

Commissioner's report

October 2021

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Introduction

We have supported a city making its steps to recovery this summer, as many customers begin to return to the network

As we move into autumn and get used to a world without many of the coronavirus restrictions, we have started to see an increase in passengers returning to the transport network to go to school, work and to enjoy their free time in the Capital. With ridership on both the Tube and buses on the rise, it's easy to think that we are approaching some sort of normality. However, it is important to remember that the threat of coronavirus is still with us, as we continue to encourage and enable travel at quieter times, providing a better customer experience and maximising space on the network, and maintain the requirement for customers to wear face coverings while travelling on our network.

To everyone who is taking the steps to return to London after such a challenging 18 months, I want to say welcome back and rest assured that public transport is safe, reliable, and cleaner than ever.

An increase in ridership is just one of many signs that normal life is returning to both London and the transport network. This is also true of the number of events that we are now supporting across the Capital, with the return of Premier League football and Test match cricket, Anthony Joshua boxing at the Tottenham Hotspur Stadium in September, and the special events at Wembley Stadium to welcome home our amazing Olympian and Paralympian athletes in August and September. I want to offer a huge thank you to all colleagues who helped with the preparation and successful delivery of these events.

With ridership on our network growing, I am incredibly glad to be able to welcome

customers back to a network that is also increasing in size. In September, we opened two new Tube stations, Battersea Power Station and Nine Elms, both step free, as part of the Northern Line Extension, dramatically improving the connectivity of these vibrant and growing south London neighbourhoods.

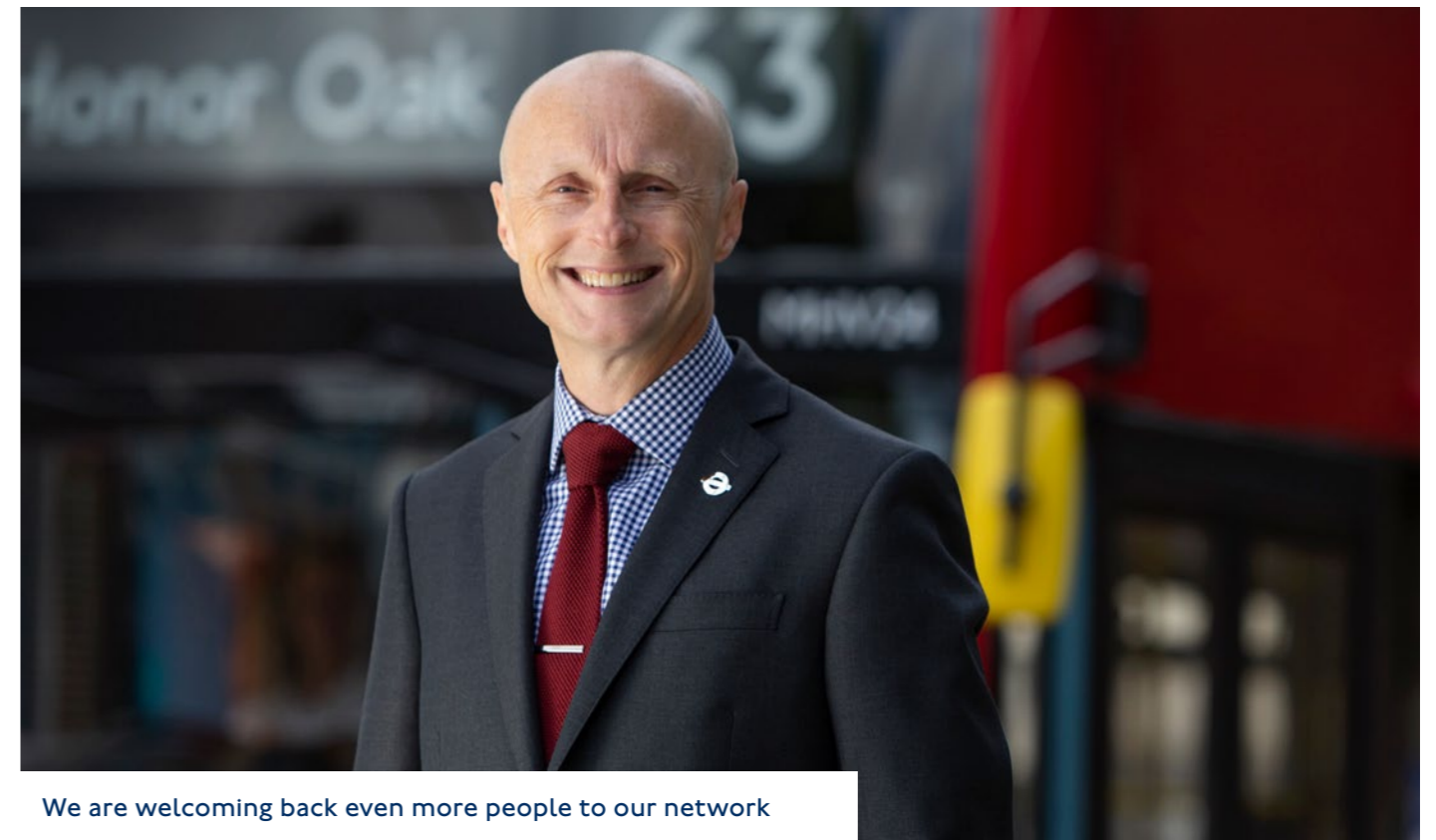
Progress on the Elizabeth line also continues apace, as Whitechapel station was handed over to London Underground from Crossrail, with London Underground staff now operating the new station facilities. As the seventh central section station on the Elizabeth line to transfer to TfL, this is a huge achievement in and of itself. As part of the handover on 23 August, a new ticket hall and lifts within the impressive Victorian entrance have also opened for customers. The temporary entrance in use since 2016 is now closed, so passengers can already feel the difference at Whitechapel ahead of the Elizabeth line opening next year.

It is, of course, crucially important for us to think not just about how our network responds to the present, but also how we build a transport network, and a London, for the future. That's why we made our submission to the Government's 2021 Comprehensive Spending Review in August. This is an important part of our pitch to government for a long-term funding settlement, which is vital for London to continue to grow and thrive. We want to build back from the pandemic while decarbonising the network. Investing in our pipeline of shovel-ready projects will support thousands of manufacturing and other jobs across the country.

Focusing on our people, in spring I asked thousands of colleagues from every part of the business to weigh in with their views on where they want to see our organisation go. From the outset, I was insistent that this work and our future be designed and informed by colleagues at every level, rather than the traditional methodology of a HQ-generated document. The result of this groundbreaking piece of work is our new Vision and Values – a bold, long-term vision for the next era for TfL, launched in September. Our people are at the heart of this organisation and its future, and our new Vision and Values demonstrate our commitment to making us safer, more

inclusive, greener and more efficient – as a strong, resilient, inclusive and better organisation, fit to help create the London of the future.

As always, I want to thank all my TfL colleagues and our partners for their continued hard work, enthusiasm and dedication to keeping our transport network moving. As we return to some form of normality, I am keenly aware of the challenges to so many and sacrifices that are still being made by those impacted by the pandemic. It makes me proud to be part of such a strong and resilient organisation.



We are welcoming back even more people to our network

Safety and security

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

Deaths in service

Our thoughts remain with the families and loved ones of the 98 members of our workforce who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role these colleagues played in our fight against the pandemic. As Commissioner, the safety of all our staff and customers continues to be my top priority and I am committed to doing everything in my power to keep everyone safe on our network.

I have worked closely with the Mayor and designed plans for a dedicated memorial to commemorate London transport workers who have lost their lives to COVID-19. The memorial will honour all TfL transport workers, including those not directly employed by TfL. The new memorial will be created on a pedestrian plaza on Braham Street in Aldgate. The space will contain a plaque paying tribute to London's transport workers, as well as benches to allow quiet reflection and remembrance. A cherry blossom tree will also be planted, echoing the new public garden of blossom trees created in the Queen Elizabeth Olympic Park to commemorate all Londoners who lost their lives to COVID-19.

I have written to the families of those who worked on TfL services and sadly died of COVID-19 to offer my personal condolences and to share the plans for the memorial and ask for their feedback on our proposals.

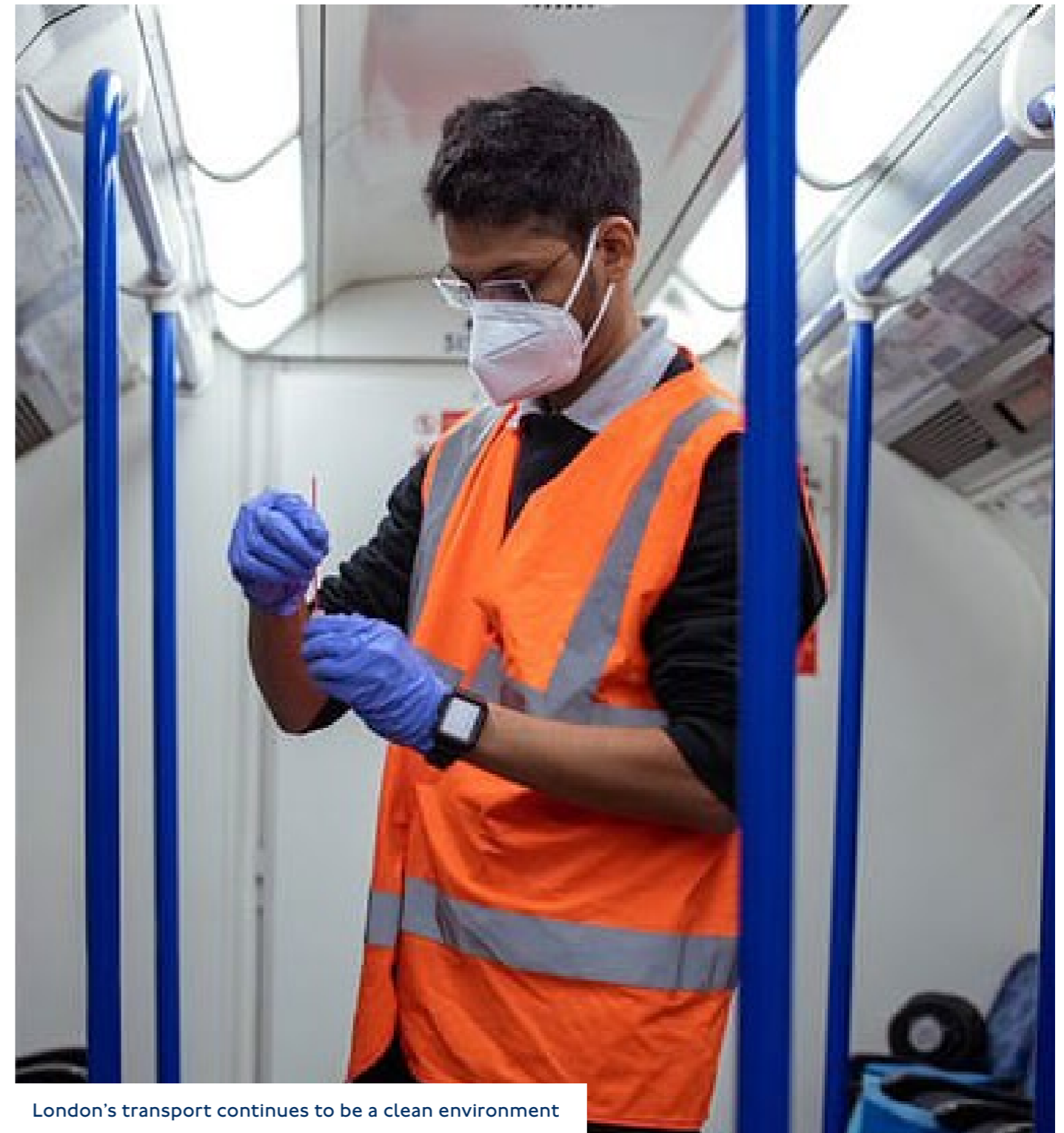
Our Employee Assistance Programme continues to be available to all employees and their dependents, and provides support, guidance and information on a range of topics, including bereavement.

COVID-19 testing schemes

We continue to offer employees our rapid testing service at facilities in our buildings at King's Cross, Palestra, Baker Street, Pier Walk and Endeavour Square. This has been a key initiative in our efforts to ensure workforce safety. By 6 September, we had tested more than 6,300 employees, with the number testing positive averaging less than 0.6 per cent. We have continued the expansion of the Work Collect scheme for the distribution of home test kits from all our testing sites, as well as at more than 25 other locations, including Victoria Station House, fleet and crew depots, stations, service control centres and track maintenance depots. As of 6 September, more than 2,800 kits had been issued.

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

From 16 August, anyone who receives a self-isolation notification from NHS Test and Trace may continue to attend their place of work provided they are fully vaccinated (both injections, plus two weeks), but it is advised that a PCR test should still be taken as a precaution.



London's transport continues to be a clean environment

For those who are not fully vaccinated, it remains a legal requirement to self-isolate for 10 days from being contacted by NHS Test and Trace or 'pinged' by the NHS COVID-19 app. However, to enable those who are unvaccinated to continue to work while self-isolating, a new scheme called Daily Contact Testing enables employees to undertake supervised daily lateral flow tests at one of our test sites, providing they do not have any COVID-19 symptoms. The scheme involves being tested over a seven-day period (two days of which are rest days). When not at work, the individual must self-isolate apart from essential shopping, exercise and medical emergencies. This scheme is entirely voluntary.

Together with Westminster City Council, we are continuing to offer Pfizer vaccinations to our staff through a series of pop-up clinics. Since 28 July, six clinics have taken place, at Victoria, Baker Street and Palestra. Those who attend can receive either a first or a second dose of vaccine (but the requirement for an eight-week gap between doses remains).

Imperial College London sampling

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

Fatality at Victoria Bus Station

On 10 August, a pedestrian tragically died at Victoria Bus Station as a result of a collision between two buses. Our thoughts are with their family and friends, as well as those of a passenger and the driver of one of the buses who were injured. We are investigating this incident and working collaboratively with the bus operator to assist the Health and Safety Executive with its inquiries.

Croydon tram overturning

On 9 November 2016, Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith tragically died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The Rail Accident Investigation Branch (RAIB) investigated the incident, as well as the British Transport Police (BTP) and the Office of Rail and Road (ORR). The RAIB issued its report in 2017 and updated it in 2018. The report made 15 recommendations to TfL, as well as the wider tram industry. All of those that were directed at TfL and the Croydon tram network have been implemented.

