



Commissioner's report

December 2021

Contents

Introduction	3
Safety and security	4
Supporting the recovery	11
Our people	15
Improving transport and generating growth	19
Healthy Streets	25
Crossrail	32
Finance	33

Introduction

We continue to keep our transport network moving and enable our customers to go about their daily lives

I continue to set out the compelling case for long-term sustainable funding in London's transport network to the Government so that we can continue to play our vital role in London's recovery from the pandemic. We have clearly shown how, with the right funding, we can work with the Government to achieve its national objectives around decarbonising transport, supporting economic growth and promoting sustainable travel.

We are continuing to see ridership increase across our network and are constantly adapting our services to help support demand while keeping our customers safe. On 27 November, we saw the return of Night Tube services on the Central and Victoria lines in time for the busy festive period. Services will run throughout the night on Fridays and Saturdays, providing more safe options for customers who need to travel at night either for leisure or for work, including women and girls. This is another significant milestone since the start of the pandemic and we continue to review what other lines can be brought back to help support the needs of our customers.

I'm also pleased to announce that Night Overground services will resume on 17 December. The Night Overground services will run between Highbury & Islington and New Cross Gate every 15 minutes throughout the night on Fridays and Saturdays, complementing the returning Night Tube services and providing customers with key interchanges on both the Central and Victoria line.

Finally, a full weekday service resumed on the Waterloo & City line on 22 November. This line provides customers an important link into London for those who work in the City each day.

The delivery of the Elizabeth line reached a significant milestone in November, with the trial operations stage now under way. This marks the final phase of the programme before the Elizabeth line opens for passenger services between Paddington and Abbey Wood in the first half of 2022.

Trial operations consist of operational exercises to ensure the safety and reliability of the railway for public use, and fully testing the timetables. More than 150 scenarios will be carried out over the coming months to confirm the railway is ready for passenger services. These include exercises to make sure that all systems and procedures work effectively, and staff can respond to any incidents, including customers being unwell or signal failures. In addition to this work, a series of more complex exercises will take place in the new year, such as evacuations of trains and stations using thousands of staff and volunteers. The final step will see a period of 'shadow running', operating timetabled services ahead of the Elizabeth line opening in the first half of 2022.

As the year draws to a close, I would once again like to pay tribute to the hard work and dedication of all our people. As a team, we have achieved a huge amount against the odds, and none of this would be possible without them. The Capital continues to count on our staff and

services more than ever as we enter the winter months and, despite the many challenges we still face on all fronts, our people continue to rise to the challenge

It has been a huge honor to lead my team and to serve London throughout 2021.



Ridership continues to increase across 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 103 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.

COVID-19 testing schemes

We continue to offer employees our rapid testing services at facilities in our King's Cross and Palestra buildings. On 1 November, we introduced a new 'mobile test assistants' initiative to enable the team to reach as many colleagues as possible. The team are visiting depots, stations across all modes and remote offices with COVID-19 home testing kits, encouraging our staff to test regularly to help us ensure workforce safety. At the end of November, we had tested more than 7,000 employees, with the number testing positive averaging less than 0.6 per cent. We have also introduced a service to offer colleagues the ability to order a test kit for delivery to their work location or home, with more than 6,500 home test kits issued so far.

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 second dose of the vaccine.

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 during the entire sampling period. Our Occupational Health team continues to liaise with academic institutions to ensure our approach to safety remains at the cutting edge.

Croydon tram overturning

On 9 November, we remembered the seven people who lost their lives in the Croydon tram overturning at Sandilands five years ago. A memorial service was held in Croydon town centre and we suspended services on the tram network for a short period in the morning, to allow colleagues to take a moment to reflect. A minute's silence was observed at Ilam at our head office buildings.

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.

We have received a Prevention of Future Deaths report from the Senior Coroner 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 distribute further to all tram door manufacturers, and UKTram to distribute

to UK tramways and the Light Rail Safety Standards Board (LRSSB).

We provided our response to the Prevention of Future Deaths report on 16 November 2021 in which we confirmed that we have been working with Alstom, formally Bombardier, to commission a fresh engineering study to look at whether it is possible to strengthen the existing door mechanisms on the CR4000 fleet. Alstom will provide us with a full technical report confirming any improvement actions and final recommendations by the end of January 2022, after which we will determine the appropriate way forward based on the report, funding and timelines. For new fleet, during the specification phase for any procurement, we will ensure that manufacturers comply with all appropriate LRSSB guidance and that any design of the door mechanism takes into account learnings from the work being undertaken with Alstom.

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 she considers using 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, and the outcome of the request is awaited.

Safety incidents on our network

Unfortunately, we have recently had two separate safety incidents occur on our network, both involving e-bikes.

On 26 October, an e-unicycle was identified as an item of lost property on a Jubilee line train and moved for storage to the station control room at Stanmore. While there, it spontaneously ignited causing significant damage to the room.

On 1 November, an e-scooter spontaneously ignited on a District line train between Putney Bridge and Parsons Green, causing damage to the train flooring. On-train CCTV showed customers quickly moving away from the fire, and the carriage filling with smoke in under a minute. An ambulance attended Parsons Green station to help attend to customers impacted by the incident.

A Safety Alert has been issued regarding these incidents. At the time of writing, we are reviewing the risk associated with electric devices powered by lithium-ion batteries and their being carried on our services.

Upcoming inquests

We are assisting the Coroner with the 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.

The Coroner has listed the Inquests to take place between 14 November and 9 December 2022. It is expected that a further Pre-Inquest Review Hearing will take place in 2022, before to the Inquests starts. We are an Interested Person in these Inquests and are providing information to the Coroner.

Crime and antisocial behaviour on public transport

We continue to work in partnership with the Metropolitan Police Service (MPS) and the British Transport Police (BTP) to ensure that our public transport network feels and remains safe, for both our customers and staff. While levels of crime remain low across our networks and 31 per cent lower than 2019/20 levels – with 15,612 offences

from 1 April to 31 October 2020/21 compared to 22,779 offences in the same period in 2019/20, totalling 7,167 fewer offences recorded – we are beginning to see an increase in some types of offences as more customers are returning to the network. While this was anticipated, concerted action is under way to deal with those increases. This includes intelligence-led, high-visibility covert tactics and investigation of

offences as well as reassurance patrols and engagement activity.

Our focus continues to be on offences that cause a high level of harm, including sexual harassment, hate crime and serious violence as well as keeping knives off the network, and tackling violence and aggression against our frontline transport workers.

Tackling sexual harassment on public transport

The safety of women and girls remains one of our top priorities. 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 all forms of sexual harassment faced by customers and colleagues, both on public transport and across public space.

On 27 October 2021, we launched a new media campaign to tackle sexual harassment, developed in partnership with the Rail Delivery Group, MPS, BTP and academics and experts in the field of sexual violence. The Deputy Mayor for Transport, Heidi Alexander, attended the media launch along with senior colleagues from TfL, MPS and BTP. There was excellent media coverage of the campaign with broad public and political support.

The campaign takes a united, national approach to define exactly what behaviours are unacceptable, emphasise our zero-tolerance approach and encourage those experiencing or witnessing sexual harassment to report incidents to the

police. The campaign is running with seven separate messages displayed on digital display screens and printed posters across our network. Activity across the network has been supported by paid social media advertising, sponsorship of podcasts and online content. A press advert ran from 27 October to highlight our approach, along with supporting emails to our customers. A training programme is also being rolled out to all our frontline staff to help them respond to reports, support customers and each other, and challenge behaviour.

Tackling sexual harassment is a priority for our policing partners and forms part of their core activity. We joined forces with the MPS and BTP on a week of police action to mark the launch of the campaign. This included high-visibility reassurance policing patrols and engagement activities with customers and staff to give them an opportunity to speak to the police about associated issues and concerns. Targeted police activity to deal with known offenders and hotspot locations was also increased during the week of action. We repeated this for 25 November to mark the International Day to Eliminate Violence Against Women and Girls.

Our Project Guardian school sessions are an essential part of our activity to tackle sexual harassment on public transport and help promote the campaign's messages. These sessions, run by our Safety and Citizenship Team from the London Transport Museum, aim to reach more than 6,000 boys and girls every year to raise awareness of the issue, our zero-tolerance approach and encourage reporting.



We do not tolerate sexual harassment in any form

We continue to work closely with our policing partners and the night-time industry to get everyone, particularly women, home safely at night. We recognise that the reopening of the Night Tube on the Central and Victoria lines on 27 November was an important step in helping women feel safer as they travel in the Capital, and we are working to reopen the other lines as quickly as we can. The BTP were deployed on trains and at stations to provide reassurance to women.

We are currently planning our activity and tactics for the upcoming Operation Safer Travel at Night (STAN) which will run over the festive period. Operation STAN, which has been running since 2003, is focused on improving the safety of women travelling by taxi and private hire vehicles as well as on public transport.

In addition to our existing safety and security measures and our partnership work with our policing partners, we are making excellent progress on our women's safety programme. This programme was established in the summer and includes actions relating to TfL policy, environmental and infrastructure measures, communications, training and legislation. The programme will deliver safety improvements for our staff, customers, and other members of the public, with regular updates to be provided to the Board, the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel

Action to prevent robbery and violent crime

The autumn period in the Capital usually sees a seasonal spike in crimes such as violence and robbery as well as antisocial behaviour. Historically, this trend has been mirrored on public transport and each year we work closely with our transport policing partners to put measures in place to tackle it. This includes valuable support for the MPS-wide Operation Autumn Nights as well as a series of local transport policing operations.

While we expect that levels of crime will remain lower than pre-pandemic levels, we are anticipating an increase in offences. The Roads and Transport Policing Command (RTPC) and BTP tactics include high-visibility patrols in hotspot locations, plain clothes police activity, rapid follow up of intelligence and leads, weapon sweeps and knife arches to keep knives off our network. Officers from TfL, MPS and BTP will also be providing crime prevention advice to customers on our network.

This year, we provided support for the MPS' Look up, Look Out campaign helping to promote crime prevention messages at MPS hotspot locations through station announcements, posters, social media blogs and coordinated activity with the BTP.

Face-covering enforcement on the network

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

The most recent customer research findings (Pulse survey from 16 October to 18 November) show that 75 per cent of customers say they are wearing a face covering at all times while using our transport services. Of those not wearing a face covering, more than half claim to have an exemption or valid reason for

not complying. Under the Conditions of Carriage, we are not able to issue fines or prosecute people for non-compliance. However, our enforcement officers have continued 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 19 July and 29 November 2021, 411 people were prevented from boarding our services or entering our stations, and 126 were directed to leave one of our services or stations.

Since 9 June 2020, 1,969 cases have been listed in court, with 248 defendants



Face coverings must continue to be worn across our network

pleading guilty to the offence of not wearing a face covering, the amount fined depends on the individuals' circumstances, which the court needs to take into consideration. Of those 1,969 cases, 63 cases were withdrawn, leaving 1,658 defendants having their case proved in their absence due to not responding to the court summons, resulting in fines averaging £542.

On 30 November, the Government reintroduced the compulsory requirement to wear a face covering on public transport and in shops across the country in order to help prevent the spread of the new COVID-19 Omicron variant in the UK. This means that customers must wear a face covering that covers their nose and mouth for their entire journey, including on transport services, in stations and on platforms, unless they are exempt (as was required under our Conditions of Carriage). Additionally, face coverings must also be worn by passengers in taxi and private hire vehicles for the duration of their journey. Exemptions include people who have trouble breathing, children and anyone who finds it difficult to manage face coverings correctly. Our 500 uniformed enforcement officers and our policing partners will be out across the transport network to ensure that customers comply with the this requirement. Anybody who does not comply may be refused entry, directed to leave the network or presented with a fine. This reintroduction of the Government's regulations means that officers will now be able to issue penalty notices of up to £200 to those who refuse to comply.

Vision Zero action plan

On 15 November, we published our Vision Zero action plan progress report.

Vision Zero is firmly positioned at the heart of the Mayor's Transport Strategy. It reflects our fundamental belief that no death or serious injury on London's streets is acceptable or inevitable.

The safety of London's streets has long been a focus for us, the boroughs and the police. In 2018, we published our first Vision Zero action plan, which set out how we will eliminate deaths and serious injuries from London's streets by 2041.

Three years on, as we work to recover from the coronavirus pandemic in the face of significant financial challenges, we have refreshed the action plan. In doing so, we highlight the significant achievements made to date, share new insight and understanding, and outline new priorities and challenges for Vision Zero over the new Mayoral term.

