

Commissioner's report

21 October 2020

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I Introduction

This report provides a review of major issues and developments since the Board meeting of 29 July.

My first few months at Transport for London (TfL) have been dominated by tackling what I see as the two biggest priorities, namely leading TfL through and beyond the COVID-19 crisis and driving the opening of the Elizabeth line to the earliest possible date. With coronavirus cases sadly rising again, our resolve will continue to be tested for some time yet. However, what fills me with hope, is our people. I could not be prouder of all our colleagues and their continued professionalism and commitment to this city and its people. I have been out and about across the network constantly since I began this job, and everybody I have met is a credit to this wonderful organisation in what are testing times.

Despite the challenges we are all facing, we have made real progress, such as the smooth return of children to school thanks to a complete reconfiguration of the school bus network. I am also extremely pleased that the successful transition of Crossrail was completed within 100 days of the start of my tenure, underscoring the importance that I attach to the project.

Overarching everything we do is our commitment to the safety and wellbeing of our people and customers throughout this pandemic. We are continuing with our vigorous cleaning regimes to keep the network safe as well as enforcing the use of face coverings to protect our people and our customers.

Since the last Board, I have continued my visits across the network. I am delighted with the progress being made at Bank station as part of station capacity works and at Nine Elms station as part of the Northern line extension. I was also amazed at the new Elizabeth line platforms at Farringdon, Liverpool Street and Paddington stations. As always, I am impressed at the remarkable work our colleagues have been able to achieve in such difficult circumstances.

Finally, our colleague Ibrar Akram has been recognised in the Queen's Birthday Honours for his continuous hard work. He is a shining example of the lengths that our staff go to everyday, to ensure that those who live and work in London are supported when it is needed the most. I am also delighted to see that my predecessor, Mike Brown MVO, has received a CBE for services to London. Mike has been a fantastic ambassador for transport and the need for investment in public transport to support the economy.

Our financial discussions with Government continue, in order to reach a fair future settlement for TfL following the calamitous impact of the pandemic on our finances. These discussions have so far been productive, and I hope they will be concluded soon, so we can ensure that London and TfL are in a strong position as we enter this next phase of the pandemic, during the particularly challenging winter months ahead.

2 Safety and security

Deaths in service

We are doing everything we can to support the families of the 45 colleagues who have died from coronavirus and will continue to do so. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to Cruse, the dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line. In addition, we have recently changed our Death in Service policy so that all employees' nominee passes will be extended for six months from the day we are notified of their death. For those families who have been affected since we went into lockdown in early March this year, we extended their nominee passes retrospectively in September 2020 for a period of six months.

Bus driver death review

Following the tragic deaths of a number of colleagues among bus operators within London, we commissioned University College London (UCL) to study the pattern of infection and deaths from coronavirus among London bus workers.

The study has been split into two phases. Phase one was an initial assessment by UCL of the mitigations implemented to protect London bus drivers from coronavirus. This was completed in July and some of the main findings of the report included:

- Among the bus drivers who died, most stopped work in the 10 days either side of lockdown, on 23 March, suggesting most drivers became infected before lockdown
- Death rates came down among drivers after lockdown, confirming evidence that showed lockdown was an effective measure in saving lives
- Many of the London bus drivers who died from coronavirus were suffering with underlying health conditions, particularly high blood pressure
- A high proportion of drivers who died had a number of personal characteristics which increased their risk to coronavirus in terms of their age, gender, and ethnicity

The report also made a number of recommendations for action which are now being implemented, including:

- All bus drivers, particularly those with multiple risk factors, need enhanced protection through early intervention, and reduced exposure during epidemics
- Action taken by bus companies should, where possible, be led by scientific evidence, be implemented simultaneously across bus companies and come with clear instructions, in the event of a second wave
- Black, Asian and minority ethnic (BAME) employees, especially those living in poorer areas, are more at risk. The recommendations in Public Health England's report 'Beyond the data: Understanding the impact of COVID-19 on BAME groups' should be implemented

- Our occupational risk assessment tool should be used by London bus companies to identify those most vulnerable and reduce the risk of employees' exposure to coronavirus
- The contribution of pre-existing health conditions, known to increase the severity of COVID-19, suggests a need for bus operators and for us to introduce criteria for staff to be offered additional protection. This would enable us both to make arrangements to protect those now known to be more vulnerable
- Improved engagement with health promotion initiatives and a commitment to preventive interventions is also essential, to reduce the risk of diseases such as hypertension, diabetes and cardiovascular disease

We are working with the bus operators to address the above recommendations in the short term, with medium to longer term measures being developed and implemented over the coming months.

Phase two of the study will look at risks that bus workers face from exposure to coronavirus by carrying out a survey of bus drivers. The survey will be issued in late October, with the final report and its findings expected in January 2021.

Black, Asian and minority ethnic and vulnerable colleague risk assessments

A working group has been set up to continue addressing what local lockdowns or a second wave of coronavirus could mean to those in our 'vulnerable persons group'. This group includes all of our 'clinically extremely vulnerable' and 'clinically vulnerable' staff. We continue to put contingencies in place to protect these vulnerable groups and are offering support to the individuals affected and their line managers in making informed decisions that are critical to their health, safety and wellbeing. We are also engaging with line managers across the business to ensure that we correctly respond to any issues that may arise as a

result of another wave of coronavirus infections.

We have encouraged all employees to undertake a new COVID-Age questionnaire, managed by our Occupational Health and Wellbeing team, to determine the risk categories of all personnel so we can manage the risk accordingly. By the end of August, our Occupational Health and Wellbeing team had received more than 2,200 of these self-assessments. We are therefore able to identify our more vulnerable employees and enable them to return to work where possible. This will also allow us to support them in case of local lockdowns and changes in government advice. We will continue to review this to ensure our vulnerable people are protected.

Asymptomatic testing

In August, we concluded a two-week trial on asymptomatic testing to help support the Department for Health and Social Care. The aim was to improve understanding of the prevalence of coronavirus in identified industries, learn more about who is at higher risk and how the virus is spread between groups to help minimise spread among high contact professions.

We were provided with test kits for our frontline employees and trial testing was undertaken on a voluntary basis, with around 18,000 emails sent to staff ahead of the trial. Tests were carried out across the business using a combination of home testing kits and mobile test units. Almost 1,000 colleagues took part in the trial and, of those who were tested, fewer than seven people tested positive for coronavirus. This result is encouraging, as we all continue to follow government guidelines and implement safety measures across the business to help protect ourselves and our customers.

The trial identified key lessons around how the tests were conducted, individuals' risk perception and the communication of the testing

programme. This vital work is informing how future surveys and testing are conducted.

Croydon tram overturning

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation into the tragic overturning at Sandilands in November 2016 and published its report in December 2017. It included 15 recommendations to address safety on London's tram network, as well as other networks across the country. We have made significant progress to implement these recommendations by working closely with all parties concerned, including the RAIB, Office of Rail and Road (ORR), Light Rail Safety and Standards Board and the wider UK tram industry.

The majority of the recommendations have been completed, with the remaining in the late stages of implementation. More recently, we have fitted and introduced into service a new system on all 35 trams that will automatically apply the brakes and bring a moving tram to a controlled stop if it exceeds the speed limit at designated locations.

The Coroner has held two pre-inquest review hearings to agree the timetable and scope for the inquests. Disclosure and evidence was provided to the Coroner by the end of March 2020. The third pre-inquest review hearing took place on 6 August. The inquests are expected to begin on 19 October with planning under way to ensure social distancing measures are adhered to and proceedings are carried out safely.

The victims and all others affected by this incident remain in our thoughts, particularly as we approach the fourth anniversary on 9 November and the upcoming inquests. We continue to offer support to those people directly affected as well as the wider community.

Kentish Town

On 21 August, an external illuminated station sign fell and struck a member of

the public. The man was taken to hospital for treatment and was released from hospital the following week. We have been in touch with the person injured and their family to offer any support that we can.

We immediately reviewed the sign structure and made sure it was safe. We have also ensured that all equipment and signs across our network are safe and, where we have any outstanding faults, are now making sure that these are correctly signposted and fixed promptly.

We notified the ORR and RAIB after the incident.

We have also commissioned our own investigation and have produced an interim report which will be finalised in November.

Memorial for Christian Tuvi

On 18 September 2019, Christian Tuvi, a colleague working on the Underground, tragically died while working at Waterloo station.

On 18 September 2020, we helped his family hold a private remembrance service for Mr Tuvi at Waterloo station, and our thoughts remain with them.

We have completed our own investigation and are working through the recommendations, with some already being implemented. The ORR and British Transport Police (BTP) investigations are ongoing, and we continue to support these.

Crime and antisocial behaviour on public transport

Tackling work-related violence and aggression remains a priority and continues to be a concern for staff and unions. Two key deliverables of our strategy were achieved with the phased roll out of body-worn video cameras and the launch of our Transport Support and Enforcement officers, which helped to tackle the triggers of work-related

Our support and enforcement officers have helped ensure customers are complying with face covering guidance on our network



violence and aggression and antisocial behaviour.

As part of the wider roll out, the first sites to provide frontline staff with our new body-worn video cameras, did so on 24 August. Staff are now able to use and download footage at Hammersmith, Victoria and Stratford bus stations and Kings Cross St Pancras, Seven Sisters, Tottenham Hale and Stratford Tube stations and our Palestra head office. Initial feedback from our frontline teams has been extremely positive, with several examples of how the wearing of a body-worn camera has helped to defuse potential escalations. We are on target to complete the full roll out by the end of December.

The first week of September was the first time our pan-TfL Transport Support and Enforcement officers were deployed on the London Underground network. Transport Support and Enforcement officers focus on tackling anti-social behaviour and the common triggers of aggression and violence towards our

frontline colleagues by taking a preventative and problem-solving approach. They are trained and equipped to defuse situations, challenge behaviour and enforce bylaws. Their initial deployment to Tube stations has concentrated on face covering compliance.

During the first three days of deployment, officers covered five Tube stations: Old Street, Angel, Kentish Town, Stockwell and Brixton. Officers engaged with more than 400 individuals and approximately 50 passengers were refused travel. Officers were able to de-escalate potentially violent situations and dealt with several breaches of behaviour. This important work helps create a more pleasant and welcoming environment for our customers and a safe workplace for our staff.

Hate crime

Over the months of July and August, the Roads and Transport Policing Command's (RTPC) Safer Transport Teams continued their focus on tackling hate crime and

engaging with the Capital's diverse communities. In total, there were more than 50 engagements, some through social media and others face to face because of coronavirus restrictions.

On 23 September, the Metropolitan Police Service (MPS), RTPC's Safer Transport Teams and the BTP also ran a general hate crime operation across London to help encourage reporting among people who may experience hostility or prejudice because of their race, religion, sexual orientation, gender identity or disability. The next hate crime operation is due to run during Hate Crime Awareness Week, 10 to 17 October. Working with the MPS, the RTPC Safer Transport Teams will undertake a series of hate crime engagement operations across London. The Safer Transport Teams will also have stands set up at busy transport hubs and will visit community centres and places of worship to raise awareness of what hate crime is and how to report it.