The inquests into these tragic deaths began on 17 May 2021 and concluded on 22 July 2021. The jury gave a short form verdict of accidental death, with contributing factors of the accident as follows:

- In relation to Tram Operations Limited (TOL), it failed to sufficiently identify the risk of the tram overturning and crashing at the tight Sandilands curve at high

speed with the probability of fatalities; TOL identified the importance of line of sight driving and route knowledge but failed to identify additional measures to mitigate risk; the lack of a 'just culture', which discouraged drivers from reporting health and safety concerns

- In relation to the driver, the driver lost awareness and became disorientated ahead of the Sandilands curve, probably due to a micro sleep. Following this, the driver failed to hit the breaking point by which time the tram was travelling too fast to negotiate the Sandilands curve. The result was a high-speed derailment, the tram overturning and seven fatalities

The Senior Coroner heard evidence about Prevention of Future Deaths matters and received written submissions.

The Senior Coroner concluded that there are four areas in which she should make a Prevention of Future Death report.

One issue is addressed to TfL and Bombardier in respect of current tram stock and the risk of passengers falling through tram doors. The Senior Coroner states that consideration should be given to current and future trams as to whether tram doors can be strengthened, now or in the future. This has also been addressed to the Department for Transport (DfT), which is asked to disseminate to all tram door manufacturers, and UKTram to disseminate to UK tramways and the Light Rail Safety Standards Board (LRSSB).

The other areas which are addressed to other organisations are:

- Automatic braking systems: A fresh assessment should be made as to whether automatic braking systems would be appropriate for trams to prevent overspeeding, which is addressed to UKTram, DfT and the LRSSB
- Reporting of incidents: All tramway operators consider subscribing to CIRAS (or to another similar anonymous reporting scheme) and look at whether such schemes are used, and if they are not, why not. This is addressed to DfT and UKTram and is to be disseminated to all tramway operators
- A centrally funded national tram safety passenger group: DfT to consider setting up a group that covers all different operators. This has also been addressed to Transport Focus

We will provide a response to the Prevention of Future Deaths reports by 17 November 2021.

TfL assisted the Senior Coroner throughout the Inquests. Mark Davis, General Manager of London Trams, was in attendance throughout the Inquests in keeping with our commitment to learn lessons for the future and ensure nothing like this accident happens again.



We work with the police to keep our network safe for all

Since the conclusion of the Inquests, five of the families of those who lost their lives have written to the Attorney General to request that he considers using his powers under section 13 of the Coroner's Act 1988 to apply to the High Court for an order seeking fresh Inquests. The Senior Coroner provided submissions to the Attorney General. At this stage, TfL has not made any submissions to the Attorney General.

Those who lost their lives, their family and friends, and all the other people affected by this incident remain in our thoughts, and we continue to offer support to those people directly affected as well as the wider community.

Upcoming inquests

We are assisting the Coroner with their investigation in relation to the tragic deaths of a mother and her three-year-old daughter on 18 February 2019, when they were struck by a train at Taplow station. Several pre-inquest review hearings have taken place. The Inquests will be listed on the earliest possible date from mid-February 2022, which will give sufficient time for the families of those who died an opportunity to fully participate in the Inquests. We are one of the Interested Persons in these Inquests and we are providing information to the Coroner.

We are also assisting the ORR and the BTP with their investigations following the tragic death of Christian Tuvi, who was fatally injured while working on a traveller at Waterloo station in the early hours of 18 September 2019. The Inquest is currently adjourned, pending the outcome of the investigations by the ORR and the BTP.

On 26 May 2020, a passenger fell between the platform and the train at Waterloo station and was struck by a train while trying to get back onto the platform. On 29 October 2020, the ORR issued London Underground with an Improvement Notice, which focused on how we identify risks at this platform, how we document the risk and controls, and our justification for these controls being appropriate.

We responded to the Improvement Notice on 15 December 2020, with the ORR noting that it was content with our proposed approach and the seriousness with which we were treating this issue. The ORR confirmed it had closed the Improvement Notice on 22 December 2020. The RAIB has carried out an investigation and published its report, which TfL has considered. Two pre-inquest review hearings have taken place, with a third scheduled for 13 December 2021.

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

On 28 September 2020, a passenger fell backwards out of a train onto the platform at Monument station and later died at hospital on 21 October 2020. The Inquest took place on 3 September 2021 and a representative from TfL gave evidence. The Coroner reached a conclusion of accidental death.

On 2 October 2020, a passenger was struck by a train at Fenchurch Street station. Before this, they had spoken with TfL staff at Bank station and we have provided information regarding those interactions to the Coroner. We continue to await a date for the Inquest.

In February 2021, we were contacted by the Coroner about the death of a person who fell while getting off a bus in October 2020. The bus operator is helping the Coroner with its enquiries and we are awaiting further details. The incident is being investigated as part of our Notification and Investigation of Major Incidents process.

Tackling unwanted sexual behaviour

Making sure women and girls remain safe and secure while travelling on our network remains a top priority. We have a programme of activities to tackle violence against women and girls and improve their confidence in travelling. A key element is our partnership with the police to tackle sexual harassment faced by customers and colleagues on a regular basis.

Between 2 and 10 August, the BTP ran a national campaign aiming to increase confidence in reporting sexual offences and sexual harassment, raising the profile of the BTP and their 61016 text-reporting service. The extensive media campaign ran to complement operational activity. The BTP worked with us on a full-page article in the Metro newspaper and extensive work on Twitter and Instagram, including the commissioning of an influencer. A walk and

talk session was advertised, encouraging members of the public to book slots to walk and talk with BTP officers at six locations across London (Bank, London Bridge, Oxford Circus, Stratford, Victoria and Waterloo) and share their feelings and experience of safety. As a result of high levels of interest, this will become an ongoing activity for the BTP.

More than 300 deployments were conducted in London throughout the week, including uniform reassurance and prevention patrols, engagement and community stands and the deployment of plain clothes officers. The BTP worked with several charities within London to better understand the impact of offences on survivors and how best to provide support, prevent offences and identify process improvements. There were nine arrests for sexual offences during the week of action.

At Bank Underground station, plain clothes officers observed a suspicious man and, on stopping him, found him to be using a covert recording device to take pictures under young women's clothing without them knowing, known as upskirting. He was charged and received a custodial sentence. A man who was wanted for a sexual assault offence at London Bridge station in 2019 was arrested at Finsbury Park station during the same week. Officers carried out several 'stop and accounts' in relation to individuals behaving suspiciously on the network.

On 4 August, Chris Heaton-Harris MP, Minister of State, DfT, visited the BTP's central London police station where he was briefed on the work that the BTP are doing to tackle sexual offences and harassment, and observed operational briefings and deployments. On 5 August, representatives from the Mayor's Office for Policing and Crime met with BTP for a briefing about sexual offences and harassment, before moving on to observe operational deployments.

On 29 July, we held the first meeting of our women's safety task and finish group, bringing together colleagues from across the business to deliver a far-reaching and comprehensive programme that will improve the safety of women and girls in London. Our plans include training about unwanted sexual behaviour for all our frontline teams, which is due to be rolled out in spring 2022, enhancing support for customers and colleagues who are victims of domestic abuse, and applying for White Ribbon UK accreditation, which is a charity that works to end male violence against women and girls.

We continue to work closely with the police and the night-time industry to get everyone, particularly women, home safely at night. Operation Safer Travel at Night (STaN), a joint operation aimed at reducing the risk of violence against women and girls and promote safer travel at night, was conducted from 21 June to 1 August 2021. There were 829 deployments leading to 7,847 customer interactions. Our trained

and qualified inspectors reviewed driver and booking records at 22 different taxi and private hire operators during the operation, reviewing complaints, driver and journey records. On the street, our officers stopped and checked 1,685 taxis and private hire vehicles and drivers, resulting in 98 reports for traffic and vehicles offences being issued. The next STaN campaign will run from 11 to 24 October 2021.

We published the taxi and private hire journey-related sexual offence figures for 2019 on our website on 29 July. Police data shows that there were 235 reported sexual offences in 2019, down from 293 in 2018. Of the 235 offences, 26 were rape, and 20 drivers were charged with 21 of the offences. Of the 20 drivers charged with one or more offences, 16 of these were TfL-licensed drivers at the time of the offence. These 16 licensed drivers (15 licensed private hire vehicle drivers and one taxi driver) were charged with 17 offences between them. Only one of the 16, a private hire vehicle driver found not guilty of the charged offence, still holds a licence in London.

Not all reported offences have resulted in a driver being charged with an offence. This could be for various reasons, including the driver not being traced and identified, the victim not supporting the police investigation or prosecution, insufficient evidence to charge a suspect, the Crown Prosecution Service deciding there is no reasonable chance of conviction or that it is not in the public interest to prosecute.

Hate crime

Together with our policing partners in the BTP, Metropolitan Police Service (MPS) and the City of London Police, we are committed to eliminating hate crime on the transport network. National Hate Crime Awareness Week started on 9 October and runs through to 16 October. During this important week, we are raising awareness of hate crime, encouraging people to report incidents and reassuring the public and our employees that we always take this issue very seriously.

Our web pages have been updated to encourage the reporting of a hate crime, and our 'Hands Up' hate crime campaign, which launched on 7 June, emphasises our zero-tolerance approach on our network. We are working closely with organisations that represent victims to inform our approach to tackling hate crime and reassuring groups that are fearful of victimisation. Organisations such as StopHate UK, COVID-19 anti-racism group, Gallop, London TravelWatch and Tell MAMA (Measuring Anti-Muslim Attacks) have been fully engaged in the campaign and are supportive of our activities.

Our partnership activity with the police runs throughout the year and includes regular engagement with local communities about hate crime. Throughout September we focused our engagement on faith-based hate crime and Islamophobia, to improve education, actively engage more stakeholders and increase awareness through days of action, crime prevention days and engagement days.

Action on robbery and violent crime

The MPS' Roads and Transport Policing Command conducted operation Tibulus to help reduce violent crime and robbery, throughout August and September. Key activities included targeted patrols at bus stops and hubs, weapon sweeps and pulse patrols, providing targeted presence for a short period of time at robbery hotspots. This has led to 451 arrests, including 49 violence-related arrests, and 2,874 weapon sweeps were conducted.

Work-related violence and aggression

Our first private prosecution in support of our work-related violence and aggression strategy was listed at Lavender Hill Magistrates Court on 19 August 2021. This was for a public order offence associated with an initial refusal to wear a face covering. Our application to the Court was to prove both charges in the Defendant's absence as he had failed to enter a plea in person or in writing. The Magistrates agreed both cases could proceed in his absence and on hearing the full facts of the offences, they found him guilty on all counts, sentencing him to pay fines and charges totalling £1,369.

The BTP have been running Operation Steed on the Underground since January, with the aim of increasing staff and customer confidence, improving a sense of safety and bringing offenders to justice. Led by our London Underground Neighbourhood Policing Team, deployments have targeted West Ham, East Ham, Upton Park, Bow Road, Stepney Green, Canning Town, Dagenham Heathway, Dagenham East

and Becontree stations. Officers have conducted a total of 692 deployments, leading to 45 arrests for various offences. Teams conducted 43 stop and search and 491 stop and account interventions, showing that officers have been proactive in engaging with customers suspected or believed to be engaging in criminality, and those vulnerable and at risk. Operation Steed has received overwhelming support and many positive comments from staff and customers.

Our Transport Support Enforcement Team now consists of 78 officers who are working on and committed to the reduction of work-related violence and aggression. They work across our network. The presence of Transport Support Enforcement Officers has a positive impact on passenger behaviour, improves compliance and helps employees feel that they are well supported. We conducted our first Transport Support Enforcement deployment to the Woolwich Ferry on 12 August to support the teams working there.

Face-covering enforcement

When the national requirement to wear a face covering on public transport ended on 19 July, we kept this requirement for our customers – for the whole duration of a journey as well as in stations as a Condition of Carriage – except for those who are exempt.

Customer research findings show that 77 per cent of customers say they are wearing a face covering at all times while using our transport services. There has also been recent research that shows 91 per cent

of customers know that face coverings are a requirement. Of those not wearing a face covering, more than half claim to have an exemption or valid reason for not complying. Our enforcement officers intervene when passengers are seen not to be wearing a face covering or not wearing it correctly. Under the Conditions of Carriage, we cannot issue fines or prosecute people for non-compliance. However, our enforcement officers continue to enforce the requirement with the options available to them, denying people access to our services or stations, or directing them to leave a service or station if required.

Between 4 July 2020 and 18 July 2021, when face covering compliance fell under management of our Conditions of Carriage, 4,365 Fixed Penalty Notices were issued by our Investigations and Prosecutions team. We continue to prosecute those who failed to pay these within 28 days.

Since 9 June 2020, 1,529 cases have been listed in court, with 205 defendants pleading guilty to the offence of not wearing a face covering, resulting in fines averaging £530. The amount fined depends on the individuals' circumstances, which the court needs to take into consideration. Of those 1,529 cases, 1,259 defendants had their case proved in their absence due to not responding to the court summons.

As a continuing safeguard, we are asking bus drivers to report non-compliance and antisocial behaviour to help our colleagues target their work where issues are most prevalent and require greater supervision.



Face coverings must still be worn on the network, unless exempt

Vision Zero

Police activity to support Vision Zero

From 26 July to 8 August, the TfL-funded Roads and Transport Policing Command and local MPS Safer Neighbourhood teams intensified action to tackle speeding, as part of London's contribution to the National Police Chiefs' Council 2021 campaign. The #StandUpForSlowingDown slogan was publicised on Twitter and other media outlets. A total of 2,732 Traffic Offence Reports and 14,512 Notices of Intention to Prosecute were issued during this period, and 47 drivers were caught speeding at more than 100mph. Other action includes 103 drivers caught driving while using a mobile phone, 185 seatbelt offences and 86 drink or drug driving offences.

Exchanging Places, a programme to educate cyclists about the dangers associated with blind spots on heavy goods vehicles (HGVs), was relaunched in Regent's Park on 21 August following a pause because of pandemic restrictions. The programme now makes full use of virtual reality headsets.

Operation Close Pass aims to address poor driving near cyclists. This has been conducted at Barking, Barnet, Bromley, Camden, Enfield, Haringey, Redbridge, Richmond, Twickenham and Waltham Forrest and has led to 26 drivers receiving education about the need to give cyclists more space when passing. A further 33 traffic offences were reported, including three uninsured vehicles which were seized as a result.

