



Agenda

Meeting: Board

Date: Wednesday 20 October 2021

Time: 10:00am

Place: Committee Rooms 4 and 5 - City Hall, The Queen's Walk, London, SE1 2AA

Members

Sadiq Khan (Chair)

Heidi Alexander (Vice Chair)

Cllr Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Ben Story

Government Special Representatives

Andrew Gilligan

Becky Wood

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat Email: ShamusKenny@tfl.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Tuesday 12 October 2021

**Agenda
Board
Wednesday 20 October 2021**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Board held on 28 July 2021

(Pages 1 - 18)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 28 July 2021 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority

(Pages 19 - 26)

General Counsel

The Board is asked to note the updated actions list and use of delegated authority and to: approve the appointment of the statutory Chief Finance Officer; and delegate authority for the future appointment of the Director of Risk and Assurance.

5 Commissioner's Report (Pages 27 - 66)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 28 July 2021 and updates Members on significant projects and initiatives.

- 6 Elizabeth Line Operational Readiness and Crossrail Update**
(Pages 67 - 70)

Commissioner and Chief Executive, Crossrail

The Board is asked to note the paper.

- 7 Finance Report - Quarter 2, 2021/22** (Pages 71 - 88)

Chief Finance Officer

The Board is asked to note the paper.

- 8 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 14 September 2021** (Pages 89 - 94)

Panel Chair, Kay Carberry CBE

The Board is asked to note the report.

- 9 Report of the meeting of the Audit and Assurance Committee held on 15 September 2021** (Pages 95 - 98)

Committee Chair, Anne McMeel

The Board is asked to note the report.

- 10 Report of the meeting of the Elizabeth Line Committee held on 30 September 2021** (Pages 99 - 102)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

- 11 Report of the meeting of the Finance Committee held on 6 October 2021** (Pages 103 - 108)

Committee Vice Chair, Ben Story

The Board is asked to note the report.

12 Report of the meeting of the Customer Service and Operational Performance Panel held on 7 October 2021 (Pages 109 - 112)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the report.

13 Report of the meeting of the Programmes and Investment Committee held on 13 October 2021 (Pages 113 - 118)

Committee Chair, Prof. Greg Clark CBE

The Board is asked to note the report.

14 Any Other Business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

15 Date of Next Meeting

Wednesday 8 December 2021 at 10am

Agenda Item 3

Transport for London

Minutes of the Meeting

**Teams Virtual Meeting
10.00am, Wednesday 28 July 2021**

Members

Sadiq Khan (Chair)
Heidi Alexander (Deputy Chair)
Cllr Julian Bell
Kay Carberry CBE
Prof. Greg Clark CBE
Bronwen Handyside
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE

Government Special Representative

Becky Wood

Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Graeme Craig	Director, Commercial Development
Michèle Dix CBE	Managing Director, Crossrail 2
Vernon Everitt	Managing Director Customers, Communication and Technology
Stuart Harvey	Director of Major Projects
Simon Kilonback	Chief Finance Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport
Shashi Verma	Chief Technology Officer and Director of Strategy
Mark Wild	CEO, Crossrail Limited
Tricia Wright	Chief People Officer

Staff

Patrick Doig	Divisional Finance and Procurement Director and interim statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Philip Hewson	Head of Procurement – Strategy & Performance (for Minute 54/07/21)
Kate Keane	Chief of Staff to Commissioner
Shamus Kenny	Head of Secretariat
Christopher Kingston	Business Strategy Manager (for Minutes 52/07/21 and 53/07/21)
Pritesh Patel	Head of Financial Planning and Analysis (for Minutes 52/07/21 and 53/07/21)
Rajiv Sachdeva	Interim Group Finance Director
Rachel Shaw	Head of Financial Accounting and Tax (for Minute 50/07/21)
Martin Taylor	Senior Business Strategy Manager (for Minutes 52/07/21 and 53/07/21)
Ken Youngman	Divisional Finance Director, Commercial Development

44/07/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and on YouTube to ensure the public and press could observe the proceedings and decision-making. Apologies for absence had been received from Ben Story and Andrew Gilligan, the Government Special Representative. Andy Lord, Managing Director London Underground and TfL Engineering, and Alex Williams, Director of City Planning, were also unable to attend the meeting.

The meeting was being held using Teams due to several logistical issues in relation to the holding of a physical meeting at City Hall, including limited capacity. As the flexibility of meetings regulations expired on 6 May 2021, all decisions required would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

The Chair welcomed Becky Wood to the meeting. She had recently been appointed as a Government Special Representative, as part of the funding agreement, and would attend the meetings of the Board, Finance Committee and Programmes and Investment Committee.

In his role as Mayor, the Chair confirmed that he intended to reappoint Members whose terms of office were due to expire on 5 September 2021 for a further three-years to September 2024. Dr Alice Maynard CBE had decided to stand down at the end of her current extended term, to devote more time to her own business and other work. The Chair and Members thanked her for her work supporting TfL and the users of its services, first as a member and Chair of the Independent Disability Advisory Group and, since 2016, as an active and engaging Member of the Board. She was commended for her contributions on a wide range of topics, particularly around customer service and on ensuring the needs of disabled people were considered both in service delivery and in planning and project delivery, which had been invaluable. A recruitment campaign was underway to appoint new Members ahead of the meeting of the Board in October 2021.