Face covering enforcement on the network

On 30 September, I visited operational staff on the Tube network to assist them in encouraging customers to wear face coverings unless exempt. Our staff play a pivotal role in demonstrating best practice in compliance for those using our network by wearing face coverings themselves and, have adapted to their new way of working with true professionalism.

We continue to enforce the mandatory wearing of face coverings on all public transport modes. More than 400 officers – made up of our Crime, Policing and on Street Officers, operational officers, revenue control inspectors and enforcement staff – supported by the BTP and MPS, covered key locations across London, every day. Deployments have taken place across buses, Trams, London Overground, Docklands Light Railway (DLR) and London Underground.

After a period of engagement and education, from 4 July we ramped up

enforcement activity. With support from the BTP, we took a four-stage approach to enforcement: first engaging and explaining, before moving to exclusion, refusing travel for those that refuse to wear a face covering and enforcement through a fixed penalty or court summons. Between 4 July and 13 October, 108,937 passengers have been stopped by our enforcement officers from getting on our public transport services until they put on a face covering. A total of 7,914 people have been prevented from boarding and 1,834 have been ejected from the service. Our enforcement officers have also reported 557 people for Fixed Penalty Notices (FPNs). We are unique among transport operators in that we have successfully negotiated with the Department for Transport (DfT) to have the power to issue FPN's and court summons for face coverings.

On 28 August, the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020, were amended to include increased financial penalties for those who repeatedly fail to comply with the requirements. The level of FPN will double for each offence, to a maximum of £6,400.

Along with the Criminal Records Office, we now have a process in place to permit the lawful sharing of information on offenders dating from the beginning of enforcement, on 4 July.

Introduction of face covering exemption badge

We recently introduced a downloadable exemption card for customers with underlying health conditions that prevent them from being able to wear a face covering.

Following feedback from our stakeholders and customers, we introduced a face covering exemption badge on 5 October. Customers can request the badge via an online form on our website. Those who are unable to

The Metropolitan Police Service special constabulary held a day of action across London in support of Vision Zero



access our website can contact our contact centre and order it via telephone.

Police activity to support Vision Zero

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

Throughout August, the RTPC team carried out a 24-hour operation targeting uninsured drivers. This resulted in 112 vehicles being seized and 547 traffic offence reports being issued. In addition to this, officers made 79 arrests for drink and drug driving, disqualified driving, theft and other offences. This work is vital to making London's roads safer, as uninsured drivers are six to seven times more likely to be involved in a fatal collision.

On 22 August, the MPS's special constabulary held a day of action at several sites across London in support of Vision Zero. A total of 750 vehicles were

stopped resulting in six arrests, 25 seizures and 118 traffic offence reports.

The RTPC have continued to work with us in addressing borough speeding concerns through our new London borough speed enforcement request process and, up until 1 October, 192 targeted deployments have been carried out.

On 16 September, the RTPC supported Project EDWARD (European Day Without A Road Death) by carrying out a road safety operation across London. This year's theme focused on those who drive to work – with a particular focus on speed, fatigue, maintenance, driver behaviour, loading and towing for work. Between 12 and 18 October, the RTPC ran a truck and bus operation which focused on the safety and compliance of these vehicles.

Publication of 2019 casualty data

On 30 September, we published data showing that 125 people were killed on London's roads in 2019, with 3,780 people seriously injured. It is neither inevitable

nor acceptable that anyone should be killed or seriously injured when travelling in London.

Of the 125 people killed:

- 68 were people walking (up from 57 in 2018) representing 51 per cent of all fatalities. Of these 68, 44 were the result of a collision with a car (up from 28 in 2018)
- 31 motorcyclists were killed (up from 22 in 2018)
- 17 people died while using a car (up from 16 in 2018)
- Five people died while cycling (down from 12 in 2018)
- Two people died while using a bus or coach service (up from one in 2018)
- Two people died while using other vehicles (mobility and e-scooters). No change from 2018

There were 25,341 reported collisions in London in 2019. People walking, cycling and motorcycling made up 81 per cent of all people killed or seriously injured last year, which highlights the need for urgent lifesaving measures, such as segregated cycle lanes, the removal of lorry blind spots and motorcycle training, which all aim to protect the most vulnerable people on our streets.

Overall, 2019 showed a continuing decline in the number of people killed or seriously injured on London's roads compared to the 2005-09 baseline, helping us towards our Vision Zero goal. However, the rate of the decline has slowed in recent years. These latest statistics underline why we are continuing to focus efforts on making streets safer for the people most at risk, as part of our Vision Zero ambition.

Bus Safety Standard

We continue to roll out the Bus Safety Standard to new vehicles joining the fleet, despite the slowdown in the manufacturing sector during lockdown. We now have 258 buses fitted with better visibility mirrors or camera monitoring

systems, slip-resistant floors, cab warning systems and Intelligent Speed Assistance. As Intelligent Speed Assistance was ready earlier than the full spectrum of requirements in the safety standard, this was introduced first, and 16 per cent of the fleet now has this speed management tool.

The most modern types of electric and hybrid buses also have Acoustic Vehicle Alerting Systems to help raise awareness of these virtually silent buses in busy traffic.

The pace at which we planned the introduction of Acoustic Vehicle Alerting Systems has been slowed by lockdown as we were trialling the equipment from December to July, and much of the data we expected to gather was not available. However, we have 155 buses with this alert system and the urban bus sound developed for London is now being adopted by other cities in the UK. These new technologies are a central part of our efforts to get closer to our Vision Zero target of no one being killed on or by a bus by 2030 and no one being seriously injured by 2041.

Bus driver training

The roll out of the Bus Safety Standard is accompanied by bespoke safety training for bus drivers. The Destination Zero course, which runs in group sessions, had to be halted due to lockdown, with only a quarter of London's 24,400 bus drivers having attended up to that point. On 29 September, training restarted following a raft of safeguards such as hospital grade cleaning arrangements for the equipment – which includes virtual reality headsets; computer tablets and coronavirus-safe delivery methods. Our bus operators are now aiming to get the remaining three quarters of drivers through the course by the end of 2021.

Managing bus driver fatigue

To keep our bus driver workforce as safe as possible, our operators have implemented a fatigue risk management system. This helps safeguard our frontline

staff from reduced alertness behind the wheel. This work is supported by new fatigue awareness training for operational managers which started on 29 September, slightly later than planned.

Uber London Limited v TfL

On 25 November 2019, we notified Uber London Limited (Uber) that it would not be issued with a private hire vehicle operator's licence at the expiry of its current licence. We concluded that Uber was not fit and proper to hold a licence after identifying a pattern of failures, including several breaches that placed passengers and their safety at risk. Uber submitted an appeal to Westminster Magistrates' Court on 13 December 2019. The Licensed Taxi Drivers' Association was an interested party to the appeal. The appeal hearing took place from 15 to 17 September 2020.

Judgment was handed down on 28 September 2020. The Court held that Uber is now fit and proper to hold a licence and granted an 18-month licence, subject to a number of conditions. The Court noted that there were continuing concerns and, as many of the improvements made by Uber were relatively new, considered that the conditions were appropriate. We were also awarded our costs of £374,770, payable within 28 days.

At the hearing, the Court was required to assess Uber's fitness in light of the evidence available at the time of the hearing. Uber presented no real challenge to the facts as presented by TfL. Uber concentrated on demonstrating that it had taken breaches seriously, rebutting the suggestion made by the Licensed Taxi Drivers' Association of bad faith. Uber declined to cross-examine TfL's witness. The Court agreed that TfL's concerns were legitimate, particularly with regard to insurance issues and driver ID fraud and agreed in favour of all substantive points made by TfL.

The Court took a holistic view in assessing fitness, noting that the 'fit and proper

person' test is not a test of perfection. It considered that Uber's Programme Zero was having an impact in reducing the occurrence of breaches and took into account the improvements in the oversight conducted by Uber's Board. The Court did not consider there was evidence of any concealment or cover up of the driver ID fraud issue as alleged by the Licensed Taxi Drivers' Association.

Ola UK Private Limited v TfL

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

Our regulation of London's taxi and private hire trades is designed to ensure passenger safety. Private hire operators must meet rigorous regulations, and demonstrate to us that they do so, in order to operate. Before granting a licence, we must be satisfied that an operator is fit and proper to hold a private hire operator's licence.

Ola has been operating in London since February 2020 and recently made us aware of a number of failures that had potential public safety consequences which included:

- Breaches of the licensing regime that led to unlicensed drivers and vehicles undertaking more than 1,000 passenger trips on behalf of Ola
- Failure to draw these breaches to TfL's attention immediately when they were first identified

Ola has a right to appeal the decision not to grant a licence to the Magistrates' Court and must do so within 21 days of notification of the decision. Ola can continue to operate pending any appeal process and its outcome. We will closely scrutinise Ola and compliance with its

conditions for the duration of the appeal process.

Congestion Charging private hire vehicle exemption removal – judicial review

Following a remote hearing on 30 June and 1 July, the Court of Appeal dismissed a judicial review challenge which was brought by a trade union representing private hire vehicle drivers against the Mayor's decision to remove the Congestion Charge exemption for non-wheelchair accessible private hire vehicles. TfL was an interested party. The Court found that removal of the exemption was an appropriate means of achieving the aim of reducing traffic and congestion in the Congestion Charging Zone without reducing the number of wheelchair accessible vehicles. Costs were awarded in favour of the Mayor.

Vehicle inspection centres

All six vehicle inspection centres have now fully reopened and are offering service levels which are comparable with those prior to the coronavirus pandemic, with social distancing measures in place. We are continuing to monitor sites to ensure that they are complying with government guidelines and are also exploring opportunities to increase capacity in line with an expected increase in demand for inspections between September and December 2020.

Taxi and private hire driver assessment centre

Knowledge of London assessments for prospective taxi drivers restarted on 15 June. However, we are operating at a reduced capacity to ensure we maintain social distancing guidelines. Despite this, the backlog of examinations which could not take place during the height of the pandemic, has now been cleared. We will also be restarting the Introduction to the Knowledge of London presentations from 7 October.

On 6 July, Topographical assessments (an assessment of all private hire vehicle driver applicants carried out by us) restarted at our Baker Street premises.

However, to meet social distancing requirements, our capacity has been significantly reduced. We therefore opened a second site on a temporary basis at Ashfield House on 18 August. Throughout September, we opened six further assessment centres at third party premises so that we could increase our capacity. All assessments will continue to be carried out by TfL assessors, including those conducted on third party premises. In total, once all centres are opened, we will have capacity to conduct approximately 776 assessments per week and aim to have fully addressed the backlog by the end of this year.