Lowering speed limits programme

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

The second phase of the programme is now under way, reducing the speed by 10mph on more than 140km of our roads (currently, nearly 80km of our roads are subject to a 20mph speed limit). Design work is progressing well, with the first schemes preparing for implementation later this year.

The following roads will see a reduction in speed limits to 20mph by April 2022: A13 Commercial Road; A10/A503 corridors; A107 corridor; A23 London Road; A205 Upper Richmond Road; A3212 Chelsea Embankment and A3220 Battersea Bridge; and A232 West Wickham town centre.

In addition to this, we are also reducing the speed limit on the A10 Great Cambridge Road and A4180 Ruislip Road to 30mph.

Westminster will also see a reduction in speed limits, with the introduction of 20mph on 13km of roads, including Marylebone Road, Vauxhall Bridge Road and Edgware Road between the A40 and St John's Wood Road. Raised pedestrian crossings will be introduced in six locations, to reduce

danger to people walking and increase compliance with the new speed limit, as well as introducing accessibility benefits for customers with reduced or impaired mobility. Additionally, the temporary 30mph speed limit on the A40 Westway will be made permanent. The planned changes are on track to be introduced in spring 2022, subject to funding.

On 6 September, we briefed the emergency services (London Ambulance Service, London Fire Brigade and MPS) on the upcoming phase two lowering speed limits programme. On 7 September, we also hosted a Safe Streets for Everyone webinar where we provided details of the programme to more than 35 strategic stakeholders, community groups and boroughs. These were important opportunities to develop advocacy for our ambitious and accelerated programme and to enable smoother delivery of the programme as it progresses.

New technology for safer and smarter roads

We'll shortly be starting to use innovative new technology from two UK start-ups to reduce road danger and disruption caused by roadworks and unplanned incidents on our road network.

To identify the successful innovators, the Commercial Innovation team ran a two-stage Innovation Partnerships Procedure, making it the first time this procurement process had been adopted within our organisation. Working with RoadLab mentors, Network Management and Procurement and Supply Chain colleagues,

nine innovators were chosen and to go through to a 10-week programme where their proposed technology was trialled and developed with the support of London's major utility companies and London Councils.

Following this highly-competitive trial period, contracts were awarded to two successful companies, Immense and samdesk. Immense uses simulation technology that models roadworks to understand their impact on the road network before they take place. This information can be used to let people in London know the predicted impact to their journeys. Software from samdesk, available for use now, uses artificial intelligence and real-time anonymised social media data to detect emerging disruptions, giving our colleagues a faster and more comprehensive insight into incidents unfolding across our transport network.

RoadLab is funded by our Lane Rental scheme, which charges companies for carrying out roadworks at times and locations that cause the most disruption. This money is subsequently invested in tackling congestion and minimising the impact of roadworks, and has saved £100m in lost travel time so far.

Vision Zero and the gig economy

We have continued to engage with companies in the gig-economy on the need to improve safety standards and lower the risk of riders being involved in death and serious injury collisions on London's streets.

This work with the delivery, courier and servicing industry, particularly those within the gig economy companies, is designed to aid collaboration and harness their innovation and insight to improve safety standards for their riders.

Corporate innovation partnership – Daimler

We are testing the use of luxury car manufacturer Daimler's connected vehicle data to inform our road risk modelling. We have good information on where people have been killed or seriously injured on our roads but, in order to achieve our Vision Zero targets, we need better insights on high-risk locations where these instances are likely to happen, enabling us to put mitigations in place and save lives. The research and development phase of this project is scheduled to conclude in October, and we are currently exploring next steps, including evaluating how useful this information may be in helping us pick up motorist trends and identifying higher risk locations across the network.

Bus Safety Standard

The number of buses fitted with the Bus Safety Standard continues to climb with 524 expected to be in the fleet by 30 October this year. These vehicles feature intelligent speed assistance and better design features to help avoid or reduce casualties on the bus network. The latest buses to enter the fleet also feature second-generation technology, such as better field-of-view camera monitoring systems in place of wing mirrors and toggling to help distinguish

the brake pedal, plus other safeguards like brake systems that prevent buses rolling away without a driver in the cab.

The standard will be tightened further in 2024 to harness the latest technology to help eliminate deaths on or by a bus by 2030, and all fatalities and serious injuries on the Capital's roads by 2041. Of the buses that meet the first- and some second-generation features, 384 are equipped with the Acoustic Vehicle Alerting System to make vulnerable road users more aware of the presence of much quieter buses such as those powered by rechargeable batteries. The system has been designed to become louder in areas where there is more noise, like busy shopping areas, or quieter when vehicles pass through more open suburban neighbourhoods.

Taxi and private hire vehicles

Assessing a driver's safety, equality and regulatory understanding

On 1 October, we launched our new private hire driver assessment, which has been designed to ensure that new and renewal applicants have a full understanding of their obligations in relation to safety, equality and the private hire regulations.

A driver handbook is available online to provide information to applicants, enabling them to prepare in advance of taking the assessment. All the information they need to sit and pass the assessment is included within the handbook. All assessments will take place at our premises and be overseen by our staff.

Changes to English language requirement

Linked to the introduction of new driver assessments, we have made changes to the way in which we assess a new and renewal applicant's ability to meet the English language requirement. Applicants and existing drivers who haven't already satisfied us of their compliance with this public safety requirement will be required to undertake a further assessment at our offices using our dedicated service provider, PeopleCert, a global leader in the assessment of language skills.

Applicants will still be required to demonstrate their proficiency to level B1 standard on the Common European Framework for Reference of Languages in four facets – speaking, listening, reading and writing.

United Trade Action Group v TfL

On 6 November 2020, the United Trade Action Group (UTAG) made an application for permission to judicially review our decision on 9 August 2020 to grant a London private hire vehicle operator's licence to Transopco UK Ltd, trading as Free Now. Free Now is named as an Interested Party.

Although the High Court initially refused permission for the claim to proceed, UTAG renewed its claim at an oral hearing on 20 April 2021 and the Court granted permission for judicial review.

UTAG's grounds of challenge include that Free Now enables private hire drivers to ply for hire in London using its app, which is unlawful because plying for hire is an activity reserved to hackney carriages, and that Free Now's drivers are committing a separate offence of accepting bookings without a private hire operator's licence.

UTAG seeks a declaration from the court on both these grounds. The claim has been listed to take place on 23 to 25 November 2021 and will be heard at the same time as Uber London Limited's claim as similar issues are raised (see below).

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

On 19 February 2021, the Supreme Court upheld an Employment Tribunal ruling that classed drivers undertaking bookings for private hire operator Uber London Limited (ULL) as 'workers'. The Supreme Court also commented on the contractual relationship between operators and drivers, as set out in ULL's terms and conditions, and compliance with the 1998 Act. ULL has requested a declaration from the court as to whether the 1998 Act requires an operator who accepts a booking from a passenger to enter into a contract with that passenger to provide the journey. TfL, UTAG and the App Drivers and Couriers Union are parties in the proceedings. Free Now has also been added as an intervenor. The claim has been listed to take place on 23 to 25 November 2021 and will be heard at the same time as UTAG's claim (above).

Supporting the recovery

Supporting the recovery of London as we emerge from Lockdown and return to schools, businesses and leisure activities

Keeping our network moving

It was a busy summer period as coronavirus restrictions were lifted and we have seen an increase in annual events returning to London. This included sporting events at stadiums as well as smaller street-level events, with several annual half marathons events taking place in August and September, and the postponed 2021 London Marathon finally taking place on 3 October. It was unfortunate that the annual Pride in London and Notting Hill Carnival were cancelled, both due to complexities around planning linked to uncertainty as we came out of the coronavirus restrictions.

The summer period also saw the return of protest activity. Some of this activity had continued throughout the restrictions, in particular by the coronavirus, anti-vaccination protesters, and broader anti-establishment groups. Late August also saw the return of protests from the Extinction Rebellion climate activist group, with two weeks of coordinated action taking place predominantly in the central London, City of London and Canary Wharf areas. There was good cross-partnership working between all affected agencies and, while it was challenging to maintain bus services in some areas throughout the action, we were able to mitigate some issues by working closely with the MPS. We also carried out extensive planning to manage the ParalympicGB Homecoming event at the SSE Arena in Wembley in early September after another fantastic showing by the ParalympicsGB team in Japan.

In relation to our coronavirus planning, we focused on our preparation for the return to schools on the 1 September, with all Surface Transport modes reviewing their resourcing and operational plans to ensure the smooth and safe return of school children to the network. The majority of Surface modes were already running a full service and therefore the focus was on readiness at key locations across the network. Our 24/7 Network Management Control Centre coordinated with all Surface Transport areas through regular operational calls and maintained oversight of Surface Transport's third wave preparedness.

As we enter autumn, we have started our annual review of the Surface 54321 Weather Plan. This pan-Surface review will optimise our processes for planning and mitigation activity, ensuring a robust response to any severe weather events.

Managing demand on our services

In July, we launched a campaign to safely win customers back. The campaign captures what we do for London and how we will help the city recover and thrive.

The campaign highlights the role that public transport plays in enabling the lives of Londoners, linking public transport usage to the different destinations and activities it can take people to and leading with a clear, positive and encouraging message from us: 'Welcome Back. Tube it. Train it. Bus it'. All our campaign messaging was underpinned by the Mayor's call to action of #LetsDoLondon. In September, we launched additional messages to support

customers returning to work in offices and encourage them to make additional journeys, after working hours.

We communicated by using TV, cinema, digital and social media adverts, supported by advertising across our estate and emails to our millions-strong customer database. We ran a media partnership with Time Out with sponsored content and advertising, with Time Out achieving circulation of 310,000 per issue. We also ran a social media competition, digital adverts and an online hub with a celebratory 'culture map' to inspire Londoners to get the most out of their city. Additionally, our TV advertisement has had more than 4.5 million views on our YouTube channel while our cultural map received more than 22,000 hits on our web page.

Despite the impact of the pandemic, with several colleagues absent from work due to shielding or self-isolating, we have consistently delivered a good level of service. All our stations are now open, except for Heathrow Terminal 4.

Tube usage hit 59 per cent of pre-pandemic levels in September. We are reassuring Londoners that we're ready to take them where they need to go, with a full service in place, a thorough cleaning regime and good ventilation to keep everyone safe. The number of journeys being made on the bus network climbed as high as 78 per cent on the August bank holiday Monday. During most weekdays, it averages around 70 per cent. This is helping us return to a more sustainable financial footing, as outlined in our funding deal with the Government up to December.

Buses have returned to pre-coronavirus capacity, with all seats available and standing allowed again. We continue to clean the most-frequently touched surfaces with the best anti-viral agents to protect passengers and have enhanced ventilation with the permanent blocking open of bus windows to enhance air flow in addition to the regular opening and closing of bus doors when they call at stops.

As London recovers from the pandemic, we continue to encourage and enable travel at quieter times, providing a better customer experience and maximising space on the network. In addition to our regular information in print, on our website and on the TfL Go app, we are now using anonymous Wi-Fi data to show real-time travel information for quiet times at stations, offering customers near real-time busyness information bespoke to that location.

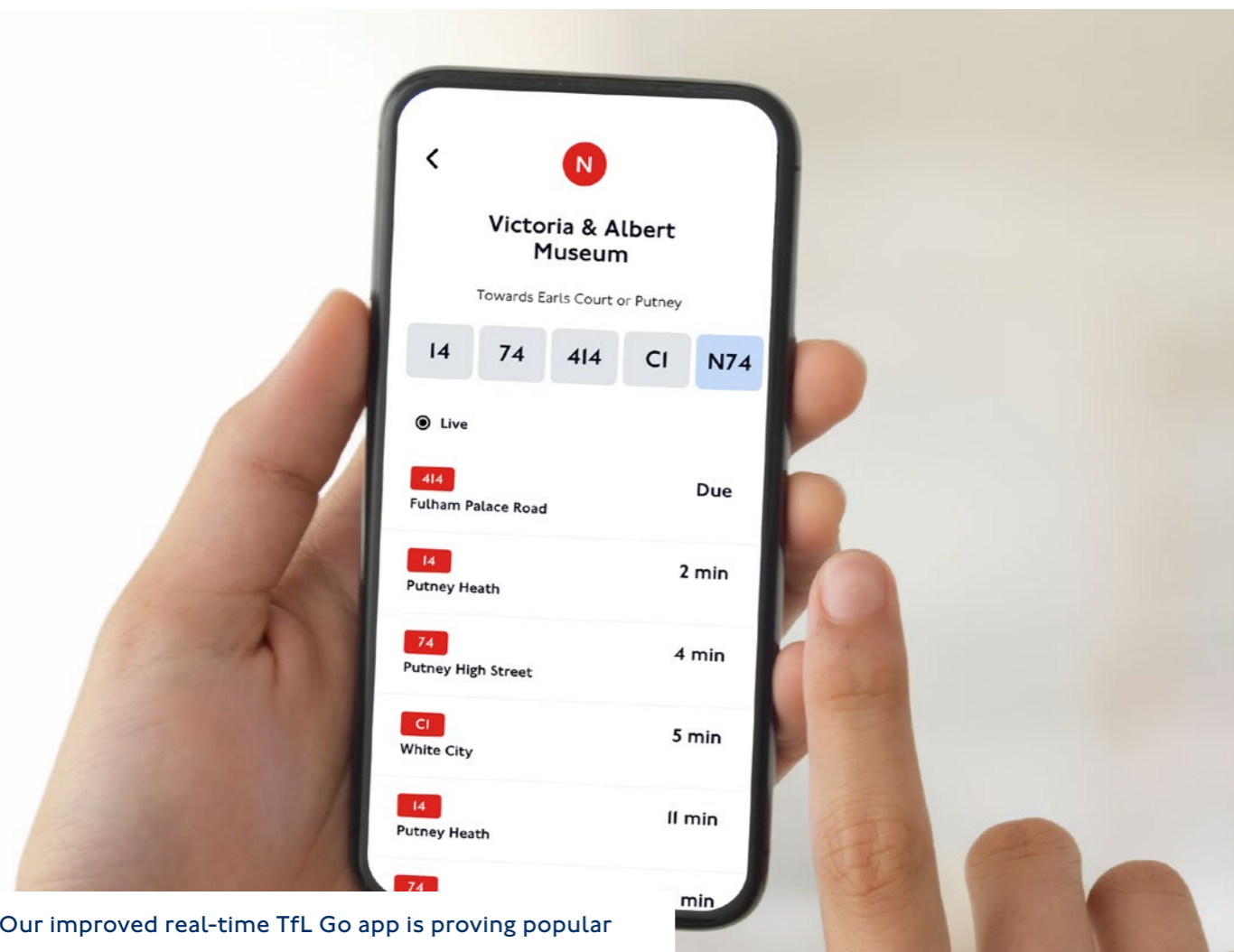
A fundamental part of this involves working with key industry sectors, such as construction and office workers, as they return to work. We continue to work closely with many organisations across a number of areas of London to support the return of demand, offering practical travel advice and support for their returning employees. One example of this is our recently launched Active Travel Guidance for Businesses, which provides tools and advice for business leaders to confidently encourage and enable their workforce to choose active travel options.

