

Commissioner's report

16 March 2021

1	Introduction	3
2	Safety and security	4
3	Restart and recovery	10
4	Improving transport and generating growth	16
5	Healthy Streets	26
6	Crossrail	36
7	Finance	37

I Introduction

This report provides a review of major issues and developments since the Board meeting on 3 February 2021.

Like many others, I was pleased to see the Government publish its plans to gradually ease lockdown over the coming months, subject to a number of tests. As the stages unlock, we will still be here for Londoners to help them see the people and places they have missed. The first big milestone will be the return of all school children from 8 March and, as before, we will do everything to get them back into the classroom safely through our dedicated school services.

With restrictions remaining for some time, our focus remains on protecting our people and our customers and ensuring services run for those who need them. We are still in the midst of a global pandemic, and I am deeply saddened that 87 of our colleagues have now tragically passed away from COVID-19. They and their families are in my thoughts every day as we continue to fight this pandemic and keep London moving through these tough times.

It is clear that the future of our organisation, our city and our world will be markedly different to what it once was. The recent Independent Panel Review and Financial Sustainability Plan provided us with options and considerations about how we may move forward and continue providing a world-class transport service for London. We are, and will continue to be, a cornerstone for London and the UK's recovery from the pandemic and I am committed to doing everything I can to lead and support our organisation through the next chapter in the Capital's history.

As part of this, I am delighted that we have confirmed our five, equally weighted, priorities for the year ahead. These are:

- Securing a long-term sustainable financial deal
- Completing the Northern Line Extension, finishing Crossrail and opening the Elizabeth line
- Safely supporting and driving forward London's post-pandemic recovery and winning back our customers
- Creating a people-centric vision and a more diverse and inclusive organisation, informed by and for our colleagues
- Improving London's air quality and accelerating decarbonisation

By working together as one team, we will be able to achieve these and help to rebuild a brighter future for our organisation and our city.

Along with the rest of the country, I am delighted with the incredible speed at which the NHS are vaccinating the UK's population against coronavirus. Our dedicated staff have worked tirelessly throughout the pandemic, serving customers and enabling our key workers to access much-needed transport services. I would like to thank everyone across TfL once again for everything you have done and continue to do for London.

2 Safety and security

Deaths in service

Our sincere condolences remain with the families and loved ones of the 87 colleagues who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role they played in our fight against the pandemic. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. As Commissioner, the safety of all our staff and customers continues to be my top priority, and I am absolutely committed to doing everything in my power to keep you safe on our network.

Latest advice on shielding

On 16 February 2021, the Government announced that GPs will start using a new model to help identify people with multiple risk factors, such as age, medical conditions and body mass index, which combined make them at higher risk if they catch COVID-19. Anyone in this new group will be asked to shield until at least 31 March.

This new group will be entitled to the same support as those classified as clinically extremely vulnerable. We are advising staff in this new group who are currently attending work to continue to do so until they receive a letter or email telling them to shield, in line with Government advice. We are committed to supporting anyone who needs to shield and continue with our protective measures to keep those who can stay at work safe.

Bus driver deaths from COVID-19

In May 2020, we commissioned the University College London Institute of Health Equity to study the pattern of

infection and deaths from COVID-19 among London's bus workers, owing to the tragic loss of a number of bus worker colleagues, predominantly drivers. The findings of the first phase were published in July 2020 and the recommendations are either complete or under way.

The aim of phase two was to understand the pattern of infections in bus workers to inform recommendations on any additional occupational health measures that should be put in place. All London bus drivers were invited to complete a survey that examined their non-occupational and occupational risk factors for coronavirus and their response to the measures taken by bus operators to reduce their risk. University College London also sought information from bus operators on the demographics of their drivers.

The draft report is now in the process of being finalised alongside the study's recommendations and will be published shortly.

Face covering enforcement

Our enforcement officers continue to enforce the mandatory wearing of face coverings on all public transport modes, unless a passenger is exempt. This work is being supported by our policing partners, the British Transport Police and the Metropolitan Police (MPS) Roads and Transport Policing Command (RTPC).

Customer compliance remains generally very high, particularly during peak travel times. Customer research shows that 91 per cent of customers say they are always wearing a face covering while using our transport services, six per cent are wearing it on some journeys, and four per

We have an extensive cleaning regime in place



cent are not wearing a face covering at all. Of those not wearing a face covering while using public transport or just on some journeys, more than half claim to have an exemption or valid reason for not complying.

Up until 7 March 2021, our enforcement officers have intervened with 142,473 passengers who were not wearing a face covering or not wearing it correctly. Of these, 9,988 were refused travel and 2,394 Fixed Penalty Notices have been issued. A Fixed Penalty Notice starts at £200 for a first offence. A total of 974 of these were paid within 14 days, at a reduced level of £100 for early payment and 52 were paid within 28 days. Where these remain unpaid, we will pursue offenders through the courts.

On 1 March 2021, 84 cases were listed in court, with 16 defendants pleading guilty to the offence of not wearing a face covering, resulting in fines ranging from £0 (Conditional Discharge) to £600 (amount dependant on the individuals' circumstances, which the court needs to

take into consideration). Of those 84 cases, 65 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 4 March 2021, 75 cases were listed in court, with 11 defendants pleading guilty to the offence of not wearing a face covering, resulting in fines ranging from £0 (Conditional Discharge) to £300 (amount dependant on the individuals' circumstances, which the court needs to take into consideration). Of those 75 cases, 57 defendants had their case proved in their absence due to not responding to the court summons. This resulted in a fine of £660 each.

To help support our messaging, we have ongoing radio advertising and posters across the network to encourage Londoners to wear a face covering at all times on public transport unless exempt. We have also developed new communications to target the stubborn minority who are still not wearing a face covering. This includes promoting video

content of our enforcement officers stopping people not wearing face coverings and reiterating that if you do not wear one you could be turned away from our services or fined up to £6,400. The video runs on paid social media and predominantly targets 16 to 34-year-old males, as research and enforcement team feedback tells us this group is least likely to comply.

In addition to this, we are using Instagram to target 12 to 18-year-old children ahead of schools restarting. We used trusted peer-to-peer voices to help change behaviours and persuade young people that wearing a mask on public transport is the caring and vital thing to do.

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. The testing by Imperial College London continues, with sampling finding no traces of COVID-19 present on our system. More than 1,000 hand sanitiser units have been installed across the network for everyone to use and we have now used 33,885 litres of hand sanitiser. Our cleaning contractors continue to focus on customer touch points, such as card readers, handrails and help points.

University College London VIRAL research programme

We are working with UCL to better understand how the risk of microbial pathogen transmission can be minimised on the transport network.

Initial findings from UCL VIRAL research project's sampling on buses in November 2020 have now been highlighted to us. This work has identified the importance of good ventilation in the passenger saloon, particularly on busier services. The researchers measured CO₂ levels to give an indication of fresh air ventilation, which was therefore used as a proxy to the risk of viral transfer from stagnant air.

Opening windows was proven to sufficiently increase ventilation in a range of scenarios. Following this advice, we have introduced additional customer messaging to advise them to leave the windows open and added instruction stickers to all windows across the fleet. This is in addition to limits on passenger numbers and face covering measures, which are already in place and will also limit potential viral particle build up.

Additional research and testing is planned with UCL to further understand air quality on our vehicles. Engineering work is now also in progress to consider potential further risk mitigations and future vehicle designs.

Croydon tram overturning

On 9 November 2016, seven people died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The Rail Accident Investigation Branch (RAIB) conducted an independent investigation and published its report in December 2017. It included 15 recommendations to address safety on London's tram network, as well as other networks across the country. All recommendations have now been actioned and confirmed as implemented by the ORR.

At the pre-inquest review hearing (PIRH) on 28 January 2021, the Senior Coroner confirmed her commitment to starting the Sandilands Inquests on 17 May 2021 for 13 weeks. The provisional timetable was amended and a further witness statement giving an update on the implementation of the RAIB recommendations as well as the incidents on the tram network that occurred between August and October 2021 will be provided to the Senior Coroner on 31 March 2021.

The sixth and last PIRH prior to the Inquests commencing will take place 30 April 2021. The Senior Coroner directed TfL, Tram Operations Limited (TOL), a subsidiary of FirstGroup, which operates the tram service, and the Office of Rail and Road (ORR) to provide further

disclosure by 12 March 2021. TfL continues to support the Senior Coroner in these Inquests and provide relevant information.

The victims and all others affected by this incident remain in our thoughts. We continue to offer support to those directly affected, as well as the wider community, and encourage anyone who needs support at this time, or in the future, to contact the Sarah Hope Line where help can be provided.

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. A full paper and discussion on the incidents was included as part of our Safety, Sustainability and HR Panel on 10 February.

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.

We continue to work collaboratively with TOL and the ORR and progress has been made in a number of areas including preparing a joint statutory reporting procedure with TOL, reviewing the Risk Model, and work to put in place the Joint System Safety Improvement Plan which needs to be submitted to the ORR by 31 March 2021.

Tackling hate crime

We stand together with our police partners and communities across London against hate crime on our network. On 17 February 2021, officers from the RTPC

held a day of action that focused on hate crime towards the LGBT+ community, to coincide with LGBT+ history month. Officers used online forums to raise awareness about hate crime and how to report it, as well as the work we do to tackle it and keep our customers safe.

There were two deeply concerning hate crime incidents on our network in February 2021. On 8 February, an older Jewish couple, including a disabled man on a 253 bus at Manor House were verbally abused for 10 minutes. The police have now made an arrest. On 9 February, an 80-year-old Holocaust survivor and her son were verbally abused on a number 76 bus in Stoke Newington by a woman, who also punched the son in the head and threw his hat to the floor. Police enquiries are ongoing regarding this case.

We categorically do not tolerate any form of hate crime on our network and will continue to work with our policing partners to identify perpetrators and bring them to justice.

Work-related violence and aggression

A year after the launch of our first Work-Related Violence and Aggression strategy, we have made excellent progress in many important areas, despite the financial impact and restrictions imposed by the coronavirus pandemic.

These include completing the first phase roll out of body-worn cameras, rolling out our new transport support and enforcement officers, creating a workplace violence unit that combines the teams in London Underground and Surface Transport, and customer communications outlining the consequences of assaulting our people.