Police activity to support Vision Zero

Speeding continues to pose a serious danger on London's roads, with police data showing that speed was a factor in around half of all fatal collisions in 2019 and 2020. We are working closely with the MPS to deliver a significant increase in enforcement to tackle speeding and reduce the risk and harm it causes. This is being done through a combination of on-street and safety camera enforcement. Between 1 April and 31 October this year, the MPS enforced 253,680 speeding offences, an increase of 150 per cent on the 2018/19 baseline.

A new element of the speed enforcement approach will be the deployment of five new mobile safety cameras later this year. The new laser cameras, operated by the RTPC's Police Community and Support Officers, will allow us to be more responsive to local community concerns and emerging problems.

Vision Zero culture

Tragically, thousands of people are killed or seriously injured on London's roads every year. To help eliminate these incidents we need to make a collective effort to shift attitudes and culture of road safety which will help change behaviour in the long term. We want to move from the 'mission mindset' in which many people focus on where they need to get to regardless of their fellow travellers, and shift it towards a more considerate road culture where people look out for their fellow travellers. To drive this change, we launched a marketing campaign on 15 November, which has been designed to challenge the road culture in London, including a 60 second TV advert and outdoor advertising campaign. Our campaign encourages Londoners to look out for each other and see each other's view to create safer roads for all.

Bus Safety Standard

One in five buses has now been fitted with Intelligent Speed Assistance (ISA) to help comply with the 20mph and 30mph speed zones in London. Buses often cannot travel faster than the limit because of average speeds and traffic, but this extra safeguard helps drivers travel carefully through residential districts as the vehicle adjusts to the digital speed limits it is passing through.

ISA is one of a range of technologies incorporated into the Bus Safety Standard – a requirement all new buses must meet when they come into service on the Capital's 670 routes. Around 1,786 buses now have this, alongside better visibility mirrors, more slip resistant floors and toggling to help differentiate the brake from other pedals, and we have plans to upgrade a further 3,000 mid-life buses by summer 2023, subject to funding support and supplier availability. The standard will be tightened further in 2024 to harness the latest technology that can help eliminate deaths on or by a bus by 2030 and all fatalities and serious injuries on the Capital's roads by 2041.

Of the buses that meet the first-generation and some second-generation features, 411 are equipped with the Acoustic Vehicle Alerting System (AVAS) to make vulnerable road users more aware of the presence of much quieter buses, such as those powered by rechargeable batteries. Our AVAS system has been designed for London so that it becomes louder where there is more noise, like busy shopping areas, or quieter when vehicles pass through more open suburban neighbourhoods.

Bus driver welfare

We have developed an ambitious programme to enhance driver relief facilities and toilets, including at locations where they are already provided at a smaller scale. To date, 12 of 28 feasibility studies have been completed and the remaining 16 are on track. Completing this groundwork will enable us to implement a rolling prioritised programme from early



We want to enable more people to walk and cycle safely

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, such as with a new temporary cabin mess room in Peckham which provides much needed extra capacity for bus drivers. We have started feasibility work at this location to consider the best long-term arrangements.

Westminster Bridge

We started work on important new safety measures on Westminster Bridge on 8 November, with the main work starting on 15 November and lasting until the end of January 2022.

The work will see the installation of permanent barriers to protect people walking and cycling on both sides of the bridge, replacing the temporary barriers that have been in place since 2017. This means that, once work is completed, there will be a permanent protected cycle lane and footway over the bridge in both directions, making it safer and easier for people to cross the River Thames at this busy area in central London. Enabling more people to walk and cycle safely is vital to the Capital's recovery from the coronavirus pandemic.

During construction work, Westminster Bridge will be restricted to one lane in each direction for all traffic. Following agreement with the boroughs, work will be carried out between 07:00 and 23:00 Monday to Saturday and between 08:00 and 18:00 on Sundays except on bank holidays.

There will also be overnight closures on Westminster Bridge to allow for changes to traffic management. Diversion routes will be in place via York Road, Waterloo Bridge, the Strand and Whitehall for northbound traffic, and via Victoria Street, Vauxhall Bridge Road, Albert Embankment and Lambeth Palace Road for southbound traffic. The diversion routes will be clearly signposted during the overnight bridge closures.

Winter preparedness

We have just started this year's winter service, which will run for at least six months. During the winter service period, we review our bespoke daily weather forecasts, weather stations and local ground conditions, and in the event of a forecast of sub-zero temperatures, the team instruct our contractors to treat the Transport for London Road Network.

If significant snow fall is forecasted, the 54321-countdown process is put into place to ensure close monitoring and management of the situation until it has passed.

The actions we take to keep the Capital moving include treating and ploughing of the roads, treating cycleways with liquid de-icer, and treating footways and bus stations with salt. We also assist bus operations by treating key access roads to bus stations and garages. If resources are available, support can be provided to key stakeholders such as the London boroughs.

New winter fleet vehicles are part of the new, eight-year Works for London contracts

for Highways, River Piers, Tunnels and Pump stations that started on 1 April 2021.

Urban safety training course

On 16 November, we launched a new e-learning course covering the topic of personal safety when working in urban environments around the network.

The course was developed in response to a number of incidents of work-related violence towards non-customer facing colleagues.

We are committed to preventing violence and aggression against our people, tackling the causes and providing the best support to those who experience it. As an organisation, we view any level of work-related violence and aggression against our people as too high: our people have the right to work without fear of being assaulted, abused or threatened and should never have to accept this as part of their jobs.

The course consists of four interactive e-learning modules and specially commissioned scenario-based films, and provides useful tools and insights on managing conflict and staying safe for people in any role that could occasionally bring them into contact with members of the public.

Since we consider the safety of our suppliers to be as important as that of our own staff, we have made this course available to them as well.

Taxi and private hire vehicle

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 they claim 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.

A hearing took place on 23 and 24 November 2021 at the same time as Uber London Limited's claim as similar issues were raised (see below). The judgment has been reserved.

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 private hire operators and drivers, as set out in ULL's terms and conditions, and compliance with the Private Hire Vehicles (London) Act 1998. 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 were parties in the proceedings. Free Now was also added as an intervenor. A hearing took place on 23 and 24 November 2021 at the same time as UTAG's claim (above). As in that case, judgment has been reserved.

Supporting the recovery

Enabling the Capital's recovery as we emerge from Lockdown and return to schools, businesses and leisure activities

Supporting London's recovery

To support an increase in ridership, we are continuing our Public Transport Recovery campaign across TV, outdoor advertising and online activity. Our campaign aims to inspire Londoners with the role public transport plays in their lives. The TV ad alone reached 8.2 million people who saw it at least four times. Our campaign is supported by a partnership with Time Out which also showed a digital Culture Map of places you can reach while using public transport, outdoor posters, new messages supporting more of our individual transport modes and local, positive news stories wherever possible.

We continue to engage with London's business community, both on future funding of transport in London and the work we are doing to support the Capital's recovery from the pandemic. Throughout October and November our recovery director, Vernon Everitt, attended a number of sector forums, online roundtables and meetings with individual firms, including with the Financial Conduct Authority, Institute of Directors for the London region (who have 3,000 branch members in the Capital and 25,000 across the UK), We Are Waterloo Business Improvement District and the Mayor's Covid Business Forum. At each session, we outlined our plans to ensure the network is clean, safe and reliable for customers, and briefed businesses on our plans to run a full weekday service on the Waterloo & City line from 22 November, and the return of the Night Tube on the Central and Victoria lines from 27 November. On 17 November, we also hosted the Confederation of British

Industry's London council meeting at our Palestra head office building.

Night tube

On 27 November, Night Tube services returned on the Central and Victoria lines in time for the busy Christmas period, after being suspended since March 2020 due to the pandemic. Services are running throughout the night on Fridays and Saturdays, providing more options for customers who need to travel at night, either for leisure or for work, while also making journey times shorter and offering more safe routes home for all Londoners, including women and girls.

The Central and Victoria lines were previously two of the busiest lines on the Night Tube network and provide crucial links between large parts of London and the centre of the city. The Tube continues to operate between approximately 05:30 and 00:30 through central London from Monday to Saturday, and we have started running some trains earlier on Sunday mornings to help customers travel at those times.

In November, the RMT called for strikes to disrupt the re-introduction of Night Tube services on the Central and Victoria lines from the evening of 27 November and on weekends throughout December. Both lines are expected to be severely disrupted from 19:00 onwards, with little or no service from this time on 27 and 28 November, 3 to 5 December, 10 to 12 December and 17 to 18 December.

If the strikes go ahead, there will be severe disruptions on the Central, Jubilee, Northern, Piccadilly and Victoria lines from 26 November to 18 December. It is also likely to mean much busier services on the Tube lines that are not affected by the strike (Bakerloo, Circle, District, Hammersmith & City and Metropolitan) as customers seek alternative routes. Thameslink services and buses through central London are also expected to be busier than normal.

Customers who need to travel using our services on these dates will be advised to check their journey before they travel, allow more time for their journey and travel at quieter times where possible. Customers in central London are advised to walk or cycle all or part of their journeys where possible if the planned action goes ahead.

The strikes are part of a dispute over new Tube driver rosters, despite the rosters providing greater flexibility for drivers as well as permanent work and job certainty. These changes to driver rosters were agreed with all other recognised union parties in May 2021. We have met with the RMT through conciliation service ACAS on this issue many times over the last few months and previous strike action was suspended while these constructive discussions continued. Talks are continuing and we hope to resolve the issue without disruptive strike action.



We have welcomed people back to our night services

Night Overground

On 3 November, we announced that Night Overground services will be returning next month in time for London's festive celebrations. The all-night services, which link key areas in the city's night-time economy such as Shoreditch, Hoxton and Upper Street in Islington, have been suspended since March 2020 as a result of the pandemic.

Night Overground services between Highbury & Islington and New Cross Gate will run every 15 minutes throughout the night on Fridays and Saturdays from Friday 17 December, making it faster, easier and safer for thousands of Londoners to get around.

These services will complement the return of the Night Tube, providing a convenient interchange with the Victoria line at Highbury & Islington. This, along with easy access to the Night Tube on the Central line, via a walk between Shoreditch High Street and Liverpool Street stations, will open up large parts of London and the city centre for all-night rail travel.

Waterloo & City line

On 22 November, the Waterloo & City line resumed a full weekday service. The line, which connects Waterloo and Bank stations, is an important commuter link for thousands who come into London to work in the City each day.

The Waterloo & City line shut in March 2020, in response to the Government's advice for people to work from home. As a link predominately used by commuters,

the line saw demand plummet. In June this year, we reintroduced peak time only weekday services on the line, to support those gradually returning to the office. Since 22 November, the Waterloo & City line has operated a full service from 06:00 in the morning to 00:30 at night. At peak times, between 06:30 and 09:30 and between 16:00 and 19:00, it runs every three minutes, and at off-peak times it runs every five minutes. This enables customers to stagger their journeys throughout the day and will make flexible working easier by improving travel options to and from the City outside peak hours. The reintroduction of the full weekday service is also helpful for those travelling into the centre of London to retail, hospitality and cultural destinations.

Our colleagues in London Underground have worked hard to ensure the Waterloo & City line returned to full service as soon as possible. We were unable to reintroduce a full service earlier as Waterloo & City line drivers were needed to operate Central line services, where demand has been higher. Using these drivers on the Central line has ensured we could run as many services as possible during the pandemic to enable social distancing.

Saturday services on the Waterloo & City line will not be reintroduced for the foreseeable future, but we will continue to monitor demand across the network and make any necessary service adjustments to meet growing demand.

Managing demand on our services

Increasing customer numbers

The number of bus journeys taking place in the Capital is now regularly reaching 75 per cent of pre-pandemic levels thanks to a network that continues to offer safe travel, and high levels of reliability, accessibility, affordability and connectivity. Recovery is especially strong at weekends and in the off peak, but we are also carrying increasing numbers of commuters at peak times as people return to offices. We continue to safeguard our customers as much as possible by requiring them to wear face coverings if they are not exempt, combined with passengers being allowed to use all seats and standing space again. To look out for our customers, drivers continue to report face covering non-compliance and anti-social behaviour to enable us to target areas that require more intervention. We also continue to clean the most-frequently touched surfaces with the best anti-viral agents and windows are permanently blocked open to enhance air flow in addition to the doors of buses opening and closing frequently when they call at stops. The return of customers to buses is helping us gain a more sustainable financial footing, as envisaged in our current funding agreement with the Government.

Tube demand continues to grow and is now regularly at more than 60 per cent of pre-pandemic levels on weekdays, but has reached as high as 80 per cent at weekends. Ridership on buses is regularly at 75 per cent of pre-pandemic levels and is around 60 per cent on rail services like London Overground, with weekends reaching even higher. As London has begun to emerge

from the pandemic, off-peak leisure travel has been recovering more quickly than other types of journeys.