We also continue to manage communications for major works and

events. During August, there was an eight-day part closure of the Circle and District lines, the first significant blockade since the pandemic started. To support this work, we developed a comprehensive Travel Demand Management campaign based on modelled data, to mitigate the impact of the works, supporting Londoners to change their planned journeys so they could travel on less busy lines and at quieter times.

TfL Go app

Our TfL Go travel app store rating has increased, with the recent update on the app providing real-time information on how busy Underground stations are throughout the day to help customer choose quieter times to travel. We are rated 4.6 (out of 5) on the Apple App Store and 4.5 on Google Play. Customers have also been complimentary of the app's design and interface.



Our improved real-time TfL Go app is proving popular

We have improved the reliability of our live lift status information and updated the digital map to reflect step-free improvements across the network. Work is under way to introduce customer account and payment functionality so that customers can plan, pay and travel in one joined-up experience. So far there have been more than 500,000 downloads of the app.

Business engagement on the return to the office

Throughout September and October, our engagement with London's business community continued as more people return to the office. We have attended sector forums and webinars to highlight everything we are doing to ensure people are safe while travelling on the network. This has included sessions with the Heart of London Business Alliance, attending the Victoria Business Improvement District Board and delivering sessions to individual firms across the city.

Weekly capping for Oyster pay as you go

On 27 September, weekly capping for adult Oyster customers was introduced on all our services for customers using pay as you go, building on weekly capping for bus and tram customers using Oyster, which was introduced in December 2018. This improvement creates consistency for all adult customers using pay as you go, whether using Oyster or contactless payment. It also provides a flexible alternative to season tickets, ensuring that customers using pay as you go on Oyster and contactless will never pay more than

the equivalent weekly Travelcard price for their travel, and without needing to make the commitment in advance.

Protests on the TfL Road Network

On 4 October a group known as Insulate Britain staged a protest around Old Street in London on the A501, which is part of our road network resulting in obstruction of the highway and significant road traffic disruption. In response to a further protest on our road network on 8 October, we made an application to the High Court for an injunction preventing further protests designed to obstruct the highway by any persons including Insulate Britain and 112 named members.

The injunction was granted and covers the A501 (including the area of protests in Old Street) and 13 other key locations on the TfL Road Network, where any disruption in the movement of traffic is a danger. A copy of the injunction has been published on the TfL website. The court will consider the matter further on 19 October and we will continue to monitor the position on our road network.

Our people

Supporting our people as they support London, and building an organisation for the future

Vision and Values

Our new Vision and Values were launched in September. This work is the culmination of what our people said our future should look like and how they said we should work together to achieve it.

The Vision and Values have been created following extensive engagement with our people. On top of the comments shared in previous Viewpoint surveys, we had 1,700 survey responses and there were more than 110,000 views of posts on Yammer and hundreds of comments and contributions. A total of 1,100 employees attended either a group or event where they had their say. The process also included repeated engagement with Trade Unions. Our vision – a strong, green heartbeat for London – will be realised through four roadmaps, which will chart our next steps. These roadmaps are: colleague, customer, finance and green. Each of these will have measurable ambitions and clear actions.

Our colleague roadmap sets out our ambition to be a great place to work for everyone to thrive. This roadmap includes a 'healthy heartbeat' that comes from our people feeling supported to be their best at work. It also contains measurable ambitions prioritising employee wellbeing, reducing workforce injuries, increasing employee engagement, inclusion and workforce representativeness. Our customer roadmap outlines the reasons for our customers to choose sustainable transport. It starts with giving customers confidence to travel as we emerge from the pandemic and delivering transformative

projects like the Elizabeth line. The coming years will see innovations large and small to make public transport, cycling and walking more seamless, accessible, safe and welcoming for all. Our finance roadmap charts how we will rebuild our finances, become more efficient and secure our future. Our green roadmap looks at our ambitions to reduce greenhouse gas emissions in London, while protecting and improving our environment. We need to give customers attractive alternatives to their own cars, lower the environmental impact of our business, and use our real estate and infrastructure to create a greener city.

Together, our roadmaps will deliver a programme of work that will embed our Vision and Values into the way we work together.

Our values centre on us being caring, open and adaptable because every journey matters. We will continue to implement these new values within our people processes throughout the year.

Launch of myjourney

Our ambition is to make TfL a great and inclusive place to work and thrive for everyone, where our people feel engaged, supported and able to develop. Having open and honest conversations about your contribution, career aspirations and development is key to achieving this.

To help enable this, on 4 October we launched myjourney, our new one-stop shop for career conversations and a

key enabler of the culture we want to create for our people, with frequent conversations about wellbeing, progress and development.

The new platform will allow employees to record their objectives and update progress against these throughout the year through discussions with their line manager, request feedback from colleagues across the organisation on your progress and to provide feedback for others. It will also help us identify talent across the organisation, ensuring we have the right development plans in place to help employees realise their potential.

Reward Hub

On 3 August, we relaunched our Reward Hub. This provides a single place for our employees to access information and resources to promote wellbeing, recognition and benefits. The new site has increased functionality and brings together elements of recognition and benefits.

Welcoming our latest graduate and apprentice cohort

We welcomed 46 graduates and 64 Level 4-6 apprentices with a virtual induction from 13 to 15 September. The induction focused on team building, transitioning to the workplace, working from home and professional behaviours. It consisted of a number of interactive sessions and presentations from our leaders, Staff Network Groups and the current graduates and apprentices represented by the Graduate & Apprentice Committee.

This year, the Emerging Leader programme, a fast-track leadership scheme, expanded to more schemes including apprentices. Sixteen graduates and apprentices applied, with six being successful and starting their placements in September.

We are delighted that Jane Wright was a finalist in the Engineering Talent Awards in the Graduate of the Year category and Amelia Williamson was nominated for an exceptional apprentice award by the Chartered Institute of Highways and Transportation.

We are actively recruiting a further 58 apprentices to start in January 2022 across London Underground, Engineering, Tech and Data, Major Projects Directorate, City Planning, Surface and Rail for London Infrastructure Limited. Nine virtual events have been held for those interested in applying to hear from current apprentices and take part in Q&A sessions, with 322 attendees in total. Virtual Assessment Centres started operating in September, with virtual guidance and preparation sessions offered to people before they attend the assessment centre.

In July, our Chief People Officer Tricia Wright and I celebrated the 15 Steps in to Work students who completed the extended year-long programme at their end of programme event. Jules Pipe CBE, Deputy Mayor for Planning, Regeneration and Skills and Andrew Stephenson MP, Minister of State for Transport joined the students' families, our Royal Mencap and Barnet and Southgate College partners,

our volunteers who have supported the students and some of the alumni from the programme, including Oliver Folaranmi and Jordan Stuart.

The students will now be supported into employment over the coming year. Of the 18 students who joined in January 2021, currently, 11 have progressed onto Mencap's GLA funded Employ Me programme, two students are in further training opportunities, three have secured apprenticeships with GLA, Civil Service and Pear Marketing and one has found a full-time role with ABM. We are also delighted to confirm a graduate from the previous year's cohort has secured an apprenticeship with the GLA.

The partnership to deliver the Steps into Work programme is being retendered to support the next cohort of students.

The move to hybrid working

Government guidance on social distancing and working from home has changed and we have now begun the transition to hybrid working, a more flexible model which will allow colleagues to return to the office while retaining the ability to work from home.

This will mean that office-based colleagues will gradually move away from working from home full-time and will instead split their time between our offices and working remotely. We believe that a hybrid working model is the most appropriate for our business in order to allow for diversity, collaboration, co-operation and learning

and development, while remaining alert and responsive to the evolving impact of the virus. Our engagement on this topic tells us that in the future, people see the primary purpose of our offices as enabling greater cohesion and collaboration.

In support of this, our approach to hybrid working is guided by the five Cs – cohesion, collaboration, culture and bringing back confidence and care. We want people to use offices for these reasons and make informed choices, with their line manager and team members, about when they are working in an office location and when they will work remotely.

Transition began on 17 August. Initially, while we transition, we are not mandating colleagues to come into the office. However, we anticipate that from mid-November all colleagues will be required to return for some of their working time, subject to Government and Public Health England guidance at the time. The transition phase will run to March 2022, which will enable the programme to test, trial, adapt and evolve our approach driven by evidence and insights. We have conducted a Risk Assessment, and an Equality Impact Assessment, which continue to inform our programme deliverables to support people to adopt the new ways of working.

Celebrating London's LGBT+ community

From 22 September, people using the Tube network will see Pride specially designed roundels from staff and prominent LGBT+ figures, as part of our continuing support for the community.



We are supporting a return to the office

10 roundels have been installed across London, carrying positive messages and vibrant colours, as well as visual representations of the London LGBT+ community.

Five thought-provoking designs have been created by our staff and five more have been created by talented and inspiring LGBT+ people: London's Night Czar, Amy Lamé; broadcaster and historian, Tim Dunn; activist and campaigner, Marc Thompson; designer and creator of the 'La' T-shirt, Philip Normal and prominent museum curator, Dan Vo.

Each location was specifically chosen by the creators to best reflect their designs. These included Vauxhall station – which is in the heart of an area with strong significance to the LGBT+ community – as well as Brixton, Caledonian Road, Hammersmith and Baker Street.

The roundel designs carry stories of lived experiences, personal journeys and hopes for the future across the LGBT+ community, as well as how the pandemic has affected people in the community and more widely.

They bring together the diversity and unity that symbolise Pride with the roundel, a symbol of London for more than 100 years, and also aim to spread messages of love, support, compassion and hope on the public transport network through the medium of design.

Surface Transport You Matter awards

On 23 September, we hosted our annual Surface Transport You Matter awards ceremony to recognise and highlight the contributions and achievements of our people towards our priorities and goals. The awards were organised collaboratively with a working group of colleagues from across Surface Transport, and were guided and supported by our Employee Communications and Engagement team.

An extensive employee communications campaign, using our full range of internal channels including video, posters, internal news articles, email and social media, encouraged more than 260 nominations across Surface Transport. This year, owing to the potential for restrictions, we held a special virtual awards ceremony to announce the 17 award winners. Gareth Powell, Managing Director of Surface Transport, hosted the event, while presenters and colleagues could watch either together in the office or from the comfort of their homes. The award categories ranged from safety, customer service and outstanding delivery, to lifesavers, lifetime achievement, diversity advocates and a green future award.

In Bloom

Following a break during the pandemic, we resumed our annual In Bloom staff gardening competition. More than 60 stations, depots and offices were entered into the event, competing in a variety of categories, including best indoor garden, hanging baskets, tubs, and window boxes, community partnership and cultivated garden. Entries



Our vibrant roundel designs celebrate the diversity of our city

were wide-ranging and included a year-round indoor plant display at Vauxhall, a bathtub planter at Warwick Avenue and a bustling sensory garden at Hatch End. The competition also received several commendations from customers who were delighted by the blooms on their platform.

Asian heritage

In July and August, our staff organised a portrait display of colleagues of Asian descent at Hounslow West, Limehouse, Victoria and West Croydon stations. The posters were installed on the anniversary of the protest by Amar Singh, an Underground train guard who was suspended for wearing his turban to work in 1964. The portrait sitters came from across all parts of the business and demonstrated the diversity of the organisation today.

OnRoute – taxi and private hire trade magazine

As we recover from the impact of the coronavirus pandemic, we plan to relaunch the dedicated taxi and private hire magazine OnRoute. The first publication will focus on the good work undertaken by both trades during the pandemic as well as other articles on new regulatory changes, air quality, vehicles and compliance. The summer/autumn edition will be published later in October.

Graduate Hackathon

The 2021 Hackathon for the current cohort of graduates and apprentices was our largest Hackathon to date, with more than fifty participants, six workshops, 10 mentors and eight different schemes competing. The

event is a key part of our goal to develop and inspire our future leaders on design thinking, problem solving and agile ways of working. Running since 2018, this year's problem statements ranged from reducing the Underground's carbon footprint, to measuring cycling and walking journeys, and creating safe spaces and cultivating a circular economy. The overall winners presented a feasible innovation involving app integrations on measuring cycling and walking journeys.

Bus driver facilities

We have developed an ambitious programme to enhance driver relief facilities and toilets, including at locations where they are already provided on a smaller scale. To date, 12 of 28 feasibility studies have been completed and the remaining 16 are on track to be completed by the end of this financial year. Completing this groundwork will enable us to implement a rolling prioritised programme from early 2022/23, helping to enhance the facilities drivers need for rest between shifts as well as comfort breaks. Where the feasibility work identifies quick solutions, we will seek to accelerate delivery and one scheme in Peckham has recently been completed, delivering much needed extra capacity for bus drivers.

Meeting the Prime Minister

On 3 August, Transport Support and Enforcement Officer Sue Lau, Incidence Response Coordinator Nehman Ahmed from Surface Transport and Bond Street Customer Service Manager Chas Bamrah from London Underground attended a reception at 10 Downing Street where Prime

Minister Boris Johnson thanked all those working in the transport sector for all the work they have done to keep everyone moving safely during the pandemic.

The pandemic has been a hugely challenging time for everyone across the organisation – whether home-schooling or caring for family and friends while working from home, self-isolating, been on furlough, experienced the isolation of lockdowns or being in our offices or out on the network – all while adjusting to the changing demands of the network.

Coping with Change

As we followed the Government's roadmap out of lockdown and thoughts turned to the return and reoccupation of the workplace, Jacqui Finnigan, head of mental health, gave a presentation on Coping with Change: reoccupation and return to the workplace. The presentation included useful tips and advice to help manage anxiety, and was recorded and shared for those not able to attend the live presentation. A dedicated 'Recovery & Resilience' SharePoint page was set up to share all the wellbeing resources available to our colleagues, including anxiety busting techniques, mental health support and a wellbeing toolkit. Managers have also had access to a wellbeing guidance document and a presentation to help their teams.