While some projects had to be paused, our priority to do more to protect our frontline teams meant the roll out of body-worn cameras was given 'safety critical' status, enabling the work to continue. All surface sites in this phase are complete, and more than 210 Underground stations already have the

full complement of cameras on site, with the remaining stations due to be completed by 31 March 2021. When this phase is complete, around 6,000 colleagues will have access to a body-worn camera while they are on duty. We are also assessing the possible roll out of body-worn cameras to other frontline colleagues.

Despite the restrictions of social distancing, we have recruited and trained 33 new transport support and enforcement officers, with a further 22 due to complete training by the end of March. These officers provide a highly visible and reassuring presence on our network, tackling the triggers of work-related violence and aggression and dealing with anti-social behaviour through engagement and enforcement. They also enforce our byelaws, health regulations and other offences using a variety of powers. We will be continuing with our plans to recruit more officers over the coming year.

While developing the Work-Related Violence and Aggression strategy, frontline teams told us they wanted more communication to show customers the consequences of assaulting them. We are now in the process of creating a multi-channel campaign, which will launch later this year.

Police activity to support Vision Zero

Together with the MPS, we continue to support the Mayor's Vision Zero target to eliminate all deaths and serious injuries on London's roads by 2041, with a range of initiatives to make our roads safer.

In the first week of February 2021, officers were deployed to the A10, A11, A214, A235, A24, A314, A4180/Ruislip Road to crack down on key causes of road danger, such as speeding and using a mobile phone while driving. The campaign saw 86 traffic offence reports issued, and 13 cars were seized for dangerous behaviours such as speeding, drink or drug driving, no insurance and driving without a seatbelt.

Between 3-9 February, 730 traffic offence reports were issued for behaviours such as speeding (173), no insurance (86) and driving without a seatbelt (21). In addition, 79 arrests were made, and 89 vehicles were seized.

Tackling speeding on the Capital's roads remains a top priority. In the first week of February, the RTPC issued 357 traffic offence reports for speeding. The Command has also continued to respond to speeding concerns on borough roads as part of our work to support boroughs in tackling excessive speeds. Between 3 February and 4 March, 189 traffic offence reports were issued for speeding offences on borough roads.

Between 21-27 February, the RTPC ran an operation to tackle mobile phone use while driving in support of the National Police Chiefs' Council mobile phone campaign. This resulted in 436 traffic offence reports being issued for mobile phone usage and an additional 116 reports for dangerous or careless driving.

Bus Safety Standard

We now have 445 buses that meet the first generation of the Bus Safety Standard and from late 2021, new vehicles will start meeting the next generation. The tighter second generation 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. It also includes toggling to help drivers identify the brake pedal and its relative position from their feet. There will be new safeguards to the brake system to prevent buses rolling away without a driver in the cab and enhancements to the interiors to reduce the risks of passenger injuries. These changes will help us eliminate all deaths and serious injuries from London's roads by 2041.

Of the 445 buses that meet the first generation of the safety standard, 305 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. Our AVAS system will automatically adjust its volume to be heard over noisier shopping centres and be less intrusive in quieter suburban districts. The new technologies are part of a concerted campaign to get closer to our Vision Zero target.

Preventing slips, trips and falls

Work continues to reduce customer slips, trips, and falls on buses. While these incidents are not a new occurrence, they have become more frequent since the start of the pandemic, relative to the number of people travelling.

In the short term, we are trialling posters on stairways and new announcements to encourage passengers to hold on to rails and poles inside the buses. We have also reissued guidance to drivers on allowing customers ample time to settle on board following calls at bus stops.

A longer-term strategy is being developed to identify further action and will consider vehicle improvements, such as to flooring and lighting, and outcomes from predictive technology being trialled that warns a driver of hazards to help ensure they have enough time to brake smoothly. We are also reviewing research, evidence and best practice from other transport authorities.

Taxi operator compliance

On 3 October 2020, Ola UK Private Limited (Ola) was notified that it would not be granted a new London private hire vehicle operator's licence at the expiry of its licence on 3 October 2020. We concluded that Ola was not fit and proper to hold such a licence after discovering a number of failures that could have risked public safety.

On 20 October 2020, Ola appealed our decision. The case management hearing will take place between 8 and 9 March 2021. The App Drivers and Couriers Union has indicated its intention to apply to

intervene in the appeal. Pending the outcome of the appeal, Ola may continue to operate, and we will closely scrutinise Ola and its compliance with the conditions attached to its licence for the duration of any appeals process.

Ola has also been charged with 21 offences for failing to comply with statutory record keeping obligations, allowing drivers in charge of a private hire vehicle without a private hire driver's licence and causing or permitting drivers to use a private hire vehicle on a public road without the required motor vehicle insurance. Summonses have been issued and the first hearing took place on 9 March.

3 Restart and recovery

School restart

Following the Government's announcement on 22 February that schools would return on 8 March, we have been working hard to prepare for the reintroduction of our enhanced school bus services.

We are reintroducing similar measures to those we put in place during the autumn term. These include providing hundreds of extra buses, reintroducing the signed 'School Service' buses, and encouraging walking and cycling where possible. These measures will help ensure children can travel to school safely, and on time - with free travel for children and young people still in place. Our extensive efforts to reduce the risk of infection on the network are also continuing, including the enhanced cleaning regime deployed at the start of the pandemic and the enforcement of face coverings.

We have developed pan-London and targeted communications to support the reintroduction of our enhanced school buses and highlight that children could travel to school safely on our services. This has included engaging with more than 3,000 schools, London's boroughs and the Government to prepare for the increased demand on the transport network, where capacity remains reduced because of social distancing. Schools are also being asked to stagger start and end times to help manage demand on services. The latest advice and resources for schools to encourage safe and sustainable school travel can be found on our dedicated webpage, and we continue to support borough delivery of School Streets. A campaign will run across London on radio, outdoor and digital advertising to advise children to walk or cycle to school and remind them of the School Services.

Managing demand on our services

With the UK under lockdown since 4 January, the Government's guidance makes it clear that everyone must stay at home wherever possible unless there's a legally permitted reason to travel.

For those who need to travel for legally permitted reasons, we are working hard to keep services running. We are running as near to a full service as possible to help those who do need to travel to maintain social distancing. The Waterloo & City line and Night Tube remain closed due to limited customer demand and staff availability.

We are closely monitoring COVID-19 related absences and any implications these may have for our operations, with mitigations in place where possible. Those who must travel can take simple steps to do so safely, such as using our travel tools to plan for the quiet times and routes.

Weekday demand on the Tube has risen to around 17 per cent of pre-pandemic levels. This compares to around five per cent in the first lockdown, and around 25 per cent in the second lockdown.

A key part of our Travel Demand Management strategy has been identifying and communicating hotspots, as well as busy and quiet times. We review data and operational intelligence on hotspot locations and times on a weekly basis, adapting our communications and outputs, including updating our website. We use data from across the business to identify where journeys start and end, and the interchanges and lines used. We issued specific customer and stakeholder messaging to address crowding at Canning Town and West Ham Tube stations, including bespoke quiet times and high-

level advice on using other routes and modes, to ease pressure at these hotspot locations.

We have overlaid journey data with site location data from Build UK, which has confirmed operational observations relating to the localised intermittent crowding at Canning Town, West Ham and Vauxhall stations, as well as travel by the construction sector's workforce. We are using data to target simple action-orientated messaging for the construction sector. We continue to work with the sector to encourage staggered operating and shift times, including closer engagement with sites in the Vauxhall area where many journeys travel through Canning Town and West Ham stations.

We continue to monitor journey data alongside other drivers of demand, such as vaccination and testing centres, and supply issues, including staff shortages, service reliability and bad weather. Using this data, we are exploring potential alternative interchange locations to provide customers with more specific advice on using other routes or modes. The outcome of this will determine further activity through customer channels.

Responding to winter weather

One of our focuses over recent weeks has been on ensuring our network has been ready for severe weather. In the first week of February, we activated our Weather Plan for Snow/Ice. Proactive planning and mitigation took place, including gritting our roads, strategic bus routes, Tube and railway platforms, access to bus stations and garages, Cycleways and around vaccination sites. All areas in Surface were involved in the planning to ensure they were prepared, and this was coordinated through the Network Management Control Centre (NMCC).

Vaccination rollout

We have been working closely with operational teams and the NHS to support the rollout of the NHS's public COVID-19 vaccination programme and provide travel advice for people travelling to London's

seven major vaccination centres. A suite of information has been developed including walking maps, station posters, bespoke way-finding signage in stations, PA announcements and a dedicated page on our website.

Targeted customer information has been delivered to provide our customers with advice if they are using stations that are busier during the morning peak. A new suite of whiteboard posters has been developed advising customers to travel during quieter times, along with new PA announcements to remind people about these times. A targeted email was sent to around 80,000 customers who used these stations in the morning peak to encourage them to use our travel tools to find more information on the quieter times to travel.

COVID-19 testing of TfL staff

As reported previously, we have set up a number of rapid testing sites at Pier Walk, Kings Cross and Palestra, with more to follow, to enable regular asymptomatic COVID-19 testing for staff. To date, we have tested over 3,400 staff with the number testing positive at less than 0.8 per cent. In addition, we are running a pilot to deliver daily contact testing to staff in the NMCC to help reduce absence rates by enabling regular testing as an alternative to self-isolation under the terms of the pilot. We tested more than 20 people in the first three weeks, and we continue to discuss ways to expand this facility to other control centres.

Our Compliance, Policing and On-Street Service team also started asymptomatic testing on 8 February, to further mitigate and reduce risk to staff by identifying those who are positive but not presenting symptoms, based on the learnings and plan designed by NMCC.

Engagement with businesses

Our engagement with London's business community has continued as we look ahead to support the Capital's emergence from the pandemic. On 24 February, I joined the Central London Alliance to discuss London's recovery from

coronavirus and I had similar meetings with the Confederation of British Industry on 23 February.

The monthly Business Organisation Working Group and quarterly Business Advisory Group continue to offer us excellent insight into the priorities of London's business community. I also continued my wide-ranging discussions with businesses themselves and hosted a session with London First members. The team continued to run our Streetspace Advisory Group, Youth Panel and Accessibility Forum offering feedback and understanding of our work and how we can shape it for the better in future. In addition, the team continues its regular engagement with stakeholders, such as Transport for All, London TravelWatch, London Cycling Campaign and the Central London Alliance.