Partitions in private hire vehicles

To date, we have approved three partition screens; two for Toyota models and one for specific Ford models. On 1 September, the total number of licensed vehicles that are compatible for screens were:

- Toyota: 37,058
- Ford: 4,598

We continue to share this information with senior trade representatives and large operators every fortnight. All approved screens are listed on our website and updated accordingly. We will continue to work with further suppliers who are looking to bring new screens to the market.

Department for Transport statutory standards

On 22 July, the Secretary of State for Transport issued a range of new statutory standards for the taxi and private hire vehicle sector across England and Wales. The DfT expects all of the recommendations to be implemented unless there is a compelling local reason not to.

These standards cover the following areas:

- Administering the licensing regime
- Gathering and sharing information
- Decision making

- Driver licensing
- Vehicle licensing
- Operator licensing
- Enforcing the licensing regime

Key recommendations include: criminal record checks for drivers to be carried out every six months; safeguarding training for all taxi and private hire vehicle drivers; and a recommendation for licensing authorities to consider whether the use of CCTV would be beneficial or proportionate in their areas.

We have considered all the measures and recommendations in the statutory standards and identified where we already comply and no further work is required, or where additional activity is necessary. We have already complied with approximately half of the measures and are developing delivery plans for the remainder. Some of these are simple changes that can be delivered in the short term, but given the volume of licensees in London, some of the measures will be complex to implement. As part of this process, we will liaise with the DfT and Local Government Association to ensure that there is a consistent approach throughout the country. The DfT asks that all licensing authorities provide an update to the Department of their consideration of the Standards and delivery plans by the end of January 2021.

Q-Parks scheme

The Q-Parks subsidy charge scheme was established to support the taxi trade in their transition to Zero Emission Capable vehicles. The subsidy allows taxi drivers to use rapid charge points in Q-Park car parks. To continue to support taxi drivers in accessing these rapid charge points in central London locations, we are extending the scheme until 31 December 2020, in order to allow a new rapid charge hub to be introduced in Baynard House.

3 Restart and recovery

On 22 September, the Government announced new restrictions to help reduce the spread of coronavirus further in the coming weeks and months. This change to the Government's guidance means that anyone currently working from home will continue to do so. This means the majority of our desk-based colleagues will continue to work from home, until at least next year. These new restrictions do not impact our operational colleagues and they will continue to support the restart and recovery of the capital. Their safety is our top priority and we will continue to do everything to support them.

The safety of our people and suppliers remains our top priority. Over the past few months, we have put significant effort into ensuring our offices are COVID-secure for those who are currently using them. We will continue to follow government advice and will take every step to ensure that our network and buildings remain safe for our customers and employees.

School restart

Managing the return to schools in September presented a unique challenge, due to increased demand and reduced capacity due to social distancing requirements. Buses are the form of transport most commonly used by children to make their journeys to school. To address the anticipated demand, we added more than 230 extra buses to our bus routes to strengthen some of the busiest low-frequency routes for schoolchildren to travel on, including adding more vehicles to our existing school bus services.

In addition, we designated some existing buses on high-frequency routes to school services, providing an additional 229 buses in the morning peak and 103 in the

afternoon peak. These services are prioritised for school travel and operate at full seated capacity, consistent with Government guidelines for school bus services. They are operating on around half of all buses on over 220 high-frequency routes during school travel times.

To help keep customers and school children aware of these changes, we have installed posters and signage on the routes affected. We also raised awareness of these changes through pan-London radio adverts, roadside outdoor advertising posters targeted at the routes, direct engagement with schools through email, Healthy Streets and Borough Officers, a 1-minute 'Sustainable Travel: Active, Responsible, Safe' (STARS) animated video and information on our website.

To ensure we were able to successfully get children to their schools on time and keep London moving, our stakeholder teams engaged with schools and boroughs since June, to understand their requirements and factor these into our wider plans. We also worked closely with the 65 schools identified as being on our busiest bus routes to manage demand and help them plan their pupils' return.

We also advised more than 3,200 schools on how to encourage active travel (walking, cycling and scooting) and on staggering their start and end times. A dedicated web page was also set up with advice and resources for schools, parents and pupils. On 24 August, we launched a new STARS Safer Journey Planner so that families can walk, cycle or scoot to school safely. The online resource also helps support year six and seven pupils with their transition towards independent travel. It also reinforces key safety information, promotes the benefits of



Children returned to schools safely with the help of dedicated bus services at the beginning of September

active travel, provides journey planning advice and features new video content to support walking and cycling.

As part of the Streetspace for London Programme, we also worked closely with London Boroughs to plan and fund the delivery of School Streets across the Capital. School Streets create a safer and healthier environment by temporarily closing roads to traffic outside schools for 30-90 minutes at either the end or beginning of a school day. In total, we have funded over 420 school streets of which over 270 have been delivered. These changes have generally been received positively by local communities.

Before any changes were made to the bus network, we engaged extensively with colleagues across the London Boroughs, Department for Education and DfT to ensure a joined-up approach. We also engaged with London Assembly Members and Members of Parliament to ensure they were aware of our plans.

Other key stakeholders we engaged with included education charities such as ParentKind, and education and youth stakeholders such as NetMums and our own Youth Panel. We also engaged with children’s services, faith school groups, community groups, resident associations, parent teacher associations and local parent groups. We continue to reassure parents, pupils and teachers that public transport is clean, well-managed and running a reliable service, helping mitigate the risk of a car-based recovery.

From the first week in September, we deployed our operational officers along with the RTPC and BTP to priority locations on the bus network to provide support and encourage face covering compliance among pupils returning to school.

The speed at which these comprehensive changes were applied to the bus network demonstrate the talent and dedication of the various teams within the organisation. This is the first time we have undertaken

such major changes to our bus network in such a short space of time.

Extensive cleaning regime

An enhanced cleaning regime continues across our network. We introduced the use of an anti-viral cleaning product at the end of February, and further intensified our cleaning regime from mid-March.

We routinely use an anti-viral disinfectant across our network. This product gives long-lasting protection and is reapplied every 21 days. We are also undertaking in extensive daily cleaning with antiseptic chemicals, with a focus on touch points – such as grab poles and doors. These points are treated with additional hospital-grade anti-viral agents every night, after regular cleaning has been completed. We have also brought in cleaning services to clean touch points during the day to ensure the safety of our customers while they travel.

Touch points such as Oyster readers, lift buttons, handrails, seat arms, emergency points and escalator rails are subject to increased cleaning. Regular cleaning has been enhanced on a daily, weekly and four-weekly basis, using anti-bacterial and antiviral cleaning fluids.

To ensure that our cleaning regime is working effectively, we have carried out testing for coronavirus on parts of our network. Results from testing carried out so far has found no evidence of coronavirus on our network. On 23 September, we started a new coronavirus testing plan with Imperial College London. This work will see monthly air and surface sampling, on both the Tube and buses, for a period of four months. The need for ongoing sampling will be reviewed at the end of this period. The results from the first round of collaborative sampling in September have already been received and were, again, all negative.

Partnership with Dettol

On 2 September, we launched a partnership with Dettol, the UK's leading disinfectant brand, to give customers free access to Dettol's hand sanitiser gel at all

London Underground stations. This is the latest step in our work to make our services cleaner than they have ever been, and to ensure returning customers experience safe, reliable and well-managed journeys.

The partnership will see more than 800 hand sanitiser dispensers across 270 Tube stations dispensing Dettol's hand sanitiser, alongside an advertising campaign about the importance of using hand sanitiser to help protect others across the transport network.

The dispensers will also feature new branding encouraging all customers to use them and 'help protect the little things we love' like getting out and about, back to work or seeing friends and family. This will be supported by a major multi-asset marketing campaign which includes media assets across the London Underground and bus network.

Work to install the 874 branded hand sanitiser units on the Tube network has now been completed. A further 210 hand sanitiser units have been installed at bus stations and other locations across our network which will continue to use the previous hand sanitiser product.

Managing demand on our services

At the start of lockdown, we closed 38 stations to prioritise our station staff resource. As of 13 October, only Heathrow Terminal 4 remains closed as the terminal is shut until further notice.

During the pandemic, a number of stations have been operating with reduced hours as a result of staff absences. Recently, only six stations have operated with reduced hours. These include; Tufnell Park, Chalk Farm, Hampstead, Stepney Green, Chancery Lane and Temple. During the month of October, we returned Tufnell Park, Chalk Farm, Hampstead, Stepney Green and Temple back to their normal operational hours. We also plan to open Chancery Lane between 07:00 and 22:00 every day from 25 October.

Customer numbers remain low on the Tube, and we are currently seeing about 30-35 per cent of pre-pandemic passenger levels on the Tube.

Buses continue to operate with advisory seating capacities to support social distancing, and 25 bus stations are now supervised as we manage passenger numbers in the busiest travel hubs.

We are also asking our customers to walk, cycle or scoot where they can and asking customers to travel at quiet times to help maintain social distancing. We continue to keep customers informed of any changes to our services so that they can plan their journeys in advance and travel during quiet times.

Promoting travel during quiet times

A suite of Travel Demand Management information has been live since early lockdown. Underpinned by modelling and operational information, our customer information includes publishing the best times to travel, as static information and via a digital tool, and communicating this message at hotspots, on our website, via social media, email, Journey Planner, and on Network Rail platforms.

We continue to refresh our information around quiet times to travel and advertise our passenger numbers, before the pandemic and now.

On 21 August, bespoke emails for each Tube line were sent to customers who had been travelling at peak times to illustrate the space that there is at quiet times on these lines. To help raise awareness of quiet times, we updated our posters at 'hotpot' stations and stops and updated our website.

The growth in demand has been manageable so far, with the peak starting to spread and significant capacity remaining outside of the busy periods. We continue to monitor network performance and remain ready to flex our approach in response to demand challenges and any

further changes to Government messaging.

Using data to understand demand

From the start of the pandemic, we have been using detailed data from our ticketing system (Oyster and contactless payment) to understand how customers have been travelling on our network. By undertaking comparative analysis, we have been able to produce daily insights showing how the network is being used and how the overall volumes of travel on the bus and Tube have changed since the start of the year.

This has helped inform our own operations and planning, and tailor our external messaging to help to:

- target specific audiences
- assist the rest of the Greater London Authority (GLA) and inform the DfT, Cabinet Office and other UK Government bodies

To support our customers using the network, we have published two new dashboards on our website. The first, helps customers understand how busy any station on our network is, at any time of day. Customers are able to select any station on the network and see when it is quietest, to help ensure social distancing when planning their journeys. The second, shows how travel volumes on our Tube and bus networks have changed since the start of the year. The dashboards provide overall figures as well as at an individual station level. Stations are also grouped into different types (shopping, tourism, the City, etc.) to allow users to easily understand travel patterns across different parts of London.

These products will continue to be enhanced with the changing landscape to ensure we are keeping our customers and stakeholders informed.