Our current figures indicate that overall use of London's public transport network is at around 70 per cent of pre-pandemic levels and that millions of Londoners are returning to the transport network, showing us that they are confident it is safe, clean and reliable to use.

We continue to run as many services as possible while seeking to secure the long-term, sustainable Government funding needed to go on supporting London's recovery.

Managing demand on roads

With 90 per cent of all goods handled in the Capital transported by road, we continue to find ways to manage the congestion caused by this type of demand.

The pandemic alone has fast-tracked e-commerce by around five years, with UK online sales reported to be up 36 per cent in 2020, and Light Commercial Vehicle traffic in the UK, such as vans, is up 5.2 per cent in the year ending June 2021 compared to June 2020.

To help reduce congestion associated with this spike, particularly in the run up to the Black Friday sales on 26 November and at Christmas, we have shared simple actionable messages with consumers. Small steps like choosing standard delivery rather than same or next day delivery so vehicles can leave depots full, instead of partly empty, will help make virtual shopping

more sustainable and thereby reduce road journeys, congestion and toxic emissions.

Supporting local boroughs

We have supported London's boroughs in making 11 Levelling Up funding bids to the Government as part of the recent round of funding. The Levelling Up fund is a £4.8bn funding pot with the primary aim of contributing to the levelling up agenda by investing in infrastructure that improves everyday life across the UK, including regenerating town centre and high streets, upgrading local transport, and investing in cultural and heritage assets.

Six bids were successful in securing £56.2m of additional funding for transport projects in the Capital. Four successful bids were specifically for transport-related projects and will provide much needed funding to deliver against our Healthy Streets and Good Growth related objectives. These include:

- £7.2m to connect Northolt station to White Hart Roundabout
- £9.3m towards transforming Whitechapel Road
- £19.8m to support the building of a new bridge over the River Lea in Newham
- £19.9m to connect 75,000 of Newham's residents to vital infrastructure by a 15-minute walk or cycle

As we continue with our recovery from the pandemic, transforming bus travel is essential to ensure a green and inclusive recovery for London and achieve the Mayor's target for London to be a net-zero carbon city. Our buses play a central role in connecting Londoners, commuters and communities across the Capital and we must continue to improve and modernise our services. We have been engaging with the boroughs and stakeholders on the role of the bus in London's recovery and the long-term vision for bus travel in London. On 29 November, we published our Bus action plan. This sets out the 2030 vision for buses, including how buses contribute to creating Healthy Streets and actions to improve customer experience, safety and security, journey times, connections and reduce carbon emissions. The continued support, engagement and shared aspirations of the boroughs and stakeholders will be critical to the success of the Bus action plan. We have developed a stakeholder engagement plan and strategy which supports the delivery of the plan and we will continue to work closely with all involved to sustain momentum.

Managing events across our network

During the months of October and November, we saw continued activity from the climate change group Insulate Britain. On 4 October it staged a protest around Blackwall Tunnel and Hanger Lane, resulting in obstruction of the highway which caused significant traffic disruption. In response to another protest at Old Street on 8 October, we obtained an interim injunction to prevent further protests at 14 key strategic arterial roads on our road network.

Following a further protest on 4 November on Bridge Street in Westminster an additional interim injunction was obtained to cover seven additional high priority sites and key A roads.

In addition to these protests, we also saw protest activity from the Extinction Rebellion group and continued protests from anti-coronavirus measures and anti-vaccine groups to name a few. The annual Million Masked March, an anti-establishment movement consisting of various groups, took place on 5 November, with a number of groups attending and protesting through the central London area.

During the start of November, the world's focus was on the COP26 summit in Glasgow, culminating in nationwide protests on 6 November. A march took place in London and was organised alongside the other protests across the UK and Glasgow in particular. We worked closely with our MPS partners to help manage the impact and maintain services in key areas.

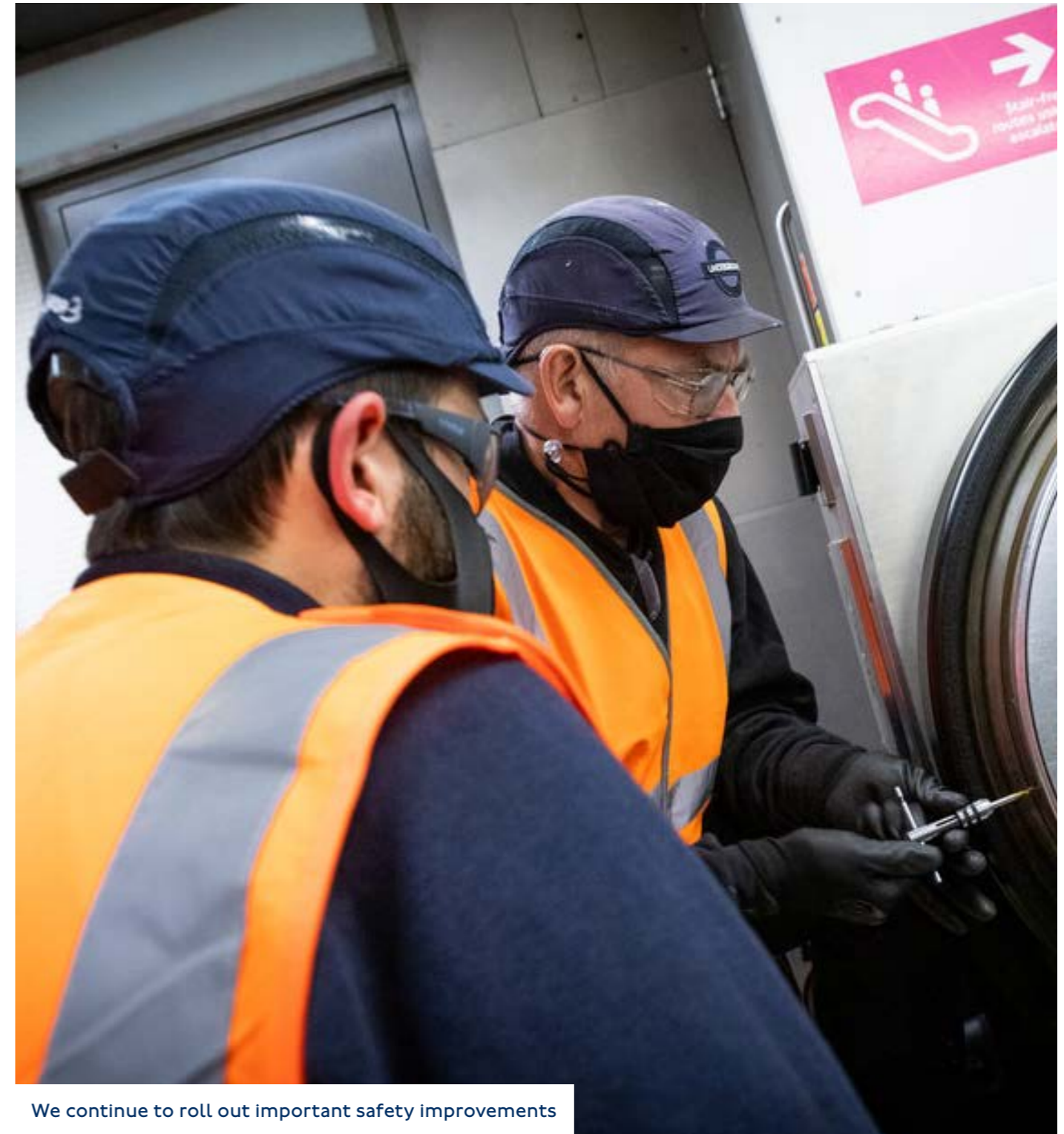
On 13 and 14 November, the Lord Mayor's Show was held in the City of London and Remembrance Sunday services also took place. Both events had been significantly scaled down in 2020 due to the pandemic, so it was a welcome return of two important events in November. On 19 November, we also saw the start of the Winter Wonderland event in Hyde Park. This year's event will be ticketed to control the number of people attending and we will monitor demand on our services in that area of the Capital throughout its duration.

Ultraviolet light sanitising

We have installed more than 200 ultraviolet light sanitising devices on escalators across the Tube network at our busiest stations. We are currently in the process of procuring more devices to install on our remaining escalators during this year. This work is in addition to our existing extensive anti-viral cleaning regime. The ultraviolet bulb sanitises the handrail continuously as the belt passes through the unit. While some ultraviolet sanitising solutions need an external power source, our devices are fitted with a small dynamo to generate power from the moving handrail.

An order for a further 320 units has been placed. These will be fitted on the remaining escalators on London Underground stations and also on the newly installed escalators of the Northern Line Extension and the Elizabeth line.

Since the installation of the units on bi-directional escalators, we have become aware of four accidents where young children have sustained minor injuries to their fingers. The injuries have been caused by fingers entering the rubber shroud that was fitted to deflect fingers and hands away from entering the units. As a result of those minor injuries, modifications are being made to position the units, and the rubber deflector shroud, on the end of the escalators so they are nearer the floor.



We continue to roll out important safety improvements

Our people

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

COVID-19 memorial

On 11 August, we announced our plans for a permanent memorial in Aldgate to honour the London transport workers who tragically lost their lives in the coronavirus pandemic. The memorial, which will be formally unveiled in summer 2022, is planned to be located in a pedestrian plaza and pay tribute to the lives lost with a bench, plaque and cherry tree to allow for quiet reflection and remembrance.

The memorial will be a lasting tribute to show our gratitude to these heroic colleagues who worked throughout the pandemic, to keep the network safe and provide essential services to Londoners in unprecedented times.

I have written to the families outlining our plans and will welcome their feedback on the design of the memorial. Our thoughts continue to go out to them at this difficult time and we continue to provide support to them through our Employee Assistance Programme and the Sarah Hope Line.

Poppy Day

We paid tribute to servicemen and women ahead of Remembrance Day as collections returned to the network. Fundraising was significantly reduced last year due to restrictions placed during the pandemic.

We partnered with the Royal British Legion to support their fundraising, with collections at 50 stations across London. More than 3,000 volunteers and fundraisers came together to collect donations across the TfL Rail and Underground network, including members of the Armed Forces

from the British Army, Royal Navy and Royal Air Force.

Donations, which can now be made via contactless payment, help the Royal British Legion provide critical support to members and veterans of the armed services, as well as their families and dependents. Some of our staff are veterans themselves, whose service gave them critical skills for the jobs they do now.

Station roundels were also replaced with the iconic poppy symbol at 10 Underground stations and 14 London Overground stations, and giant poppies visible on six specially wrapped London buses. Poppy vinyls decorated DLR and TfL rail services, several trains and a limited number of Santander Cycles. TfL-owned piers also proudly flew poppy flags.

On 4 November, fundraising started on London Poppy Day at Liverpool Street station with guest appearances from Armed Forces ambassador and actor-turned-investigative-journalist Ross Kemp, and serving officer Lance Corporal Richard Jones, who won Britain's Got Talent in 2016 after impressing the nation with his magic skills. Ross Kemp also pre-recorded a special announcement that was heard across many Underground and rail services on the day, encouraging people to give generously.

As always, all London stations fell silent at the stroke of 11am on 11 November to remember those who bravely fought for their country.



We proudly supported the Royal British Legion on Poppy Day

Removal of social distancing measures in our head offices

On 1 November, we started to increase the capacity of our three head office buildings, Palestra, Endeavour Square and Pier Walk, through the removal of social distancing measures. This was in preparation for more colleagues returning to the office on 15 November, in line with Government guidance.

Messaging and signage was updated to remind our colleagues to remain COVID-aware. We have continued with the enhanced daily cleaning regime using long-lasting anti-viral disinfectant to clean accessible surfaces. Hand sanitiser dispensers are also available throughout our buildings and will remain in place. Our cleaning colleagues regularly inspect, clean and replenish these throughout the day.

The New Ways of Working resource page remains in place to provide guidance to our employees and to enable the most out of hybrid working. A New Ways of Working survey was also carried out at the beginning of November to get feedback on what has worked well and what we could improve further to make our colleagues feel confident in returning to the office.

Viewpoint survey

On 22 October, our annual Viewpoint employee survey closed for 2021. This year, we received 14,983 responses, representing more than 55 per cent of our employees. The responses will provide us with a clear idea of what it's like to work at TfL, pinpointing what exactly needs to improve to make TfL a great place to work for everyone to thrive.

The detailed analysis of the responses is still being worked through and a full update will be provided at the next TfL Board meeting on 2 February 2022. An informal session for Board members to discuss the results ahead of the next Board meeting is being scheduled for January 2022.

International Men's Health Day

To coincide with International Men's Day on 19 November, our Occupational Health Team focused on ways to help support men's health during the month of November. To encourage men to think more about their health, both physical and mental, a number of events took place, including talks from the Prostate Cancer UK and Testicular Cancer Society charities, an event bringing a male perspective on mental health, and a breathing and meditation session.