The tragic tram overturning at Sandilands on 9 November 2016 saw the loss of the lives of seven people; Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith. The Inquest jury had recently reached its conclusions and the Senior Coroner was currently considering whether to make a report on the Prevention of Future Deaths and what recommendations to make. The thoughts of everyone at TfL continued to be with the families of those who lost their lives and they were doing all they could to ensure that such a tragedy did not happen again.

Staff and contractors were thanked for their efforts during the coronavirus pandemic and the work on the recovery, including the active engagement programme to welcome people back onto public transport. TfL continued to support its staff and contractors. Since the last meeting, there had been two further Covid-19 related deaths, bringing the total of staff and contractor deaths to 92, of which 53 were bus drivers; the thoughts of the Board and staff were with their families and friends.

On behalf of the Board, the Chair thanked Michèle Dix CBE, who was about to retire and Chris Macleod, who retired at the end of June 2021, for their service to TfL. Michèle Dix CBE joined TfL in 2000 and during her long and successful career had led on the Congestion Charge and the first Low Emission Zone, and had been the Managing Director of Planning and most recently the Managing Director of Crossrail 2. She was awarded a CBE in 2015 for her services to transport and had been described as one of

the top 50 most influential women in Engineering and as the best transport planner in Britain. Chris Macleod had worked at TfL for 15 years, most recently as the Director of Customer and Revenue. He and his team devised 'Every Journey Matters', which epitomised TfL's purpose of delivering transport for all Londoners. His work had cemented TfL's reputation as the best transport authority in the world, with cities and governments around the globe seeking to emulate it.

The Chair also welcomed two new recent senior appointments to TfL: Marcia Williams as the Director of Diversity, Inclusion and Talent and Louise Cheeseman as the Director of Buses.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting. No matters were raised.

45/07/21 Declarations of Interests

Cllr Julian Bell had been appointed as a strategic advisor for BECG (Built Environment Communications Group). His declaration and biography published on tfl.gov.uk would be updated to reflect this employment and changes to former roles.

All other Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no additional interests that related specifically to items on the agenda.

46/07/21 Minutes of the Meeting of the Board held on 9 June 2021

Howard Carter informed the Board of an amendment to Minute 30/06/21 to correct the reference to the month of the tram overturning at Sandilands, which now read 9 November 2016.

Subject to the correction of the date of the tram overturning at Sandilands in Minute 30/06/21, the Chair, following consultation with Members, approved the minutes of the meeting of the Board held on 9 June 2021. The minutes would be provided to the Chair for signature at a future date.

47/07/21 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. Since the last meeting, there had been no use of Chair's Action nor use of specific authority delegated by the Board nor any Mayoral Direction to TfL.

Members noted the progress against the actions from previous meetings, set out in Appendix 1 to the paper.

The Board noted the paper.

48/07/21 Commissioner's Report

Andy Byford introduced the report, which provided a review of the major issues and developments since the last meeting, and updated Members on significant projects and initiatives.

The key issues arising from the overview and discussion were:

- 1 The Commissioner echoed the Chair's thanks to Michèle Dix CBE and Chris Macleod on their retirement for their significant contributions to TfL. He also welcomed the opportunity to appoint the two new Directors to the Executive team. The Commissioner thanked Dr Alice Maynard CBE for her impressive contribution at TfL in helping people with accessibility issues and in the customer realm. He also welcomed Becky Wood to the meeting.
- 2 As reported by the Chair, 92 colleagues had died as a result of Covid-19. Thoughts remained with those colleagues who had tragically lost their lives and TfL continued to offer any support it could to their families and friends. There would be a memorial to recognise the critical role of transport workers during the pandemic and to ensure that those who died were never forgotten.
- 3 On 7 July 2021, the Commissioner joined the Mayor and representatives from the emergency services to lay wreaths at the memorial in Hyde Park in remembrance of those who tragically lost their lives in the 2005 attacks on London's transport network, and who would never be forgotten.
- 4 Under the Mayor's leadership, the requirement to keep the wearing of face coverings as a condition of carriage on the TfL network had been retained to help keep customers safe and support the Capital while it recovered from the effects of the coronavirus pandemic. This requirement had been communicated to customers, including through signage and announcements, and compliance on all modes of transport remained high. Customers were encouraged to report non-compliance to TfL staff, who collated data reports and could deploy enforcement officers where hotspots were identified. TfL had led other transport authorities and metropolitan mayors across the UK to retain the wearing of face coverings and the take up on TfL's networks was far higher than in the rest of the country.
- 5 TfL continued to offer employees a rapid testing service and vaccine clinics at facilities in its buildings. It was working with the Government to mitigate the impact of staff being advised to self-isolate by the NHS Covid-19 Test and Trace app on service operations, which had resulted in recent temporary suspension of some Tube lines.
- 6 On 21 July 2021, the Sandilands Inquest concluded, and the jury found that the seven people who died in the tram crash in Croydon on 9 November 2016 died as a result of an accident with contributory factors. Those who lost their lives in the tragedy would never be forgotten. The Inquests had been deeply distressing for their families and friends and all those involved, and the Commissioner reiterated his continued support to everyone affected. TfL had supported the Inquests and Coroner throughout the process in every way it could and Mark Davis, the Trams General Manager, was in attendance throughout. TfL had worked closely with the Rail Accident Investigation Branch and the Office of Rail and Road and had introduced several additional safety measures on the tram network in recent years