Restart of revenue protection

The impact of the pandemic and new social distancing measures meant that in March, the checking of tickets as part of our revenue protection was paused to

protect staff and customers from the risk of infection. In July and August, our operational teams across all public transport modes worked to align the resumption of ticket checking in a safe and secure manner. Ahead of this work resuming, risk assessments were carried out to ensure that safe systems of work were in place.

On 28 July, we began trialling our first revenue protection operations on buses, with feedback from staff and trade unions to ensure staff are kept safe. A range of measures have been put in place to maintain social distancing, limit interactions and minimise time spent in confined spaces. All revenue protection staff must wear face coverings and all interactions must take place outside vehicles, and at gatelines for all other modes. The deployment of operational officers is being co-ordinated to ensure a widespread presence is felt across the network, including on the additional buses supporting the return to schools.

Changes to concessionary travel for customers under the age of 18

We continue to discuss with the DfT on how to implement their requested changes to concessionary travel arrangements for people under the age of 18. The proposed change asks that we administer bus and tram fares for those who are not entitled to statutory free home-to-school transport.

60+ London Oyster photocard

On 1 August 2019, we introduced an annual renewal fee for new applicants of our 60+ London Oyster photocard. This year, on the first annual renewal, we successfully implemented the process through which cardholders can renew their photocard. We created a new application page, customer status and functions on our online concession platform so that customers can easily start the process to renew their card. Cardholders are contacted by email on the anniversary of their card being issued and are given a period of six weeks to renew their card.

Business sector and recovery efforts

We continue to meet with businesses and business representative organisations on a daily basis to reiterate that we are ready for customers to return to the network in a steady and orderly way, ensuring they feel safe and confident to travel again.

We surveyed more than 300 office-based employers, using vital insights around businesses' reoccupation and recovery plans, to inform our advice and approach to the next phase of our engagement.

On 7 August, we published our updated guidance for business. This guidance was shared with thousands of businesses and business organisations, along with key political stakeholders. We also released our Active travel toolkit on 26 August, a practical guide to help employers encourage and enable their employees to take more journeys by cycle or on foot, as part of their reoccupation and recovery plans. To date, this has been shared with more than 4,000 businesses.

We have also hosted webinars and events with New West End Company, London First, the Confederation of British Industry, the Federation of Small Business and London Chamber of Commerce and Industry. On 15 and 22 September and 6 October, we hosted Spotlight sessions where senior TfL leaders outlined how we are helping people return to the network. Business representative organisations have been encouraged to share this information with their members. These webinars and events are designed to give employers confidence that we are doing everything possible to encourage people to return to our network in a safe manner. We have scheduled further sessions on 20 October and 3 November.

Arch Day

On Saturday 29 August, we celebrated Arch Day which encouraged people to visit their local businesses. In collaboration with The Arch Company and Network Rail, we promoted businesses on our estate and showcased some of the excellent work they have been doing to support the



Deputy Mayor Heidi Alexander celebrated Arch Day with local businesses Berber & Q and 58 Gin and TfL colleagues

recovery of London. Activity took place across the week from Kew Bridge and Latimer Road through to Haggerston where the Deputy Mayor for Transport, Heidi Alexander, visited Berber & Q and 58 Gin, two local businesses, to hear how they changed their operations in response to the coronavirus pandemic.

Making our offices COVID-secure

The safety of our people and suppliers remains our top priority. Over the past few months, we have put significant effort into ensuring our offices are COVID-secure to allow a greater number of people to reoccupy them, in line with government advice at the time.

However, given the pandemic's emerging situation and the newly issued government advice to work from home, we have taken the decision to review our approach to the further reoccupation of our offices.

The change to the government's guidance means that anyone currently working from home will continue to do so.

Those colleagues who are already working in our offices for business-critical and wellbeing purposes, can continue to do so. COVID-safe protocols are in place, such as enhanced cleaning regimes, one-way systems, protective screens at reception desks, hand sanitising stations and additional signage.

For meetings, current government guidance will be followed, including using remote working tools to avoid face-to-face meetings; those who do need to attend in person should adhere to social distancing guidelines; colleagues should not share items such as pens, documents and other objects. Desks will be kept clear and there will be one empty desk between working desks to ensure social distancing is maintained.

We will keep the situation under review and continue implementing the planned COVID-secure measures in our offices to make sure they're ready to accommodate more people when the situation allows.

Supporting our employees

Viewpoint

Our annual staff engagement survey, Viewpoint, is currently open. Viewpoint enables our people to tell us how they feel about working in our organisation, such as what is working well and what could be improved. Our performance against Employee Engagement and Inclusion Index measures are calculated from the results of our Viewpoint data.

The survey opened on 28 September and will run until 23 October. This year's Viewpoint has gone fully online for the first time. We have adapted the process to ensure we still reach operational employees who may not have email access. Colleagues from Crossrail will also be taking part in this year's survey. Results will be available in November and a summary will be provided at a future Board meeting.

Employee Health & Wellbeing SharePoint site

We have developed a Health & Wellbeing SharePoint site which our employees can easily find and access, containing information and guidance to support our employees during this period. Resource for our Employee Assistance Programme has been increased by 30 per cent to cope with any additional demand for counselling or psychotherapy sessions. We are also converting our previously classroom-based health and wellbeing related courses into online courses so our employees can continue to access these valuable resources.

Supporting our employee's mental health during this period is a key focus of our Occupational Health team. There are online tools and resources for employees to use, videos providing top tips to help maintain mental health and resilience are

also available online, along with links to external resources and support.

Wellbeing support for our staff

The Occupational Health team continues to provide ongoing support to all employees in a number of ways. The Stress Reduction Groups, which were set up online, have had a good uptake and are being well received by our staff.

We have launched a new initiative called 'Out of sight but not out of mind', aimed primarily at those employees who are on furlough or remote working. A mixture of online exercise classes, Pilates and wellbeing sessions have been made available every Wednesday for employees to join. The classes are small and friendly, and aimed at helping colleagues to feel more connected with each other. The exercise classes are also designed to increase physical activity levels while the wellbeing sessions cover topics such as stress, anxiety and sleep.

At the end of July, we launched the 'Around the world in 40 days' team fitness challenge through the Kaido app. The challenge encouraged employees to increase their activity levels through engagement and interactive activities. It also introduced our staff to wellbeing techniques such as meditation and provided a focused look at nutrition. More than 1,200 staff took part in this challenge which ran over six weeks.

The impact of coronavirus on certain health conditions has been highlighted in recent months. In line with the current NHS campaign for reducing obesity, support has been made available to employees with a Body Mass Index (BMI) of 28 or higher with the offer of access to the Slimming World 12-week weight management programme. For those employees who have Type 2 diabetes there is a remote educational programme available. This is designed to help people with Type 2 diabetes manage their condition better through making healthier lifestyle changes.

Wellbeing survey results

Over the summer, we ran a Wellbeing Tracker survey to find out how our colleagues were coping with the impact of coronavirus. This survey lasted four weeks and employees could complete the survey more than once.

We received 8,778 responses and, of those who responded, 44 per cent reported their wellbeing as being 'good' or 'very good'. A further 39 per cent considered it 'okay'. A total of 51 per cent reported that TfL's support of their wellbeing was 'good' or 'very good' and a further 32 per cent deemed it 'okay'.

The main concerns highlighted were about: job security, pressure from workload and concern for the welfare of family and friends. Those who were furloughed and in operational roles had worse results for wellbeing and the latter group also felt less well supported. There was also a difference in outcome highlighted between different areas of the business.

After reviewing these results, we placed the follow up actions into three groups: communication, connection and equipment. Some of the specific actions include:

- Results being reviewed by senior managers to look at general concerns and any specific to their area
- All managers are reviewing their teams' workloads and ensuring that their employees are taking annual leave in order to rest and recuperate
- Further guidance on staying in touch has been issued and managers have been reminded about the health and wellbeing initiatives which are on offer for furloughed employees
- Managers are committed to knowing, promoting and engaging with wellbeing initiatives and to make MIND mental health training mandatory for their teams
- A 'working from home' IT initiative is taking place to ensure employees have

the right equipment available to them. Managers are also encouraging their teams to make sure Display Screen Equipment assessments are up to date

- Weekly communication from senior leaders and communications to all employee with updates are taking place. Managers will ensure this is being cascaded especially for those in operational areas
- The Diversity, Inclusion and Talent team are reviewing the disparity between different demographic groups in order to determine any action to support these groups specifically

A second wave of this survey will run as part of Viewpoint.

Welcoming our people back from furlough

To alleviate the impact of the pandemic on our finances, we have used the Government's Coronavirus Job Retention Scheme to furlough a number of our people whose work was reduced or paused as a result of the pandemic. The total number of people we placed on furlough was 7,413. This represents around 25 per cent of our workforce. All of our employees on furlough have had their salaries topped up so they receive 100 per cent of their salaries.

The Coronavirus Job Retention Scheme is scheduled to close on 31 October. Many of our employees who spent a period of time on furlough have now returned to work, and we anticipate that everyone will have returned before the Government Job Retention Scheme ceases to operate. The only exceptions to this will be instances where an employee has a continued need to shield or self-isolate for health reasons. On 8 October the number of employees on furlough was 1,425.

We recognised that the experience of furlough was unique for many of our people and developed specific guidance to support line managers in successfully welcoming their team members back from furlough. This guidance focused on best

practice to help manage the transition back to the workplace, recognising there will need to be a period of readjustment to establish work routines. If an employee had been on furlough for an extended period, we recognised they will require a re-introduction and guidance to get back up to speed.

Black History Month

We have celebrated Black History Month throughout October. The RACE (Raising Awareness of Culture and Ethnicity) Staff Network Group have organised a range of multi-media events including a staff quiz, blog and podcast connecting colleagues across the business. Staff have also been sharing stories and poems of black people who have inspired them and sharing video testimonials describing 'What Black History Month means to me'.

The RACE Staff Network Group have also explored the many intersections that exist within and across our workforce by collaborating with other groups including the Women's Staff Network Group and by marking World Mental Health Day. On 27 October, the group will be launching its new career development mentorship initiative. There will be five workshops across the rest of this year for employees to attend.

4 Improving transport and generating growth

Before the coronavirus pandemic, the Government committed to investing £100bn in additional infrastructure spending. While there is still uncertainty about the shape of the recovery, and what work and leisure will look like in the future, we have ongoing priorities that are shared across the UK. These include combating the climate emergency, getting people walking and cycling more, maintaining critical infrastructure and regenerating areas by delivering new jobs and housing.

On 29 September, we submitted our Comprehensive Spending Review proposal to the Government. We have had to review the number of projects we had previously committed to and be realistic about what is affordable over the next decade. Very large projects from the Mayor's Transport Strategy, particularly Crossrail 2 and the Bakerloo Line Extension, are still relevant and aligned to the DfT's decarbonisation plan. However, given current affordability constraints, our immediate priority for these is safeguarding these projects, as they are still likely to be needed in the future to support long-term growth and modal shift in London.