RESET Health launch

On 30 November, 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 last 12 months and be offered to 50 employees, there will be a review after the first six months to help us better understand the demand for this type of service.

Well@TfL

The purpose of the Well@TfL project is to develop an evidence-based model for assessing, and then addressing, workplace health and wellbeing that can be implemented in all parts of the organisation. The pilot was launched at the end of September at our Acton Depot, to give colleagues the opportunity to have an on-site health check that measured cholesterol, blood glucose and body composition, as well as exploring lifestyle issues such as diet and exercise. Each participant received bespoke advice and a report on their health from the Health and Wellbeing Physiologist. In addition, everyone seen was offered one or more follow-up appointments, as required, to help track their improvements.

As part of the pilot, which deliberately included colleagues working night-shifts, more than 100 employees were each given a 30-minute health check. This highlighted a number of colleagues needing onward referral to their GPs, which confirmed the potential value of rolling-out the project further. The next step will be to mobilise the health checks, by launching the Well@TfL health bus, which will visit sites around the organisation. In due course, the health bus might also be used to conduct Occupational Health medical assessments on site, which in some instances might be a more practical way of carrying out this work.

National Mentoring Day and new Mentoring Hub

A mentor is someone who can support their mentee through reflection and encouragement, building their confidence and understanding of the organisation to help develop their skills and advance their careers. With approximately 28,000 employees, five generations and an average service length of 14 years, we certainly have a huge amount of shared experience and expertise we can share with each other.

On 27 October, we launched our new Mentoring Hub site as part of National Mentoring Day. The Mentoring Hub has lots of updated resources and guidance to help our colleagues make the most from the mentoring opportunities available.

We have also piloted a mentoring initiative in the Chief Finance Office linking mentoring opportunities to development needs identified on our new MyJourney platform on our intranet page. This pilot will pair mentors with mentees and, if successful, will be rolled out across the organisation in early 2022.

Graduate and apprentice recruitment

In addition to the 110 graduates and apprentices we welcomed in September, we have now concluded another recruitment process and offered positions to a further 58 apprentices due to start on 17 January 2022. These apprentices will join teams across London Underground, Engineering, Technology and Data, Major Projects, City Planning, Surface Transport and Rail for London Infrastructure.

To help support potential applicants, we held virtual events for those interested in applying to hear from current apprentices and take part in Q&A sessions, with more than 300 potential applicants attending.

Apprentice Levy transfer

We have approved our first transfer of TfL's Apprentice Levy Fund, in collaboration with the Greater London Authority's (GLA) London Progression Collaboration, to support a green, sustainable economic recovery in line with the Mayor's 'missions' for London's recovery.

Funds will support Vorboss, a fibre optic installation company that has made great strides in improving access to installation apprenticeships for those without any previous experience and has almost achieved gender parity in its recruitment intakes. Our transfer will support the creation of 20 new installation apprenticeships and further support the development of infrastructure skills across London.

Innovate TfL challenge

On 27 October, we welcomed 16 students to take part in our Innovate TfL schools challenge, supported by our sponsor Cleshar. This new format saw students from four target schools attend our Pier Walk head office building and address customer challenges by proposing innovations to a panel of our experts. These sessions aim to help students improve their confidence and employability skills, and were supported by graduates and apprentices on the day.

Innovations included interventions to increase accessibility on the network, reduce the carbon footprint caused by transport and ways of keeping our customers safe. Feedback from the event was positive and we look forward to welcoming more schools to this event as we have done in previous years.

Award winners

British Construction Industry Awards 2021

On 13 October, our Coordination, Assessment and Permitting (CAP) team within Network Management won the Partnership Initiative award at the British Construction Industry Awards 2021 for a strategic partnership with the GLA that has delivered a 'collaboration blueprint' for streetworks.

The Infrastructure Coordination Service (ICS) team in the GLA was given the task of making the delivery of infrastructure in London more efficient and less disruptive. The ICS is looking across streetworks, development and planning to achieve better collaboration, sharing of information

and to address regulatory and legal obstacles.

When we joined forces with ICS in 2019, this provided an opportunity for CAPs industry experts to transfer operational strategies to develop a 'collaboration blueprint' for the ICS to roll out across London boroughs. This partnership continues to deliver outstanding collaborative benefits for our customers across London and this is just one of the initiatives that will help drive the industry forward.

The pandemic hit just before the works started and decisive action was needed to amend the complex agreements that would affect operational delivery. The operational strategy was quickly amended to incorporate a footway scheme to enable social distancing that provided additional safety for residents, businesses and key workers using public transport.

The collaborative partnership involved TfL, London Borough of Hackney and multiple utility companies. This approach saved more than 242 days of disruption, a cost saving of £415k for Promoters and an estimated cost benefit to society of up to £4.1m.

UK Customer Satisfaction Awards 2021

On 19 October, our Commercial Development team was given the award for Best Customer Satisfaction Strategy at the UK Customer Satisfaction Awards 2021.

This award recognises the development of our customer strategy and how it has improved our customer relationships,

particularly the support we offered businesses on our property estate to help them get through and recover from the pandemic. This will also protect our property revenue for the long-term.

London Underground You Matter Awards

On 9 November, we hosted our London Underground You Matter Awards ceremony to recognise and celebrate our colleagues' hard work and achievements. The awards were organised collaboratively with a working group of colleagues, guided and supported by Employee Communications and Engagement.

An extensive communications campaign, using our full range of internal channels, resulted in more than 200 nominations. This year, in anticipation of possible restrictions, we held a special, virtual awards ceremony to announce the 18 award winners, hosted by Managing Director Andy Lord, with colleagues able to watch on Yammer.

Award categories focused on elements of our London Underground strategy: including safety and wellbeing, our colleagues, our business, our customers and sustainability; alongside special awards for innovation, lifesavers, lifetime achievement, diversity advocates and unprecedented year.

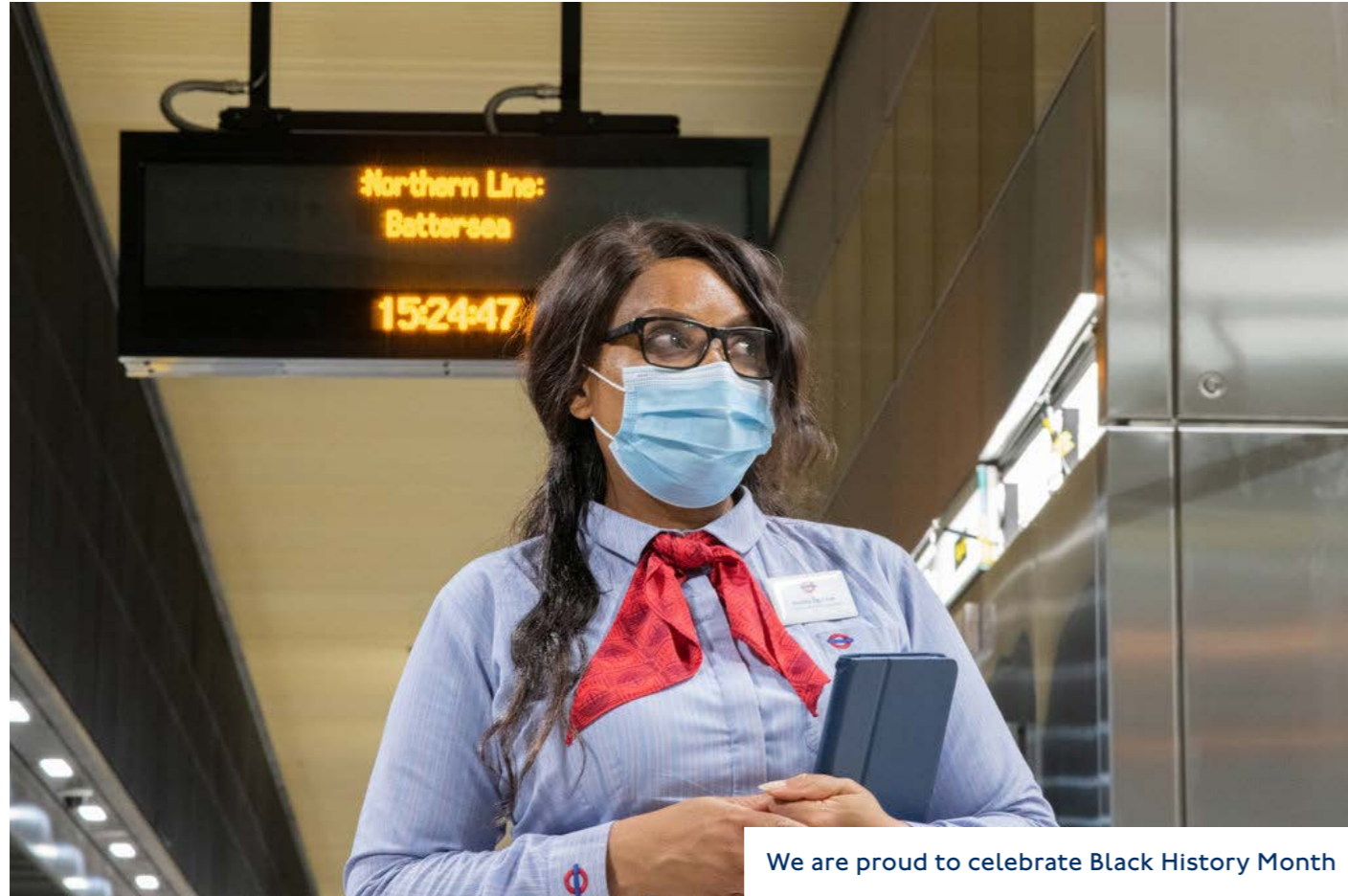
It is wonderful to see colleagues being recognised and celebrated for their hard work, dedication and commitment to making this organisation one of the best transport networks in the world.

Black History Month

To commemorate Black History Month, our staff volunteered to take part in a portrait campaign to highlight the range of roles being carried out by Black staff in TfL and feature their own stories about why Black History Month is needed. Photos were taken at the new station at Battersea Power Station and were displayed for six weeks at several Tube and bus stations across London.

National Poetry Day

National Poetry Day was on 4 October. To tie-in with Black History Month, Poems on the Underground distributed copies of a special leaflet featuring the works of Black poets from the UK and around the world at several stations in London. At Covent Garden, performance poet Sofia Thakur read some of her verses over the Tannoy which were played throughout the day, and free copies of her book *Somebody Give This Heart a Pen* were distributed to customers.



We are proud to celebrate Black History Month

Improving transport and generating growth

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

Hammersmith Bridge

While Hammersmith Bridge is owned and maintained by the London Borough of Hammersmith & Fulham, we have been helping them with the required repairs, including investigations, monitoring and surveys.

On 17 July 2021, the bridge was reopened on a limited basis to pedestrians, cyclists and river traffic. This followed detailed investigations showing that there was more inherent strength in the bridge structure than previously thought, which simplifies the required method of stabilising the bridge and repairing the cracked pedestals. The borough have now appointed consultants Mott MacDonald to develop the design for the simplified stabilisation solution. These works will make the bridge safe for continued use by pedestrians and cyclists. A subsequent stage of strengthening works will be required to allow motor vehicles (including buses) to use the bridge again and a decision is awaited from the borough on their preferred strengthening methodology.

We are working with the DfT and borough of Hammersmith & Fulham to produce a Memorandum of Understanding to confirm roles, responsibilities and the funding arrangements for the stabilisation works. In addition, the borough will be producing a business case to demonstrate value for money.

Hammersmith Ferry

Hammersmith Bridge was re-opened to pedestrians, cyclists and river traffic in July 2021. After a review into whether the proposed temporary ferry was still required during the planned repairs, the Hammersmith Bridge Taskforce decided on 25 November that there is no longer a need for the ferry service. We will continue to work closely with the Government and the council to ensure people can carry on crossing the river in Hammersmith.

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, as part of our Four Lines Modernisation programme.

The next section of signalling, between Sloane Square, Paddington, Fulham Broadway and Barons Court, is due to go live in spring 2022. This phase, called Signalling Migration Area (SMA) 5, will involve upgrading the highly-complex junction at Earl's Court and, once delivered, will mean that the entire Circle line will have been upgraded to the new signalling system. SMA5 is due to go live in spring 2022, ensuring further improvements are made to the software to enhance the predicted reliability, allowing for the new timetable to be introduced more robustly.