to ensure nothing like this could ever happen again. Safety would always be TfL's number one priority, and it continued to review its operation and to work with the wider tram industry to introduce any further measures that may benefit the people who rely on its services. Gareth Powell confirmed that lessons learnt were shared by TfL across the UK transport networks. TfL was a founding member of a safety group for all tram operators and had hosted several fora for other tram operators and shared knowledge internationally. TfL was part of a network with other UK cities that had new or made enhancements to tram systems and disseminated information there. It also applied lessons learnt to other modes of transport.

- 7 The Commissioner thanked colleagues and contract partners for their continued hard work and their unwavering commitment to supporting London and Londoners through such challenging times. In addition to the usual challenges, TfL had successfully supported two major sporting events – the UEFA European Championship games at Wembley and the tennis at Wimbledon – ensuring fans and teams were transported to these events and home safely.
- 8 On 19 July 2021, TfL launched its campaign to encourage people back on public transport, which was aligned with the Mayor's #LetsDoLondon Campaign and would help boost recovery on the network.
- 9 Hammersmith Bridge re-opened to pedestrians and cyclists on 17 July 2021, after 11 months of closure, as well as vessels being able to pass underneath. This was a temporary measure whilst a permanent solution was being agreed with the two borough councils on either side of the bridge.
- 10 TfL, under the Mayor's leadership, had opened a consultation today on new proposals to change the Congestion Charge scheme. The proposed changes included reducing the hours of operation, a daily charge of £15 and concessions for residents. The proposals ensured the Congestion Charge continued to meet its primary objectives to reduce traffic and congestion in central London, improve London's air quality, reduce carbon emissions and encourage more journeys to be made by walking, cycling or public transport. At the same time, the proposals recognised the changing context of travel patterns as London moved to the next phase of pandemic recovery. The consultation would run until 6 October 2021.
- 11 Great progress had been made on the Northern Line Extension, which was running trial operations and would deliver a state-of-the-art transport network and two new stations to improve the lives of residents around Battersea Power Station.
- 12 Excellent progress had also been made on the Crossrail project, which was in the trial running phase. Trains were running through the central tunnels and operating a 12 trains per hour timetabled service. The blockade had been very successful, and more stations were handed over at Canary Wharf and Whitechapel, with the handover of Paddington station expected over the coming weeks. The line was expected to open within the first half of 2022.
- 13 Elsewhere on the agenda, the Board was asked to approve a Revised Budget, which built on the Budget approved in March 2021. It outlined how TfL remained on track to reduce the funding gap, deliver the recurring savings required as part of the Business Plan, and work towards becoming financially sustainable by April 2023. A condition of TfL's funding agreement with the Government was the requirement to review TfL pensions. Sir Brendan Barber, former General Secretary of the Trades

Union Congress and Chair of the Advisory, Conciliation and Arbitration Service, had been appointed as an independent lead for the review, alongside pensions expert Joanna Segars OBE. The review was independent and had no pre-determined outcome. An update would be reported back in due course.

- 14 Following the recent incidents of surface flooding caused by exceptional rainfall volumes, Lilli Matson and Gareth Powell confirmed that TfL had been prepared and had a command structure in place. There was forewarning for the second event and actions were taken in the days beforehand, such as preparing tankers, checking pumps and proactively deploying resources to the areas that would be affected. The safety of customers and the network and emergency service access were given priority. A review was carried out immediately after the event and another later so lessons and extra precautions could be built in for future events. To assist with future preparedness, TfL was reviewing asset planning and future investment planning, building an evidence base on vulnerable aspects of the network and working with others, so that joint action could be taken across London to build resilience for future events.
- 15 TfL took seriously any abuse of bus drivers. Gareth Powell confirmed that bus driver training encouraged bus drivers to recognise and report when they were subjected to abuse and hate crimes. This enabled support to be offered and the British Transport Police to take action and prosecution sought wherever possible.
- 16 TfL had received the Healthy Transport Award in recognition of the measures taken to protect bus staff during the coronavirus pandemic. Gareth Powell thanked Unite for its contribution to the good collaborative working with the bus company management teams and TfL to help put the measures in place. TfL was working on how all colleagues were recognised appropriately with their own employers and more formally for the work they were doing in keeping transport going for essential travel.
- 17 Gareth Powell confirmed that there had been a small number of incidents by users on the e-scooter trial where the terms of the trial were breached. These riders had been warned or denied access by the operators. As a controlled trial, operators could ensure that riders were insured and licenced, which helped control the illegal use of e-scooters.
- 18 Vernon Everitt confirmed that the Inclusive Transport Forum brought together policy representatives from national organisations to benefit from their expertise and experience. A list of the issues discussed at the meetings could be circulated to Members.
[Action: Vernon Everitt]
- 19 Members welcomed the planned update of the Vision Zero Action Plan. Although the last year had seen an overall decrease in the number of deaths and serious injuries on the roads, the figures remained too high as 96 people had lost their lives and nearly 3,000 had been seriously injured. TfL continued to work to reduce the numbers and there had been a 52 per cent reduction in the number of people killed or seriously injured on the roads since the mid-2000s. The Vision Zero update would examine where problems remained, including motorcyclist safety, safety of e-scooter users, new road users and new traffic movements. TfL would continue its resolve and focus in this area using the new evidence.