Most importantly, our submission to the Government showed that with 55 per cent of Tube investment being spent outside of London, our investment plan can help drive and shape the recovery of both London and the UK.

Northern Line Extension

The Northern Line Extension (NLE) project includes a twin-tunnelled extension from

Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms. It is expected to be completed in autumn 2021.

As a result of the pandemic, we brought all site work to a safe stop from 24 March until 27 May, resulting in a 64-day delay. We are working closely with our supply chain to assess the impact on our target date for achieving service availability between Kennington and Battersea in autumn 2021.

During the site safe stop period, we continued to work remotely, carrying out offsite manufacturing where possible, and detailed design and assurance documentation. Our contractors carried out limited but critical works onsite, finishing the installation of high voltage switchgear rooms at Kennington and rotating tunnel vent fans to prevent flattening of the bearings. All these works were undertaken while adhering to Public Health England guidelines on social distancing. To facilitate the re-opening of the NLE sites on 27 May, we implemented measures across all four sites to comply with social distancing, such as signage, thermal cameras at site entrances, and segregation screening.

The current focus is on fitting-out the new stations at Battersea and Nine Elms. This includes installing the power supplies and vital station systems as well as extending the train signalling used on the Northern line into the extension.

At the Battersea Power Station site, the remainder of the station box roof slab was

A recent site visit to Battersea Power Station included discussions centred on the progress of the Northern Line Extension project



handed over to the Battersea Power Station Development Company, to enable them to continue with the next phases of their oversight development. Work to complete the new station entrance continues at ground level while the fitout works within the station are proceeding at pace.

At Nine Elms station, the external station canopy is now complete, with its prominent London Underground roundel in place. Surface landscaping, communications equipment, power, ventilation, fire doors, finishes, lifts and escalator works have also restarted. At the new Kennington Park and Kennington Green shafts, external brickwork cladding is being applied to the new headhouses. Cable management systems, CCTV, tunnel vent and ducting installation work have all restarted. Landscaping works have begun at both sites, following acceptance of planning applications.

To deal with the impact of the pandemic on the project's works programme, we have adopted new ways of working in

order to maintain progress towards completion. For example, the railway systems team has successfully carried out virtual factory acceptance testing of the emergency traction current discharge system and train radio, with all tests passed successfully.

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

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines. We were able to resume site testing in August, as a result of several innovations devised by our engineering team. We set up a small team to identify ways to use innovation to enable signal testing to resume while keeping colleagues safe. The team engaged with the supply chain to search for a suitable physical barrier to enable colleagues to work safely at less than two metres apart. The team also focused on developing technology to move activities normally carried out within the train cab out into the saloon areas, where self-contained

workstations were created for vehicle testers and operational upgrades colleagues. Some of the other innovations created by the team included cameras, technology via tablets and protective plastic curtains, which were successfully designed, procured, built, tested and assured in time for system tests in August.

Bank station

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

The project was significantly impacted by the pandemic, with all site activities safely stopped for nine weeks. These activities have now returned to pre-pandemic levels following extensive reconfiguration of the site, including one-way systems, additional welfare facilities and updated working procedures so that social distancing guidelines can be followed.

We have now completed all four of the new escalator barrels in the new parts of the station, the last of which is from the Northern line to the DLR level. All but one of the new cross passages are finished. Tunnelling is now nearly complete and, by the end of winter, the project will have completed all civil and tunnelling work.

With tunnelling and secondary lining now complete for the new link to the Central line, work has started on the support structures for the new moving walkways. This will reduce journey times from the Northern line to Central line.

The new station entrance on Cannon Street continues to take shape, with interior walls and floor screeding completed and fitout of the services now begun. We have taken delivery of nine of the 12 new escalators, which are now undergoing final preparation ready to be installed in early 2021.

In this quarter, we have carried out enabling works during several Northern line and DLR closures to prepare the station for the new tunnel connections. Cable pulling of the high voltage cables that will feed the new station entrance has been completed and the remaining works are on schedule to enable the power to be turned on in early 2021.

High Speed 2

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

HS2 Ltd's construction partners carried out a safe stop of their London construction sites in March, but most were back in operation by the end of April after a risk-based review.

Following the Government's go-ahead for the project in February and the publication of the Oakervee review, we took part in the DfT-led OneEuston review of the most effective way to deliver HS2 at Euston, recognising the design requirements and constraints from all stakeholders, including HS2, Network Rail, Lend Lease, the London Borough of Camden and us.

We are working with HS2 Ltd to support the early works programme to minimise disruption at Euston, on the Hampstead Road – including alternative solutions for utilities diversions to limit the impact on the road network – and at Old Oak Common on its planned works near the Elizabeth line depot.

We are continuing to review designs for the TfL elements of the new HS2 Euston station, substation and ventilation building, and have facilitated piling enabling works at Old Oak Common. We have continued working with HS2 Ltd and its supply chain in finalising the management processes that define the long-term working arrangements between us and HS2 Ltd.

Bakerloo Line Extension

The Bakerloo Line Extension remains important for us and the Mayor and is essential to enable London to achieve the goals set out in the Mayor's Transport Strategy and London Plan, including unlocking tens of thousands of new homes in South East London. Following the public consultation, we held in autumn 2019, we have been finalising our 'Consultation Report' and 'Response to Issues Raised Report', both of which will be published at the end of November. We are also continuing discussions with the Government and other stakeholders to safeguard the route of the scheme.

Marylebone

At Marylebone station, we are replacing two escalators serving the Bakerloo line, and installing a third new escalator. On 14 September, work started on the new escalator, which replaces the existing central staircase. We will then replace the two existing escalators, which date from 1943 and are some of the oldest on the network. We will work on them one at a time, to reduce the impact on customers. The station will remain open throughout these works, with two escalators always in operation. The work is set to be completed by autumn 2023.

As part of additional improvement works, we will also expand the ticket barriers at the station by demolishing the former disused ticket office. This will reduce congestion in the peak periods once all the works are complete. Marylebone station sees 13.7m customer journeys each year and provides an important interchange with National Rail services.

West Ham

At Twelve Trees Park in West Ham, the developer Berkeley Homes is creating around 4,000 new homes, in addition to a new entrance at West Ham station and three new bridges over the railway: two pedestrian and cycle bridges and a road bridge.

The bridges, together with the new station entrance, will dramatically improve

transport connectivity between the site and the rest of our network. These works are fully funded and being delivered by the developer, who is continuing to work with us to finalise the design of the transport infrastructure.

Rickmansworth and Chorleywood

We have completed stabilisation work on the cutting between Rickmansworth and Chorleywood stations on the Metropolitan line. The project went ahead during lockdown to ensure the safe operation of the railway. The work consisted of fixing a double layer of steel mesh into the slope face by drilling and grouting a series of steel anchors. This work helps prevent shallow instability of the slope and chalk blocks falling onto the track.

Harrow-on-the-Hill

As part of our work to provide step-free access at Harrow-on-the-Hill station, a giant 750-tonne crane, one of the largest in Europe, helped us install steelwork in the week from 17 to 24 August. We are creating three new lift towers, three lift lobbies and a connecting link bridge. We will also be adding an additional fourth lift. All lifts are due to be brought into use in late 2021.

Harrow on the Hill is one of a number of stations that are scheduled to go step-free in the coming year, including Amersham, Ickenham, Wimbledon Park, Debden, Osterley, and Sudbury Hill.

Cockfosters

Work to modernise the station has now been completed and customers can enter and exit the station step-free. A lift was installed at the northern terminus of the Piccadilly line, making Cockfosters the 80th Tube station to become step-free. The lift shaft was craned into the station in a complex overnight operation, with the lift itself built on site. Serving both platforms, it will vastly improve access to the station and wider transport network for people with accessibility needs. New tiling and brick work around the new lift was carefully selected to match the Grade II listed station's heritage design.

Control centre power

We have successfully replaced the uninterruptible power supply (UPS) at Highgate service control centre. This is the third control centre to have its UPS replaced in the past year, after successful replacements at our Allsop Place and Neasden control centres.

In the event of an issue with the power supply, the UPS signal system supports our critical signalling assets. Replacing UPS units as they reach the end of their life without impacting our operations is a huge task, requiring close collaboration between teams and with our supply chain to design, procure and install the UPS systems safely.

The teams worked hard throughout the pandemic to design a UPS system that offers significantly improved redundancy in the event of a major failure. This design will be used as a generic design for future control centre UPS replacements.

TfL Go app

On 4 August, we launched TfL Go, a new iOS travel app to help Londoners plan their journeys and travel safely.

The first release is built on Harry Beck's iconic Tube map and provides users with real-time travel information in a mobile-friendly way. The app also offers information to enable travel at quiet times to help customers maintain social distancing, as well as alternative routes and walking and cycling options. These existing features will be developed further based on customer feedback. New features including live bus arrivals will be added over the coming months, and we plan to launch the Android version.

The app also improves accessibility information by providing a step-free mode. It shows where routes are step-free to platform or train and whether there are manual ramps, enabling customers with accessibility needs to travel around London with ease. Customers can also make use of the iOS VoiceOver and

Dynamic Type capabilities when using the app.

We will provide data used within the app, such as step-free access data, as open data for use by third parties. There have been more than 48,000 downloads so far.

New Homes

Blackhorse View, Waltham Forest

We have launched sales of the first homes at Blackhorse Road alongside our partners Barratt London.

Blackhorse View, located opposite Blackhorse Road station, is the first of more than 50 sites we are transforming into thousands of new homes, shops, offices and public spaces. We continue to aim to deliver 50 per cent of new homes as affordable across our projects. We also continue to look for opportunities to create Healthy Streets, which encourages more walking and cycling.

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

Earl's Court and Old Brompton Road, Kensington & Chelsea

We are making good progress with one of our largest sites, Earl's Court. With our partner Delancey we have appointed Hawkins\Brown and Studio Egret West architects to create a new mixed-use masterplan for the site. Together we want to create a sustainable, community-focused, vibrant neighbourhood at this important Zone 1 location.

We have already launched a consultation on 344-350 Old Brompton Road, which is a smaller section of the site that can deliver homes ahead of the masterplan. Old Brompton Road will form a gateway to the emerging Earl's Court masterplan, and we

Ealing council has approved our plans to deliver 460 new homes in Southall, 40 per cent of which will be affordable



are proposing around 50 new homes, 35 per cent affordable and some non-residential ground-floor use.

Woodside Park, Barnet

Alongside our partner, Pocket Living, we were granted planning permission for 86 affordable homes at Woodside Park by Barnet Council. These homes are deliberately aimed at first-time buyers who live or work locally. Enabling works on the site are already under way to ready the site for construction.