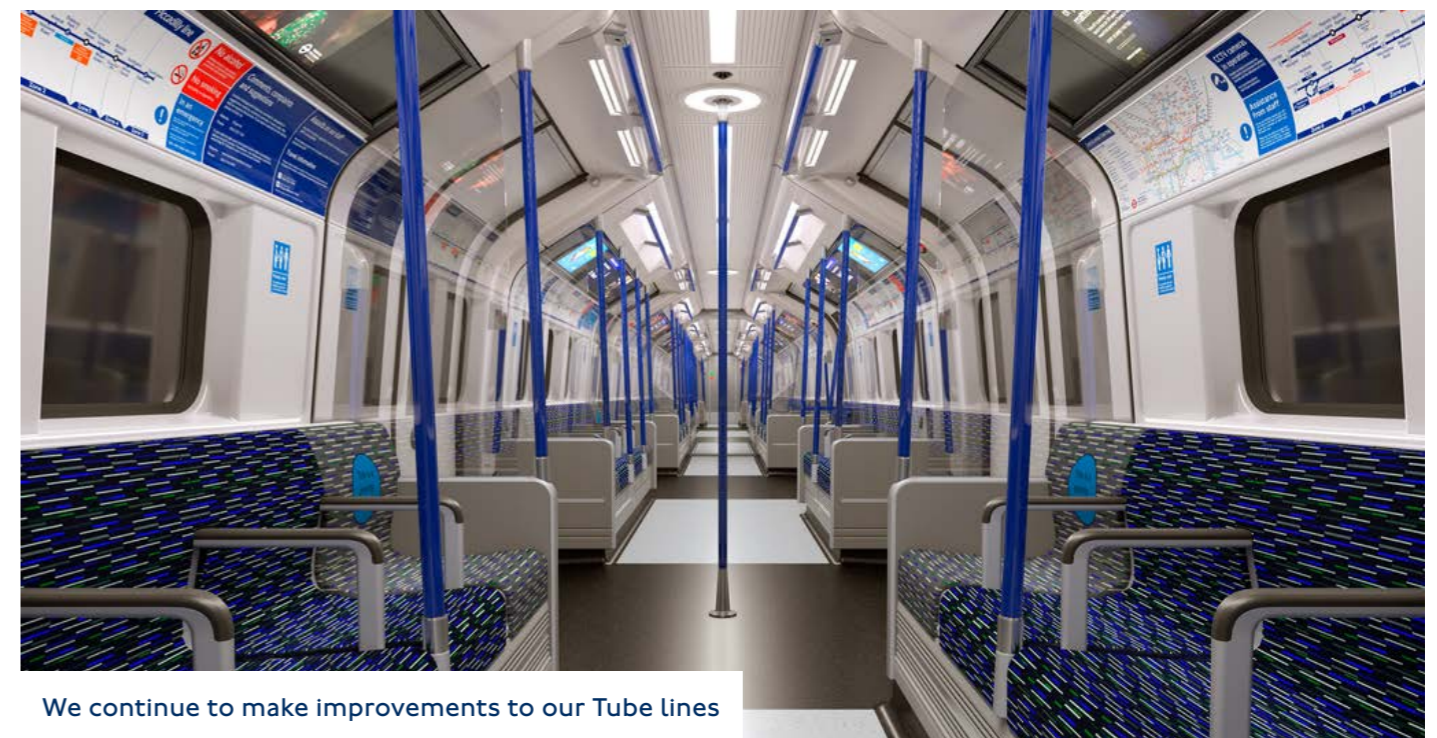
Piccadilly Line Upgrade

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

The contract for high-voltage power immunisation has been signed and awarded. This will provide the power infrastructure for the frequency conversion of some existing signalling equipment to ensure compatibility with the new trains.

We have now received the tenders for the high-voltage power framework and evaluation has begun. We remain on target to issue the tender recommendation in early December.

We also completed the installation and commissioning of new signals at Earl's Court. Due to the trains being longer and having different sightlines to the existing stock, we will need to install new signalling assets at all Piccadilly line sites.



We continue to make improvements to our Tube lines

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.

The planning for the delivery of the Northern line speed uplift continues and signalling software improvements are targeted for commissioning on the railway in mid-2022. The Northern line power supply enhancement work continues. This will provide system capacity and resilience for reliable services during planned or unplanned outages.

On 11 November, we successfully completed dynamic testing on the Jubilee line rolling stock modifications to enable an increase in entry and exit speeds at Neasden depot. The Jubilee line enhanced signalling and fleet improvements, to enable a peak service of 32 trains per hour, remains paused, and restarting this work is dependent on the outcome of current funding negotiations.

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 on 15 January 2022, in order to connect the newly built tunnel, including extensive stakeholder engagement to enable passengers and employers to plan ahead.

With the majority of pre-closure services, such as power, fire and communications systems and lighting, now installed, testing and commissioning of these systems is well under way. New station wall cladding finishes are also progressing and public area floor tiling has now begun. Supply chain challenges impacting the timely delivery of cladding panels for the new station areas are being closely monitored. We are developing contingency plans to protect the programme.

The installation of all 12 new escalators has also begun on site and is progressing well and the installation of the two new moving walkways started on site in October.

As part of the wider Bank station capacity upgrade programme, the Northern line will be closed between Kennington and Moorgate for 17 weeks from 15 January 2022. This will allow for essential works to ultimately increase station capacity by 40 per cent and reduce journey times. We launched a Northern line closure communications campaign on 8 November to raise awareness of the closure, manage travel demand and mitigate the significant impact on the network.

The campaign used a mix of radio, digital advertising and outdoor posters to target those most affected by the closure to encourage them to plan ahead, re-route and re-time their future journeys. In addition, two weeks prior to the closure there will be a door drop providing specific travel advice to local residents, and the introduction of specific communications at stations where the Northern line will be closed. Our campaign will continue until the works finish in mid-May 2022.

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 required to meet both existing and new demand for Tube services. The developer, Delancey, will create a new structure for the station as part of its scheme, within which we will fit out a new ticket hall. We will enable step-free access to the Northern line, providing for an interchange to the possible future Bakerloo Line Extension. We will construct passenger tunnels connecting the new ticket hall to the existing Northern line platforms.

Our negotiations with the developer are close to conclusion. Funding discussions with third parties, including the GLA and London Borough of Southwark, have been successful and the station structure, design and build of the connecting tunnels and early works are now secured. However, station fitout and decommissioning the existing Northern line entrance remain unfunded at this time. We will be making a request to secure TfL funding for the station fitout on a future date.

On 27 August, we awarded the contract for key enabling works to be carried out during the forthcoming temporary closure of the Northern line Bank branch.



New trains are set to increase capacity on the DLR

Docklands Light Railway

We are replacing the oldest trains on the DLR network with new trains, set to increase capacity on the DLR, and enable housing and employment growth in east London. Our rolling stock programme will deliver 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 for trains one to four now in production. The first train is assembled and ready to start static testing. This strategic milestone was achieved two months ahead of schedule.

At Beckton, work on the northern sidings continues and work on the substation began in November. There are some challenges around the depot programme, but these are not expected to impact the train introduction schedule at this stage. Meanwhile, signalling software development for the new trains continues to progress to programme, with the first software releases due in March 2022.

We have now finalised terms for the acquisition of land at Beckton adjoining the current depot, to accommodate a further 11 trains to be added to the original order of 43. This supports the development of 12,000 homes across 15 sites, comprising the Poplar site owned by us and 14 sites in

third-party ownership, with the aim that all sites will provide a minimum of 35 per cent affordable housing.

High Speed 2

HS2 Ltd's early construction activity is continuing across London and we have been working to mitigate the impacts of its construction traffic on the road network. An example of this is on Hampstead Road, where changes have been made to the site entrance to address local residents' concerns. We are working closely with HS2 Ltd as it constructs new London Underground facilities at Euston, including a new ventilation building and tunnels connecting the station. At Old Oak Common, we are continuing to ensure that the Elizabeth line depot is protected during the large-scale piling and excavation works for the new Old Oak Common station.

We are supporting HS2 Ltd with its designs for Euston and Old Oak Common stations. A high-level design for Euston was shared with us at the end of September and we have carried out a comprehensive review. We are actively and collaboratively working with HS2 Ltd, Network Rail, London Borough of Camden and Lendlease, under the umbrella of The Euston Partnership to ensure our requirements are satisfied and that undertakings and agreements are accommodated.

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. In addition, a continuous PM2.5 monitor – which measures particulate matter of 2.5 microns in diameter, which can penetrate the lungs – has been installed in Newham and complements existing local authority monitoring in Greenwich 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.

Construction work continues in both Greenwich and Silvertown to prepare for the tunnel boring machine which is on schedule to be delivered in early 2022. Community engagement remains a focus, and an online virtual exhibition was

launched on 19 August 2021 which included new images of proposed pedestrian and cyclist improvements in North Greenwich. Further meetings have also been held with Community Liaison Groups on both sides of the river and with the Silvertown Tunnel Implementation Group. The group's most recent discussions focused on the approach to the next stages of modelling which will inform the initial user charges, bus network and a number of other aspects of the scheme's development.

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.

On 29 October, we completed installation of the track running along the viaduct from the existing Network Rail lines to the new Barking Riverside station. The rail systems team's attention now turns to the installation of telecoms, signalling and overhead line equipment, and preparations for the final signalling stage commissioning that is planned across a series of weekends in March and April 2022.

At the station, the installation, testing and commissioning of mechanical and electrical equipment has continued and there is an increasing focus on producing and reviewing assurance documentation. Plans for delivering the public realm areas around the station that interface with the Barking Riverside development are being finalised to ensure they are sufficiently progressed for station opening. Our most likely start of service remains autumn 2022.

Bus service changes

The programme of bus service frequency reductions as a consequence of the reduced use of the bus network in central and inner London continues. On 13 November, route 414 was curtailed at Marble Arch. This follows a stakeholder and public consultation process and addresses excess capacity on the Edgware Road. Passengers can continue their journeys by changing to and from buses on route 6 on Park Lane.

We have also implemented short-term increases in frequency on night services N15 and N29 at weekends to address crowding.

In addition to the above changes, we also monitored bus routes serving schools. We made short-term changes during the fuel shortages in late September and October as bus usage increased on some routes.

Rotherhithe Tunnel refurbishment

The design work and preparation of tender documents for the design and build procurement stages of the project is now complete. A review of the project has determined that it is not possible to commit to the detailed design and build stages at this point, as a result of funding challenges. A series of short-term capital interventions will be put in place to ensure the tunnel remains safe and operable until the main project can be progressed.

The design of an over height barrier to improve compliance of vehicles using the tunnel is currently in under way, with installation set to take place in late January 2022.

A40 Westway

The A40 Westway is a key strategic route and one of the busiest on our road network. From 26 November 2021, major works including a series of weekend directional closures of the elevated section of the A40 Westway are taking place for essential maintenance and replacement of a major expansion joint. Due to the complex nature of the works and the size of the joint being replaced, approximately 18 weekend directional closures will be required throughout the works. On 18 November, we launched our communications campaign across radio and digital advertising to raise awareness of the works and encourage drivers in the area to check their travel and update their route if necessary.

New Homes

Stanmore and Canons Park

We have been working with housing association Catalyst on proposals to provide hundreds of new affordable homes at different locations across Harrow, which would also deliver a range of amenities for the local communities such as cycling hubs, new commercial spaces and improved step-free access at Stanmore via a lift.

While we remain disappointed by the decisions made by Harrow Council's planning committee to refuse planning permission for 100 per cent affordable housing at Stanmore station car park, we are committed to delivering the affordable housing that the capital urgently needs. At each site, we engaged extensively with the local community and stakeholders before submitting our planning applications.

We were also informed that the Deputy Mayor of London for Planning has called in Harrow Council's decision for our development at Stanmore. Working together with Catalyst, these proposals offer the potential to deliver 277 genuinely affordable homes that the capital urgently needs. The scheme would also greatly improve step-free access via a lift, making it easier for customers to travel and create new commercial opportunities.

We have appealed the decision at Canons Park and the public inquiry started on 2 November.

South Kensington

Despite being recommended for approval by the planning officer, we were refused planning permission from the Royal Borough of Kensington and Chelsea for our plans for development around the station. This application includes providing step-free access to the Circle and District lines, as well as delivering new shops, workspace and housing, 35 per cent of which will be affordable. We will now review our options in relation to this scheme.

GRESB and Sustainable Development Framework

For the second year in a row, we have entered the GRESB benchmarking, which provides a score for Environmental, Social and Governance performance. We received a score of 97/100, making us the market leader in Europe for property firms with a mixed portfolio.

On 22 November, we also launched the Sustainable Development Framework handbook after three years' development. Containing nearly 100 sustainability indicators spanning environmental sustainability, social impact and economic development, the framework represents one of the most comprehensive and results-focused frameworks of its kind.

Build to Rent projects

Alongside our partner Grainger plc, we have appealed the London Borough of Enfield's decision to refuse our planning application for 162 new homes at Arnos Grove. Enfield's Planning Committee refused our application in January 2021.