- 20 Gareth Powell confirmed that TfL used data from various sources on safety, performance and desire lines to balance bus and cycle priorities on roads to ensure the right use of limited road space. Decisions were made on a road by road basis.
- 21 Temporary measures and experimental initiatives to promote active travel that were put in place during the coronavirus pandemic, such as the Streetscape programme, were extensively monitored to assess the performance of the schemes. Permanent, longer-term changes were subject to consultation or experimental traffic orders and a timeframe was being worked on over the next few months, alongside the London boroughs. Low traffic neighbourhoods were an excellent road safety measure to manage traffic and remove traffic from certain areas. Funding was required for road safety investment to continue.
- 22 Members noted that TfL had successfully appealed against the High Court judgment on the Bishopsgate Streetscape scheme, which was an endorsement of the Mayor's Transport Strategy and the Streetscape programme.

The Board noted the Commissioner's Report.

49/07/21 Elizabeth Line Operational Readiness and Crossrail Update

Andy Byford introduced the item, which provided an update on readiness for the operations and maintenance of the railway after handover from Crossrail and the status of the remaining work on the Crossrail project. Significant progress on major milestones had been achieved since the last meeting.

Mark Wild provided an update on progress. Safety performance levels remained high with a focus on zero harm. Approximately 2,500 people were on site and work continued to mitigate the risks and impacts of the effects of the coronavirus pandemic on the project.

Good progress had been made with the central station handover, with Woolwich and Liverpool Street stations recently handed over to TfL. Paddington and Whitechapel stations were expected to be handed over within the next four weeks. Some minor works remained at Abbey Wood station and works continued at Canary Wharf station to support its scheduled handover. Bond Street station would have a staged opening and would not constrain the opening window of the central section. West Drayton, Hayes & Harlington and Southall stations remained on schedule to be step-free by summer 2021. Work was progressing on the eastern section at Ilford and Romford stations, which were forecast to become step-free before the opening of the central section.

Timetabled trial running had increased to 12 trains per hour, with more intensive testing continuing over the next six weeks on the fleet of 70 trains. Integration of the train and signalling software and final integration testing was underway with the next blockade planned for October 2021, which was a key enabler to start trial operations by the end of the year. Safety critical integration tests had begun that would provide the verification safety evidence to proceed to the blockade. Completion of trial operations would mark the final step before passenger services could commence in the first half of 2022.

A revised stage opening plan for earlier opening of the Elizabeth line had been approved, which brought forward the Stage 5 benefits by up to six months. The revised schedule replaced Stage 4 with Stage 5b to connect the central section of Crossrail to the eastern

and western branches simultaneously. This would allow Elizabeth line trains to operate from Reading and Heathrow in the west to Abbey Wood and from Paddington to Shenfield in the east. The approach would de-risk the final timetable while also bringing forward most of the customer and income benefits of earlier end-to-end running.

The Board noted the paper.

50/07/21 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2021

Vernon Everitt and Patrick Doig introduced the draft Annual Report and TfL Group Statement of Accounts for the year ended 31 March 2021 for approval and publication and the provision of an ongoing parent company guarantee by Transport Trading Limited (TTL) to most of TfL's subsidiary companies.

The draft Annual Report paid fitting tribute to all staff, stakeholders and partner organisations who had supported TfL to keep London moving safely during the coronavirus pandemic and prepare for a strong and vibrant recovery. It recorded the significant achievements that were captured in the Scorecard, the positive delivery on safety and the Mayor's Transport Strategy progress, particularly around air quality, decarbonisation and making the network more accessible. It also recorded the progress that continued with transformational projects and innovation across TfL, such as the e-scooter trial, greening the bus network and partnership working on promotional activity to increase revenue streams.

Prior to the coronavirus pandemic TfL's financial performance had been strong. Through tight cost control, TfL had significantly reduced its net operating deficit, rebuilt cash reserves and was on trajectory to operational breakeven and financial sustainability. The draft Statement of Accounts showed that the pandemic had a catastrophic impact on TfL's finances. The Income Statement showed a deficit on the provision of services after tax of £911m, down from a surplus of £671m in 2019/20. TfL had run near-full levels of service for most of the year but had seen a significant decline in income with total passenger fares of £1.6bn, which was 66 per cent below the previous year and overall revenues were £3.4bn lower.

TfL responded to the drop in revenue through even tighter cost control and increased financial oversight, which kept operating expenditure at £7.4bn below 2019/20 levels, despite the costs of the additional safety measures necessitated by the pandemic. The drop in revenue required financial support from the Government to continue to run services with £2.5bn of extraordinary grant funding during the year.

Despite the extraordinary grant funding, the impact of the pandemic meant TfL had to draw down its reserves and, as at March 2021, had usable reserves of £887m, down from £1.6bn at March 2020. The majority of usable reserves was made up of the General Fund balance of £500m, which was unchanged from last year. The reserve was held to ensure sufficient cash-backed reserves were maintained to cover risks that may arise.