Know your Numbers Week

From 6 to 10 September, we ran Know you Numbers Week, which focuses on encouraging people to know their blood pressure numbers in the same way that

they may know their height and weight. During the week, the Occupational Health specialists went out to various locations within the organisation to offer quick blood pressure tests – with more than 100 colleagues dropping into one of these 'pressure stations' during the week.

World Suicide Prevention Day

To recognise this important day, on 10 September, we invited a guest speaker from the Samaritans to talk to colleagues. They shared the facts and figures about suicide and how to spot signs of vulnerability in others and in ourselves. We also promoted our own Suicide Prevention training and the mental health support available.

RESET Health launch

In September, RESET Health was launched. This is a clinically-led, technology-enabled metabolic health programme designed for people living with type 2 diabetes, prediabetes or obesity to help reverse their metabolic conditions. It provides 24/7 coaching and support by a multidisciplinary team of doctors, nurses and mentors to help those taking part adapt to a healthier way of living. This pilot will be offered to 50 employees, which will help us understand the demand for this type of service.

Improving transport and generating growth

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

Hammersmith Ferry

The reopening of Hammersmith Bridge to pedestrians and cyclists has necessitated the resubmission of some of the planning application documents for the temporary ferry service and associated infrastructure. This is to reflect the fact that the new service would now operate on a 'standby' basis, operating as required should the bridge need to close at short notice or for required repairs. We are undertaking certain construction works for the temporary piers between September and October to avoid disturbance to wintering birds.

Northern Line Extension

Following six years of construction, I am delighted to say we successfully opened the first major London Underground extension in the 21st century to the public on 20 September. The Northern Line Extension has delivered two new step-free Tube stations and twin-tunnel running track. The Zone 1 stations at Battersea Power Station and Nine Elms bring key parts of south London within 15 minutes of the West End and the City.

Major construction on the 3km twin-tunnel railway between Kennington and Battersea Power Station, via Nine Elms, began in 2015 and, despite the challenges of the pandemic, stayed on track for its opening last month.

Tube services on the extension run from Kennington station on the Charing Cross branch. There is an initial peak-time service of six trains per hour, which will increase to

12 trains per hour by mid-2022. There will be five trains per hour during off-peak times, doubling to 10 trains per hour next year.

The Northern Line Extension is supporting around 25,000 new jobs and more than 20,000 new homes. In addition, construction of the extension boosted the UK economy and supported around 1,000 jobs, including 79 apprenticeships.

To celebrate the opening of this exciting project, I attended a media launch alongside the Mayor and Secretary of State for Transport, travelling on a passenger train from Nine Elms to Battersea Power Station. We then hosted more than 60 stakeholders at the Turbine Theatre in Battersea where I addressed the audience, along with the Deputy Mayor for Transport, Heidi Alexander. Together, we outlined how investment in transport infrastructure can help unlock new homes and new jobs across our city.

We also celebrated the launch of this transformative project by running a campaign that builds on the excitement of the new stations as an opportunity to give Londoners more reasons to use public transport again, supporting our commercial recovery and goal of 80 per cent of journeys to be sustainable.

In advance of the opening of the Northern Line Extension, we amended signage and wayfinding across the network and at all Northern line stations and trains. All



We celebrated the opening of the Northern Line Extension



We continue our work to modernise key Tube lines

maps, including the Tube map, are also being updated. An integrated marketing communications plan sees the extension promoted across our digital channels, including social media, and through emails to our customer database.

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

We are transforming the Circle, District, Hammersmith & City and Metropolitan lines, to enable trains to run more reliably and to make journeys faster and more comfortable for customers.

The first benefits of the signalling programme were delivered successfully in September, with the introduction of a new timetable improving journey times by approximately 10 per cent on the section between Hammersmith, Stepney Green and Monument. This means that a journey between Paddington and Moorgate, for example, will be reduced by two minutes. We also increased the capacity in this area from 27 trains per hour to 28 trains per hour during peak times.

We continue to make progress in the signalling migration area between Sloane Square, Paddington, Fulham Broadway and Barons Court stations. This phase involves upgrading the complex junction at Earl’s Court. Once we have done this, it will mean that the entire Circle line will have been upgraded to the new signalling. This will be a significant milestone for the programme.

We continue to make progress across the entire programme, and have successfully completed a number of key works during

closures, including further system testing of two signalling migration areas. Key activities have been completed during closures on the east end of the District line and the remaining migration areas that will complete the Circle line. On the Metropolitan line, significant work continues in the Neasden area to prepare for testing of a signalling migration area, extending the future operation north of Finchley Road.

Piccadilly line upgrade

I am excited to say that our train supplier Siemens has started the manufacture of the first new Piccadilly line trains, and work has progressed on additional tracks at South Harrow Sidings to provide train berthing for the stage two construction works at Northfields depot.

Prospective suppliers have now replied to our invitation to tender for the design and build of the high-voltage power framework. We are reviewing the tenders and will select a preferred bidder by the end of October. We will award the contract in January.

Importantly, we have set a baseline on the programme’s carbon footprint. We will be identifying the top carbon risks and opportunities, and monitoring the effect on this baseline. This will support both our own and the Mayor’s ambition for a zero-carbon railway by 2030

New DLR fleet

We are replacing the oldest trains on the DLR network, with the new trains set to increase capacity on the DLR and enable

housing growth in east London. Our rolling stock programme is creating 43 trains, 33 of which are replacements and 10 to expand the fleet. This programme also includes: an expanded depot at Beckton to stable and service the new fleet; traction power capacity work; signalling changes to the automatic train operation system; and enhanced customer information systems.

Rolling stock manufacturing is under way for our new fleet, with the initial run of 20 car bodies, trains 1 to 4, now in production. The first train's cars are complete and available to start static testing, which is due to be completed in December 2021.

At Beckton, work on the northern sidings has started and work on the substation started onsite and is expected to finish in November. Meanwhile, signalling software development for the new trains continues to progress to programme, with the first software releases due in March 2022.

I am also very happy to say that an agreement with the Department for Levelling Up, Housing and Communities is now fully in place, which will deliver a further 11 or 14 additional trains to support the development of over 12,000 homes across 15 sites, comprising the Poplar site owned by us and 14 sites in third-party ownership, with the aim for all sites to provide a minimum of 35 per cent affordable housing.

Enhancing the Jubilee and Northern lines

Our programme to increase service capacity and improve train systems on the Jubilee and Northern lines is currently focused on optimising train system improvements on both these lines.

Further renewal work to improve the condition of the track in the Kennington area was completed at the end of September, and has enabled improved run times and reduced track noise. This work supports the introduction of services on the Battersea branch, following the opening of the Northern Line Extension.

The Northern line power supply works continue in order to provide system capacity for reliable services during planned or unplanned outages following these service enhancements.

Work also continues on modifications to Jubilee line rolling stock to enable an increase in entry and exit speeds at Neasden depot. This ensures compatibility with adjacent Metropolitan line services following the introduction of new signalling on the Circle, District, Hammersmith & City and Metropolitan lines, as part of the Four Lines Modernisation programme, and supports the future timetable uplift.

The Jubilee line enhanced signalling and fleet improvements, to enable a peak service of 32 trains per hour, remain paused until 2023/24, as a result of our ongoing funding discussions with the DfT and reduced passenger demand on the line due to the pandemic.

Bank

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern and Waterloo & City lines, additional interchange between the DLR platforms and two new moving walkways between the Central and Northern lines. This work is due for completion by the end of 2022. We continue to prepare for the temporary closure of the Northern

line Bank branch in early 2022 in order to connect the newly built tunnel, including extensive stakeholder engagement to enable passengers and employers to plan ahead.

The installation of the new station system cabling is now substantially complete in all public and non-public facing areas. All station power modes are now live, so downstream live testing can begin according to plan. The new station finishes have progressed well in all areas.



We continue our work to upgrade Bank station

The primary installation of escalator trusses has been completed on two of the four escalator banks. All 12 escalators and the two moving walkways are planned to be delivered and installed by mid-November.

Elephant & Castle

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

Our negotiations with the developer continue, with a number of matters remaining outstanding. The latest target date for concluding the fundamental components of the development agreement is week commencing 20 September. Funding discussions with third parties, including the GLA and the London Borough of Southwark, have generated a successful outcome, with the station box, connecting tunnels and early works now secured. Station fitout remains unfunded but our commitment to secure funding has been moved to a future date.

Current technical activity includes preparations for early work in order to take advantage of the forthcoming temporary closure of the Northern line Bank branch.

Step-free access

Whitechapel became the 85th step-free station with the opening of the new ticket hall on 25 August, following the handover from Crossrail to London Underground as part of the work ahead of the opening of the Elizabeth line.

Since then, we have opened a new lift at Wimbledon Park Tube station, making it the 86th step-free station on the Underground network. It joins the two existing step-free stations in the London Borough of Merton, Wimbledon on the District line and Morden on the Northern line. Together they make journeys from the borough to central London more accessible, as well as improving accessibility for those who want to visit Wimbledon Park. Nearby Southfields, which is on the District line, is also step free.

The lift at Wimbledon Park provides access to the central platform for both eastbound and westbound District line services. The line is accessible from street to platform, with manual boarding ramps for use by station staff to assist customers who need them from platform to train. The lift will improve access at the station for those with mobility needs, as well as those with heavy luggage or with children in buggies.

Both new stations on the Northern Line Extension – Battersea Power Station and Nine Elms – are also step free and became the 87th and 88th step-free stations in September.

Finally, on 8 October, Osterley station also became step free, our 89th step-free station, with two new lifts and improved signage giving customers step-free access from the street to station platforms. The lifts will greatly improve access within the station for people with mobility needs, heavy luggage, or those travelling with children in buggies. This will be especially helpful for those travelling to and from Heathrow airport on the Piccadilly line.

Stations including Ickenham and Debden became step free earlier this year. Work is continuing at Harrow-on-the-Hill and Sudbury Hill stations, both of which are scheduled to become step free by the end of the year.

High Speed 2

We are working with HS2 Ltd to mitigate the impacts of construction on the road network at Hampstead Road, where a haul road made substantial progress and came into operational service in July. HS2 Ltd has now given instruction for signals to be installed to make entry and exit work more efficient, which we will undertake. This part of the work will reduce the impact of traffic on local roads and bring benefitting residents, while the major construction work is undertaken. To further reduce the impacts of HS2-related construction traffic in London, in July materials began to be transported by rail from Old Oak Common station where large-scale piling works for the structure of the station box are taking place. We continue to work closely with HS2 Ltd to ensure the adjacent Elizabeth line depot is protected.

We are supporting HS2 Ltd on its designs for the stations as they progress into concept design at Euston and detailed design at Old Oak Common. This includes developing designs for the Underground and bus stations at Euston. Under the umbrella of the Euston Partnership, we are working closely with HS2 Ltd, Network Rail, the London Borough of Camden and Lendlease, to refine designs for the long-term vision of the wider Euston campus.

Blackwall Tunnel

We have successfully completed the critical replacement of the Blackwall Tunnel's fire detection system. This work was completed between 21 and 26 July, with no additional closures required. A contract has been awarded to progress the design for the main project, which includes upgrading the tunnel lighting, such as installing energy efficient light-emitting diode (LED) systems, upgrading the CCTV systems and renewing the carriageway in the tunnel. The project will ensure these critical systems are safe and operable, reducing the risk of any unplanned closures due to asset failure.

Rotherhithe Tunnel refurbishment

Work to prepare the tender documentation for the detailed design and build procurement for the Rotherhithe Tunnel refurbishment is progressing well, and we intend to award the contract in February 2022. In the interim, works to replace the approach lighting were completed in September and the installation of an over-height barrier to improve compliance of vehicles using the tunnel is currently in design, with implementation to take place later this year.

A40 Westway

The contract for the detailed design, fabrication and build to replace a critical expansion joint on the A40 Westway was signed in August. The build stage is planned to start in November, and planning work to finalise the traffic management arrangements and communicate plans to the public are being developed.

A second portion of work, including parapet renewals, targeted joint replacements and repair of concrete deterioration, is progressing through the design and investigations stage. A date for implementing this part of the project will be reviewed once this design work has been completed in December 2021.

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.

Three continuous air quality monitoring stations have been installed and commissioned near the new tunnel's portals and a further 29 nitrogen dioxide

diffusion tubes are monitoring air quality in the boroughs of Greenwich, Lewisham, Newham, Southwark and Tower Hamlets. This data will enable us to carry out modelling to adequately plan and implement our mitigation strategies prior to opening the tunnel.

We have served temporary possession notices and taken possession of land from existing tenants to facilitate the handover of a total of 46 sites to our contractor, Riverlinx, with a further seven planned for the remainder of this year.

Site works continue in both the Greenwich and Silvertown sites, including continuation of piling where the tunnel boring machine launch chamber will be constructed.

The design for the machine has been finalised and workshop assembly has started on schedule, ready for delivery in spring 2022.

The [Riverlinx website](#) has been launched and includes a virtual public exhibition. In addition, an information leaflet has been distributed to local addresses across Newham and Greenwich.

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 are building a spur on the London Overground east of Barking to extend the Gospel Oak to Barking route 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 is planned to run at 15-minute intervals.

In July, the programme achieved the strategic milestone of formally handing over the viaduct for the installation of track and associated rail systems, and the track running on the viaduct was completed in October 2021. On the existing Network Rail infrastructure, two new power supplies were successfully commissioned at Eldred Road and Renwick Road in July and August respectively. Stage I4 signalling commissioning was completed in July and the penultimate stage, Stage I5 connecting the viaduct to the existing network, was completed during an extended possession over the August bank holiday weekend. The final stage of signalling commissioning for rail systems on the viaduct is planned over a series of weekends in March and April 2022.

At the new Barking Riverside station, the installation, testing and commissioning of mechanical and electrical equipment has continued, and there is an increasing focus on finalising assurance documentation. We have completed the platform level paving outside, and are progressing the drainage and public realm areas interfacing with the Barking Riverside development.

Following the disruption and re-planning required because of the pandemic, the delivery programme has stabilised and we have made progress with Network Rail in

securing the additional possessions needed to complete the works. Our most likely start of service remains autumn 2022.

London Overground

The East London Line Enhancements Programme is developing concept designs for enhancements works that support housing growth at several key development sites along the London Overground in East London. These works are funded by the Housing Infrastructure Fund and developer contributions under a Grant Determination Agreement (GDA) and include: a new accessible station entrance at Surrey Quays; the potential for a new station between Queens Road Peckham and Surrey Quays called Surrey Canal station; a five train stabling sidings; and an upgrade to the traction power system.