Arnos Grove is one of five Connected Living London sites, our Build to Rent partnership with Grainger plc. We have been given the green light by two different boroughs providing more than 1,000 quality rental homes, and will deliver around 3,000 new homes in total.

In agreement with Grainger plc, we have decided to lead on the site at Limmo Peninsula separately as TfL. This will allow us to unlock constraints and shape the opportunity ourselves, similar to the scheme at Bollo Lane which was given the go ahead earlier this year. We remain open to working with Connected Living London on this in the future should the opportunity arise.

Whitechapel

On 4 October, we held events for residents and business owners in Whitechapel. The engagement events, held at one of our vacant properties in Whitechapel, gave us the opportunity to speak to the community about our planned improvements to the high street. Community engagement, such as this, is central to what we do. It helps build trust and understanding between us as a landowner and the communities we are part of. We are investing in businesses in Whitechapel to ensure they can be re-let as part of our property portfolio. Across our property estate, we are making investments to help London's small businesses get back on their feet after the pandemic.

Landmark Court

Planning consent was granted at our site, The Liberty, on Southwark Street and Redcross Way back in June 2020. Since September 2021, working with our partners on the scheme, U+I, we have started to uncover some of the archaeological history of the site, including Roman artefacts, showing the fascinating history of the site from Roman times to more recent findings including the back garden of a rag and bone man. All findings will be taken off site and will be looked after by the Museum of London's Archaeology team.

When complete, our scheme will provide 36 new homes, including 50 per cent affordable housing, alongside 200,000 square feet of commercial space. It will open up many of the historic yards and lanes in Southwark and provide shops, cafes, restaurants and market stalls. It will also ensure the long-term future of the Crossbones Graveyard and memorial garden. We continue to work with the Bankside Open Spaces Trust and local community to enhance this important place.

On 29 October, we welcomed the Mexican Ambassador, Her Excellency Josefa Gonzalez Blanco, to the site to celebrate the Mexican Day of the Dead, and hear about the works we are doing to protect and look after the Crossbones Garden, and to receive a gift of a La Catrina statue.

Woolwich

We have entered an agreement for lease with Berkeley Homes to deliver more than 500 new homes, including 40 per cent affordable housing, in Woolwich above the new Elizabeth line station. This is a significant improvement on previous proposals for the site, including an increase in the amount of affordable housing provided.

We are working with Berkeley Homes to submit a planning application later this year. Berkeley's Royal Arsenal Riverside development has helped to shape the local area and the Woolwich over-site development will sit alongside it and has been designed to complement the existing area.

Kidbrooke

We are building 616 new homes in Kidbrooke, which will include 50 per cent affordable homes. Work has now started on the first phase of construction and the first homes went on sale to Londoners this September. This gives Londoners an opportunity to purchase new and affordable homes prior to wider market sale later in 2022.

The first phase of the development will also provide a new public square and an improved transport hub, connecting Kidbrooke station to local bus services.

Sustainability is at the heart of the development, with an overall carbon reduction target of 39.6 per cent, and local biodiversity and communal green spaces throughout the site. The development

features green rooftops, tree protection and planting, and landscaping to help promote residents' wellbeing and the environment overall.

Mobile coverage on the Tube

We are working with telecommunications service provider BAI Communications to deliver the project that will see a backbone of mobile and digital connectivity established across London. Uninterrupted 4G mobile coverage has already been introduced on the eastern half of the Jubilee line, and will be expanded in phases to ticket halls, platforms and tunnels over the next three years, with all stations and tunnels due to have mobile coverage by the end of 2024.

The initial start-up activities have completed successfully, and governance structures are set up and operating well. BAI has agreed with our engineering team on the process they will follow for the design and build activities. Design work has started, with the initial designs coming through for approval. Delivery work started within the first week of contract signature, based on our supplied designs. We also supported a launch event hosted by BAI, where International Trade Secretary Rt Hon Anne-Marie Trevelyan welcomed the launch of the new communications infrastructure partnership between ourselves and BAI, which aims to transform the Capital into a smart city and boost connectivity across London and help create 600 jobs. She was joined at the launch event at the Leadenhall Building by Australian Minister of Trade, Tourism and Investment Dan Tehan.

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 continues, with a further 8km of cycle routes constructed in this financial year, and another 21km under construction. Along with the boroughs, we are exploring whether to retain schemes permanently or as an experiment, or to remove them based on a range of monitoring data, and feedback gathered from stakeholders and through public engagement. Across our programme, designs are being reviewed in the light of performance monitoring and stakeholder feedback. This has led to some short-term changes being implemented on the Park Lane scheme to add four coach parking spaces or loading bays as well as a temporary taxi rank to support large scale events in Hyde Park, starting with Winter Wonderland.

Funding has been allocated to boroughs to investigate making temporary schemes permanent, and they have been undertaking a broad range of public consultations and engagement programmes to understand public perception.

As a continuation of the delivery of Cycleway 9, funding has been allocated to start construction, in December 2021, of a hybrid-design cycle route around Hammersmith Gyratory to connect to the borough's cycle route on King Street. Construction will also start on upgrading a section of temporary cycle route to permanent design on Chiswick High Road to resolve operational issues, particularly for bus passengers. Funding has also been approved for the construction sections

west of Kew Bridge as far as Watermans Park. When completed, these packages of work will provide a high-quality cycle route between Brentford and Hammersmith, connecting local people to a range of commercial, cultural and transport destinations.

Of the 163 Low Traffic Neighbourhood borough bids funded under the Streetspace for London programme, 106 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 developed and delivered during this financial year and next, subject to due process including consultation and engagement.

New research has been published focusing on under-represented groups in cycling. A representative sample of 3,500 Londoners were asked about their attitudes to cycling and cycling participation. This has revealed that Black, Asian and minority ethnic groups are as likely to have cycled in the last 12 months as white Londoners and one in five Londoners who do not cycle now are actively considering it.

In September 2020, the programme also changed the hours of 85km of bus lanes on our road network to operate at all times. This experimental scheme is now under review to look at the impact and help determine whether to make these changes permanent ahead of the traffic order expiring in March 2022.

Cycleways

Cycleway 4

Construction works along Evelyn Street are progressing well and are now 45 per cent complete. The southbound diversion for traffic that was put into place from 31 August to accommodate the construction work was removed on 7 November 2021. The works are due to be completed in summer 2022. The Creek Road Bridge works section of the route, which will be carried out by the Royal Borough of Greenwich, is planned to start in January 2022.

Cycleway 9

Work to transform Hammersmith Gyratory started on Monday 29 November. The changes will include:

- A protected two-way cycle track on the north side of the gyratory
- Cyclist-specific signals at junctions to separate cyclists and motor vehicles
- Improvements for pedestrian safety at all junctions with side roads, including raised level crossings and more footway space
- New pedestrian crossing signals with 'countdowns' at the crossings of King Street, Beadon Road, Shepherd's Bush Road, Queen Caroline Street, Hammersmith Road and Butterwick
- A new parallel crossing at the Butterwick junction to allow westbound cyclists to join the two-way cycle track

Work is set to be completed by spring 2022 and we are advising people in the area to check their journeys before they travel, as construction work will mean that there will be some disruption in the area.

Cycleway 23

Works are on track for the Millfields Park section of the route which began construction by the London Borough of Hackney on 27 September 2021 and is planned to be complete by spring 2022. This will be followed by the Lea Bridge Roundabout and adjacent section which started detailed design in November 2021, which is being delivered by us.

R (OneChiswick) v London Borough Hounslow

We were named as an Interested Party in a claim for judicial review and associated statutory challenge brought by a local pressure group against the London Borough of Hounslow, challenging Hounslow's decisions to implement the temporary C9 Cycleway. Following monitoring of the scheme, Hounslow announced that it will bring the current scheme to an end and make a new Experimental Traffic Order implementing a modified version of it to address some of the impacts. The Claimant has discontinued its claims, bringing the legal proceedings to an end.



Santander Cycles

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. The month of October saw the highest number of October hires in the scheme's 11-year history, with 1,110,040 hires during the month, smashing the previous best by more than 130,000 hires. This is the first time there have been more than one million hires in October, and is also the fifth month in a row that more than one million hires have been made. The average daily hires this October was 35,812, well above the 27,356 average daily hires in the three Octobers before the pandemic. The first 10 days of November have also seen a daily average of 32,747 hires, significantly above the 25,161 hires we would expect for this time of year. 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 330,000,000 hires as a result of this offer, with more than 27,500 people benefiting.

The busiest location for NHS code redemption is the docking station on Lambeth Palace Road in Waterloo, near St Thomas's Hospital. The programme to modernise, electrify and expand the Santander Cycles scheme is continuing as planned. This initiative aims to broaden and increase usage of Santander Cycles, as well as support our financial sustainability plan. It will improve the customer offering with the rollout of 500 e-bikes, flexible fare models and enhanced app functionality.

A systems integration team has been formed and is working with suppliers to integrate the different system components, including the scheme's back-office payment system, e-bikes, website and app. The launch of the 500 e-bikes remains on track for summer 2022.

Options are being explored to expand the geographical footprint of Santander Cycles, with a business case in development to confirm the priority list of areas that would benefit from expansion. Third-party funding has been received from the London Borough of Southwark for an expansion within the borough and design work is under way for potential sites identified.

Air quality and the environment Ultra Low Emission Zone expansion

In 2019, we introduced the world's first 24-hour ultra-low emission zone 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 was expanded up to the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will 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 successful expansion, which was delivered on time and under budget, was to migrate the

existing operational systems to a cloud-based platform to deal with the massively increased volumes of data and transactions from the larger zone. We successfully migrated all existing road user charging schemes to the new cloud platform in early October which substantially de-risked the scheme launch. In addition to this major software project, a new camera data processing system was deployed together with around 900 new cameras and more than 1,600 new or altered road signs. Our service provider Capita recruited, trained and deployed almost 800 new operational staff, all based in the West Midlands area. A substantial marketing campaign to raise awareness of the ULEZ expansion and educate drivers on how and where the scheme operates, encouraging them to check their vehicles and plan their options continued up to and through launch. This campaign included posters, radio and television adverts, press and online advertising, leaflets for residents living along the boundary, stakeholder and press activity. An intensive Mayoral launch day media round secured extensive and largely positive national and international media coverage.

The scheme already appears to be having a positive effect by encouraging people to switch to cleaner vehicles. Indeed, when the Mayor announced his intention to expand the ULEZ in February 2017 only 39 per cent of vehicles complied with the ULEZ standards. By the time the scheme went live in October this had increased to 87 per cent. We will continue to monitor the effects of the scheme and work with the GLA to publish reports with all the key data after one, six and 12 months.

Congestion Charge changes

Since its implementation in 2003, we have made changes to the Congestion Charge to ensure it remains effective, including changes to discounts and exemptions, charge levels, and days and times of operation. Last year, we made temporary changes to the charge in response to the transport challenges presented by the pandemic, including operating daily until 22:00.

Proposals to change the Congestion Charge to achieve long-term Mayor's Transport Strategy objectives and to ensure that the Congestion Charge continues to be effective in reducing traffic and congestion in central London have been developed separately, and have recently been consulted on. These proposed changes, if implemented, would replace the temporary changes if these are still in place at the time of proposed implementation. This is planned for later this year for most of the proposed changes except charging hours and days, which are proposed to come into effect on 28 February 2022.

We ran a 10-week public consultation from 28 July to 6 October 2021 which received nearly 10,000 responses, which were analysed. The proposals we consulted on included: no charges in the evenings; operating between 12:00 and 18:00 on weekends; retaining the current charge level of £15; and a 90 per cent discount for residents living in the Congestion Charge zone. The proposals are part of the commitment by the Mayor to reduce traffic and congestion in central London. This would improve London's air quality and

encourage more journeys to be made by walking, cycling or public transport. We are preparing a consultation report which will include a response to issues raised, before the Mayor is asked to make a decision on the proposals later this year.

Scrappage schemes

The Mayor's scrappage schemes to help drivers scrap their older, more polluting vehicles to meet required emissions standards have now closed for new applications, as all available funds have been allocated. More than £61m was committed to these schemes, which have helped to remove in excess of 13,000 polluting vehicles from London's roads over the past two and a half years.

Electric Vehicle Infrastructure Delivery

A keystone commitment of Electric Vehicle Infrastructure Strategy is the Electric Vehicle Infrastructure Delivery Programme. The programme aims to provide specific mechanisms to help deliver the charge points London will need to meet projected demand, while also generating revenue for the GLA. This includes creating flexible commercial and procurement models, tailored to individual requirements, as well as establishing guidance to assist boroughs, to implement electric vehicle infrastructure in a consistent manner.