Central Activities Zone research

Research to understand the implications of the pandemic and the recovery of the Central Activities Zone (CAZ) is progressing well. Arup, Gerald Eve and the London School of Economics were appointed by the Mayor to carry out this research, have jointly prepared an interim report that was published in early February. This report is the first stage of work that looks at the baseline of the CAZ, with an emphasis on office trends, interdependencies within it, and the interaction of the CAZ with the rest of London and the UK. City Planning is fully involved in this study and have submitted evidence to the consultants and are represented on the steering group.

The second stage of this research will build three scenarios, which will test the scale of the economic impact of the CAZ over the medium- and long-term cycles and provide recommendations to support a strong recovery. Once this work is complete, a final report is expected to be published in the spring.

Supporting our employees

Sleep Clinics

Fatigue and poor sleep can lead to health and safety risks and can have a negative

impact on the immune system. The Sleep Health Assessment tool, which was recently made available to staff, has provided people with a personalised sleep report, which provides tips and guidance on how to improve sleep.

To further support those who have completed the assessment and help those who are concerned about their sleep, the Mental Health team is offering a series of Sleep Clinics, which last for 45-minutes and provide one-to-one support from a counsellor. The counsellor will discuss sleep habits and difficulties and help come up with different options and techniques to improve the quality of sleep.

Time to Talk day

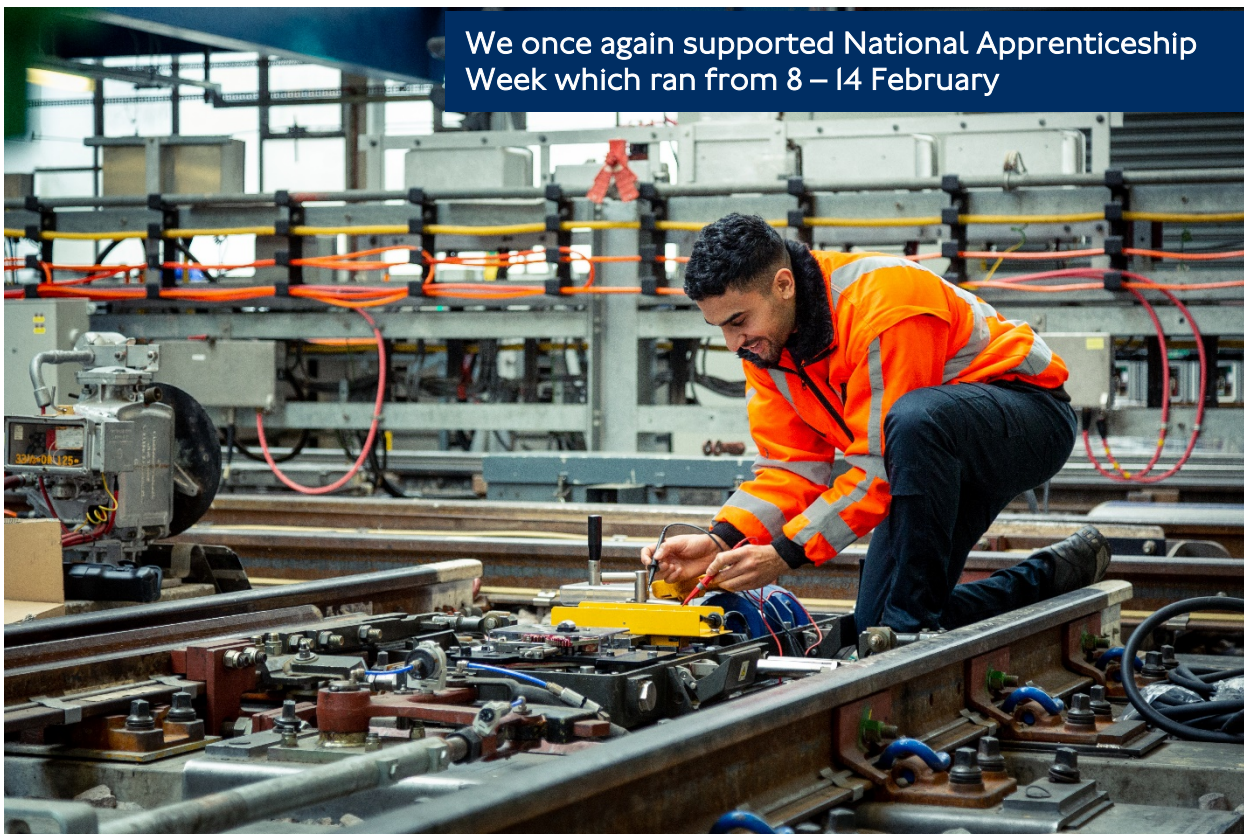
The 4 February was national Time to Talk Day. This annual event seeks to raise awareness of mental health, get people talking about it and ultimately begin to break down any stigma still attached to it. Our network of volunteer peer supporters, including Health & Wellbeing Champions, the Supporting Colleagues Network, Trauma Support volunteers and Time to Change agents, really got behind the event and the result was a wide range of activity catering for both operational staff and colleagues who are working from home.

Within our Safety, Health and Environment team, for example, there was a full programme of events, including talks on showing kindness, seasonal affective disorder, healthy eating and on providing ways to support your own mental health and improve resilience. Operational staff organised local events, including sharing personal stories and discussions. There was also a Tea and Talk session, which was open to all colleagues and a meditation session to help calm the mind.

Women's Health

In March, our focus is on supporting the health of women, including virtual talks from subject matter experts on breast cancer, strengthening the pelvic floor and menopause. We are also providing

We once again supported National Apprenticeship Week which ran from 8 – 14 February



information and resources on conditions such as ovarian cancer, cervical cancer and endometriosis.

Coronavirus pandemic Resourcing Recovery

With demand for our services fluctuating during 2020 and the start of 2021, so too has demand for our people resources. While we were able to utilise the Government Job Support Scheme last year, we are reimagining our resourcing to ensure we have the right people in the right places at the right time and can be as agile as possible. We have established a TfL-wide resourcing group, which is working to ensure all resourcing policies, procedures and systems support any new ways of working that are created as part of the coronavirus recovery.

COVID-19 Special Recognition Awards Scheme

In November 2020, we launched the COVID-19 recognition scheme, with a special award to specifically recognise those who have made exceptional contributions that had a significant impact

on London's response to the pandemic. This initiative gives those nominated for the existing Make a Difference award the chance to be nominated for the special award.

The recipients of the awards are decided by diverse business panels, which include representatives from different levels of the organisation to ensure it truly represent our workforce. The first panels took place at the end of January 2021, with 40 individual and 14 team awards being awarded. From its launch at the end November 2020 to mid-February 2021, there have been 250 individual nominations and 30 team nominations. These nominations will continue to be reviewed by panels across our business areas.

We have also fully integrated and synchronised this special recognition scheme with our Thank You campaign to all staff, which uses various internal and external media to celebrate the contribution our staff have made to London. Internally, this recognises that

everyone has played their part, including those on furlough, and includes a thank you video from me. There will also be special edition On the Move and Upfront magazines showcasing employees' different contributions to our organisation and the surrounding communities throughout the pandemic. An additional Upfront magazine for Professional Services will also be produced. This is planned to include a thank you letter from the Mayor, as well as myself. Magazines will be sent to employees' home addresses in April.

Graduate and Apprenticeship roles launched

On 22 February 2021, we went live with 114 vacancies for our graduate and Level 4-6 apprenticeship roles, ready for intake in September 2021. Following the pause and subsequent change of requirements for the graduate and apprentice assessment centres in 2020, the Skills and Employment team will continue with its redesigned, virtual approach to assessment this year if required. The team did an excellent job in 2020 to ensure that the change from face-to-face assessment to virtual did not create barriers to entry or disproportionately impact different groups.

We introduced virtual TfL events for the first time to promote our graduate schemes, rather than join campus-based and university-led events. Three specific events took place covering Engineering, Technology and Professional Services. These were also promoted to our operational colleagues, recognising the talent and potential we have internally.

In addition, the switch by universities to virtual careers events this year has enabled us to target a wider range of universities with higher numbers of underrepresented groups inside and outside of London.

National Apprenticeship Week 2021

The 8 February marked the beginning of National Apprenticeship Week 2021. The Skills and Employment team organised a

series of virtual events for potential candidates, parents, carers and teachers, with 370 attendees.

These virtual sessions took place in the morning, afternoon and evening to increase accessibility for participants, with events continuing for a further three weeks. For many potential candidates, the virtual format has enabled a less pressurised environment and we found many more questions were raised via the online chat function than we would see at equivalent face-to-face events.

We also took part in the 2021 Virtual Supply Chain Apprenticeship Fair, led by our Procurement and Supply Chain colleagues. More than 100 potential candidates met Engineering, Quantity Surveying and Project Management apprentices who presented their experience and the benefits of apprenticeships. The apprentices helped dispel myths and gave a first-hand insight into careers in disciplines that candidates may not have considered, or previously been aware of.

The team and apprentices also supported a number of targeted school and borough events to help increase the diversity of our next intake and engage the communities we serve.

Welcoming back our Steps into Work students

The economic impact of coronavirus means that groups who already faced barriers into employment are at risk of being further away from work. Our Skills and Employment team prioritised restarting Steps into Work, our 12-month training programme for those with learning disabilities and/or on the autistic spectrum.

Following staggered start dates in March, the redesigned programme saw 16 students restart virtual work placements with the business for the first time. Their physical placements were paused as result of the pandemic and we are delighted to see the students virtually return.

TfL anti-racism charter

In February, as part of our commitment to fighting racism in all its forms, we launched our anti-racism leadership charter, which has been endorsed and signed by members of the Executive Committee. The charter sets out the steps we can take as leaders to support our organisation in being an anti-racist organisation. In signing up to the five commitments in the charter and our anti-racism manifesto, we are demonstrating our commitment to diversity and inclusion, and are taking collective action to address the inequalities that exist.

Following the endorsement and sign-off from our Executive Committee, the charter has been shared across a range of internal channels to help promote it across the organisation. Our Diversity & Inclusion team will continue to work with a range of stakeholders to implement and embed the charter into our everyday ways of working, to ensure it is viewed on the same level of importance as our other priorities, such as safety. Colleagues have been encouraged to read the charter and discuss how their teams can support the commitments and get involved in actions.