Bollo Lane, Ealing

After an extensive programme of engagement and consultation, we submitted plans for 852 homes at Bollo Lane, next to Acton Town station. Half of the homes will be affordable, and our proposals will also provide a new green corridor, creating a continuous and safe pedestrian walkway between Acton Town and Chiswick Park stations. The green spaces proposed across our site will provide current and future residents with much-needed public spaces, and our diverse retail and industrial space will

unlock growth spaces for small and medium sized businesses.

To support the local authority during the statutory consultation period, we produced a video presentation of our plans which was available to watch on our website and was viewed more than 2,000 times. We continue to work with the local community throughout the process to ensure our schemes reflects the needs of residents and are hopeful for a Planning Committee decision in November.

Small Sites

As part of the Mayor's Small Sites, Small Builders programme, we have been granted planning consent for nine homes on Aylesbury Street in Neasden, in the London Borough of Brent. The homes will be affordable and will be delivered by Innisfree Housing Association. On 28 August, planning was also secured for nine more homes on Portree Street in Poplar, in the London Borough of Newham.

We also released a further five small sites for small developers, housing associations

and communities to bid on. Collectively, they have the potential to deliver more than 90 new homes.

Connected Living London – our Build to Rent partnership

Nine Elms and Montford Place, Lambeth

We have now submitted planning applications for 1,240 homes, across four schemes in three different boroughs (Nine Elms, Montford Place, Arnos Grove and Southall) alongside Grainger plc as part of our partnership with Connected Living London. Together, we are proposing to deliver thousands of quality rental homes across London, 40 per cent of which will be affordable. As well as creating quality rental homes, Build to Rent offers us a stable revenue stream which can be reinvested.

Our latest application for homes is situated next to the Nine Elms Tube station, to be delivered as part of the Northern Line Extension. We are proposing to deliver a total of 479 new homes, alongside a public square for the local community.

We have also submitted our application for 139 homes, and over 2,700sqm of light-industrial workspace at Montford Place, which is a short distance from Oval Tube station.

Limmo Peninsula, Newham

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

Southall, Ealing

Ealing Council has approved our plans to deliver 460 new homes in Southall, 40 per cent of which will be affordable. The scheme encompasses a 1.16-acre site that was converted to railway sidings in the

mid-20th century and is currently being used for storage and associated Elizabeth line works. The homes will be a mixture of one-, two- and three-bedroom properties, providing options for all types of households, with affordable homes offered through Discounted Market Rent. The development will also incorporate renewable forms of energy through solar panels and air source heat pumps to minimise the impact on the local environment.

It was the first of Connected Living London's proposals to be granted planning permission and was closely followed by an approval by Enfield Council for 149 quality rental homes next to Arnos Grove station.

Arnos Grove and Cockfosters, Enfield

At Arnos Grove, we are proposing 162 well-designed quality homes for rent, 40 per cent of which will be affordable. A Planning Committee decision is due in October. Connected Living London's planning application for its second site in Enfield, Cockfosters will soon be submitted.

Together, this boosts the strength of our partnership with Grainger plc, and is the first step in Connected Living London becoming the Capital's landlord of choice.

South Kensington, Kensington and Chelsea

Alongside Native Land, we submitted our planning application for South Kensington station to the Royal Borough of Kensington and Chelsea on 11 June. Our proposals will sensitively repair and enhance the station and the surrounding streets, provide new homes (35 per cent of which will be affordable), create new workspace and shops, completing the delivery of step-free access to the Circle and District lines. A heritage-led approach will see the restoration of the listed station arcade and shop fronts on Thurloe Street back to their former glory.

Canons Park, Rayners Lane and Stanmore, Harrow

We have submitted our application for three 100-per-cent-affordable schemes in the London Borough of Harrow (128 homes at Rayners Lane, 280 homes at Stanmore and 120 homes at Canons Park). These homes will be a mix of Affordable Rent and Shared Ownership. As well as the environmental benefits of our scheme, we will also be delivering on the ambitions set out in the Mayor's Transport Strategy. Our proposals at Stanmore will also deliver a lift to improve step-free access to the station. We continue to run a robust consultation and work in close partnership with senior stakeholders and are working towards a Planning Committee in November.

Wembley Park, Brent

Located near Wembley Park station, we are proposing to transform the car park into more than 450 homes, 50 per cent of which will be affordable. The London Borough of Brent has now validated the planning application, which will deliver new green spaces and play areas along with improved walking and cycling facilities for residents and the local community, as well as new office space for our own staff.

5 Healthy Streets

Streetspace for London programme

On 6 May, The Mayor launched the Streetspace for London plan, providing the London boroughs and us with a strategic framework to create more space for people to walk and cycle safely – freeing up public transport for those who really need it and helping the recovery of the Capital.

The programme focuses on three key areas:

- Providing temporary additional space for walking at locations likely to become crowded, such as local town centres, transport hubs, and parts of the Central Activities Zone - London's vibrant centre and one of the world's most attractive and competitive business locations
- Providing temporary pop-up strategic cycle lanes on routes with the highest existing and potential cycling demand, expanding the cycle network to enable Londoners to switch mode
- Delivering more low traffic neighbourhoods to assist with a higher level of walking and cycling to and from local town centres and schools, retaining the improved air quality from reduced motor traffic trips, and providing a space that is safe for sustainable travel and enables social distancing. This also included funding school streets, limiting traffic access to streets outside hundreds of schools at key times of the day

Delivering this programme will make it easier and safer for people to maintain social distancing and enable people to travel by cycle or on foot. Measures are also intended to discourage a sharp increase in car use; if people switch even a

fraction of their previous journeys to cars, essential deliveries and emergency services will be gridlocked and the public safety objective of the related schemes will be undermined.

We have created a total of 22,516 square metres of extra space for pedestrians on our road network between 6 May and 13 October. We have continually reviewed these temporary social distancing schemes and have amended, upgraded and even removed schemes as a result, to ensure that the space is used to its full potential. We have also begun permeability trials on three projects to enable pedestrians and cyclists to use the areas in which these schemes operate, for example, introducing gaps in continuous barriers or replacing barriers with build outs.

We allocated £55m from our settlement from the DfT to fund the programme, with £45m assigned to borough-led schemes and £10m for TfL-led schemes. Guidance was issued to boroughs and published on our website to enable local authorities to bid for scheme funding and we have been managing the assessment process on behalf of the DfT. At the end of September, boroughs had been assigned in excess of £30 million to deliver 870 Streetspace schemes by mid-October, with a further £13 million assigned to borough sunk costs.

Progress continues to reflect the rapid requirement for roll out of temporary schemes to support London's recovery from the pandemic. At the end of September, more than 450 borough schemes had been completed, with many more in construction. More than 80km of new or upgraded cycle infrastructure has



Our Streetspace for London programme continues, with 22,516 square metres of extra space created for pedestrians on our roads

been completed or is under construction on our and borough road networks, including segregated routes along Park Lane and on Cycle Superhighway 8 between Chelsea Bridge and Lambeth Bridge.

Pedestrians are also benefiting from more than 2,100 signal timing changes. We have delivered 20 Green Man Authority sites where traffic signals show a green signal for pedestrians continuously until a vehicle is detected. This has provided more than 190 hours of additional green man crossing time to pedestrians each day.

We have also made changes to increase the operational hours of 86km of bus lanes on our road network across 20 boroughs and introduced restrictions for general traffic between 07:00 and 19:00 on weekdays on London Bridge, allowing access for buses, cycles, taxis and motorcycles.

On 31 August, temporary restrictions came into operation on Bishopsgate and

Gracechurch Street in the City of London. The restrictions will be in operation on weekdays between 07:00 and 19:00, making it safer and easier for people to access central London by cycle. Wider footways have been constructed along the corridor to give people on foot more space and a number of banned turns, which will be in operation 24 hours a day, will also be introduced along the road. These temporary measures will continue to provide access for service transport and taxis for most of the busy corridor, except for two short sections of road – Middlesex Street to Liverpool Street and Leadenhall Street to Fenchurch Street – where access to vehicles is restricted between 07.00 and 19.00. Access to buildings on these streets will be from either end of these sections, with direct access remaining at all other times.

These new temporary measures will reduce the level of motor traffic on the road, while still ensuring it is an accessible area. We are committed to making sure that the Streetspace schemes are inclusive for all, which is why general

traffic, including taxis, can continue to access the corridor from side streets during restricted hours.

We also continue to work on several temporary cycle schemes using temporary materials and traffic restrictions to introduce new or upgraded cycle lanes. We have completed these cycling improvements along sections of Cycle Superhighway 7 and new cycle lanes on Hampstead Road, whilst works are progressing well with Cycleway 9 on Chiswick High Road. As part of these measures, we have also installed several bus stop bypasses, suspended parking and loading bays where necessary and banned turning movements to help protect cyclists.

Given the need for rapid delivery of many schemes to enable social distancing as the economy restarted, concerns have been raised by some groups about the pace and scale of change, including in relation to restrictions to road access. We have received two legal claims brought on behalf of the taxi trade in relation to the issuing of borough guidance: about the Streetspace for London programme generally, and seeking to set aside the A10 Bishopsgate scheme specifically. We are defending the claims.

Streetspace-inspired orienteering challenges

In partnership with British Orienteering, we have created a season of active travel-inspired urban orienteering challenges, giving Londoners the chance to explore the city in a whole new way throughout the months of September and October. These challenges complement our other work under the Streetspace for London programme.

From Dalston, to Clapham and Camden, the orienteering challenges will take people on a journey of discovery across the city using recently widened pathways and newly completed Streetspace schemes. Participants can find their way around the city on carefully mapped routes.

The challenge is to simply visit the 12 numbered points marked on the map and match them to their corresponding photographs. Participants can find them in any order and completing the task correctly is an exercise of skill rather than speed, testing their map reading skills and ability to plan their route. Participants who successfully finish the challenge and submit their results will automatically be entered into a prize draw. Eight winners will be chosen at random to win a special limited-edition moquette picnic set from the London Transport Museum.

Central London Footways

On 17 September, we unveiled the new illustrated Central London Footways map in partnership with the London Living Streets charity. The printed map and design concept, developed by the Urban Good social enterprise, provides a wealth of new information about walking in the Capital and will support Londoners and visitors to walk longer distances on everyday trips. Printed copies of the free map are available at several central London locations and can be found online at www.footways.london alongside more information about the walking network.

Central London Footways is a network of routes connecting London's mainline railway stations, popular destinations and green spaces with the Capital's most appealing and accessible streets. London Living Streets volunteers have walked extensively across London with residents, businesses, cultural organisations, councillors and local campaigners to find opportunities for safe and attractive walking routes. The project is universally supported by central London boroughs and Business Improvement Districts.

As London continues to recover from the coronavirus pandemic, we are expanding opportunities for those keen to incorporate more walking into their daily routines. The Central London Footways network enables Londoners and visitors make the most of these transformations by prompting people to choose walking as the most enjoyable way to get from A to



We published the new illustrated Central London Footways map in partnership with London Living Streets to help encourage walking in the capital

B, with walking journeys often quicker than expected. Walking is also the great for physical and mental wellbeing, as well as London's environment.