The concept designs are set to be complete in the autumn with contractors appointed to feed into this process and Network Rail progressing the power upgrade works, ahead of key milestones contained within the GDA. These designs will inform our governance process before starting the detailed design and build stage in early 2022. Station enhancement projects at Hackney Central and Imperial Wharf stations have also been approved, funded by the DfT and delivered in partnership with Network Rail and Arriva Rail London. Hackney Central station will see a new second entrance on Graham Road, built on London Borough of Hackney land, to ease congestion and improve accessibility in response to growing passenger numbers, as well as

new cycle parking spaces and additional greenery. The new entrance is designed to help improve links to the town centre and support a green recovery by improving active travel options.

An additional staircase from the footbridge will also be installed, alleviating congestion around the existing entrance and improving links to the Hackney Downs interchange. At Imperial Wharf station, a new entrance will be connected to the northbound platform, enabling a one-way system for passengers and thereby alleviating congestion at the existing staircase. The schemes will reduce crowding and improve journeys for passengers using the two stations, and will be delivered by spring 2022. At Imperial Wharf, we currently have issues with the discovery of some high-voltage cables that were not on the drawings provided to us and are working with UK Power Networks to resolve the issues.

London Trams

Installation and commissioning work have progressed for both the wayside and on-tram upgrades to tram communication equipment, Vecom. This will then enable a Correct-Side Door Enable system on the Bombardier CR4000 trams, which mitigates instances of the wrong-side door opening. The next milestone is the completion of the equipment installation works along the tramway in November.

The third phase of the Reeves Corner embedded track renewal was completed during a 16-day part-closure of the tramway from 16 August to 1 September, along with

highway resurfacing works in Croydon town centre and further repair works to the Addiscombe Road Bridge.

We have a programme to replace the life expiring Bombardier CR4000 trams, which are experiencing declining reliability. The programme has been assessing the potential impact of the recent Sandilands inquest in relation to expected recommendations and has been feeding this into the current tram market study to understand safety innovations available for modern fleets. The market study, plus assessments of the current depot and infrastructure, will be completed in autumn ahead of starting the formal market engagement exercise in Quarter 4, which covers December 2021 to March 2022.

Bus service changes

A programme to reduce the frequency of bus services is being implemented as a reflection of the reduced use of the bus network in central and inner London over previous years. These reductions are mainly of one to two buses per hour per route, but there have been more substantial reductions on routes 507 and 521, which act as feeders to and from the National Rail services at London Bridge, Victoria and Waterloo main line stations due to reductions in demand, which have been further exacerbated by the pandemic. We are also looking at more substantial structural alterations to bus routes in inner and central London, with any such changes being subject to full stakeholder and public consultation and an Equality Impact Assessment.

The extension of route 324 to Centennial Business Park in Elstree was implemented on 28 August. This provides new links to the Royal National Orthopaedic Hospital in Stanmore and gives a new direct link to Stanmore station on the Jubilee line.

As part of the City of Westminster's project to create a major new public space on the Strand, bus services were re-routed in the area with two-way operation introduced on Aldwych. Also, in preparation for the Oxford Circus transformation project, route 113 has been diverted to terminate at Marble Arch instead of Oxford Circus, with route 159 curtailed at Oxford Circus instead of running to Marble Arch.

In August, we launched a campaign to inform bus customers of these changes, encouraging them to plan ahead using the TfL Go app for real-time information. We will run these messages before, during and after all the planned changes, which are due to be completed by November. The campaign will run alongside the Hopper fare campaign over the same period of time.

We will communicate with customers depending on the scale and impact of the service changes and will run a mix of local press, poster and digital display adverts, and emails. Our stakeholder team will engage with local councils and our press office is prepared with responses for journalists on the proposed changes and times of travel. We are continuing to monitor loadings.

Innovation in congestion initiatives

We charge companies that work on the busiest parts of our road network, at times when demand from people making journeys across London is at its highest.

Last year, we recovered more than £8.7m as a result of this action. Government regulations allow us to recover our staff and technology costs for operating the scheme, which is approximately £2m per year.

The surplus is ringfenced and can only be spent on congestion-busting roadwork initiatives. These finances are essentially treated as grant funding and have no material impact to our financial position.

Innovation is key to ensuring a sustainable, safer and less disruptive industry for many years to come. Accelerating this change is the Lane Rental Governance Committee, who recently approved a further £3m of funding for six proposals to tackle some of the historic financial pain points across the sector.

- A total of £200,000 was approved for Cadent Gas to undertake a trial of the Picarro system, which looks to significantly improve the gas industry's ability to select and target leakage problem areas when undertaking gas main replacements. Highly sensitive vehicle mounted sensors capable of capturing gas readings as low as 'parts per billion' will be used in conjunction with data analytics to turn measurements into decision making

- A further £407,000 was approved for Cadent/Morrison to trial the use of cured in place pipe technology, a glass-reinforced plastic product, which can be pulled through the replacement main within a very small footprint and at an average rate of one metre every minute. Once through, the liner is inflated with compressed air and set in place using UV light, taking the form of the host pipe. While currently used in the water industry, this is a first of its kind for gas
- Southern Gas Networks had £563,000 approved to develop a robotic unit capable of scanning an area of interest, recording the locations of utility assets and marking out the ground in relevant colours. This will complement the national initiative of producing a single source register of assets, improve the safety of operatives on site who undertake ground penetrating radar surveys and reduce disruption from the historic use of trial holes to locate the assets
- Our Projects and Programme Directorate had £740,000 of funding approved to implement an innovative 'bridging' solution to maintain traffic flow, while the replacement of one of only three roller shutter joints in the UK is undertaken on Westway in the Royal Borough of Kensington and Chelsea. The use of this temporary measure will significantly reduce the amount of disruption for the 96,000 vehicles that use this, the second busiest road in London, on a daily basis

- Our Network Management Directorate received £100,000 of funding to undertake a detailed feasibility study and options paper for developing a scalable supplementary works approval solution to establish the most viable and cost-effective delivery path. The overall aim is to allow work promoters to follow the status of all the associated approvals required, when carrying out different types of work on the network, in a single place
- Finally, a sum of £1m was approved to replenish the Extraordinary Measures funding pot that was previously agreed in May 2018. This is a quick access fund used to offset work promoter costs (utility and street authority) incurred for implementing arrangements agreed when determining traffic management mitigation measures that are not typical.

The fund is open to all to apply and , once approved, will be awarded on a first come first served basis

Updating our Traffic Modelling Guidelines

We have published a new our Traffic Modelling Guidelines. This is an industry-recognised reference document and sets expectations and standards for all modelling disciplines within the field. The last edition of the guidelines was published in September 2010, so this update has been anticipated for some time. The guidelines have been brought up to date in terms of technical content and are in alignment with the current Mayor's Transport Strategy in terms of policy focuses. We have promoted

this across a range of industry events, from representation at conferences and exhibitions to inclusion in journals and client forums.

Road technology

We continue to lead 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. The third release of our Common Operational View Incident Management System has now been deployed into live operation in our Network Management Control Centre. This ground-breaking system introduces new data sources and map layers to enable our control centre teams to focus our response to incidents on our network around the Healthy Streets framework. The latest release includes enhanced data on buses, including passenger counts and delay data, and information on Santander Cycles docking stations.

Compliance, enforcement and safety technology

We continue to procure deployable enforcement cameras. On 26 July, we awarded a contract to P Ducker Systems for at least 50 new enforcement cameras, which will play a vital part in helping us to meet our Vision Zero goal of eliminating death and serious injury on the road network by 2041. A trial of the cameras carried out in 2020 saw an improvement in compliance of up to 60 per cent in six months. The new cameras will be introduced to our road network from this autumn, and we will be closely monitoring

how successful the cameras have been at cutting road danger, reducing congestion and improving bus journey reliability. All money recovered by drivers being penalised will be reinvested in maintaining a safe and efficient road network for everyone travelling in the Capital. The cameras will be used for enforcement of civil traffic rules only and will be fully compliant with data protection legislation.

On 12 August, we started the development of Enforcement and Compliance On Street systems using in-house teams. This project will replace and improve the digital capability, which underpins operations in our Compliance, Policing, Operations and Security directorate, enabling officers to record contraventions through mobile devices on the street, and delivering a case management solution to enforce regulations through prosecutions and advisory notices.

Public transport technology

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



Camden was the 10th borough join our e-scooter rental trial

The tender process to select suppliers for the iBus2 software replacement project is progressing well. We received a positive response to the Selection Questionnaire released with the iBus2 Contract Notice in April, with 12 different suppliers responding. Following evaluation by the project team, suppliers that successfully passed this stage were invited to submit their proposals on how they expect to deliver and operate the software upgrade on 6 August. The suppliers have attended bidder one-to-one events with us and will submit their proposals later in October. Following this, the bidders and our project team will enter a period of 'competitive dialogue' in 2022 to further explore the details of the proposals.

Our public transport technology area 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, with one-to-one events with shortlisted suppliers recently completed. Discussion with potential bidders is continuing, with contracts expected to be awarded in early 2022.

E-scooter rental trials

On 27 September, the fifth operational period of the e-scooter rental trial started, with Camden joining, taking the total to 10 participating boroughs. Taking new parking capacity and performance of operators during the last period into account, the maximum total number of e-scooters allowed was increased to 3,480. Headline trip data from the first four operational

periods is available on our website, showing that a total of 255,000 rides were taken in the first 16 weeks of the trial.

Innovation Challenges

We are currently running three innovation challenges. These are designed to stimulate the market to address specific problems and, if possible, prove the application of a type of technology. They can lead to the scaling of a successful technology in our organisation and have led to multiyear contracts in the past.

Bus Driver Fatigue and Wellbeing

This innovation challenge has received many submissions involving partnerships between innovators and bus operators, which are now being reviewed. The submissions are proposing to trial new approaches to reducing bus driver fatigue and enhance wellbeing. The most promising proposals will receive funding over the next few months in order to deliver trials that could be rolled out across London if they are successful.

Freight Lab

Focused on reducing the environmental and traffic impact of freight, six trials have started in our Freight Lab, led by innovators including ENSO Tyres, AppyWay, Fernhey, Humanising Autonomy and EMSOL. The innovators will work with some of the UK's largest logistics carriers including DPD, UPS, CIVAS, John Lewis and Royal Mail, and deliver trials showing how new technology can reduce the negative impact of freight on London's roads.

Road Lab

Two multi-year contracts have been let to leading innovators samdesk and Immense, who successfully developed minimum viable products as part of our Road Lab, focused on reducing the impact of roadworks on London. The programme was funded from our pioneering Lane Rental Scheme and the innovative procurement procedure, which enables successful research and development activity to be rolled out to wider business areas.

TfL Streetcare tool

From 23 August, we ran an information campaign to raise awareness of our Streetcare tool, which makes it simpler and easier for people across London to report problems related to roadworks, potholes and damaged bus shelters. We are raising awareness of this tool among cyclists, pedestrians and bus passengers, as restrictions are lifted and Londoners are beginning to use the network again. The campaign aims to increase reporting, reduce the number of report calls to our call centre and reassure customers that we care and are constantly investing in maintaining the network and improving their journey.

The campaign is running on our outdoor estate across our network, in adverts on the Metro Travel page and on digital display ads, asking people to 'Search TfL Streetcare' to help us fix London streets, and was supported with emails to our customers.

Recycling in stations

We have started recycling collections at 18 stations in Zones 1 and 2. London Bridge, Southwark and Waterloo stations have new hoop bins with separate sections for recyclable items and normal waste. At 15 other stations our cleaning partners, ABM, are sorting the litter they pick up from trains and around the station for separate recycling collections. They are also checking to see if any of our regular bins contain recyclable items that can go in the recycling rather than general waste.

Recycling has been available at stations in Zones 3 to 6 for a number of years, as well as in some of our depots. We plan to introduce recycling collections at more stations, where practical, across all zones.

As well as recycling items such as newspapers and coffee cups, we are also looking at how our stations with food retail units can recycle their food waste. We began this work at Stratford station and are now rolling it out to more stations.

Art on the Underground

We have launched the Brixton Botanical Map, a new map in our Art Map series, a new pocket Tube map cover by artist Helen Cammock, and a new permanent artwork by artist Alexandre da Cunha at the new Underground station at Battersea Power Station, as part of the Northern Line Extension. Free copies are available from Brixton Underground station and locations around Brixton.

Following Helen Cammock's city-wide poster campaign, one of her three artworks, 'sit alongside and feel me breathe', was launched on the September 2021 Tube map cover. This artwork reflects on the events of 2020 and 2021 and the symbolism of 'breath' within crisis. It is a comment on empathy, specifically empathy within public space, and asks how we can we 'sit alongside' one another as a society again?

Alexandre da Cunha's new permanent artwork for the Northern Line Extension, 'Sunset, Sunrise, Sunset', is a monumental kinetic sculpture reflecting on daily cycles. Da Cunha uses an outdated advertising mechanism, the rotating billboard, to create two friezes of pure colour that face each other along the length of the ticket hall.

At nearly 100 metres in length, the friezes consist of three different coloured faces, fading from one colour to another over the length of the entire image. The colours have been extracted from photos of London sunsets and sunrises. Throughout the course of the day, the panels rotate, presenting different combinations of colours into the ticket hall.

New Sustainability Report and Corporate Environment Plan

On 29 September, we published our first Sustainability Report, which outlines our approach to sustainability for our customers, staff and suppliers.

The Sustainability Report sets out, with equal importance, our approach to the three sustainability pillars of society, economy and environment, and the related outputs and benefits we deliver through our activities. The report is a retrospective document and acts as a baseline by providing an account of work to date with key performance metrics. These will be used to monitor progress against our strategies, commitments and priorities. With future iterations, we plan to work towards a Global Reporting Initiative compliant report, which will help to further translate the UN Sustainability Development Goals to an organisational level.

In parallel to the Sustainability Report, we have published our Corporate Environment Plan. This plan sets out our ambitions and targets for the environmental pillar of sustainability. It takes on a forward-looking approach to improving our environmental performance, complementing the activities we undertake to deliver wider environmental benefits to London as set out in the Mayor's Transport Strategy. The report is structured through five key themes, which align with the Mayor's ambition for a zero-carbon London. The plan forms an important part of the our management system setting clear expectations of performance and ambitions for our activities, including our suppliers.

Both reports have been developed collaboratively with input of stakeholders from across the business, our suppliers, partners, Board Members and colleagues from the GLA.