We are already taking action, such as introducing anonymous CVs and developing diversity and inclusion plans in many departments. Our diversity and inclusion listening sessions, which started last year, are ongoing, with a key commitment of the charter being for leaders to take time to listen, acknowledge, understand and empathise with our colleagues' experiences of racism.

These listening engagement sessions provide a safe space for our Black, Asian and minority ethnic colleagues to share their experiences of how their race has impacted their lives. Leaders will commit to appointing a dedicated diversity and inclusion workstream lead, who will be responsible for delivering the action plans, and leaders will report on progress and barriers to a newly formed race equality board.

Following the listening sessions, leaders will feedback the key themes and issues to their teams. Leaders will be check in to see if these themes are correct, and if so, provide opportunities for employees to suggest actions and solutions, taking a consultative approach. Following this, leaders will work with the Diversity and Inclusion and HR teams to create and deliver local race equality action plans, which will help improve workplace race equality.

There is still some way to go and we must all continue to take action to become truly inclusive and diverse at every level. The signing of the charter is just the beginning of this shift in culture.

LGBT+ History Month

Throughout the month of February, we celebrated LGBT+ History Month. The theme for 2021 in the UK was Body, Mind, Spirit. Although events had to be scaled back this year due to the pandemic, the OUTbound Staff Network Group organised and coordinated a wide range of virtual events for colleagues. These ranged from informative sessions to discuss topics such as mental health and disclosure, as well as social events including 'social chat' sessions and a light-hearted game of Bingo with the OUTbound group

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.

At Battersea, the architecture and finishes to the eastern entrance to the station continue, as do tiling and the installation of mechanical equipment. Gateline and ticketing equipment has been delivered to Battersea and await installation.

At Nine Elms, we are installing the flooring and providing the assets for the gateline assistance point. Skirting and tiling works are in the final stages of completion.

Hard landscaping continues at both Kennington Park and Kennington Green. Ventilation, firestopping, stair pressurisation and various snagging works continue. Following the successful testing and commissioning of tunnel ventilation fans at Kennington Park in December, they have now been commissioned at Kennington Green. Testing of circuits and electrical submains is ongoing across all sites. Distribution board energisation activities are also progressing. The project is focused on works to support the start of trial operations in June.

Silvertown Tunnel

The new twin-bore tunnel, within the extended Ultra Low Emission Zone (ULEZ), will effectively eliminate congestion and improve air quality around the Blackwall Tunnel approach, with no increase in carbon emissions. It will also provide a transformative new cross-river bus

network for east London, with plans for up to 37 buses per hour in each direction, all of which are expected to be zero emission from launch. The tunnel will connect Silvertown and the Greenwich Peninsula, and support significant planned redevelopment in the coming years, aiding London's recovery.

We have now served temporary possession notices and taken possession of land from several tenants to facilitate handover of 32 sites to date to our contractor, Riverlinx. Three continuous air-quality monitoring stations have been installed near the new tunnel's portals, two of which have been commissioned with one more to follow. A further 29 nitrogen dioxide diffusion tubes are monitoring air quality in the boroughs of Greenwich, Newham, Tower Hamlets, Southwark and Lewisham.

Following conclusion of the ground investigation and surveys, utility works are progressing on cabling and diversions to enable the power supply for the tunnel boring machine (TBM). Site works continue in both Greenwich and Silvertown, including where the launch chamber for the TBM will be constructed, with demolition and clearance of existing buildings, guide wall construction and extraction of existing piles. Construction of the launch chamber has begun, with more than 15 per cent of the total number of piles required for the chamber now in place.

Our procurement planning for the TBM is progressing well and sample testing of tunnel lining segments is also under way, with fire resistance tests with potential

suppliers having started and expected to run through to May.

Barking Riverside Extension

We are delivering a new rail link that will unlock and support 10,800 new homes planned for the Barking Riverside development area. 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 2021. Concrete works on the south viaduct were completed in December 2020 and works to install the drainage and fit handrails are progressing. 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 to install the mechanical and electrical equipment, including the permanent power supply to the station. Following the completion of a major signalling stage over New Year, there have been several successful weekend possessions to deliver further track, signalling, telecoms and overhead line works. Design for the final signalling stages is also progressing on plan after securing approval for the points operating equipment that will be used.

Following the disruption and re-planning required as a result of the pandemic, the delivery programme has now stabilised, and we are working with Network Rail to confirm the additional possessions needed to complete the works. Our most likely start of service remains autumn 2022.

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 have awarded all the main subcontracts for fitout work and they continue to progress. Having completed the installation of new power supplies to the new entrance building, the focus now turns to the installation of cable management systems and cabling for the electrical distribution system that will feed the many services and systems necessary to safely operate and maintain the new station and tunnel areas.

The telecommunications subcontractor has begun works. This is the last main subcontract to start work onsite and will be critical in preparations for the temporary closure of the Northern line Bank branch.

Planning for the temporary closure of the Northern line Bank branch and some associated Northern line stations continues. A new tunnel connecting the new and existing Northern line southbound running tunnels has been excavated to enable early delivery of rail for the new track installation. Preparations for work on the installation of the track bed have begun.

Bakerloo Line Extension

On 1 March 2021, the Secretary of State for Transport issued Statutory Safeguarding Directions for the proposed Bakerloo Line Extension from Lambeth North to

Lewisham. This will protect the land we require to build the extension, including the tunnels, new stations along Old Kent Road, New Cross Gate and Lewisham, as well as key operational infrastructure and construction sites. This is a major milestone for the project that recognises the very strong case for the scheme and the many benefits it would bring.

Alongside the planned Statutory Safeguarding Directions, there has been further development of the Strategic Outline Business Case. The business case will address the affordability challenge in terms of the scheme design, as well as highlight the importance of all elements of the Bakerloo Line Extension to London's recovery and growth. This work is under way and is due to be completed by May 2021.

Piccadilly Line Upgrade

Phase one of the Piccadilly Line Upgrade will introduce 94 new generation, high-capacity, walk-through, air-conditioned trains and supporting infrastructure. These will replace some of the oldest trains on

our network and will enable a peak frequency increase from 24 to 27 trains per hour. The design for the new Piccadilly line trains were unveiled on 4 March in a joint webcast with Siemens. The new trains optimise space to boast 10 per cent more capacity, as well as being significantly lighter than existing designs, meaning energy efficiency is increased and damage to tracks is reduced. This is achieved by using an innovative articulated design, meaning fewer bogies (the structures containing the wheels, motors and suspension to support and power the train) are required per full-length train. This provides the additional benefit of a smoother ride. The new trains have also been designed with sustainability in mind. They are 95 per cent recoverable and also offer regenerative braking capability, cutting-edge traction systems, LED lighting throughout and advanced energy management. This means energy consumption is reduced by 20 per cent compared with the existing fleet.

Siemens has also begun to mobilise its train assembly facilities in readiness for

The design for the new Piccadilly line trains were unveiled on 4 March



the start of manufacture at Siemens Mobility's new £200m rail manufacturing site in Goole, East Riding of Yorkshire. As part of Siemens Mobility's commitment to driving the local economy and supporting the Government's levelling up ambitions, the first phase of investment has seen contracts worth £50m going to UK companies, with the majority to local businesses. Siemens Mobility's Goole development will create up to 700 direct jobs, with a further 250 roles created during the construction phase and an additional 1,700 indirect supply chain opportunities. It is scheduled to open in 2023. The company also plans to create an associated rail supplier village and innovation centre with co-located suppliers, making Goole a rail 'centre of excellence' for the UK.

To enable the introduction of the new fleet of trains, South Harrow sidings need enlarging. We began site works in December 2020 and are currently in dialogue with Harrow Borough Council in preparation for beginning phase one works as planned by mid-March.

We continue to collaborate closely on three innovation projects with our partners in the Transport Infrastructure Efficiency Taskforce, whose members include the Department for Transport (DfT), HS2 Ltd, Network Rail and Highways England. These include a new cooling technology that will help manage the temperature on station platforms, and scalable offsite-constructed equipment rooms, which are cheaper, more sustainable and safer to install.

Design and site investigation works have started, as well as procurement of key components, so we remain on track for proof of concept to be delivered, including site trials, in late 2021.

New DLR rolling stock

This programme is to manufacture and supply 43 new DLR trains, 33 to replace the life expired B92 fleet and 10 to increase capacity. It will also include an expanded depot to stable and service the new fleet

and signalling modifications to the Thales Automatic Train Operation system, to support the new trains and functionality. There will also be telecoms system modifications to provide enhanced customer facing information and traction power capacity works.

The final design phase has been completed and manufacturing has now commenced with Construcciones y Auxiliar de Ferrocarriles (CAF). The final design for the Thales signalling has been accepted by the project team.

The next phase of contracts have been awarded for Beckton Depot and, following tender evaluations, we expect to award the contract for the northern sidings works soon. Works to bring in a new traction power supply by UK Power Networks have started on site.

Authority to enter into the grant agreement for the Housing Infrastructure Fund works to deliver 14 additional trains and stabling capacity was approved in December 2020 and the grant agreement has now been signed. There is a break clause in this agreement in July 2021 should Government not provide the funding certainty needed to proceed with this vital project.

Amersham station becomes step-free

On 4 February, Amersham became the 81st step-free Tube station on the London Underground network, helping those with accessibility needs to access the station and the wider transport network and significantly improving their journeys. New lifts installed at Amersham give step-free access from the street to the Metropolitan line.

Step-free access at the station also includes a bridge linking the platforms, and improved signage. Level access between the train platform for Metropolitan line services and a manual boarding ramp will be available to assist customers wishing to access National Rail trains at Amersham.

In an overnight operation, the lift shafts were craned into position with the lifts themselves built onsite. The new bridge and lifts will improve access within the station and wider transport network for people with mobility needs, heavy luggage or with children in buggies.

The completion of accessibility work at Amersham means that 30 per cent of the Tube network is now step-free, with more than 200 step-free stations across our network. Work continues on six more stations which are scheduled to be made step-free: Debden, Harrow-on-the-Hill, Ickenham, Osterley, Sudbury Hill and Wimbledon Park.