Santander Cycles

On 30 July this year, we celebrated 10 years of the cycle hire scheme, which opened with an initial 350 docking stations across eight London boroughs. By this year, those numbers have more than doubled, with Londoners now having access to 781 docking stations. This proves that the cycle hire scheme has been at the forefront of the cycling boom over the last decade, contributing to the largest increase in cycling in London since records began.

This year, Santander Cycles has played an even more critical role by keeping London moving during the coronavirus pandemic. In response, six new docking stations have been installed this summer to ensure more people than ever have access to the bikes.

The number of cycle journeys made across London has dramatically increased in recent weeks, particularly at weekends as people are choosing to cycle for leisure journeys. The weekend of 19 to 20 September was the fifth busiest weekend in the scheme's history and saw just under 100,000 hires – the first time we have seen more than 50,000 hires on a single day since July 2020.

Throughout the pandemic, Santander Cycles has supported NHS and key workers by offering free access codes. More than 60,000 free journeys have been made since the offer was made available in March, with the most popular location for code redemption close to St Thomas's Hospital.

Cycleways

Delivery of additional strategic cycling schemes under the Streetspace for London programme have continued at pace. More than 50 kilometres of new or improved cycle infrastructure, has been completed or is under construction on our and borough road networks using

largely temporary materials since May this year. This has included significant upgrades of Cycle Superhighway 7 between Colliers Wood and Oval, and Cycle Superhighway 8 between Chelsea Bridge and Lambeth Bridge.

We have also led the delivery of improvements for cycling on the A21 between Lewisham and Catford, the first section of Cycleway 37 between Mile End and Bow Common Lane, and an extension of Cycleway 4 between Greenwich and Charlton.

Through the Streetspace for London programme, we have worked in collaboration with the London boroughs to fund the safe restart of schemes including Cycleway 5 on Baylis Road and the A1010. New routes have also been delivered using temporary materials, including on Queenstown Road and Colliers Wood to Sutton.

These schemes have contributed to the total Streetspace for London delivery, and we are continuing to work with the boroughs to develop further schemes for delivery in the coming months.

Cycleway 4

On 24 August, we completed work between Tooley Street and Rotherhithe Roundabout as well as resurfacing of the whole route on 11 September. The remainder of the route is being developed under the Streetspace for London programme, with improvements already delivered on London Bridge, and work expected to begin soon on Evelyn Street in Lewisham and Creek road in Greenwich.

Cycleway 9

On 15 June construction work restarted at Kew Bridge, following the safe stop protocol for sites during lockdown, and was completed on 3 September. This is the first section of Cycleway 9, with the remainder of the route being developed under the Streetspace for London programme. Work is now also under way on the section on Chiswick High Road,

which is expected to be completed in December this year.

Cycleway 34

On 17 August, we restarted the work on Cycleway 34. The new cycle track and footway have been completed between Savoy Circus and Kathleen Avenue, including installation of new signalised cycle crossings at junctions. Upgrades to the existing shared-use facility between Wood Lane and Savoy Circus have also been completed.

Mini-Hollands

Following the first full Mini-Holland funded programme opening in Waltham Forest earlier this year, ten low-traffic neighbourhoods and 30kms of cycleway have been delivered by the borough as part of this partnership with TfL. Good progress is being made in Enfield and Kingston. Schemes currently under construction include protected Cycleways between Kingston Vale and Kingston, and Kingston and Surbiton in the Royal Borough of Kingston, and between Ponders End and Freezey Water on the A1010 in Enfield.

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

The Low Emission Zone (LEZ), which covers most of Greater London, encourages the most polluting heavy diesel vehicles driving in the Capital to become cleaner by setting minimum standards for emissions. These standards were due to be tightened on the 26 October 2020 for buses, coaches and lorries in line with the requirements in place for the central London Ultra Low Emission Zone.

We launched phase I of our world-leading Direct Vision Standard (DVS) for heavy goods vehicles (HGVs) over 12 tonnes in October 2019, when the application process for the associated HGV safety permit scheme went live. A permit is required to operate in Greater London and HGVs that do not meet the minimum

one-star DVS rating are required to fit additional safety measures.

However, the early stages of the pandemic placed intense demands on the road freight sector, making it difficult to focus on meeting the new LEZ standards and DVS requirements. The pandemic also caused a short-term delay to the manufacture of new vehicles, retrofit emissions abatement and safety equipment, and the fitting of such equipment to vehicles. This made it harder for vehicle owners to upgrade their fleet's vehicles to the new LEZ standards and the required DVS by the original October deadline. As a result, we have extended the introduction of the stricter LEZ standards and enforcement of DVS to March 2021.

The review was based on an assessment of the impact of the pandemic on the supply of new vehicles and retrofitting equipment, on the economic recovery from the pandemic of affected vehicle owners, and on the likely significant environmental and safety impacts of a further delay. The review included, and was informed by, engagement with representative bodies for HGV operators and vehicle manufacturers. The original integrated impact assessment for both schemes has also been updated in light of the review.

On 28 September, we confirmed that the stricter emissions standards for HGVs through the LEZ scheme and enforcement of the DVS would commence in March 2021. The introduction of the new LEZ standards will be accompanied by a grace period for any vehicle owner that has booked but is awaiting the fitting of emissions abatement equipment. We also announced the launch of our HGV scrappage scheme, which has a limited fund to support small businesses who meet the criteria to scrap or retrofit their vehicles.

Vehicle scrappage and support schemes

On 28 September, we launched a new scrappage support scheme for heavy vehicles. We currently operate vehicle scrappage and support schemes to encourage the switch to cleaner, less polluting vans and minibuses operated by third sector organisations and businesses, and motorcycles and cars for people on low incomes and in receipt of disability benefits. The Mayor recently approved a revised delegation of his environmental powers to us to allow us to cover eligible heavy vehicles (lorries, coaches and buses), vehicle retrofits and, in the future, zero-emission vehicles, as well as a direction for us to prepare, finance and implement these schemes. The new delegation and direction will replace the current versions under which the existing schemes are operated.

Safer Junctions

Construction works were under way at nine Safer Junction sites before the majority were brought to a safe stop following government advice in response to the pandemic.

Since July, safety benefits have been delivered at the following sites, although some surfacing, lighting and snagging works remain:

- East India Dock Road/Birchfield Street
- New Kent Road/Harper Road
- Kennington Park Road/Braganza Street
- Edgware Road/Harrow Road
- Camberwell town centre
- Clapham Road/Union Road

Improvements at 38 Safer Junction locations have now been completed, introducing mitigation measures at all of them to reduce road danger. Design and modelling work continued to progress in the first half of this financial year on the Knightsbridge/Brompton Road Safer Junction project.

There remain some challenges to be overcome regarding the impact of recent borough-led Streetspace for London

work. Concerns have been raised by stakeholders during consultation at Camden Road/Camden Street, as well as the complexity of traffic management and statutory undertakers at Holloway Road/Drayton Park. These projects have been paused due to financial constraints.

On 27 July, work restarted on the A3 Clapham Road junction with Union Road and was completed on 5 August. Work on Camberwell town centre restarted on 27 July and was completed on 10 August, without carriageway resurfacing due to budget constraints. Work is scheduled to start on the A10 Kingsland Road junction with Balls Pond Road on 7 October and will take approximately six weeks to complete.

The original Vision Zero target to complete 41 junctions will be achieved once funding becomes available.

Rapid charging

To support the growing number of zero emission capable taxis and the wider take-up of electric vehicles, we are spending £18 million and working with the boroughs and other organisations to build a network of rapid charge points across London. We have now installed 260 rapid charge points and, despite delays related to the pandemic, are still aiming to meet our original target of 300 by December 2020. We have continued work on multiple hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

Lowering speed limits

On 2 March, we launched a new 20mph limit on our road network in central London, as part of the Mayor's Vision Zero ambition to eliminate death and serious injury from London's transport network. The new speed limit is being enforced across all our roads within the Congestion Charging Zone, including Millbank, Victoria Embankment and Borough High Street, following strong public support for the proposals. To maintain these speed reductions, we have recalibrated speed cameras in central London and are using

mobile speed cameras to ensure that drivers are complying. A marketing and communications campaign was launched to announce the speed limit change and educate drivers on the purpose of the new limit. This is closely aligned with our current 'Watch your speed' campaign. More than 50km of our road network is now subject to a 20mph speed limit.

Phase two of this work has been paused due to funding constraints. This phase would have introduced lower speed limits on a further 140km of our road network in inner and outer London. However, where opportunities exist, we are introducing 20mph speed limits into social distancing schemes being delivered under the Streetspace for London programme.

Making buses greener

Our plans to raise the bus fleet to the ultra-low Euro VI emission standard or better will now be achieved by the end of this year due to the constraints of social distancing and furloughing of staff during lockdown.

We continue to work closely with our suppliers and bus operators to meet our final target. We are also continuing work to grow our zero-emission bus fleet from the current 375 electric buses to more than 450 by March 2021. This forms part of our medium-term plans to get to 2,000 zero-emission buses by 2025 and have a full zero-emission fleet no later than 2037. Similarly, our Dial-a-Ride fleet has taken delivery of 86 of its 166 new Euro VI vehicles to help it comply with the forthcoming expansion of the Ultra Low Emission Zone.

Currently, over 8,750 buses meet Euro VI compliance or better, which is around 96 per cent of the bus fleet. The TfL NOx Bus Retrofit Programme was paused from March – July 2020 as a result of measures introduced to tackle COVID-19. Bus manufacturers (UK and global) closed factories between March – July 2020. There were production and supply chain issues globally as lockdown eased and production restarted, and this has

Around 50 streets across London became car free on 22 September to encourage people to walk and cycle



resulted in the late delivery of some new TfL buses and retrofits. We are working with bus operators and retrofit suppliers to accelerate delivery where possible, with the overall aim for the core fleet (excluding the additional temporary school buses) to fully meet the Euro VI standard by the end of 2020. This means the bus fleet will be fully compliant with the new LEZ standards which will now be introduced in March 2021.

Green bus shelter roofs for Lewisham

We have worked with our contractors to install five new green roofs on bus shelters in the Borough of Lewisham as part of last year's capital renewals Bus Stops and Shelters programme. Installation of these new roofs was delayed due to the pandemic; however, work was completed on 23 September.

The Borough of Lewisham was selected as a location for these new green bus shelters as they met the specific renewal criteria, were located close together and were within the London B-lines. B-lines are identified across the UK to increase

diversity and abundance of pollinators, like bees, running through the countryside and towns generating a corridor of insect pathways.

Our five new shelters will encourage existing wildlife through a series of wildflowers which, once bloomed, create a new network for insects and encourage new areas of habitation available for pollination.

All five have been planted with bulbs ready to bloom in spring 2021. These shelters will help to improve the biodiversity of the area, adding additional greenery on these double-deck bus routes and making the local area more appealing for residents.

