Our plan is to seek continued funding from central Government and fares to increase this total to 2,000 vehicles by 2025 to further improve air quality in London and help tackle climate change. Ultimately, we aim to have an entirely zero-tailpipe emission fleet by 2037 and with support from Government we continue to work towards an accelerated date.

Bus priority

Work to convert all bus lanes on our road network to operate at all times is nearing completion, with 79km of 84km converted. We anticipate converting all 84km by March 2021, under an experimental traffic order. Work has begun to support some of the London boroughs to convert their bus lanes to 24/7 operation.

Design work continues on three new bus lanes in Central London, which will see one kilometre of additional bus lanes delivered on Vauxhall Bridge Road, New Kent Road and Tower Bridge Road in March 2021. This is in addition to 600m of bus lane that has recently been introduced by the London Borough of Brent. Detailed design on Wealdstone Town Centre, a significant bus priority scheme in Harrow, is nearing completion. This project is due to start construction in

late February 2021 and set to be completed in summer 2021.

Bus corridor review workshops have been finalised on eight strategic bus corridors. These include:

- Camberwell to New Cross
- Harrow Road
- New Cross to Deptford
- Elephant and Castle to Camberwell
- New Kent Road
- Highbury Corner to Hackney Central
- North Greenwich to Charlton
- Bricklayers to Dun Cow

These corridors have been targeted for small-scale, rapid-delivery improvements. A pipeline of schemes will now flow out of the reviews for delivery in 2020/21 and 2021/22. Further bus corridor reviews will be conducted in early 2021 to strengthen the scheme pipeline for 2021/22 and beyond.

Eco-friendly sleepers

We are replacing wooden sleepers on our Metropolitan, Hammersmith & City, District and Bakerloo line tracks with eco-friendly plastic composite versions. These new sleepers are made from 99 per cent recycled plastic and promise far greater durability than their hardwood equivalents. They can bear the repeated load of a 200-tonne passenger train with less frequent warping and cracking. These polymer sleepers move less when a train goes over them, which reduces wear and tear on the rails and joints. It also makes for a quieter, smoother riding experience.

The new sleepers are particularly useful in depots and sidings where the track form is comprised of compressed ash, without drainage, which causes the existing sleepers to rot. The new sleepers have an expected service life of about three to four times that of traditional wooden sleepers and they can be taken back and recycled by manufacturers at the end of their lifecycle to further improve their environmental credentials.



Old Street

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

The main works are continuing with construction of the new station entrance at Cowper Street, which is now set to be completed and opened in July 2021. Good progress continues to be made on construction of the side walls before the precast stairs, glass cladding and canopy roof installed from February 2021. Following the completion of the remaining station roof strengthening works on the northeast side of the peninsula in December 2020, the final traffic management switch on the roundabout was successfully completed over the weekend of 15-18 January 2021, to reopen the northeast arm of the

roundabout and permanently close the northwest arm. This final traffic switch will enable construction to start for the new main station entrance, goods and passenger lifts and public space. Demolition work to create the opening in the peninsula for the new main station entrance has started and is on track for completion over the month of February. This will enable construction of the substructure works to begin, with the superstructure works scheduled to start in July 2021. Installation of the critical fire safety systems works in the shopping arcade area below the surface will begin in spring 2021, following the completion of the fabrication and installation designs by the specialist supplier. As a result of the pandemic, there is a reduced number of customers currently using Old Street Underground station. The station is operating normally and not implementing an exit-only operation at present, but we continue to monitor this approach in the event that numbers increase over the coming weeks.

Completion of the project is scheduled for autumn 2022.

Feasibility study for the Greater London boundary charge

On 11 December, the Independent Panel set up by the Mayor in summer 2020 to identify options for the long-term financial sustainability of TfL issued its report. Among its recommendations for further investigation were options for road user charging, which it identified as having the potential to create at least £1.5bn per year. The panel noted that this would also bring policy benefits and could take various forms including a boundary charge.

In his response to the report, the Mayor called on the Government to allow TfL to keep the £500m paid by Londoners in Vehicle Excise Duty every year. If the Government do not agree, other ways of raising money to overcome the unprecedented financial challenges we face as a result of the pandemic may be needed. The Mayor therefore asked that we investigate the feasibility of a new Greater London boundary charge for non-residents. A £3.50 daily charge, which would apply once a day regardless of how many times the boundary was crossed, would help further contribute to a green recovery for London by reducing the number of vehicles entering the Capital and could raise around £500m every year. The boundary charge would apply on top of any existing or planned charges such as the Congestion Charge and the ULEZ charge.

We are now working on a feasibility study which will consider the practicality, cost, alternatives to and impacts of such a charge. As part of this work, we will look at options for a higher charge for more polluting vehicles, options for different charging hours and days, and potential discounts and exemptions. Any revenue generated from the scheme would be reinvested into London's transport. We will also examine the potential for a

sustainable travel fund for boundary boroughs, which could respond to local transport priorities and help provide better alternatives to car use.