Elephant & Castle station

A new station entrance and Northern line ticket hall will be provided as part of a private sector redevelopment of the Elephant & Castle shopping centre, significantly increasing station capacity to meet future demands. The developer, Delancey, will construct a new station box as part of its scheme. We will provide the fitout of the ticket hall, step-free access and tunnels connecting the ticket hall to the existing Northern line platforms. Future interchange with the Bakerloo line will be safeguarded within the construction of the new station box.

The developer continues with its demolition of the existing Elephant & Castle shopping centre. Meanwhile, our negotiations with the developer are now at a detailed stage. We have received a favourable offer on our contribution to the station box. Affordability remains essential for us and requires a decision before the development agreement, currently planned for spring this year. Discussions are ongoing to identify and secure the necessary funds to enable us to commit to the new station.

Surveys and detailed design will follow, with prioritised enabling works delivered in 2021/22. Tunnelling will start once the station box has been handed over by the developer in 2024. In the meantime, we continue to look for ways to reduce costs,

as well as making logistical planning and other preparations.

South Kensington station

On 27 February, we began essential work to replace the escalators at South Kensington station. This means that Piccadilly line trains are non-stopping at the station until early spring 2022. Circle and District line services continue to operate through the station.

The vital replacement programme will see all five Piccadilly line escalators at South Kensington station replaced. The escalators, which were installed in 1973 and are at the end of their lifespan, have become unreliable and are the highest priority escalators for replacement on the Tube network.

The work will mean that the station, which before the pandemic saw almost 34 million customer journeys each year and provides an important gateway to the world-famous cultural attractions in the area, will have five new high-performing escalators for decades to come. All work will be carried out according to the latest social distancing guidelines for staff and customers.

The new escalators will be installed with UV light sanitising devices, building on our ongoing efforts to keep services safe for customers with an extensive anti-viral cleaning regime. A successful trial has shown that these devices improve sanitisation levels on escalator handrails by at least 50 per cent.

Waterloo station

The London Borough of Lambeth has entered into an agreement with developer HB Reavis on its proposed demolition of Elizabeth House and an associated contribution towards step-free access to the Northern line at Waterloo station.

Subject to the necessary legal agreements being entered into with us, HB Reavis will provide a new lift shaft, constructed from within its development site, which will make it possible to create a step-free

connection between the Northern line platforms and the concourse above. Before the pandemic, Waterloo station was one of the busiest stations on the Tube network.

The redevelopment of Elizabeth House is of strategic importance to Lambeth, and will provide flexible new office accommodation, a bustling new street with retail offerings, improved public space and pedestrian links between Waterloo station and the Southbank area. It is hoped works may start in 2022.

Walthamstow Central station

We have received planning permission for a new entrance at Walthamstow Central station that would increase capacity and provide step-free access to the Victoria line. The new station entrance is part of a wider development by Capital and Regional, including a new shopping mall and new homes.

Walthamstow Central station has seen customer growth of 25 per cent over five years, causing queues during the weekdays. The development would address these congestion issues.

The impact of the pandemic has meant funds we previously committed are no longer available, and we are working hard to secure alternative funding to contribute towards progressing this scheme.

Acton Depot

Construction work at our new train maintenance depot building in Acton reached a green milestone at the end of January, as 598 solar panels and a green lawn were installed on the roof.

The building will be used by our train modification unit. The green roof is a big step towards meeting our renewable energy target for the building and will return a staggering 152,300kwh to the grid every year. This is enough energy to power 37 detached houses for a year and underlines London Underground's commitment to the environment and sustainability. The return of green energy

will also offset the carbon footprint of the building during its use.

Hammersmith Bridge

As part of the DfT funding settlement for the second half of 2020/21, £4m has been allocated to the repairs at Hammersmith Bridge. Our officers are working closely with borough colleagues in Hammersmith & Fulham, Richmond, the Port of London Authority and the DfT to further develop the structural designs and plans that would stabilise the bridge and enable it to re-open to pedestrians and cyclists, before the full strengthening phase of the works allowed road traffic to use the crossing again.

The exploratory works, which involve taking off the pedestal casings and blast cleaning to investigate the structural cracks in detail, restarted in December 2020. All four sets of casing panels will have been removed by April 2021 with the blast cleaning also having been completed. Discussions are ongoing with the DfT Taskforce on funding for the next stages of repair, together with options for refining the delivery programme and contractual arrangements, and potential advance works to de-risk the construction schedule.

We understand the significant disruption caused by the bridge closure and have worked hard to mitigate the impact. We have increased the service frequency on bus route 533, between Hammersmith Bus Station and Lonsdale Road, and on route 378, between Mortlake Bus Station and Putney Bridge station. We continue to work with various stakeholders, including state and private schools on both sides of the river, to see how we can further help local customers and pupils. We also continuously monitor the road network and change traffic signal timings to alleviate any local congestion.

Hammersmith Ferry

We started the procurement process in November 2020 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, which were received in mid-February. The winning bidder is due to be announced by the end of March.

To ensure a high-quality submission, some of the firms taking part in the procurement process requested additional time, which means it is unlikely that the ferry will begin operating before the summer. When an operator is chosen to run the ferry this month, it will be possible to set out the programme in more detail.

The contract award and delivery of the ferry service is also dependent on us securing agreement from Government that financial support will be provided for the delivery and operation of the ferry.

London rental e-scooter trials

Following public consultation, on 4 July 2020, the DfT introduced new regulations to allow trials of rental e-scooters as part of the Government's response to the coronavirus pandemic.

Our early engagement with London Boroughs and with e-scooter Operators demonstrated that there was strong interest in hosting trials across London and as such this could have created a patchwork of trials which could have had potentially significant impacts on safety.

Safety remains our top priority, and we have worked closely with London Councils and participating London Boroughs to deliver a co-ordinated single rental e-scooter trial across London. The trial will promote safety at its core and help us achieve a consistent approach for the benefit of London. This trial will also help us to understand if and how e-scooters can be safely accommodated in London.

A significant programme of engagement has been underway with London's stakeholders to inform plans and a trial is expected to start in spring 2021, lasting for 12 months. Following a market sounding questionnaire in June 2020 an open and

transparent selection process for Operators launched in November 2020 and is now drawing to a conclusion. Further announcements in relation to the selected operators will be made in due course.

The TfL Go app

We launched our TfL Go app, a real-time travel assistant, on iPhones in August 2020. An Android version followed in December, which was a key deliverable in the H2 settlement. Several adjustments were made at the time of this launch to meet our pandemic response, including messaging around face coverings, promoting walking and cycling routes for shorter journeys, and quiet times at stations.

Since its launch, we have built and released new features and functionality, including nearby bus information, live step-free status, Thameslink on the Tube map, and live rail times (including London Overground and TfL Rail) in Journey Planner. We have continued to support our open data policy by releasing new accessibility data used in the app to third-party developers.

Our focus is now on account and payment integration and ensuring the Android version has a comparable set of features with iPhones. We will also be looking to trial 'promoted locations' to support London as it emerges from lockdown.

The app has been downloaded 78,000 times and will be promoted as part of our restart and recovery activity. It aims to set a new benchmark for us in terms of inclusive digital design, making the most of native app technologies like VoiceOver (iPhones) and TalkBack (Android).

London Plan formally published

The Mayor received a letter from the Secretary of State on 29 January 2021 formally agreeing to the publication of the Mayor's new London Plan, with no further modifications required. On 2 March 2021, the London Plan was published on the GLA website, and is a major step forward for the Capital. The plan sets out a

framework for the future of London, ensuring that London's growth will be Good Growth; growth that is sustainable and improves the quality of lives for all Londoners.

Under the new plan, new developments will continue to contribute to the delivery of the Mayor's Transport Strategy, especially regarding mode shift as homes and jobs are located in places that are well connected by public transport. The city will develop in ways that tackle the climate emergency and improve air quality, as well as health and wellbeing. The plan also provides the framework for the economic recovery of the Capital from the impacts of coronavirus, supporting SMEs, creative businesses and grassroots venues. It will also help London become more accessible and inclusive, creating places that are more welcoming and designed for people.

New Homes

Elizabeth line over-station development

We completed our deal with Galliard Homes on 10 February to develop above and around the new western entrance to Tottenham Court Road station. The new development will help provide new construction job opportunities and deliver 92 new homes alongside recently built retail space on Oxford Street. This forms part of a programme of 12 major development opportunities above and around Elizabeth line stations and Crossrail construction sites.

Bow Church

On 12 January, we selected the housing association Optivo as our partner to help us deliver more than 150 new homes at a site next to Bow Church DLR station. The scheme will include at least 50 per cent affordable housing as well as improving the public realm and providing new commercial space to support the local economy.

High Speed 2

HS2 Limited's construction activity has continued across all sites in London under COVID-19 secure conditions. This includes

the continuation of site clearance and mobilisation at Euston, including preparatory works for the new London Underground substation and ventilation building, and utilities diversions along Hampstead Road and across Euston Road. Enabling works for the interim taxi rank at Euston station began in February. Enabling works are also ramping up at Old Oak Common in readiness for piling and excavation for the main station box, which is expected to start by April/May 2021, pending resolution of ground monitoring requirement issues.

We are working with the DfT to assess the preferred option from the Senior Responsible Owner Study, especially with regards to our infrastructure, operations and passengers. This work includes other key stakeholders, including HS2 Ltd, Network Rail, London Borough of Camden and Lendlease, under the umbrella of the newly formed Euston Partnership. Collectively, we are working to refine early scheme designs, as well as input into affordability, to ensure investment delivers best value. A decision on the high-level proposals is currently anticipated in April 2021, following review through the Euston Partnership.

We have continued work on the Euston Healthy Streets project with funding from London Borough of Camden. This is taking a strategic view of the highways surrounding Euston to inform future aspirations in line with the Mayor's Healthy Streets principles. This includes developing a joint vision with stakeholders, as well as identifying short-term improvements for pedestrians. We are also working with Camden and the Euston Partnership to explore a restart of wider design work on the project.

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 crane trains

Track work on our network is set to be made safer and more efficient thanks to a pair of new cranes we are bringing into use. The Kirow cranes can be transported through our tunnels and are designed so the lifting arms can work while parallel to the ground. This makes them particularly suited to our space-constrained environments.