The reduction in usable reserves had come from earmarked reserves, which had reduced from almost £1.1bn in March 2020 to £362m in March 2021. These reserves formed part of the overall funding for TfL's Investment Programme. The reduction in

reserves highlighted the importance of ongoing capital funding from the Government to maintain critical investment projects.

On 1 June 2021, TfL reached agreement with the Government to extend financial support to 11 December 2021. The agreement provided £1.08bn in base funding and further support should passenger revenue be lower than forecast. This enabled TfL to continue to run near full levels of service to stimulate London's recovery and continue to deliver its critical capital programme.

The amount of funding and the conditions placed on TfL by the Government agreement meant a further £900m of savings or new income needed to be found this financial year compared to the approved Budget. In addition to making in-year operating account savings and deferring renewals spend, an element of the savings would come from further utilising cash reserves. Critically, the funding package allowed TfL to maintain useable cash reserves of £1.2bn throughout the funding period, in line with current liquidity policy.

The funding agreement also set out that Government would continue to work with TfL on long-term plans with an aim to agree a further settlement in December 2021 when the funding package expired. It was based on these assurances that the draft Statement of Accounts for 2020/21 continued to be prepared on a going concern basis.

Last year, the Auditor's Report contained a paragraph on material uncertainty relating to the availability of funding to deliver current operational and capital plans. Significant uncertainty remained as to the level of future funding to be received from the Government and a similar paragraph had been included in EY's Audit Report for 2020/21.

On 7 June 2021, the Audit and Assurance Committee considered the draft Statement of Accounts for the year ended 31 March 2021. Comments made by the Committee had been addressed in the documents. The Chair of the Committee, Anne McMeel, highlighted that significant work was ongoing to transform TfL's procurement and supply chain team and processes, which she expected would address the issues raised by TfL's external auditors.

On 20 July 2021, it was reported to TfL that a late audit adjustment had been made to increase the asset values of the TfL Pension Fund by £75m. The increase had not been reflected in the draft Statement of Accounts due to the late stage of receipt and the increase was not material in relation to the total asset values of the pension scheme. Had it been included, there would have been no impact on the usable reserves.

Members commended and thanked TfL's leadership, staff and partners for their outstanding work during the pandemic to keep London moving and reiterated the need for certainty over long-term funding to enable TfL to meet the challenges ahead for a sustained recovery and to help fuel the economy.

Andy Byford confirmed that, whilst grateful for the £5bn funding received from the Government to date, the short-term and last-minute nature of the funding deals did not provide value for money as the lack of certainty made long-term contracts and projects more expensive. TfL would deliver on the onerous conditions of the funding deals and hold the Government to their promise of a longer-term deal if tangible progress on the conditions was demonstrated. TfL's Financial Sustainability Plan could help the Government with levelling up, the green agenda and a job skills recovery across the

country.

The Chair, following consultation with the Board:

- 1 approved the 2020/21 Annual Report;
- 2 authorised the Managing Director, Customers, Communication and Technology, to make any further design or editorial changes to the Annual Report as may be required;
- 3 approved the Statement of Accounts and agreed that the Statutory Chief Finance Officer make any adjustments arising from the work prior to the auditors, Ernst & Young LLP, signing their opinion or from any comments made by the board of any Subsidiary company. Should any changes be required to the Statement of Accounts which, in the opinion of the Statutory Chief Finance Officer, were material, he would seek the approval of the Board to those changes;
- 4 noted that the Chair would sign and date the Statement of Accounts in due course;
- 5 confirmed overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited:
 - (i) Woolwich Arsenal Rail Enterprises Limited;
 - (ii) City Airport Rail Enterprises Limited;
 - (iii) London Underground Limited;
 - (iv) LUL Nominee BCV Limited;
 - (v) LUL Nominee SSL Limited;
 - (vi) Docklands Light Railway Limited;
 - (vii) Tube Lines Limited;
 - (viii) Rail for London Limited;
 - (ix) Rail for London (Infrastructure) Limited;
 - (x) Tramtrack Croydon Limited;
 - (xi) London Buses Limited;
 - (xii) London Bus Services Limited;
 - (xiii) London River Services Limited;
 - (xiv) Transport for London Finance Limited;
 - (xv) Victoria Coach Station Limited;
 - (xvi) TTL Properties Limited;
 - (xvii) TTL Blackhorse Road Properties Limited;
 - (xviii) TTL Build to Rent Limited;
 - (xix) TTL Earls Court Properties Limited;
 - (xx) TTL FCHB Properties Limited;
 - (xxi) TTL Kidbrooke Properties Limited;
 - (xxii) TTL Landmark Court Properties Limited;
 - (xxiii) TTL Northwood Properties Limited;
 - (xxiv) TTL South Kensington Properties Limited;
 - (xxv) TTL Southwark Road Properties Limited; and
 - (xxvi) TTL Wembley Park Properties Limited; and

- 6 noted that, as a result of the application of IFRS 9 Financial Instruments, TfL's auditors, Ernst & Young LLP, requested that letters of financial support previously provided by Transport for London in respect of the liabilities of its subsidiaries be re-signed annually by TfL's Chief Finance Officer. Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.