If a proposal was to be taken forward, it would be subject to statutory public and stakeholder consultation. Should the proposal require a change to the Mayor's Transport Strategy, then this would also require a consultation, including by the London Assembly.

Thameslink services added to Tube map

We have temporarily added Thameslink services to the world-famous London Underground map until the end of 2021. This will help customers navigate their way around the Capital more easily during the continuing pandemic whilst social distancing remains a priority.

This temporary change has been made to highlight to customers that Thameslink is operating a service through London. The change will see Thameslink services within Zones 1 to 6 (as well as Dartford and Swanley), shown on maps displayed in stations, the pocket Tube map, on our website and on the TfL Go app.

This will help further encourage the use of public transport to safely travel across London, aiding social distancing and reducing the risk of a car-led recovery. Step-free information has been added for all Thameslink stations shown, further aiding those with accessibility needs to travel around London.

As part of the Bank Station capacity upgrade work, there will be forthcoming closures to the Bank branch of the Northern line. Customers will benefit from using Thameslink services as an alternative route option and be able to better plan their journeys.

Heathrow

The Supreme Court gave its judgement in the long running Heathrow third runway litigation on 16 December 2020,

overturning the Court of Appeal's judgement and allowing Heathrow Airport Limited's appeal. As a result, the Airports National Policy Statement (ANPS), which allows for expansion of Heathrow Airport, is once again a lawful document. The Supreme Court found that the Secretary of State took the UK's climate change obligations under the Paris Agreement into account when preparing and designating the statement. The advice of the Committee on Climate Change had been followed and the statement provides for the planning permission application to be assessed in line with climate change targets which apply at the time. They also disagreed with the Court of Appeal's finding that the Paris Agreement was Government policy. The Mayor and TfL were not parties to the Supreme Court appeal but had supported the climate change grounds of the challenge in the Divisional Court and Court of Appeal stages.

A response to the Mayor's request for the statement to be reviewed, made in October 2019, is still outstanding. Efforts will continue to have the Secretary of State review and withdraw the statement, given it is unlikely that planning permission (by way of a development consent order) could be granted in respect of the third runway in light of the revised carbon reduction targets in the Climate Change Act and the advice of the Committee of Climate Change regarding international aviation emissions and airport capacity expansion. The approach to aviation and airport capacity is also likely to need to be re-assessed in light of the impacts of the pandemic.

6 Crossrail

Health and safety remains a top priority and overall performance is kept under constant scrutiny and has remained stable for the previous two periods.

Collaborative meetings to discuss the coronavirus pandemic are held regularly with senior leadership, and we continue to review project resilience and continuity plans. Additional measures have been initiated which include the suspension of all non-essential visits to project sites and the elimination of multi-site visits where possible.

Good progress has continued across the project in line with our plan to enter trial running at the earliest opportunity in 2021 and open the Elizabeth line in the first half of 2022, if not sooner.

There are two critical paths to opening the railway. The first is trial running, which is a period of intensive operational testing of the railway and is a pivotal milestone for the programme. Once this begins, it will provide the project with further certainty around the opening of the central section. The second critical path is the handover of stations to infrastructure managers. The formal handover is taking place in stages to take account of the challenges presented in handing over and commissioning these huge and complex assets.

All shafts and portals have now been handed over and all central section stations, including Bond Street, are certified to support trial running. Dynamic testing of the signalling and train systems has completed with mitigations in place and bug fixes applied to future software releases. This enabled System

Integration Dynamic Testing (SIDT) to start on 3 December 2020. This stage provides a valuable opportunity to test the complex systems in operational-like scenarios and begin to understand the reliability and software performance of the railway. Early indications show SIDT was hugely successful, with over 20,000 miles of tests run along the railway in the first period – greater mileage than previously achieved in the project’s test operations.

A third construction blockade was undertaken over the festive period to complete residual works on the routeway. The blockade achieved 98 per cent productivity against the plan, similar to the two preceding blockades. These blockades have helped to recover significant time lost due to the pandemic.

TfL Rail services continues to deliver excellent performance with service performance consistently above target for the year. From 22 December 2020, the nine-car Class 345 trains were re-introduced out of Paddington and have so far performed well and in line with expectations, with a further software update on course to be delivered and brought into use at the beginning of February.

The current focus of readiness activity to prepare for the opening of the Elizabeth line continues to be the review and acceptance of asset data, drawings and operational and maintenance manuals. This is a large and complex area that is critical to the safe handover of assets from Crossrail, and we continue to work collaboratively to complete this process as soon as possible to the required standard.