The cranes are complemented by eight new tilting wagons, the first of their kind to run on the network. They can transport whole sections of prefabricated track up to 18 metres long. The wagons are loaded and unloaded flat but tilted up to 60 degrees to fit through tunnels on our sub-surface lines.

Traditionally, all the components to renew a section of track, particularly points and crossings, arrived separately and were assembled onsite. Now the panels are pre-built at the manufacturer's location and brought onsite on the tilting wagons, where the crane lifts them off and slots them in. The new method will improve track quality and installation rates, and has the potential to reduce closure durations, which is good news for customers.

Our cranes can lift up to 25 tonnes individually or up to 50 tonnes when working in tandem. They can also lift panels in front of their wheels, which is particularly helpful when working in a subsurface environment.

Bus services update

On 13 March, we are introducing a new bus route, 456, following strong support during consultation. Route 456 provides much requested new links between areas in the north and west of the borough of Enfield and North Middlesex Hospital. It will operate between Crews Hill and North Middlesex Hospital via Enfield town centre, World's End, Grange Park and Winchmore Hill. The service will run every 30 minutes between 07:00 and 20:00 on weekdays and Saturdays, and an hourly service on Sundays between 07:00 and 20:00. It also provides a bus service for the

first time to residential areas around Winchmore Hill.

The new route replaces the limited and infrequent route W10 in the north of the borough, on which we have already introduced a more direct route in the Carterhatch Lane area in north Enfield, through a new traffic management scheme. It will cut journey times on public transport by around 15 minutes (from 40 to 45 minutes currently) between destinations such as Winchmore Hill and North Middlesex Hospital.

In other changes, following customer requests, we have altered the times of the first bus on route 164 to give better connections to trains at Wimbledon station. We have also introduced a diversion on route 92 (in the borough of Ealing) to serve the large new development at Greenford Quay.

We have been providing customers with regular travel advice following strikes in late February and March on some RATP bus services, accounting for around 80 of the capital's 700 bus services. We contacted all our registered Oyster card users on these routes in west London advising them to check their journeys before travelling, with real-time updates provided on the TfL website and TfL Go app and travel information posted at most affected bus stops and bus stations to help customer re-plan their journeys. RATP continues to work through the industrial relations issues with Unite the Union to seek agreement and avert further action.

New Tube map cover art

Phyllida Barlow's helter skelter is the cover for the 33rd edition of the pocket Tube map series, commissioned by Art on the Underground. Made during lockdown, helter skelter comprises Barlow's signature bold colours and shapes in a tower of platforms and tubes, balanced precariously on top of one another. The ramp, barrier and tower are forms that have appeared repeatedly in Barlow's work throughout her 50-year career.

Art on the Underground began commissioning artists to create works for the Tube map in 2004, with two artists commissioned each year. The map has featured artists including Yayoi Kusama, David Shrigley and Barbara Kruger. With millions of copies printed each year, the pocket Tube map is among the most significant series of art commissions in the world.

Poems on the Underground

In February, we launched a new series of Poems on the Underground to celebrate the bicentenary of the death of poet John Keats, considered one of the greatest English poets. The six poems include two works by Keats, a poem by Percy Bysshe Shelley to commemorate Keats and three poems by contemporary authors that reflect on nature, one of Keats' favourite themes.

5 Healthy Streets

Streetspace for London

The Streetspace for London programme continues to deliver at pace. So far, more than 82.2km of strategic cycle routes have been completed, with a further 12.8km under construction. Through the programme of temporary schemes, we are working with the London boroughs to deliver at least 30km of new or upgraded cycling infrastructure between November 2020 and March 2021. As we recover from the pandemic, we will continue to monitor the impacts of Streetspace for London schemes on cycling and other modes, as well as engaging local communities and stakeholders, to inform which schemes could be made permanent.

Construction of a one-kilometre extension of Cycleway 4 between Aldeburgh Street and Anchor and Hope Lane in Southwark is under way, and works have also started on two sections of the CS8 upgrade between Macduff Road and Wandsworth Road in Wandsworth.

Borough delivery continues to make good progress, with construction of Streetspace for London routes taking place across seven London boroughs. Enfield has recently extended its Ponders End to Edmonton route to connect with the North Middlesex Hospital. This route will eventually extend into Haringey and connect with Cycleway 1.

Bishopsgate judicial review

A judicial review claim was brought by two taxi organisations against a scheme in Bishopsgate and against the interim Streetspace for London guidance that we issued to boroughs in May 2020. On 20 January 2021, the court quashed the

Streetspace Plan, our interim borough guidance and the A10 Bishopsgate Order, but has stayed the effect of these orders until 21 days after the 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 judgement and submitted an application for leave to appeal on 10 February 2021.

No findings were made about the lawfulness of other borough schemes, which can also remain in place as boroughs consider appropriate. The judgment does not prevent any decisions on schemes being taken going forward and these should be taken having regard to the judgment as appropriate. There have been some separate challenges to some borough projects, which the courts are yet to decide upon.

Santander Cycles

Our Santander Cycles continue to play a crucial role in supporting key workers during the pandemic, as more people have turned to cycling for exercise and 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 26 per 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. New memberships have also risen by 157 per cent over the last year compared to 2019, providing a lifeline to tens of thousands of Londoners by enabling them to safely make essential journeys.

This year we have seen two consecutive record-breaking weekends in the month of February since the schemes launch on 30 July 2010. The weekend of Saturday 20 and Sunday 21 February saw over 73,400 hires to only then be surpassed the following weekend with over 83,400 hires across Saturday 27 and Sunday 28 February.

Work to modernise Santander Cycles continues as planned. This initiative aims

to broaden and increase Santander Cycles usage, drive revenue, ensure operating costs deliver value for money and adapt to the requirements of the latest applicable regulations. It will improve the customer offering through measures to ensure Santander Cycles benefit from the latest market functionality for bicycle sharing systems, including an upgraded back-office solution with the ability to offer flexible fare models.

Cycleways Cycleway 9

Works on Kew Bridge and Chiswick High Road to construct the new Cycleway 9 are progressing well. The BT utility diversion works on Kew Bridge are now complete and the footway cutback works to add an extra lane of road capacity southbound is progressing well. Works for the eastern arm of Kew Junction towards Chiswick Roundabout are almost 50 per cent complete. Carriageway resurfacing works for these sections is planned for late March 2021, with completion of the works planned for early April 2021.

Use of Santander Cycles is at a 10-year high



Works on the western arm of Kew Junction towards Brentford are subject to funding approval but are expected to start in the new financial year.

Cycleway 4

The works to construct the new Cycleway 4 in Greenwich along Creek Road, from Deptford Church Street to Norway Street, are progressing well and are planned to be completed by summer 2021. The Evelyn Street section in Lewisham, which will now be delivered as a permanent cycle track, is planned to start construction in early spring 2021.

Cycleway 7

We have set out plans to support safer essential journeys by bike in Lambeth and Southwark, and construction work is scheduled to start on 15 March. The trial changes, along the A23 between Oval and Streatham and on the CS7 cycle route between Oval and Elephant and Castle, will open up these two key cycling corridors in southwest London, enabling more cycle journeys and giving people confidence that they can travel safely along these busy roads.

The changes are a vital part of our response to the pandemic and we asked people for their initial feedback on the plans before construction started. These changes are being delivered as trials and we will ask people for further feedback once they are in place.

We will also be moving forward with further upgrades to the key CS7 cycle route, which is one of the most heavily used routes in London. The latest changes, between Oval and Elephant and Castle, will include new cycle wands to segregate the existing cycle lanes on the westbound and southbound approaches to the Camberwell New Road/ Kennington Park Road junction, and wider bus lanes to make it easier for people to cycle in them.

Mini-Hollands

Both Waltham Forest and Enfield have now completed their Mini-Hollands

funded Cycling programmes. We continue to make good progress in Kingston, with completion scheduled for summer 2021. Schemes currently under construction include protected cycleways between Kingston Vale and Kingston, and between Kingston and Surbiton.

Active Travel Fund

We successfully submitted a bid for the second tranche of the DfT's Active Travel Fund. The submission was compiled from borough bids in August 2020 and we have since gone back to boroughs to review the schemes. This was completed in January 2021 and the £20m of funds are now allocated. This includes £12.4m of temporary cycle schemes, with the rest allocated to Low Traffic Neighbourhoods and School Streets, including some changes to existing temporary schemes.

The timeframes for delivery of these schemes have been extended into 2021/22. We will engage and consult on these schemes as part of our new consultation guidance issued in December 2020.

Air quality and the environment

Ella Adoo Kissi-Debrah

On 15 February 2013, Ella Adoo-Kissi-Debrah (aged nine) suffered a severe asthma attack and tragically died shortly after. Ella lived 25 metres from the South Circular Road in Lewisham. An inquest took place into her death on 26 September 2014. The Coroner concluded the cause of death was acute respiratory failure and severe bronchial spasm. In June 2018, Ella's family applied to the Attorney General for his consent to make an application to the High Court to quash the original inquest. This followed a report from Professor Holgate, which concluded it was likely that unlawful levels of air pollution contributed to Ella's fatal asthma attack. The Attorney General consented to this application and in May 2019, the High Court quashed the original inquest and ordered a fresh inquest take place.

TfL and the Mayor were designated as Interested Persons for the fresh inquest.

The Coroner directed that the inquest would consider whether air pollution caused or contributed to Ella's death, how air pollution levels were monitored in 2013 and what steps were taken to reduce air pollution. The fresh inquest took place between 30 November and 11 December 2020. The Coroner concluded on 16 December 2020 that Ella died of asthma contributed to by exposure to excessive air pollution. There had also been a recognised failure to reduce levels of nitrogen dioxide to within EU limits during 2010-2013, which possibly contributed to her death. The Coroner is expected to issue a prevention of future deaths report in the coming weeks.

Low Emission Zone and Direct Vision Standard

On 1 March 2021, as part of our efforts to clean up London's air and make our streets safer, tougher Low Emission Zone (LEZ) emissions standards for heavy vehicles came into force, as well as the enforcement of the Direct Vision Standard (DVS), which is now operating 24 hours a day, seven days a week and is enforced on all roads in London, with standards set to tighten further in 2024.

The DVS requires operators of heavy goods vehicles (HGVs) more than 12 tonnes to obtain a free HGV safety permit to enter or operate in London. The safety permit system assigns vehicles a star rating based on how much the driver can see directly through their cab windows. HGVs that do not meet the minimum one-star rating will have to fit additional vehicle safety features.