51/07/21 Safety, Health and Environment Annual Report 2020/21

Lilli Matson introduced the report, which set out the safety, health and environment (SHE) performance across all the TfL businesses for the financial year from 1 April 2020 to 31 March 2021. Some road safety data for Greater London and the TfL Road Network covered the calendar year from January to December 2020 to meet data verification requirements.

The report summarised TfL's commitments to SHE through its Vision Zero objectives of eliminating deaths and serious injuries from the transport network, doing zero harm to people and working towards zero-carbon transport. It covered the safety performance of London's roads, public transport network, capital delivery and policing and enforcement on TfL's network. It focused on the impact of and TfL's response to the coronavirus pandemic and the mitigations put in place to run essential services for those who needed them. It described how the physical and mental health of the workforce remained a priority as TfL coped with the impacts of the pandemic. It also highlighted efforts to improve air quality, reduce waste and towards carbon reduction.

The new SHE Directorate was stood up in 2020, so TfL had been well-placed to respond to the pandemic. The loss of 92 colleagues to Covid-19 was regretted by everyone and would never be forgotten. Whilst there continued to be a decline in the number of people killed and seriously injured on the road network, injuries to vulnerable road users such as cyclists had increased by 12 per cent. On the public transport network, the decrease in ridership had also resulted in a decrease in the number of people killed and seriously injured but all cases were vigorously investigated so lessons were learnt to avoid tragedies occurring in the future.

The pandemic had been a catalyst for innovation and building new partnerships. TfL had worked closely with academic institutions on a variety of topics, including to understand the causal factors into bus driver deaths and to implement new practices to keep the network safe. The publication of the road safety dashboard enabled the public to access information on street and neighbourhood safety. Support measures were being put in place for staff dealing with the impacts of Covid-19 and long Covid, which was impacting levels of absence and had ongoing impacts for mental health and wellbeing.

Focus on environmental performance had been sustained with the launch of the Ultra Low Emission Zone in April 2020 and preparations for its extension, which would deliver huge air quality benefits for Londoners. Procurement of renewable energy had been pushed forward to achieve a zero-carbon railway by 2030, with a decrease in CO₂ emissions over the year as TfL moved to renewable energy supplies.

The Chair, following consultation with the Board, approved the TfL Safety, Health and Environment Annual Report 2020/21 prior to publication.

52/07/21 Draft 2021/22 Revised Budget

The Chair had accepted this paper as a late item to allow for the latest financial information to be included.

Simon Kilonback introduced the paper, which presented the proposed 2021/22 Revised Budget. It covered progress in the first quarter of 2021/22 against the March Budget approved by the Board on 16 March 2021, and updated the Budget for the remainder of 2021/22 and the full financial year 2022/23.

By the end of Quarter 1, the net cost of operations before Government funding was £636m, which was £370m, or 37 per cent, better than the March 2021 Budget. This was driven by higher than expected passenger revenue, which was £175m better than the March 2021 Budget, as journeys increased at a faster rate than expected after steps 1 to 3 of the Government's Roadmap.

Operating costs were also £71m lower than budget as TfL continued to maintain tight spend controls, defer spend due to funding uncertainty and progress its savings plans. While performing better than the March 2021 Budget and against last year, the day-to-day deficit remained significantly worse than pre-pandemic levels. Compared to Quarter 1 2019/20, the net cost of operations excluding extraordinary funding from the Government was £600m worse, driven by almost £530m lower passenger income. Total capital expenditure in the Quarter reflected future funding uncertainty which had contributed to the £190m, or 41 per cent, favourable variance to Budget.

The Revised Budget updated TfL's position for 2021/22 and 2022/23, including the implications of the 1 June 2021 funding agreement and conditions. It built in the £1.08bn base funding, plus revenue top-up, which covered the funding period from 29 May to 11 December 2021. Including the extension to the previous agreement, which covered the period from 1 April 2021 to 28 May 2021, the total secured funding in 2021/22 was up to £1.4bn. Securing this funding meant TfL could continue to deliver essential services to help London through the next phase of the pandemic, and ensured its assets were maintained in a good and safe state of repair. The funding was flexible, covering any revenue shortfall depending on passenger numbers up to 11 December 2021.

The Revised Budget reflected the latest modelling which predicted passenger demand by the end of 2021/22 would only recover to 76 per cent of the pre-pandemic levels of 2018/19. A great deal of uncertainty remained around passenger demand and revenue, and scenario modelling indicated a range of +/- £200m for this financial year, which supported the case for continuation of the revenue true-up mechanism beyond the end of the current funding agreement.

The latest view of the funding support requirement expected for 2021/22 as compared to the March 2021 Budget had reduced from £2.7bn to £1.9bn. This was largely due to operating efficiencies and capital savings and deferrals, as well as an assumed use of cash. An additional £500m would be required after funding expired on 11 December 2021 to the end of the financial year, which increased to £550m if active travel and Healthy Streets (including borough funding) were restored to a level broadly in-line with last year.