Work continues to provide affordable housing for Londoners

New Homes

South Kensington development

With our partner Native Land, we have submitted amendments to the design of our proposals at South Kensington station to the Royal Borough of Kensington and Chelsea. Our proposals restore and enhance the buildings and land at South Kensington Tube station, providing new homes, including 35 per cent affordable, as well as workspace and shops, and completing much-needed step-free access to the Circle and District lines.

Our award-winning architects, Rogers, Stirk Harbour + Partners, have reduced glazing, and reconsidered the heights and elevations on Pelham Street and Thurloe Square. The Bullnose, the semi-circular plot above the station, has also been reconsidered to reference adjacent heritage architecture.

Arnos Grove

As part of Connected Living London, our strategic build to rent joint venture with Grainger plc, we have proposals for 162 rental homes, 40 per cent affordable at Arnos Grove. Unfortunately, in January, despite officers' recommendation for approval, Enfield Council refused our application. We are committed to providing homes at this location and have now submitted an appeal to the Planning Inspectorate. We expect a decision later this year.

The London Mews completes

Construction of 97 homes, 50 per cent affordable, at our site on Beechwood Avenue has completed. The small site was brought forward in 2018 using the Mayor's Small Sites Small Builders programme, and we selected Kuropatwa Limited to design and deliver new homes shortly afterwards.

The previously underutilised site has been transformed into a beautiful, new, peaceful pedestrianised mews street with housing. Almost all of the apartments have their own front door opening directly onto the street, giving residents the best of both traditional and modern housing design

Healthy Streets

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

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures has continued to deliver at pace. So far, some 100km of strategic cycle routes have been completed and more than 20km under construction. As we recover from the pandemic, we will continue to monitor the impacts of these trial schemes on the different transport modes, as well as engaging local communities and stakeholders to inform which schemes could be retained. Borough delivery continues to make good progress, with construction of trial routes taking place across 10 London boroughs. The London Borough of Barking and Dagenham continues to make good progress on the cycle route between Barking Town Centre and Barking Riverside.

The completion of this route will offer a high-quality 4km cycle route between two strategic locations within the borough. Funding has now been allocated to boroughs to investigate making temporary schemes permanent. Of the 107 Low Traffic Neighbourhood borough bids funded under the Streetspace for London programme, 83 are operational, as are 322 school streets, from a total of 335 that were funded. A further 38 Low Traffic Neighbourhoods and three school streets are proposed under the Active Travel Fund, alongside numerous improvements and upgrades to existing schemes. These will be delivered during this financial year, subject to due process including consultation and engagement.

We are now in a phase where we are beginning to review temporary schemes with the boroughs, including pulling

together monitoring data and stakeholder feedback, for decision making on the projects. It is possible that some will be made permanent and others amended or removed, as appropriate. Use of experimental orders is an option where a scheme is moving from temporary orders and where further monitoring of impacts would be beneficial.

The programme also delivered some 75km of bus lanes on our road network, with newly extended operational hours to enable 24/7 operation. This experimental scheme is now also under review to look at impacts and appropriate decisions in long-term operation.

Safer Streets

We continue to work on more than 100 vital projects to reduce road danger on London's roads.

It is important here to restate our thoughts and condolences are with the family and friends of Dr Marta Krawiec.

Following on from previous safety measures introduced at Holborn gyratory, we had been working on plans to further improve safety – including new walking and cycling facilities to reduce road danger and measures to reduce traffic dominance and pollution.

It is with real regret that, like many other schemes in the capital, these plans have not progressed due to the coronavirus pandemic's severe impact on TfL's finances and the lack of a long-term funding agreement for TfL.



We continue to create more space for walking and cycling

Our sole focus is what happens next. As a priority, we are now working together to speed up a short-term plan to reduce road danger in Holborn, focusing on the Southampton Row and Theobalds Road junction to begin with. We are also looking into longer term proposals to improve cycling safety in the area across Holborn.

We all remain fully committed to Vision Zero to stop death and serious injury on London's roads.

Detailed design work is also progressing at pace to improve the safety at the A217/Lumley Road junction, following a successful public consultation held over the summer, as well as at the A10 by Edmonton County School and the A205/Lancaster Avenue junction.

In April 2017, the Safer Junctions list highlighted 73 of the most dangerous junctions on our road network, defined as those with the highest vulnerable road user collision rates between 2013 and 2015. Work to 43 of these junctions is now finished, following completion of new pedestrian crossings and cyclist safety improvements at Camden Town/Camden Road. Design work continues on the remaining 30 junctions.

Detailed design work is at an advanced stage at Chelsea Embankment/Battersea Bridge, Holloway Road/Drayton Park and York Road Roundabout, with these schemes respectively delivering essential pedestrian and motorcycle safety measures. A new 20mph speed limit will also be introduced in Putney town centre

at the Safer Junction of A205 Upper Richmond Road/Putney High Road, the first stage in a phased approach to delivering safety measures at this busy location.

Bus Priority Programme

During the last twelve months, the Bus Priority Programme has been revitalised to improve its pipeline of planned schemes and to deliver more benefits. Strategic priorities, operational requirements and performance opportunities have been identified collaboratively to inform the new approach and to ensure that future investment balances strategic objectives for walking, cycling, safety and bus journey times, driving a long-term investment programme.

Between July and September, six bus corridors which were identified as a strategic priority have now entered the project lifecycle and are in Outcome Definition stage.

We have delivered 450m of new and improved bus lane on our road network since April 2021, and are funding 150 schemes to improve bus journey time on London's borough roads. In 2021/22 we expect to deliver 5km of new and improved bus lanes.

There have been changes to eleven signalised junctions across London, so buses now receive priority from the signals to ensure they can run through the junction more efficiently. A further 165 signalised junctions have been reviewed to improve bus progression.

We have designed three sections on the Wandsworth Road corridor and handed over to the London Borough of Lambeth to progress into detailed design and implementation. We have also completed the design of a junction which, once built, will enable electric buses to run on the Route 49 in the Royal Borough of Kensington and Chelsea. Construction is due to start in early 2022.

Old Street

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

Construction of the new station entrance at Cowper Street is now substantially completed. The entrance was opened and brought into public use on 30 August, enabling the permanent closure of the northeast entrance to the station. The southwest entrance to the station remains open for public use until May 2022.

Refurbishment of the existing stairs at the northwest entrance, Subway 4, is also substantially completed. The stairs were reopened, and the adjacent ramp permanently closed on 30 August, enabling the new passenger lift to start operating. The green line to Moorfields Eye Hospital was reinstated along the stairs.

The next traffic management phase was implemented over the 27 to 31 August bank holiday weekend, to enable construction to continue for the highways, drainage and station roof strengthening works.

On the peninsula area, construction of the new main station entrance continues with the substructure works now completed, including all the internal and external walls. Works have started on the above ground superstructure, with the precast concrete central column and stairs successfully installed in September. Good progress was made on the new goods lift and work was completed in early August. Works have now started on the lift shaft.

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

Completion of the project is scheduled for autumn 2022.

Nine Elms

The highway changes to Nine Elms Lane will provide a 2km sustainable transport corridor in the middle of the largest central London regeneration zone. The former industrial estate will be transformed into a new mixed-use quarter through the delivery of 20,000 new homes and 25,000 new jobs, including new hotels, schools and leisure facilities.

Battersea Power Station is the first developer to build out their site. In line with the planning permission conditions associated with the occupation of their buildings and the opening of the Northern Line station, Battersea Power Station completed the first phase of the corridor improvements between Duchess Bridge, over the railway, and Sleaford Street in August. This coordinated with the opening of the new Northern line station on 20 September and delivers 300m of safer segregated cycle facilities, a widened footway, new pedestrian crossings and new interchange space. Future delivery phases of the highway are being coordinated with other developers.

Bishopsgate judicial review

Our appeal against the High Court decision in relation to a judicial review claim brought by UTAG and the Licensed Taxi Drivers Association Ltd (LTDA) against a temporary traffic management scheme in Bishopsgate on the A10 and against the interim Streetspace for London guidance that we issued to boroughs in May 2020 took place on 15 and 16 June 2021. In a judgment given on 30 July 2021, the Court of Appeal allowed our appeal on all grounds, set aside the grant of judicial review in respect of the Mayor's Streetspace Plan, our interim guidance and the A10 order, and set aside the orders quashing the plan, guidance and the A10 Order. The Court also made an order for costs in our favour.

On 19 August, UTAG and the LTDA submitted an application for permission to appeal to the Supreme Court, which we have responded to. A decision from the Supreme Court about whether or not the appeal can proceed is awaited.

Cycleways

Cycleway 4

Works along the Evelyn Street section in Lewisham are progressing well, with 30 per cent now complete, and are on track to be finalised in spring 2022. An eastbound directional closure on Evelyn Street from Bestwood Street to Oxestalls Road started on 31 August to enable the construction of the cycle track and will be complete by the end of November. Although works along Creek Road were completed in May, the Creek Road Bridge works have not yet been completed by the borough and the project team is liaising with them to ensure their works are completed as soon as possible.

Cycleway 9

The detailed design for Hammersmith Gyrotory is progressing well and is on track to be completed around mid-November. Detailed design for the upgrade to Chiswick High Road has also started. Construction works for both sections are planned to start in late 2021.

Cycleway 23

Works started on 27 September on the Milfields Park section of the route, planned to be complete by spring 2022. This will be followed by the Lea Bridge Roundabout section and then Lea Bridge Road, including the Chatsworth Road junction.

Walking and cycling grants

Our Walking and Cycling Grants are a key diversity and inclusion programme, supporting under-represented groups of people. Grants for up to £10,000 are provided over three years to implement grassroots walking and cycling programmes. The Community Ideas Hub, launched in July 2021, will provide an additional streamlined grant scheme and supportive online content for smaller community groups and charities. The hub will equip smaller groups with the skills and confidence to apply for funding. The programme is delivered by Groundwork on our behalf.

The campaign aims to drive awareness of the scheme and applications for standard and Community Ideas Hub grants from underrepresented boroughs and target groups, such as people from Black, Asian and minority ethnic groups and those that are economically deprived, as well as increasing the number of grants awarded to disability groups who have experienced social isolation during pandemic. Communications will focus on highlighting previous success stories and the available application support. A promotional pack with specific wording and a poster will be distributed to Groundwork mailing lists, borough contacts, Healthy Street Officers and relevant stakeholders to drive awareness among target groups. This will be supported by social media and PR activities. The Community Ideas Hub will launch with a virtual event.

Santander Cycles

Building on success

Our Santander Cycles scheme continues to go from strength to strength. It has played a crucial role throughout the pandemic, as more and more Londoners have turned to cycling for everyday journeys and exercise and has experienced record usage. September saw the scheme's highest September hires in its 11-year history, with 1,219,804 hires during the month, an average of 40,660 daily hires. This is well above the 37,917 average daily hires in September last year, and the 32,323 average daily hires in the three Septembers before the pandemic.

Since March 2020, we have offered free cycle-hire access codes to NHS staff and other key workers. So far, there have been more than 275,000 hires and more than 23,000 people have benefited from this offer. The busiest location for NHS code redemption is the docking station on Lambeth Palace Road in Waterloo, near St Thomas's Hospital. Work is now under way to modernise, electrify and expand the Santander Cycles scheme. This initiative aims to broaden and increase usage of Santander Cycles, drive revenue, ensure operating costs deliver value for money and adapt to the requirements of the latest regulations. It will improve the customer offering with the rollout of 500 electric bikes (e-bikes), flexible fare models and enhanced app functionality.

In July, we received and reviewed the detailed design from Cubic Transport Systems and started to put together the team tasked with integrating the different



Santander Cycles are helping even more people cycle in London

systems related to back-office payment system, e-bikes, and website and app development. Work development of the new back-office payment system has progressed well and the delivery of the 500 e-bikes is still on programme, with a planned go-live date in summer 2022.

Preliminary survey work has now started that will enable the introduction of a small expansion of new docking stations in Southwark. This is fully funded by the borough and the plan is to make these stations operational by 2022/23.

Cycle to Work Day

On 5 August, we targeted a group of people we called 'cycling considerers', 22 per cent of Londoners, and encouraged them to trial cycling on Cycle to Work Day, if they currently travel to work, or to consider active travel when they return to the office as restrictions ease.

The campaign messaging tackled the barriers of safety or access to a bike through the promotion of key products and services that enable action, such as explaining the reasons 'why cycling could work for you' and highlighting that we offer products and services to help customers start with active travel to work.

Customer-facing activity included an email and video clips on social media featuring a key worker cycling to work. Travel Demand Management issued an updated Active Travel Toolkit to businesses with information about the benefits of active

travel for employees, along with guidance on incentivising and encouraging walking and cycling to work. The campaign was supported internally with the promotion of the Cycle to Work scheme opportunity to our staff.

Improving diversity and inclusion in cycling in London

Will Norman, our Walking and Cycling Commissioner, chaired a cycling round table event on 26 August, which was attended by key cycling strategy organisations including London Cycling Campaign, Sustrans, Sported, London Marathon Events, London Councils represented by Mayor of Hackney Philip Glanville, Sport England and London Sport, and there was significant support to work together to achieve a shared ambition for London. On 1 October we held a conference in partnership with these strategic stakeholders, inviting around 50 political and community stakeholders and organisations to widen this conversation and identify what actions can be taken to make cycling in London more inclusive and diverse.

Air quality and the environment 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, but not including, the North Circular Road (A406) and South

Circular Road (A205), creating a much larger zone that will help improve air quality for millions of Londoners. Cars, motorcycles, minibuses (up to five tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.

A key element of this expansion is to migrate the existing operational systems to a cloud-based platform to be able to deal with the increased volumes of data that the larger zone will bring. We have successfully migrated all systems and applications to the cloud platform, and are completing the final integrations checks with the new camera data processing system ahead of the scheme launch. Installation of the new on street infrastructure of cameras and road signs is also largely complete.

To prepare drivers for this ULEZ expansion, the marketing campaign continues to raise awareness and encourage drivers to check their vehicle. Adverts are appearing on posters, on the radio, in press and digital, search and social channels, and on TV. During July and August, we started direct marketing activity working with the Driver and Vehicle Licensing Agency to send letters to owners of non-compliant vehicle seen in the zone over the last few months. Further mailings were completed in September and more are planned for October. Emails targeting owners of non-compliant vehicles on our database were sent to coincide with the 100 days to go milestone, alongside messaging on roadside posters. From 28

August, we ran our face to face leafleting activity targeting high footfall locations in boroughs within the zone. In September, we used the 'one month to go' milestone to raise awareness of the ULEZ start date.