The LEZ standards HGVs, vans and other specialist vehicles more than 3.5 tonnes and minibuses, buses and coaches more than five tonnes will increase from Euro IV to Euro VI. This brings the LEZ standards for these vehicles into alignment with the ULEZ standards.

Rapid charging points

To support the growing number of zero-emission capable taxis and wider take up

of electric vehicles, we have invested £18m to build a network of electric vehicle rapid charging points. Despite delays caused by the pandemic, we still achieved our original target of installing 300 rapid charging points by 31 December 2020, with this figure met by 17 December. We have now installed 305 rapid charging points, with work continuing on a small number of additional sites that are nearing completion, as well as on two multiple rapid charging point hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

While the pace of recent electric-vehicle (EV) infrastructure delivery has been impressive, current public funding streams are coming to an end and we need to set out what needs to happen to move the agenda forward. The Government's intention to end new car sales for petrol and diesel cars and vans by 2030 will further accelerate the switch to EVs and therefore mean increased demand for infrastructure.

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

Scrappage schemes

We have been operating the Mayor's £48m scrappage schemes, with an additional £4.2m contributed from the GLA budget to help drivers scrap their older, more polluting vehicles to meet required emissions standards. The grants have been targeted at small businesses, charities, and people on low income and with disabilities. After 18 months of operation, the van and charity minibus scrappage scheme was suspended to vans, due to high demand and limited funds. The scheme remains open to charities. To date, the scheme has supported the scrapping of more than 4,000 vehicles, with more than £25m of grant payments being issued.

We also continue to make grant payments to applicants of the Heavy Vehicle Scrappage Scheme, with 42 heavy vehicles scrapped to date, with three retrofitted to become compliant. While the Heavy Vehicle Scheme was only available for a short period due to high demand, we recently secured an additional £344,000 of funding via underspend from the GLA's Good Growth Air Quality Fund, to enable a total of 156 heavy vehicles to be scrapped.

The ULEZ Car and Motorcycle Scrappage Scheme (UCMSS) remains open to applicants, and we intend to divert any funds returned from expired van scrappage offers to the scheme. This will enable us to continue supporting those on low income and with disabilities, as a mitigation to the impact of the ULEZ expansion. The UCMSS has supported the scrapping of more than 3,400 vehicles, with a significant rise in applications in recent months.

ULEZ expansion

In 2019, we introduced the world's first 24-hour ULEZ in central London. This has had a transformational impact on air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide levels within its boundary. From 25 October 2021, the existing central London ULEZ will be expanded up to the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions of Londoners. Cars, motorcycles, minibuses (up to five tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.

A key element of this expansion is to migrate the existing operational systems to a cloud-based platform to be able to deal with the increased volumes of data that the larger zone will bring. We have completed the first key testing activities and have successfully migrated the first tranche of systems to the cloud platform.

We have also continued with the installation of new cameras across the expanded zone, with more than 400 installed to date. Cameras are located in line with privacy agreements and new camera numbers balance such considerations with the effectiveness required. We have also continued installation of foundation sockets for the new boundary signs that will be installed closer to the launch date in October 2021.

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, leaflets for residents living along the boundary, press activity and stakeholder engagement, and will run until the scheme launches.

Zero-emission buses

We currently have 437 zero-emission buses in our fleet and will be increasing this 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 to increase this total to 2,000 vehicles by 2025 to further improve air quality in London and help tackle climate change. Ultimately, we plan to have an entirely zero-tailpipe emission fleet by 2037 at the latest with the ambition to accelerate this to 2030 to help the Government with carbon reduction targets.

Safer streets

Resurfacing at Dalston Junction resurfacing commenced on 8 March, with the scheme's completion making it the 41st Safer Junction, after which the Safer Junctions programme will come to a close.

Recent monitoring of collision data for the Safer Junctions programme indicates that the programme has reduced the total

number of collisions by 25 per cent at sites where Safer Junctions measures have been completed and where 36 months of collision data, before March 2020, is available. It is estimated that a total of 150 fewer collisions occurred at the improved junctions.

Construction work started on a new pedestrian crossing scheme at Camden Road/Camden Street on 15 February 2021. We are working with Camden Council to ensure synergy with recent borough-led Streetspace for London improvements, and to address concerns raised by some local residents during consultation.

Footway works on Holloway Road have started in advance of a new scheme being delivered in 2021/22. These are expected to be completed in April.

Safer streets improvements planned for delivery in 2021/22 include:

- Holloway Road/Drayton Park – 10 new and improved crossings
- York Road Roundabout – safety improvements for motorcyclists
- Upper Richmond Road by East Putney station – first phase of improvements, including 20mph limits up to the junction with the A3
- A217 junction with Lumley Road – mitigation measures for right turn collisions
- A3 Robin Hood Way service road – improved lighting and speed reducing features to reinforce the 20mph speed limit
- A10 junction with Edmonton County School – mitigate the impact of right turning traffic

New pedestrian crossing at Battersea Bridge

On 19 February 2021, we confirmed plans to make crossing Battersea Bridge safer, in line with our Vision Zero goal of eliminating death and serious injury on the road network.

The proposed changes include a new signalised pedestrian crossing on the north side of the bridge, which will make it much safer to cross the road here. We will begin engagement with the local community in the coming weeks and work to deliver these safety critical changes as quickly as possible. This work has been brought forward after a man was tragically killed on the bridge earlier this year following a collision with a vehicle.

Lowering speed limits

Phase two of the Lowering Speed Limits programme has restarted, with survey and design work currently under way. The programme will reduce the mandatory 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 will integrate 20mph speed limits into social distancing schemes delivered under the Streetspace for London programme.

We recently introduced 20mph speed limits on the A21 Rushey Green to Lewisham High Street and in Peckham town centre, alongside pedestrian improvements. A 20mph speed limit has been introduced on around 5.5km of our road network since summer 2020. Other areas included in the programme are:

- A3 and A23 corridors as part of the CS7 improvement works
- A3212 and A3205 corridors as part of the CS8 improvement works
- A1203 Burdett Road in Tower Hamlets
- A102 Homerton High Street, due to go live at the beginning of March 2021
- Chelsea Embankment due to go live later this year
- Our remaining roads within the City of Westminster

Old Street

Construction is progressing well at Old Street Roundabout, where a new layout will improve safety for 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 Tube station and the subsurface shopping arcade.

The main works are continuing with construction of the new station entrance at Cowper Street, which is set to be completed and opened in August 2021. Excavation works have been completed and the breakthrough to the below surface shopping arcade area has been achieved. Progress continues with construction of the precast walls and stairs before the glass cladding and canopy roof are installed from May 2021.

Following the successful traffic management switch on the roundabout in January 2021, the northwest arm is now permanently closed, and the junction is now in its final configuration. This traffic switch has enabled construction for the new main station entrance, new goods and passenger lifts, and the new public space to start. Demolition works to create the opening in the peninsula for the new main station entrance were completed as planned in February 2021. Construction is now under way on the new main station entrance substructure with the superstructure works scheduled to start in July 2021. Refurbishment works to the stairs on Subway 4 on the northwest side of the junction are also under way.

Installation of the critical fire safety systems works in the below surface shopping arcade area will begin in April 2021, following completion of the fabrication and installation designs by the specialist supplier. Due to the reduced number of customers currently using Old Street Tube station because of the pandemic, the station is operating normally, and we have not needed to implement an exit-only operation as previously planned, but this is being monitored. Completion of the project is scheduled for autumn 2022.

A40 Westway

The concept design work for the critical renewal of the roller shutter joint has progressed well and will be completed by the end of March. The start of construction is planned for late summer 2021. We have started engagement with boroughs and other stakeholders, to carefully plan the traffic management and project delivery.

Carriageways

Ten schemes were completed during February and early March, with 91,000 square metres of carriageway resurfaced. This includes significant sections of A214 Trinity Road and A312 The Parkway. Work continues to mobilise the new highways contractors to ensure a smooth transition into the new financial year.

Surface technology

We are leading the way in delivering innovative new road traffic management systems to make journeys by walking, cycling and bus, as well as essential emergency services and freight trips, as efficient as possible. Delivery of elements of the Surface Intelligent Transport Systems (SITS) programme remains on track. We are working to confirm the procurement strategy for the predictive element of SITS, which aims to predict impacts of unplanned incidents on the road network and respond automatically, in real time. This innovative approach could deliver up to 30 per cent of the overall benefits of SITS, helping to address congestion in London, which is estimated to cost more than £1bn annually.

We are also consolidating our approach to create a more versatile compliance, policing and on-street services operation. This will help people feel safer, support reliable journeys and generate efficiency savings. Procurement of deployable enforcement cameras (DECs) is continuing. Each year, more than 4,000 people are killed or seriously injured in collisions on London's roads, with 76 per cent of collisions happening at junctions – many of which involve moving vehicles

contravening road traffic rules. DECAs will be flexibly deployed at locations not covered by existing CCTV cameras, which will greatly improve enforcement coverage and improve safety.

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the technology systems that underpin the bus network, such as the iBus system, which provides real-time information on bus locations. It also includes replacing the booking and scheduling system for Dial-a-Ride, which will enable us to book and deliver more trips with the same number of vehicles. Procurement for this system is progressing well, following the start of the tender process in October 2020.

New Lane Rental Scheme approval

We are planning to launch a modified Lane Rental Scheme in May 2021 following governmental approval on 4 February 2021. As is the case 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 journeys.

To date, and since the launch of our inaugural Lane Rental Scheme on 11 June 2012, we have seen more than £20m awarded towards innovative projects to develop new technology and modernise operational practice to reduce disruption from roadworks. The cost benefits to society for reducing delay from this investment is estimated to be worth more than £100m.

The new scheme will build on this solid foundation, and include enhancements around Vision Zero, network coverage and further incentives to minimise roadwork disruption. In line with Vision Zero for example, the modified scheme reinvests attention on achieving excellence in safety and will increase network coverage from 56 per cent to 69 per cent. It will see more charging

locations put in place for works, particularly along cycle routes and includes proposals for footway charges. Alongside this, and to support economic recovery and development, we are proposing to give discounts where major infrastructure improvement works are being done. This includes increased opportunities for works promoters to complete work in the evening without incurring a charge.