The £1.9bn gap incorporated a net reduction of £700m against the March 2021 Budget, which included the £300m operational efficiencies required under the 1 June 2021 funding agreement through non-fares revenue and/or cost saving initiatives. It also included capital savings, mainly slippage and deferrals, and use of cash which were offset by additional capital cost pressure and contingency, and were considered essential with no remaining cash buffer to cover any type of asset failure. The £300m operating efficiencies were in addition to the savings already embedded in TfL's Business Plan, which totalled £730m from 2019/20 to 2024/25, of which £390m remained to be delivered by the end of 2024/25.

The funding support requirement gap for 2022/23 was now expected to be £1.2bn, improving by £0.3bn compared to the March 2021 Budget, due to a review of the capital programme and some operating efficiencies.

TfL's Financial Sustainability Plan set out a funding gap of on average £1.6bn per annum from 2023–2030, including £500m per annum of Vehicle Excise Duty, Greater London Boundary Charge or other sources of income. The capital investment programme reflected the funding uncertainty TfL currently faced and had been reduced by around £300m compared to the March 2021 Budget. TfL continued to prioritise safety and reliability in its capital investment programme, including continuing proactive renewals on street assets such as critical highways, tunnels and structures following the two and a half year pause up to last year.

TfL continued its journey to decarbonise the railway by 2030, in line with Mayoral objectives and Government ambitions, through continued investment in Healthy Streets, on clean energy such as installing solar panels and LEDs, and on expanding the Ultra Low Emission Zone.

When the Budget was approved on 16 March 2021, the Board also approved prudential indicators for 2021/22 and the following two years and the 2021/22 TfL Scorecard. Members noted that there were no changes required to the prudential indicators, as there were no significant changes to TfL's borrowing profile over the next two years, as a result of the 1 June 2021 funding agreement and the proposed Revised Budget. The suitability of the indicators continued to be monitored. Changes were required to the 2021/22 TfL Scorecard to align with the Revised Budget. These related to finance measures (Capex vs. Budget and Opex vs. Budget), passenger journeys compared to pre-pandemic levels and bus journey times.

TfL was working through a plan of actions to meet the conditions set out in the 1 June 2021 funding agreement and continued to work with Government for funding beyond 11 December 2021, and for a longer-term funding solution.

The Chair, following consultation with the Board, noted the paper and:

- 1 approved TfL's Revised Budget for financial years 2021/22 and 2022/23; and**
- 2 approved changes to the 2021/22 TfL scorecard, in line with the Revised Budget.**

53/07/21 Draft 2021 TfL Long-Term Capital Plan

The Chair had accepted this paper as a late item to allow for the latest financial information to be included.

Simon Kilonback introduced TfL's updated Long-Term Capital Plan (LTCP), which set out three scenarios for TfL's capital investment programme over the next 25 years, based on different levels of funding and varying potential travel demand outcomes.

TfL's traditional business planning horizon looked at plans for the next five years. Assets and investment required planning over a longer timeframe and the LTCP provided the longer view of investment that could be used to inform Business Plans and Budgets. It was less detailed than a Business Plan, but set out the broad shape of investment TfL expected to undertake.

Since 2018, TfL had been required to produce a Capital Strategy which was based on the LTCP. The 2021 Capital Strategy would be produced later this year as part of the Greater London Authority budget process, based on the updated LTCP. The LTCP was also used to directly inform the capital investment element of the Financial Sustainability Plan published in January 2021.

The LTCP acknowledged the uncertainty in planning for the future, both in the short and long term, by considering multiple scenarios rather than a single view of TfL's future investment programme. The scenarios were aligned where relevant to future scenarios TfL had developed for travel outcomes in London, and were the same scenarios being used in the ongoing review of service levels.

The 2021 LTCP was a refinement of last year's plan, rather than a completely new plan, and there had not been substantial re-prioritisation of scope within the plan. The focus for this year's update had been understanding the needs of assets and reflecting deliverability, and improving the outcomes quantification of the benefits and risks within each scenario, including mode share, asset condition, safety, carbon emissions and others.

The main updates included in the plan related to re-profiling or deferring schemes whose primary purpose was to increase rail capacity. While forecasts suggested this would still be needed in the longer term, the LTCP reflected that previously assumed timescales may now have more flexibility. The policy consistent scenario remained an ambitious vision for the future of London and included the investment required to achieve local and national aspirations.

The LTCP was the main source for creating the Medium-Term Capital Plan, which TfL was required to submit to the Department for Transport by 14 August 2021, as part of the conditions of the 1 June 2021 funding agreement. The plan would contain three scenarios created using the LTCP, in combination with the Revised Budget and the Capital Efficiencies Plan.

The presentation in Appendix 1 to the paper described this year's LTCP, including how each scenario had been defined, what scope would be delivered in each scenario, what cost this would entail and what outcomes would be achieved.

Work continued to further develop the assessment of outcomes in each of the LTCP scenarios as TfL prepared to submit the Medium-Term Capital Plan to the Government in August 2021. TfL would use the Spending Review process to continue to make the case for adequate funding to progress the necessarily ambitious investment programme that would contribute to achieving local and national policies. The updated LTCP would then inform financial and delivery planning through the rest of the year.

The Chair, following consultation with the Board, noted the paper and approved the 2021 TfL Long-Term Capital Plan.