Low Emission Zone monitoring report

In February 2017, the Mayor announced his intention to increase the city's Low Emission Zone (LEZ) standards for HGVs, buses and coaches from Euro IV to Euro VI by October 2020. The difference between these two standards is significant as the new Euro VI standard means about an 80 per cent reduction in particulate matter emissions and a 90 per cent reduction in NOx emissions. Due to the coronavirus pandemic, the implementation of the new standards was deferred until March 2021. However, since the changes to the scheme were announced, many large and small businesses, sole traders, charities and private owners of large and heavy vehicles have shifted to cleaner vehicles. By the end of August 2021, compliance stood at 95.5 per cent, compared to only 48 per cent in 2017 when the changes to the LEZ scheme was announced.

Electric vehicle infrastructure delivery

Following the successful implementation of more than 300 rapid charge points, and supporting boroughs to deliver in excess of 3,000 residential charging points to date, attention has now turned to creating a strategy for delivering London's electric vehicle infrastructure in the longer term. The strategy outlines updated forecasts for London's infrastructure needs by

2030, identifying how the public sector can support this and remove barriers for the private sector, and what Government funding or enablers may be required.

In addition to producing an electric vehicle infrastructure strategy, we have been working with a variety of stakeholders, including boroughs, charge point operators and the GLA functional bodies, to identify specific delivery models to achieve the increase in charge points London will need to meet future demand. This work has included exploring opportunities to accommodate electric vehicle infrastructure on GLA-owned land, with a view to introducing flexible procurement models and commercial arrangements. This will allow us to engage effectively with the private sector while achieving a shared goal of encouraging and enabling a switch to electric car use.

Scrappage schemes

We have continued to operate the Mayor's scrappage schemes to help drivers scrap their older, more polluting vehicles to meet required emissions standards. To date, the schemes have supported the scrapping of nearly 10,000 vehicles, with more than £43.7m of grant payments issued. On 19 August, a further £5m funding was secured to enable the ULEZ car and motorcycle scrappage scheme to extend. The availability of this important mitigation measure for those who are disproportionately affected by ULEZ expansion will help to remove up to 2,500 additional polluting cars and motorcycles from London's roads.

Air quality education campaign

The campaign continues to inform drivers about the contribution driving makes to poor air quality and to explain the need for the forthcoming ULEZ expansion. A range of air quality advocates feature in online videos, radio adverts and interviews, including Choked Up, a group of young Londoners campaigning for cleaner air, Jonathan Grigg, Professor of Paediatric Respiratory and Environmental Medicine at Queen Mary University, health and air quality advocate Rosamund Adoo Kissi-Debrah, and Sarah Woolnough, Chief Executive Officer at the British Lung Foundation and Asthma UK.

Zero-emission buses

All new buses entering the London fleet will now be zero emission to help us decarbonise public transport and further enhance air quality much faster than planned, building on our recent achievement of making the entire bus fleet compliant with Euro VI emission standards – the same as the ULEZ.

This step-change was announced by the Mayor at the Zero-Emission Bus Summit at City Hall on September 17 and puts us on the path of eliminating diesel, along with its tailpipe gases and particulate matter, from our buses by 2034 – three years earlier than planned. This will also contribute to the wider plans the Government has to cut CO2 emission in the UK by 68 per cent compared to 1990 levels by 2030.

London has more than 550 zero-emission buses in its fleet, which is helping us reduce our reliance on conventional diesel, cut harmful emissions and reduce CO2 in the capital. We are aiming for 10 per cent of our 9,000-strong fleet to be zero emission by the end of 2022 although the shortage of materials and workers in the manufacturing sector world-wide may put this at risk as well as disrupt power upgrades at bus garages across London. The fleet includes 20 double-deck zero-emission hydrogen fuel-cell buses operating on route 7 from East Acton to Oxford Circus, launched by the Mayor on 23 June, supported by a bespoke refuelling station at Perivale in Ealing. This is technology we have harnessed in London before to help us reduce bus fleet emissions and, like pure electric buses, emits nothing except water vapour. We plan to continue adding zero-emission buses as quickly and affordably as we can so that we can make the entire fleet zero emission by 2034, with options for bringing this forward to 2030 if funding for vehicles and infrastructure can be provided by the Government.

Switching to LED Solutions at our bus shelters

With us maintaining more than 12,000 bus shelter assets, switching to LED solutions has the potential to provide significant cost, maintenance and associated carbon savings across the network. LEDs are energy-efficient alternatives to conventional fluorescent and halogen lighting, providing on average 50 to 75 per cent more efficient lighting – delivering more lighting output per watt of electricity. Reducing our

electricity consumption means we reduce our carbon emissions, which is the key aim of this work and is vital as we work towards a zero carbon London by 2030.

The team measures the light output from the proposed courtesy light (the passenger light that sits above the information panel) and advertising panel edge-lit solutions to see how they fair on street. There are currently two advertising panel trials and one courtesy light installed on shelters in Old Kent Road, with plans to install two more to be able to compare products. This will help inform how the team takes the project forward and rolls out sustainable lighting across our network to provide much-needed environmental benefits, while at the same time keeping our customers safe and our advertising panels bright.

Healthy Streets Advisory Group

On 13 August, we held our first meeting of the Healthy Street Advisory Group to discuss next steps for the Healthy Streets programme and had an exploratory discussion on the future of road user charging in London. The members of the forum remain the same: London TravelWatch, Transport for All, Victoria BID, Confederation of Passenger Transport, Logistics UK, Living Streets, Sustrans, Aldgate Connect BID, London First, London Cycling Campaign and Guide Dogs, and will be essential in further developing our Healthy Streets policies and programmes, building advocacy for this work and enabling better delivery of associated schemes. The forum will continue to meet on an ongoing basis.

Crossrail

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

Trial running test exercise

At this stage in the programme, and with the number of milestones achieved, the opening of the Elizabeth line for passenger services remains on track for the first half of 2022.

The trial running phase continues to progress well with 12 trains per hour in operation on the central operating section. To date, a number of issues encountered during trial running relate to known issues in the current software configuration and are expected to be resolved with the ELRI00 software release.

Once trial running is complete, the ELRI00 software commissioned and all final remaining works completed, it will demonstrate that the Elizabeth line can run at the performance levels necessary to move to trial operations. As we move towards this phase in the autumn, operational hours will increase, allowing us to really stress test the system and move towards our next significant objective of improving the process of moving between operational and maintenance activities. This process will confirm the railway is

ready for passenger service and will be monitored through the Engineering Hours Improvement Programme.

Ahead of Trial Operations starting, our Partnership and Events team, working with operational colleagues, delivered a test exercise on 15 September. Volunteers from TfL, Rail for London Infrastructure, Crossrail, Network Rail and MTR Elizabeth line were invited to attend the new Woolwich Elizabeth line station. They boarded a train, taking the new route to Farringdon where they completed an evacuation exercise. These events ensure our processes work, providing us with crucial feedback, and ensuring the team can implement any changes for the live Trial Operations phase.

The project completed an 18-day blockade in July. During this period, trial running services were suspended to allow work activity to proceed uninterrupted. The objective of the blockade was to reduce the number of the remaining intricate activities in the tunnels and stations. It was a success, with productivity at 95 per cent. The significantly reduced number of items that remain are being reprofiled and will be completed in the coming months.

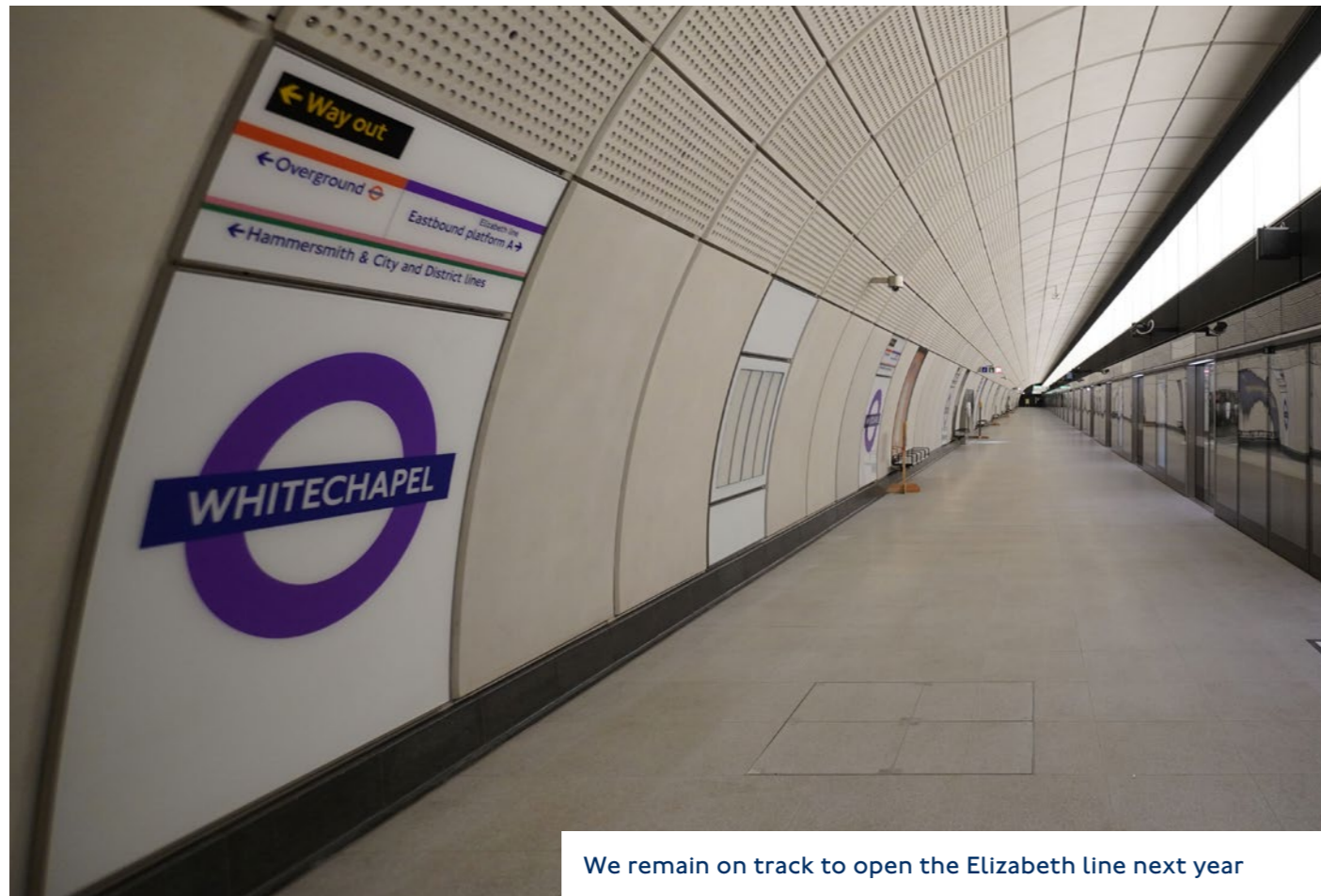
Both Paddington and Whitechapel stations were handed over by Crossrail in August, bringing the total number of stations under our responsibility to seven. Whitechapel also became the 85th step free station across the Tube network. The next station to be handed over is Canary Wharf, which we expect in the autumn. The final integration

of Abbey Wood station took place on 30 September. Bond Street station is showing encouraging signs that it will meet its requirements to be able to support trial operations, and Crossrail is continuing works at the station for it to be ready for passenger service.

Network Rail completed works at West Drayton on 20 July, Southall on 26 August and at Hayes & Harlington on 14 September. As well as providing step-free access, other station improvements works, including new ticket machines and clearer customer information, were delivered. Station improvements at Ilford and Romford are expected to be completed in early 2022.

TfL Rail stations are being improved and rebuilt ready for phase 3 of the Elizabeth line. From September, we have run a series of posters detailing the improvements and how they will benefit Elizabeth line customers. The messages are station specific, and include improvements such as step-free access, additional seating and new ticket machines.

TfL Rail continues to deliver a good service with a target that beat the Public Performance Measure during the four-week period between 25 July and 21 August. We were second best in the industry with only Merseyrail performing better. The east section of the line achieved 97.2 per cent of trains meeting their reliability target, with the west section achieving 93.6 per cent. Overall, the moving annual average trend continues to be better than target at 95.4 per cent.



We remain on track to open the Elizabeth line next year

Finance

Continued recovery as demand grows, albeit at a slower rate than budget, and we remain on track with our savings programme

TfL 2021/22 financial performance to date

Our latest financial report covers the period to the end of Quarter 2 of the financial year 2021/22, from 1 April to 18 September. Our financial performance is measured against the Revised Budget, as approved by the Board on 28 July 2021.

Our year-to-date position on the net cost of operations – our day-to-day operating deficit including capital renewals and financing costs – before Government funding, is a deficit of £1,206m, which is marginally behind Budget.

Journey growth plateaued throughout the summer period, partly as a result of the delay to Step 4 of the Government's roadmap, followed by the holiday season. However, both Tube and bus journeys have shown promising growth since the start of September. Tube journeys were 59 per cent of pre-pandemic levels in period 6, with bus journeys at 70 per cent. In the year to date, total TfL journeys are 1,014 million, 76 million lower than Budget. We have seen 285 million journeys on the Tube and 628 million on buses.

Passenger income is £1,250m in the year to date, more than double that of last year, but £120m (nine per cent), lower than Budget, a result of lower journey demand. As per the funding agreement on 1 June 2021, we receive a top up on passenger revenue to a pre-determined level. The Government funding and financing support has provided £1,354m to date, which includes £1,225m of base funding and £146m of net revenue top-up.

Operating costs are £67m (two per cent) lower than Budgeted, a result of lower staff costs, lower Elizabeth line running costs, lower coronavirus-related costs, and released contingency. Total spend on capital renewals and new capital investment for the year to date is £559m, £72m (11 per cent) lower than Budget, partly driven by the stop-start nature of funding agreements and not being able to plan sufficiently far ahead to get projects approved and agreed with our contractors.

Cash balances remain broadly stable since the start of the year as much of the base funding from government was heavily weighted towards the earlier periods. Our balances were £1,729m at the end of Quarter 2 but are expected to decline to below minimum cash levels (£1.2bn) after the current funding agreement expires on 11 December 2021, if we are not in receipt of further funding from government.

We submitted our input to the DfT's "Comprehensive Spending Review" ask, using the same compelling arguments for investment in TfL as outlined in our Financial Sustainability Plan. In parallel, we are pressing for an early start to negotiations of the next funding settlement – and for that settlement to give TfL long-term financial certainty to enable us to power London and the wider UK's economic recovery.

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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

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