Car Free Day

On 22 September, we marked Car Free Day with a two-week virtual campaign to celebrate London as a great city to walk and cycle in. The campaign for Car Free Day launched on 4 September, celebrating Londoners' personal stories of walking and cycling, and encouraging people to

pledge to go car free, using the hashtag #MyCarFreeTrip. To promote and support the campaign, we worked with more than 200 partner organisations, and developed a series of unique animations and videos especially for the campaign, as well as Facebook and Instagram filters which have been widely shared on social media.

We also joined up with a number of partners to give away prizes to those sharing these car free trips on social media. We had our first social media 'takeover' of our official Instagram account in partnership with GoPro. We shared content captured by well-known influencers in London and GoPro camera bundles were given away as prizes. The campaign closed with a £3,000 Brompton e-bike give-away and with Santander Cycles offering free rides to the public for the three days leading up to Car Free Day and 25 per cent off annual memberships to those who signed up on the day.

GoJauntly partnership

As part of our ongoing partnership with GoJauntly, which encourages walking for leisure and short journeys, we promoted their walking routes across multiple TfL channels from 26 August.

A series of 20 local walks across London were published on our Experience London blog. These walks are designed to offer inspiration for all Londoners to go out and explore their city on foot. As well as being promoted on our social channels and the homepage of our website, the routes were also promoted on GoJauntly's social channels, their app's homepage and via email to 25,000 people on their database.

Mayor's air quality programme

On 3 October, the GLA published a report on the air quality improvements delivered since 2016. We have been instrumental in delivering the achievements the report highlights. From 2016 to 2019, the number of Londoners living in areas exceeding the legal limit for Nitrogen Dioxide (NO₂) fell from over two million to 119,000, and the number of state primary and secondary

schools in areas exceeding the legal limit for NO₂ fell from 455 to 14. There is more work to be done, such as reducing the number of Londoners exposed to atmospheric particulate matter that has a diameter of less than 2.5 micrometers (PM_{2.5}), but we have made great strides over the last few years and will continue to work with GLA colleagues to progress this work.

Old Street

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

At surface level, the main works have continued, with construction of the new station entrance at Cowper Street on the south east side of the roundabout, now set to be completed and opened in July 2021. The base slab for the Cowper Street station entrance was constructed in March and work is currently progressing with construction of the side walls, followed by the precast stairs and canopy roof. Other associated highways and drainage works in the southeast arm of the roundabout have progressed, together with construction of the station roof strengthening works in the peninsula area. At subsurface level, the retail units in the shopping arcade have all been vacated through mutual agreement with the existing tenants. Works have progressed to strip out the units, including any asbestos, in readiness for construction of the new goods lift and installation of the critical fire safety systems works.

The second traffic management switch will allow us to reopen the southeast arm of the roundabout and temporarily close the northeast arm, enabling completion of the remaining station roof strengthening works. A final traffic management switch on the roundabout

will then reopen the northeast arm of the roundabout and permanently close the northwest arm, facilitating the construction of the new main station entrance, new passenger lift and new public space. Ahead of this final traffic management switch, the subsurface shopping arcade area, including the existing subways, will operate as exit only in the morning peak for customers wishing to use Old Street Underground station. Completion of the project is scheduled for autumn 2022.

Hammersmith Bridge

Following the closure of the bridge to all users in August 2020 the government has now established a taskforce, led by Baroness Vere, that includes Deputy Mayor Heidi Alexander and Gareth Powell, Managing Director of Surface Transport. The objective of the taskforce is to identify the most appropriate way to safely re-open the bridge to full use and provide appropriate temporary measures during the works.

Our officers are working with counterparts in Hammersmith & Fulham, Richmond, the Port of London Authority and the DfT to develop the necessary emergency measures that would allow the bridge to open first to pedestrians and cyclists, and explore the option of a ferry to provide a link across the river in the short term. In addition, we have increased the frequency of service on bus route 533 (Hammersmith bus station to Lonsdale Road) and on route 378 (Mortlake bus station to Putney Bridge station) and are continuing to work with various stakeholders, including state and private schools on both sides of the river, to see how we can further help customers and pupils in this area.

Highbury Corner gyratory

Construction is substantially complete for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner. On 24 September, installation of new hostile vehicle measures outside Highbury & Islington station was completed following the

necessary approvals from Network Rail. All remaining snagging and defect works will be completed before the end of autumn 2020.

Vauxhall Bridge

On 9 August, construction works commenced on Vauxhall Bridge to waterproof the structure. The works will prevent further corrosion of the structural steelwork and avoid restrictions to traffic using the bridge. People will still be able to walk or cycle across the bridge throughout the works, but the bridge will be closed to vehicular traffic, except southbound buses, coaches and taxis. Works are progressing well and are due to be completed by end of November 2020.

Renewable energy

On 30 September, we presented our strategy to procure renewable energy to the TfL Finance Committee. This paper outlined the steps to meet our ambition for our rail services to be zero carbon by 2030, with the aim of launching a procurement for up to 20 per cent of our electricity. Our initial procurement would target the equivalent energy consumption of more than 85,000 homes, demonstrating our commitment towards a green recovery.

6 Crossrail

Crossrail transition plan

Crossrail Ltd has continued to work on a plan to drive the Crossrail project to completion and, although some details are still to be finalised, they have provided us with an initial proposal that indicates the central section of the Elizabeth line opening during the first half of 2022. Crossrail Ltd.'s proposal is not a confirmed opening window and remains subject to review and validation.

Crossrail Ltd also continue to assess the potential range of costs associated with the proposed opening window and has advised that, based on its latest proposal, the cost to complete the Crossrail project is currently expected to be up to £1.1bn above the Financing Package agreed between the DfT, the GLA and TfL in December 2018. Crossrail Ltd will continue to review the cost schedule and update us as appropriate. We are in discussion with the DfT regarding how funding of the additional costs will be resolved.

The responsibility for the Crossrail project has now moved to sit directly with TfL to ensure that decision making is seamless and fully aligned during the critical final phases of the programme as the operational testing is undertaken and the remaining parts of the railway are completed and transferred to our operational teams. Over time further governance changes will take place as the Crossrail project becomes a fully integrated part of TfL.

The new arrangements include a single Elizabeth Line Delivery Group that I will chair and will comprise of senior members of TfL, London Underground

and the Crossrail project. High-level oversight will be provided by a Special Purpose Committee of the TfL Board known as the Elizabeth Line Committee. This Committee will meet in public every eight weeks and will include members of the TfL Board and will be attended by a special representative from the DfT.

Delivery of the Elizabeth line is in its complex final stages with a comprehensive plan to complete the railway focused on the remaining construction and systems integration, followed by intensive operational testing. Crossrail Ltd is working to complete the remaining infrastructure so it can fully test the railway and successfully transition the project as an operational railway to TfL.

Crossrail Ltd has also identified a number of 'watch points' through the Safety and Health Leadership Team that build on themes in reported safety events. These are electrical safety, working at height and safe systems of work, controlling access to equipment rooms, isolation sequencing, and Dynamic Testing. These form the basis of project-wide and Tier I contract targeted assurance.

The Crossrail construction blockade achieved a high level of productivity delivering a major programme of works across the central section routeway by the supply chain. The blockade has demonstrated strong performance and has helped to recover significant time lost due to the temporary pause in construction works as a result of COVID-19 earlier this year.

From 14 September, TfL Rail services between Paddington and Heathrow have been operated entirely by the Class 345 Elizabeth line trains. The units inherited from the previous Heathrow Connect service have been withdrawn with our customers benefiting from much longer and more spacious trains with full air conditioning and modern customer information.

The majority of shafts and portals have now been fully handed over with the remainder approaching that milestone. In preparation for taking on the remaining assets we are carrying out further recruitment and training, particularly of maintenance staff. This training is being undertaken in full compliance with the safe systems of work in place in response to COVID-19. The risk remains, however, that further restrictions, if introduced, may impact training.

7 Finance

TfL's case for extraordinary Government funding support

This report comes at the end of our second quarter and as we near the expiration of our funding and financing agreement with Government for the first half of 2020/21 on 17 October. As this report goes to publication, we are awaiting the final agreement with Government on a settlement for the second half of 2020/21 (H2) and further clarity on medium term funding going into 2021/22 and beyond.

Our Revised Budget, which was approved by the TfL Board on 29 July 2020, set out a funding gap of £2.0bn in H2 and £2.9bn in 2021/22. The scale of the revenue impact of COVID-19 on our finances is so significant that it is absolutely clear our budget cannot be balanced in the short or medium term without further extraordinary government grant funding support in the short term or new funding sources and/or further government support in the medium term. A Government funding deal will ensure we can preserve our liquidity, maintain service levels and stewardship of our core network.

We have been in discussion with Government since the beginning of September and are working closely with them as a matter of utmost urgency to get a settlement for H2 in place with agreement on the conditions so we can offer short-term, and ideally medium-term, clarity and certainty to our stakeholders.

TfL 2020/21 financial performance to date

Our latest financial report covers the period from 1 April to 19 September and measures our performance against the Revised Budget.

Our year to date position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, was a deficit of £829m, £183m better than the Revised Budget. Journey growth was better than expected, with passenger income £82m higher than planned. Nonetheless, journeys remain very low, with Tube journeys down just over 60 per cent compared to last year, while buses are 40 per cent lower. The outlook for the year remains uncertain; we have started to see signs that journey growth has begun to stall over recent weeks, impacted by government guidance to work from home if you can on 22 September 2020.

Operating costs are £58m lower than expected, driven by a combination of timing, one offs, and savings. Our operating costs reflect the tight spend control measures implemented and which have been further enhanced in recent weeks as we await certainty from Government on funding support. As we continue restarting projects and reopening areas of the business, more of our people are returning to work after being furloughed, with just under 2,400 staff (nine per cent) of the workforce still furloughed under the Government's job retention scheme as at the end of period six.

Capital renewals have ramped up in the last period reflecting a catch up on spend

from earlier in the year when non-safety critical works were paused. New capital investment continues at a steady pace as projects which were restarted in recent months progress against challenging targets.

TfL finance reviews

Over the last four months, we have been proactively working with KPMG who were commissioned by the Government to review our future financial position and financial structure, as agreed by the Mayor as part of the funding agreement reached with Government. We provided a significant amount of information to KPMG, including sharing 415 files, arranging 77 briefings, holding periodic reviews of our costs and revenues and a detailed assessment of our Revised Budget. The review sought to identify short and medium-term efficiencies that could be introduced which may inform the terms of further short-term grant funding for the second half of 2020/21 and the subsequent financial year.

We understand that the review by KPMG is largely complete and has been shared

with Government, however we have not yet been fully informed of the conclusions that the review may have reached.

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

The Independent Panel's work is being carried out in parallel with the Government review of TfL's finances and the Independent Panel continues to prepare its report.