Proposals for the programme, including a Tranche 1 delivery, were endorsed by the GLA Collaboration Board on 5 October 2021. Tranche 1 seeks to deliver 100 charge points and will be a testbed for future, speedier, delivery through the next decade.

Bringing forward a zero-emission bus fleet

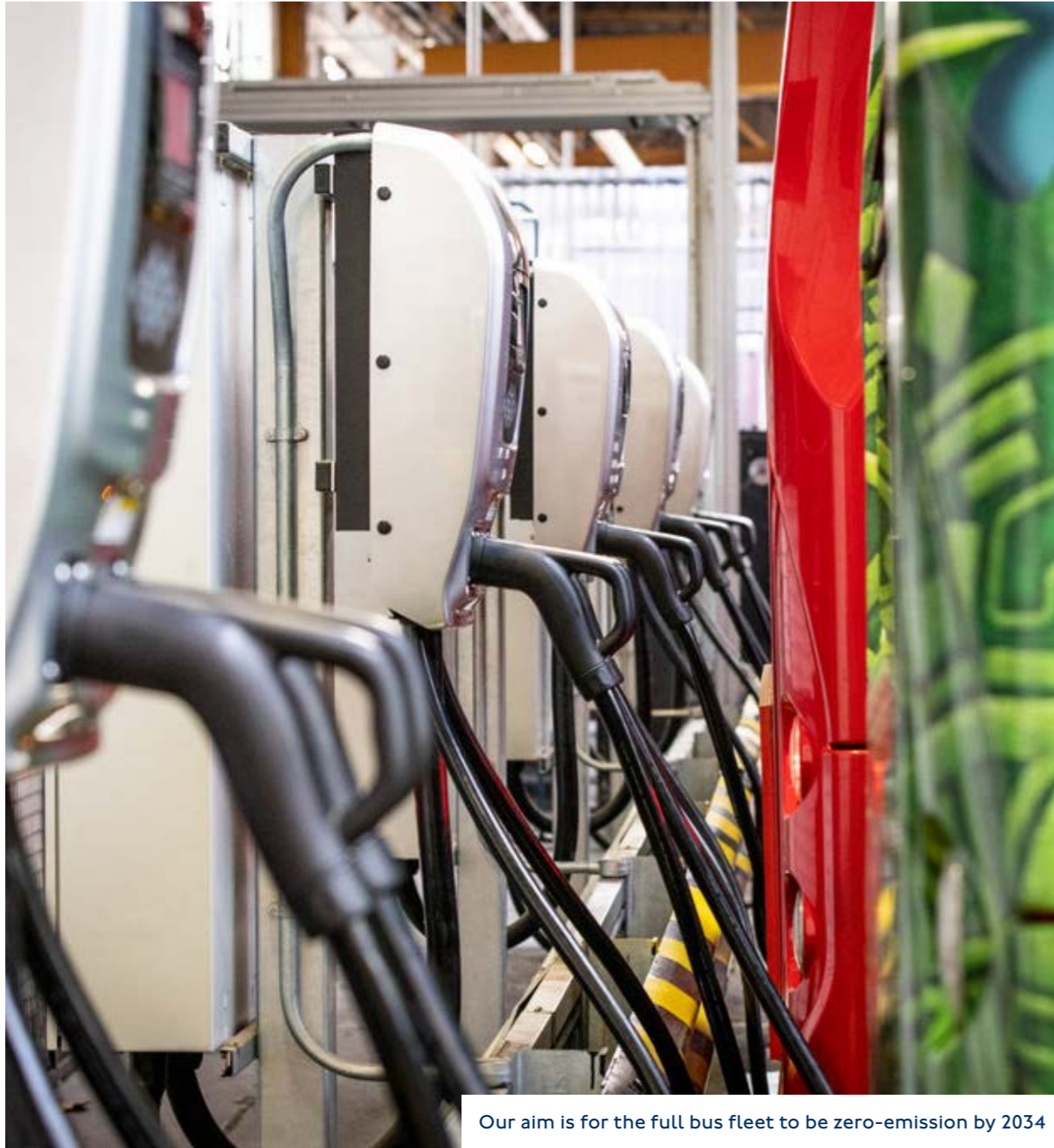
London has brought forward the timeframe for having an entirely zero-emission bus fleet from 2037 to 2034 following an announcement by the Mayor of London on 17 September that we will no longer be introducing conventional technologies to the fleet from now on.

This means all new buses that enter the fleet will be zero tailpipe emission, helping us increase the current 566 vehicles to about 800 by the end of March 2022, subject to the ability of the bus manufacturing industry to build and supply them quickly, and the necessary grid and garage infrastructure being put in place.

Not only will this transition help reduce harmful pollutants in the air, it will also help us combat the climate change emergency and contribute towards the UK's targets of a 68 per cent cut in CO₂ by 2030, rising to a 78 per cent net reduction by 2035.

Although most zero-emission buses are pure electric, we continue to support complementary technologies like hydrogen fuel-cell with 20 double-deck vehicles operating on route 7 from East Acton to Oxford Circus, and some route 245 journeys between Alperton and Golders Green, so that we have the best options available now and in the future.

The faster transition timeframe will result in a total of 10 per cent of London's fleet to be zero emission by the end of 2022, subject to Government support, and demonstrate to manufacturers that a



Our aim is for the full bus fleet to be zero-emission by 2034

very significant market is opening up for clean vehicles. This will help increase the commercialisation of this sector, grow the number of jobs and apprenticeships across the UK and help London move away from vehicles powered by fossil fuels like diesel. If more significant Government support becomes available, we will look to make the fleet zero-emission even earlier than 2034.

Bus Priority Programme

Across London, strategic bus corridors have been identified and we are working with London boroughs to ensure that investment is focused in these locations, alongside operational requirements and opportunities to enhance bus performance. This approach has also ensured that there is a strong pipeline of schemes coming forward. We continue to balance the strategic objectives of walking, cycling, safety and bus journey times, driving a long-term investment programme.

We are working to provide 5km of new and improved bus lanes across London throughout 2021/22. Currently, 450 metres has been delivered. We are also working closely with the London boroughs to help deliver this target. The London Borough of Camden is nearing the completion of delivering one kilometre of new and improved bus lane on Lower Kilburn High Road.

We have improved 39 signalised junctions so that buses now receive priority from the signals to ensure they can run through the junction more efficiently. A further 230 signalised junctions have been reviewed to improve bus services. Detailed analysis of

five bus routes has been undertaken. From this analysis, we can identify where signal changes can be made and where highway improvements can be conducted.

The detailed design of a key junction in the Royal Borough of Kensington and Chelsea is nearing completion which, once built in early 2022, will enable route 49 to be serviced by electric buses. Three pairs of bus stops and shelters have been installed, which has enabled the re-routing of the route 110 bus service in Richmond.

Safer Junctions

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 Road/Camden Street. Design work continues on the remaining 30 junctions, including detailed design of York Road roundabout and Holloway Road/Drayton Park, with these schemes respectively delivering essential motorcycle and pedestrian safety measures. A new 20mph speed limit will also be introduced by March 2022 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.

On 21 October, construction work started on the Safer Junction proposals at Chelsea Embankment/Battersea Bridge, where a pedestrian was tragically killed at the

beginning of the year. The work was completed on 15 November, with a new signalised crossing constructed on the north side of the bridge, making it safer and easier for people to cross. We have also expanded the pavement area on both sides of the road, adding tactile paving to improve accessibility. The existing banned right turn from Cheyne Walk to Battersea Bridge Road will be enforced 24 hours a day and the speed limit on Chelsea Embankment has been reduced from 30mph to 20mph.

Public consultation closed on 11 November, regarding our proposals for the A23 Streatham High Road outside the Tesco Extra supermarket. The scheme seeks to introduce a new crossing at a location where high numbers of pedestrians wish to cross between bus stops and the supermarket.

We continue to work with the London Borough of Camden to deliver safety improvements at the junction of Southampton Row and Theobalds Road, on Holborn Gyratory, where a cyclist was tragically killed in a collision over the summer. Interim safety measures were delivered in early October 2021, with more substantial engineering works to install additional cycling infrastructure set for delivery in January 2022. Our long-term aspiration, if funding is available, is to resume area-wide safety improvements (including a potential gyratory removal), in collaboration with the London Borough of Camden as part of the Council's Liveable Neighbourhood proposals.

Lowering speed limits

Lowering the speed of vehicles in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. The Lowering Speed Limits programme plays a vital contribution 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 under way, reducing the speed by 10mph on more than 140km of our roads. We have already introduced a 20mph speed limit on 80km of our roads, accelerating almost 20km from Phase 2 of the programme to date.

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

The City of 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 mobility impaired customers. 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.

In addition to this, we are also reducing the A10 Great Cambridge Road, Gants Hill town centre and A4180 Ruislip Road to 30mph.

Detailed design work is nearing completion on the A13, A23, A10-A503, A107 and A10 Great Cambridge Road corridors, with the first schemes to be implemented in late December.

A new page has been launched on our website for members of the public to provide comments on the proposals, and includes the latest information on the programme. We are currently running a far-reaching marketing campaign, including radio advertising, to raise awareness of these changes to reduce road danger.

Old Street

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

Construction is continuing with the highways and drainage elements on all four arms of the junction, including roof strengthening works above the existing station in the peninsula area.

Works are continuing as planned with the infilling of the northeast entrance to the station, Subway 1. The south west entrance to the station, Subway 3, remains open for public use until July 2022. Similarly, works are continuing with the infilling of

the northwest entrance ramp, Subway 4, and construction of the new passenger lift works.

Construction of the new main station entrance continues with the substructure works now completed. Works have started on the above ground superstructure, with the precast concrete central column and stairs installed on 15 November 2021, and will be followed by the installation of the roof and glazing from February 2022. Construction of the lift shaft for the new goods lift continues in readiness for installation of the new lift car from January 2022.

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

Completion of the project is scheduled for winter 2022.



The e-scooter rental trial now runs across 10 boroughs

E-scooter rental trial

On 22 November, the seventh operational period of the e-scooter rental trial started, meaning the trial has now been operating for more than six months. Ten participating boroughs now make up one continuous trial area. Headline trip data from the first five operational periods is available on our website, showing that a total of 355,000 rides were taken in the first 20 weeks of the trial, with a total of 3,480 vehicles available to hire across the three operators.

Supporting a sustainable transport network

COP26, the United Nations Climate Change Conference, took place in Glasgow between 31 October and 12 November 2021 under the presidency of the UK. We ran a mix of adverts on Greener buses, the ULEZ expansion, and active travel in targeted channels from 29 October to 14 November to demonstrate to delegates and international visitors how we and the Mayor are decarbonising, and delivering a sustainable public transport network in London, to raise awareness of the programmes we are delivering in this area.

Road technology

We are leading the way in delivering innovative new road management systems. These will be delivered within the Surface Intelligent Transport Systems (SITS) programme, and will enable more effective use to be made of the existing capacity of our network. All users of our network will benefit from the efficiencies gained by this programme, whether they are walking, cycling, on a bus, or part of the freight industry or emergency services.

The programme remains on track to deliver several vital systems over the coming two years.

The revolutionary Real-Time Optimiser will make maximum use of capacity on London's road network. It is a completely new system, built in conjunction with an industry leading organisation, and will ensure we are equipped to manage the challenges which face us. The system has already been delivered and is operational in trial status, and full deployment is scheduled to be completed in 2023.

The Common Operational View Incident Management System has now been through three deployments in our Network Management Control Centre, with each one bringing enhanced capability to our colleagues staffing our 24/7 facility. The latest release includes enhanced data on buses, including passenger counts and delay data, and information on Santander Cycles docking stations. This enables us to focus our response to incident management around the four Ps of Pedals, Passengers, Pedestrians and Protection. The next crucial releases will bring the ability for the system to detect incidents by itself, by applying advanced analytics to existing and new data streams. When complete, this system will speed the detection and response to incidents on the Surface Transport network, thereby reducing the impact and stabilising capacity fluctuations.

The predictive element of the SITS programme that aims to predict the impact of incidents on the network, is approaching the end of strategy design. The predictive

system will use innovative modelling technology, so we are working with subject matter experts to baseline the scope to ensure the system can contribute to the realisation of overall SITS journey time benefits.