7 Finance

TfL Financial Sustainability Plan

On 11 January 2021, we submitted our Financial Sustainability Plan to the Government, as part of our commitments within the H2 Funding Agreement. The plan describes in detail how we can achieve financial sustainability, covering costs of day-to-day operations, maintenance and financing by 2023/24. It also clearly demonstrates how an equitable and longer-term funding settlement will support the Mayor's Transport Strategy objectives and the Government's levelling up and decarbonisation agendas which, through our range of shovel-ready projects, will boost the UK economy and aid recovery from the pandemic. It forms the start of the negotiating process and further discussions with the Government, with much to be discussed before any final decisions are made.

Prior to the pandemic, we were on track to deliver an operating surplus by 2022/23, but the massive fall in ridership caused by the pandemic has decimated our finances, due to our funding model's heavy reliance on fare revenue. The lack of sustainable long-term funding for an organisation whose assets have an average life span of around 30 years has led to an inefficient approach to maintenance, renewal and replacement.

The plan is informed by our Budget submission to the GLA; Long-term Capital Plan, and submission to the Comprehensive Spending Review; and with consideration of the recommendations in the Independent Panel Review report which was published on 11 December 2020. We have looked at

every lever and opportunity across the organisation, including income streams, commercial opportunities, funding mechanisms, cost bases, governance structures and liquidity.

Around £3bn in financial support will be needed from the Government in 2021/22. While the medium to long-term impact of the pandemic on travel demand is unknown, a significant financial gap will remain over the in the nearer term. The plan explores a range of options which are likely to be needed to ensure that we can continue to deliver the transport services the city needs.

It makes the case for a revised funding model with a predictable structure of financing in multi-year "Control Periods" like Network Rail and Highways England, while retaining and respecting the devolved framework and statutory obligations of the Mayor. It also assumes receipt of £500 million per annum from Vehicle Excise Duty or a possible new Greater London Boundary Charge, which is something that would need to follow statutory processes, including consultation. Other measure we will explore include reviewing our investment programme to support a decarbonised transport network by focusing on urgent priorities; progressing our planned savings and achieving further operational savings, and working with Government to develop our commercial development programme.

We are uniquely placed to help drive a strong and resilient future for London. With London's transport network crucial to the UK economy, we are seeking Government support for a

plan which will drive a green economic recovery, with a focus on maintaining service levels and decarbonising transport by 2030, while still achieving a level of financial self-sustainability greater than many mass transit systems around the world.

Our financial performance to date

Our latest financial report covers the period from 1 April to 12 December, equivalent to the period to the end of Quarter 3 of 2020/21. Our financial performance is measured against our Budget submission to the GLA, as presented to Board on 9 December 2020, and includes up to £1.8bn of Government funding for H2, after including £160m of additional savings required as part of the H2 funding agreement. These savings will be made mainly through higher other operating income, by reducing capital expenditure, deferring some non-safety-critical programmes and through cost and cash control measures.

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 £1,022m, £30m better than the GLA Budget submission.

This improvement is largely due to £100m of passenger income contingency we had included in the latest forecast, covering the period since further restrictions were implemented, reflecting the high degree of uncertainty in the impact of the restrictions and consequent journey levels. However, passenger income remains significantly below last year, with revenue reduced by 66 per cent, or almost £2.3bn over the three quarters.

As part of the H2 funding agreement with Government, we receive funding for losses in passenger revenue (up to an agreed level). We have seen higher than expected journeys and income in the Quarter, which has meant the funding from Government is lower (£109m).

During the second national lockdown, which lasted from 5 November to 2 December, Tube journeys fell to almost 80 per cent below last year compared to figures of around 65 per cent during October. In the same period, bus journeys fell to almost 55 per cent below last year compared to around 44 per cent during October. At the end of Quarter 3, Tube journeys had returned to 66 per cent and bus journeys to 44 per cent below last year. With London entering Tier 4 in late December 2020 and the new national lockdown in place since 5 January 2021, movement has been restricted to essential travel only, with overall journeys declining further and Tube journeys around 85 per cent down on last year and bus journeys almost 60 per cent down. Under the new funding agreement with the Government, we do not carry the financial risk from lower journeys, until 31 March 2021 as we receive a revenue top up to a predetermined level. Up to the end of Period 9, we have received £548m in grant funding in the second half of the financial year, 2020/21, which included £63m of revenue top up.

The temporary changes made to the Congestion Charge in Quarter 1 (increased charging times and rate) remain in place. The year to date position is slightly lower than budget.

Operating costs are £29m lower than expected, with almost half of this driven by lower core costs. We continue to enforce the spend control measures implemented at the start of the year, which we have been reviewing and tightening as needed since.

Overall, our spend on capital renewals and new capital investment is £27m, or four per cent, lower than our Budget submission which includes the capital savings identified as part of the additional £160m savings target. Spend to date is significantly lower than last year, by 24 per cent. The year-to-date variance is driven by the slower ramp up on London Underground renewals and smaller variances across most programmes