We gave all affected stakeholders the required three months' notice of these changes and are working closely with them as they prepare for them to come into effect.

Rotherhithe Tunnel refurbishment

The project to refurbish the 112-year-old tunnel will bring it in line with current safety standards and ensure its continued use for decades to come. The concept design has progressed as planned and, together with the value engineering exercise, will be completed as scheduled by the end of March 2021. Works to replace some of the systems that are nearing the end of their useful life and are critical to the tunnel are on track to be completed before the full refurbishment by the end of April 2021.

Contracts awarded to deliver walking and cycling schemes

On 19 February, we confirmed five new contracts have been awarded as part of our Surface Transport Infrastructure Construction framework, which will help ensure walking and cycling projects continue to be delivered to a high standard and that the capital's road network has safe and well-maintained infrastructure for years to come.

The new contracts will be used to deliver schemes to boost walking and cycling across our road network, including future projects to expand London's growing network of high-quality Cycleways. These projects will be vital to enabling more people in the Capital to make journeys by bike and on foot, which will help cut

congestion, air pollution and road danger across London.

The new contracts also cover renewals work on much of the infrastructure that our road network depends on, including our bridges, road tunnels and river assets. Renewals work typically takes place every few years and is more significant than day-to-day maintenance, for which separate contracts are awarded. The contracts also cover the construction of enhancements to these assets where needed. Contractors will be asked to deliver early input, design and construction work through the framework.

The five companies awarded contracts as part of the framework are Costain Limited, Eurovia Infrastructure Limited, Tarmac Kier and VolkerFitzpatrick Limited. The framework runs from April 2021 until March 2027, for use by us, the London Boroughs and other authorities whose developments impact on our road network.

Bus priority schemes

Construction has begun on the Wealdstone town centre bus priority scheme, which will improve bus journey times through a change to one-way operation, a new 24-hour bus lane, and improvements to traffic signals – as well as improvements to pedestrian and cycling facilities. The project is expected to complete in March 2022.

Three new pairs of bus stops on the A316 in Richmond are being constructed to facilitate changes to the 110 bus route. The new bus stops will support a route change that creates operating efficiencies and brings buses into a new area of London.

Detailed design of three new bus lanes in Central London, which will see one kilometre of new bus lane across Vauxhall Bridge Road, New Kent Road and Tower Bridge Road is nearly complete, with construction due to begin in March 2021.

All 84km of bus lanes in the Bus Lane Hours programme have been converted to operate at all times, which means all bus lanes across London now operate 24/7. Monitoring of the 84km has begun to decide whether they will operate this way permanently.

Detailed design of a scheme to remove a notable pinch-point at West End Gate, Edgware Road is due to complete in March and enabling utility diversions are already under way. This location serves one of the worst performing bus routes in London, impacting on 37 buses per hour. This project will increase bus speeds and provide 30 seconds of journey time savings per bus, resulting in some £80,000 of operational cost savings per year, as well as passenger benefits. The main construction works are being co-ordinated with a third-party developer and are expected to start in April 2021.

Following the review of eight new bus corridor projects – which are now in feasibility design – a further five bus corridors have been identified for project mobilisation. Small-scale improvements will be designed and delivered in 2021/22, with a rolling programme of medium and ambitious bus priority interventions throughout the next Mayoral term.

Construction deliveries by cargo bike

We are working with the City of London and London boroughs to reduce the adverse impacts of freight and service vehicles on our road network by finding more efficient ways to manage construction site traffic.

Many companies in London are now having their goods delivered by cargo bike, which has opened up an opportunity for the construction industry to get involved. Cargo bikes have the capability to pull a trailer and can use cycle lanes, which reduces the carbon footprint of construction deliveries.

We have formed London's first cargo bikes in construction working group,

which meets every five to six weeks and discusses what cargo bikes are, where they can be used, how to set up trials and the best practice approaches required to ensure safety. Members of the working group include numerous London borough councils, highway contractors, developers and constructors, logistics companies, planning consultants, couriers, suppliers and campaigners.

6 Crossrail

Health and safety remain our top priority and we constantly scrutinise our overall performance. Accident performance has remained stable, though there has been a recent increase in the number of high-potential near miss incidents.

Crossrail is in the complex final stages of delivering the Elizabeth line. Work across the project continues at pace and it is still anticipated that the line will open for passenger services in the first half of 2022. It is currently anticipated that the project will enter trial running in spring 2021, but it will take time before it can then enter trial operations – the final stage before the Elizabeth line opens. Trial running will mark the project's key transition from construction to an operational railway.

Reliability continues to be built and mileage accumulated through System Integration Dynamic Testing of the central operating section. The upgraded software has been uploaded and will be used in trial running.

Custom House, the first station in the central section to be handed over to us, is in the final stages of testing and will soon be fully integrated into the network. In early March, Farringdon station was also handed over to us, following the successful completion of testing and integration work. Tottenham Court Road and Paddington stations are next in line to be handed over in the coming months.

TfL Rail services continue to deliver excellent performance, with 95.6 per cent of trains meeting the reliability target in the four-week period from 10 January to 6 February 2021. This continues the trend for services performing above target for the year.

Training for Incident Response, Service and Traffic Managers continues, and new training requirements are being finalised ahead of trial running, with the training plan for the Route Control Centre having also been agreed. Maintenance training is nearly complete with the remaining elements relating to competence assessment, following a period of mentoring and learning. The assessment plan is scheduled to align with trial running to ensure the retention of skills as the system goes live.

7 Finance

Our 2020/21 financial performance

Our latest financial report covers the period from 1 April to 6 February, which is to the end of period II, 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 and income required as part of the H2 funding agreement.

Our year to date position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, before the Extraordinary revenue grant, was a deficit of £3,084m. This is £293m better than the GLA Budget submission. This improvement is mainly due to better than forecast passenger income as we had included a revenue contingency to reflect the high degree of uncertainty in social restrictions and consequent journey levels. However, passenger income remains significantly below last year with revenue reduced by 67 per cent, or almost £2.8bn at the end of Period II.

Both Tube and bus journeys saw some decline following the introduction of Tier 4 restrictions in December 2020 coupled with the Christmas holiday period. Journeys have been flat since the third national lockdown in January 2021, and below the levels of the second national lockdown in November 2020. Tube journeys were around 85 per cent lower than last year and bus journeys around 70 per cent lower at the end of Period II. Weekly passenger income is around £65m lower than last year.

Under the H2 funding agreement with government, we do not carry financial risk from lower passenger journeys as we

receive a revenue top up to a predetermined level. Up to the end of PII, we have received cash of £765m in grant funding in H2, 2020/21, and £278m of revenue top up. The revenue top up amount is around £170m less than what was anticipated when we signed the H2 funding deal, with underlying journeys better than expected.

Operating costs are £89m lower than expected, with over half of this driven by lower core costs. We continue to enforce the spend control measures implemented last year, and which we have been reviewing and tightening as needed since. Up to Period II, our spend on capital renewals and new capital investment is £57m, or six per cent lower than the GLA Budget submission. The spend to date is significantly lower than last year, by around 24 per cent. An element of the underspend we are now seeing relates to greater caution on capital spend approvals due to funding uncertainty beyond 31 March.

Our cash balances have remained broadly stable since the H2 funding agreement with government. Our balances were £1,634m at the end of Period II, which is £85m lower than target – this is driven by working capital which will unwind by year end. Our cash balances also include £260m of 'excess' funding provided in H1, 2020/21 which it is intended to be repaid to government when the current funding agreement expires at the end of 2020/21.

As part of the H2 funding agreement with government we committed to making £160m of savings, compared to the earlier Revised Budget. We are currently expecting to make £235m by year end. This is from higher Road User Charging income, further reductions in operating

costs, and savings and deferrals of capital spend. As above, funding uncertainty for next year is reducing our ability to commit on investing for the long term.

Our 2021/22 Budget

We undertake an annual budget setting process to ensure we meet our legal requirement to set a balanced budget and present this to our Board for approval before the start of the new financial year. While we are presenting a draft 2021/22 budget with a forward look to 2022/23, our process this year takes into consideration that we are in discussions with Government on our funding requirement for 2021/22 and beyond, as our current funding and financing agreement expires on 31 March.

Our draft 2021/22 budget will be an update to our submission to the consolidated GLA budget on 30 November 2020, which was approved as our updated budget by our Board on 9 December. The TfL (GLA) budget expected the funding requirement for 2021/22 to be £3.1bn, broadly in line with our earlier Revised Budget expectation and £1.8bn for 2022/23. This reflected the latest modelling which predicted passenger revenues will be at around 80 per cent of pre-coronavirus pandemic projections by the end of 2021/22 and throughout 2022/23.

Our updates will include known top-level material changes such as Business Rates Retention and Council Tax and incorporate assumptions, from our Financial Sustainability Plan, as submitted to Government and published on 11 January in line with our commitments within the H2 Funding Agreement. This includes assumptions around achieving recurring savings of £730m between 2019/20 and 2024/25; the phasing in of service reduction on our bus network

from July 2021 to achieve a four per cent reduction by 2024/25, and an assumption of either the retention of Vehicle Excise Duty or a Greater London Boundary Charge as a new source of income from 2022/23.

Our discussions with Government are based on our Financial Sustainability Plan, which describes in detail how we can achieve financial sustainability: covering costs of day-to-day operations, maintenance and financing by 2023/24 while still requiring government support for major investments. It considers a range of possible scenarios which look at demand, additional revenue sources and capital investment.

It recommends the existing 2020 H2 funding arrangements continue through 2021/22 but also recognises that revenue support will be needed for 2022/23. In addition, it makes the case for annual Government funding of £1.6bn for capital investment which will enable us to decarbonise by 2030. This will allow the acceleration of plans to fully electrify London's bus fleet by 2030 and deliver operating cost efficiencies through fuel savings and efficient upgrades to garage power supplies, as well as deliver improvements such as modern trains and signalling. Once a new funding agreement for 2021/22 is signed and the implications worked through, a revised budget for 2021/22 will be brought back to the Finance Committee and the TfL Board.

New fares

As a result of the pandemic and our financial settlements with the DfT, our fares increased in line with the retail price index plus one per cent on 1 March 2021. This was our first major change on fares since 2016.