Public transport technology

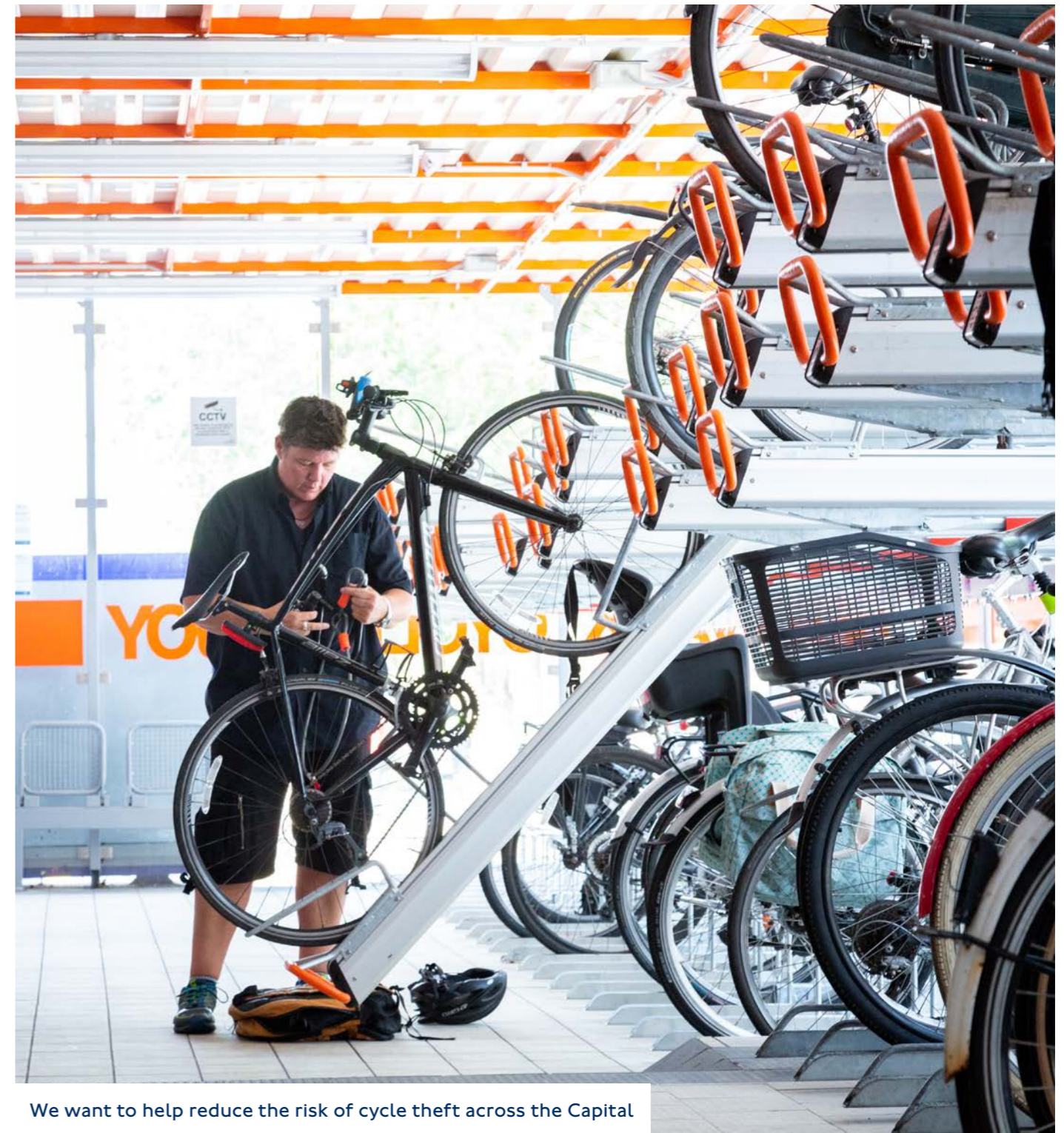
We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system, which provides real-time information on bus locations. Replacing this 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.

The tender process to select suppliers for the iBus2 software replacement project is progressing well. Bidders who were successful in the earlier Selection Questionnaire phase were invited to submit their proposals on how they expect to deliver and operate the software upgrade. Following successful one-to-one events and at the request of several bidders, an extension to the current stage was granted. Bidders submitted their responses on 18 November and evaluation has now started. Following this, the bidders and our project team will enter a period of 'competitive dialogue' in early 2022 to further explore the details of the proposals.

Procurement for a replacement booking and scheduling system for Dial-a-Ride, which will enable us to book and deliver more trips with the same number of vehicles, is progressing and one-to-one events with shortlisted suppliers were recently completed. Discussion with potential bidders is continuing, with contracts expected to be awarded in summer 2022.

Improving cycle security

We are supporting the MPS and BTP with their new campaign to raise awareness of cycle theft and encourage safe locking techniques. Cycle theft is a key reason why cyclists stop cycling, and with more than 300,000 cycles stolen each year, it is imperative that we communicate safe locking practices and educate cyclists on how to securely lock their cycles. Our new campaign provides clear information on safe locking techniques and equips existing cyclists with correct information to help them prevent, or reduce the risk of, cycle theft across London. The campaign targets existing cyclists in places where they would be typically park their cycles. We have also shared a toolkit of assets with boroughs, stakeholders and partners for their own use.



We want to help reduce the risk of cycle theft across the Capital

Crossrail

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

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

The 15-day commissioning blockade of the passenger-quality software, known as ELRI00, started on 10 October 2021, and was a success. Trial Running has now ended in the Central Operating Section and in the initial period since the software update, we have seen a significant improvement in performance of the 12 trains per hour timetable.

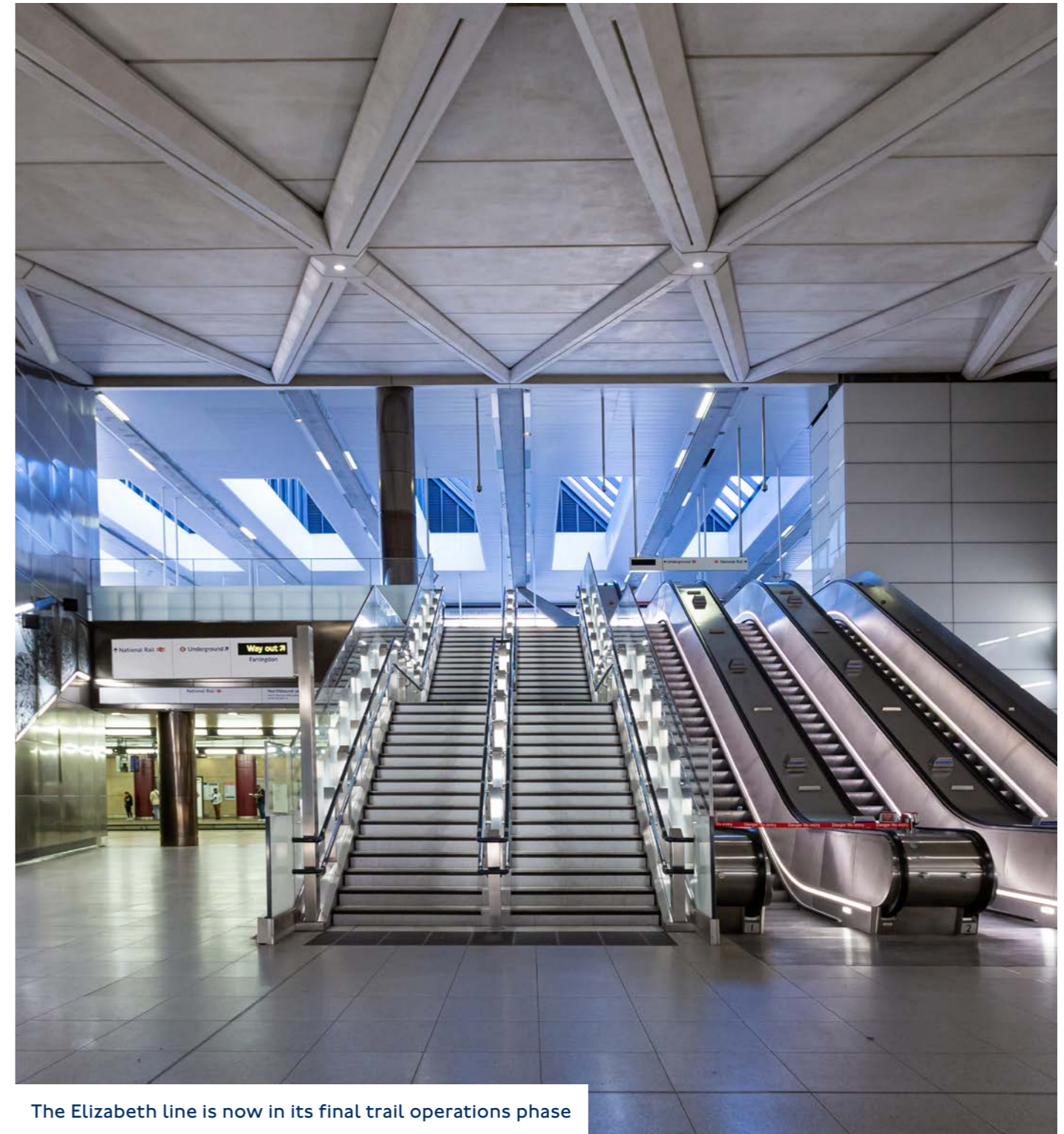
The final railway integration tests to ensure all of the components work seamlessly together are now almost complete. The tests apply to the tunnel ventilation system, trains, software, signalling and power systems, and it is only possible to undertake these at this time now that the complete railway is available.

The final phase of the railway, Trial Operations, got under way on 20 November. A staged approach to Trial Operations has been adopted to build greater resilience into the railway and to allow for the earliest start of passenger services next year.

The central section stations are currently at an advanced stage, with eight out of the 10 now under the care of TfL and are ready to support Trial Operations. The next station to be transferred to TfL is Canary Wharf, where the schedule has been adjusted to reflect the introduction of the staged approach to Trial Operations. Final modifications to the safety systems are being carried out and the station is expected to be transferred later

this year. The team at Bond Street is working on a plan to get the earliest opening date for the station. The possession of the over-site development and urban realm has also recently been handed to the developer.

Following the completion of station works at Hayes & Harlington in September 2021, Network Rail's station enhancement works in the west are largely complete. A significant benefit of these works is that passengers are now able to make step-free journeys across TfL Rail between Paddington, Reading and Heathrow. TfL Rail continues to deliver a good service, with the Public Performance Measure beating target during Period 7 of the financial year, the four-week period between 19 September 2021 and 16 October 2021. We compared favourably against the rest of the industry with only Merseyrail and London Overground performing better. The eastern section of the line achieved 97.5 per cent of trains meeting their reliability target. The overall Moving Annual Average trend also continues to be better than target at 95.3 per cent.



The Elizabeth line is now in its final trial operations phase

Finance

We continue to control our costs while facing uncertain passenger demand. We are focused on obtaining long-term government funding as our current funding agreement expires on 11 December 2021

Our 2021/22 financial performance to date

Our latest financial report covers the period to the end of Period 8 of the financial year 2021/22, from 1 April to 13 November. 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 £1,419m, which is £78m better than Budget.

While passenger journeys and income grew earlier this year, the rate of demand increase since the reopening in July as part of Step 4 of the Government's roadmap has more recently started to stall, partly owing to a lower number of people returning to work following the lifting of restrictions on social distancing. Total TfL journeys reached 69 per cent of pre-pandemic levels in Period 8. Bus journeys are 71 per cent of pre-pandemic levels and almost in line with Budget. Tube journeys are at 66 per cent of pre-pandemic levels in Period 8, up from 65 per cent in the previous period. Total journeys have averaged around 68 per cent of pre-pandemic levels since the end of the school holidays at the start of September.

We had budgeted for a decline in journeys from the start of November, based on a potential outbreak of COVID-19 in the winter and the Government's response. We are not yet seeing any significant impacts across the network, but the outlook remains uncertain.

Passenger income is £1,837m in the year to date, just more than 80 per cent higher than last year, but £171m (nine per cent), lower than Budget. Under the funding agreement of 1 June 2021, we receive a top up on passenger revenue to a pre-determined level. Government funding support is £1,496m in the year to date, which includes £1,309m of base funding and £187m of net revenue top-up.

Operating costs are £135m (three per cent) lower than Budget, as a result of lower staff costs, lower Elizabeth line running costs, lower coronavirus-related costs, and unused contingency held to mitigate high risk uncertainties. Total spend on capital renewals and new capital investment for the year to date is £753m, £158m (17 per cent) lower than Budget, partly driven by the short-term and stop-start nature of the funding agreements and this preventing us from being able to plan sufficiently far ahead to get projects approved and agreed with our contractors.

Cash balances were £1,534m at the end of Period 8: without government support we would have a cash deficit of £121m. If we do not receive further funding from the Government, our cash balances are expected to decline to below minimum cash levels (£1.2bn) after the current funding agreement expires on 11 December 2021.

About TfL

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

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

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

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

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

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

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

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

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

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

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