54/07/21 Slavery and Human Trafficking Statement

Simon Kilonback introduced the item on the slavery and human trafficking statement (the Statement) that TfL was required to publish annually by the Modern Slavery Act 2015. On 30 June 2021, the Safety, Sustainability and Human Resources Panel considered a more detailed paper on Responsible Procurement, which included the draft Statement. The Panel supported the Statement and requested more regular updates on TfL's procurement activities and its linkages to sustainability.

The Statement was also considered and approved by each of TfL's subsidiary entities, subject to any changes to the Statement approved by the Board. From the discussions at the subsidiary company meetings, additional text had been included to explain assurance processes during the coronavirus pandemic.

The Chair, following consultation with the Board, noted the paper and:

- 1 approved the draft TfL Slavery and Human Trafficking Statement 2021, appended to the paper; and**
- 2 authorised the General Counsel to agree the final form of the Statement.**

55/07/21 Report of the meeting of the Finance Committee held on 23 June 2021

In the absence of the Chair, Heidi Alexander introduced the item. She highlighted three key issues from the meeting.

The Committee discussed the TfL Energy Purchasing and GLA Energy Procurement Collaboration Programme, which included the use of Power Purchase Agreements to procure more electricity from renewable providers. It endorsed the strategy, alongside the Greater London Authority, to offer an optional financial instrument.

Land Authority had been granted for the disposal of Lille Bridge Depot to support the Earls Court regeneration development, with the sale flexibility structured to protect TfL's financial interests.

The Committee also considered an update on the commercial development plan and the funding of TTL Properties Limited, which sought to use TfL land to deliver much needed housing in London and to generate additional revenue as set out in TfL's Financial

Sustainability Plan. The proposals aligned with the requirements of the 1 June 2021 funding agreement with Government.

The Board noted the report.

56/07/21 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 30 June 2021

The Chair of the Panel, Kay Carberry CBE, introduced the item. She highlighted three of the issues discussed by the Panel.

A constructive discussion was held with Ian Skinner, HM Assistant Chief Inspector of Railways and Catherine Hui, HM Principal Inspector of Railways of the Office of Rail and Road (ORR) on rail safety regulation. The ORR considered TfL to have a good level of safety for workers, passengers and the public. The ORR's recommended areas for TfL focus for 2021/22 related to the integration of risk assessment to provide a systemic approach to risk control and improving risk controls at operational level, which were being addressed.

The Panel discussed the New Ways of Working Programme for non-operational staff following the experience of the coronavirus pandemic and feedback from staff. A hybrid model of home and office working would be phased in, which would also achieve savings as TfL rationalised its office accommodation.

The Panel also considered a paper on how responsible procurement contributed to TfL achieving its ambitions on sustainability and environmental issues. The paper included the Slavery and Human Trafficking Statement agreed earlier at this meeting.

The Board noted the report.

57/07/21 Report of the meeting of the Remuneration Committee held on 7 July 2021

In the absence of the Chair, the Vice-Chair of the Committee, Kay Carberry CBE, introduced the item. The Committee had reviewed the performance assessments of staff within its remit.

The Committee also considered the operation of the Senior Management Performance Awards Scheme in 2021/22. The payments element of the scheme had been suspended in 2020/21 due to the uncertainty over TfL's finances and the conditions related to the latest Government funding settlement sought continued pay restraint.

The Committee recognised that the performance awards were an integral part of the remuneration package for senior staff, who had also been subject to a pay freeze since 2016. Staff had gone above and beyond to deliver for Londoners during the coronavirus pandemic and benchmarking showed remuneration for many roles to be substantially below competitors, with many staff leaving over the last year. The Committee discussed the impact of the pay freezes and withdrawal of performance awards on attraction and retention and asked staff to develop options for the scheme for 2021/22 that linked to performance and out-performance against the Scorecard and attaining financial

sustainability, with payments deferred until TfL no longer required temporary support from the Government for operational costs.

The Board noted the report.

58/07/21 Report of the meeting of the Customer Service and Operational Performance Panel held on 14 July 2021

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel was pleased that customer care performance measures had shown further improvements during a difficult year.

The Panel had an extensive update on the requirement of customers (without a reason for exemption) to wear face coverings as a condition of carriage on TfL's Bus, Overground, Underground, River and Tram services. It fully supported the measure and the need to maintain a high level of compliance.

The Enterprise Risk on TfL's asset conditions was discussed, with a focus on safety and thus the need for adequate funding for renewals and maintenance programmes. The Panel discussed recent flooding events, how these were managed and lessons learnt to shape future mitigation measures.

The Board noted the report.

59/07/21 Report of the meeting of the Elizabeth Line Committee held on 15 July 2021

The Chair of the Committee, Heidi Alexander, introduced the item. The main project status issues and Elizabeth line readiness had been covered earlier in the meeting. The Committee had discussed these in detail along with safety, finance and risk. The assurance reports included all three lines of assurance and detailed discussions with the Project Representative and the Chair of the Independent Investment Programme Advisory Group Crossrail Sub-Group. The Committee also approved the workplan for the Sub-Group.

The Committee welcomed the National Audit Office report. It received a report from the Crossrail Complaints Commissioner and committed to work with him to resolve outstanding complaints and to assign a named individual to take forward any that were outstanding when the role of the Commissioner ended.

The Chair of the Committee approved the revised staged opening as detailed earlier in the meeting.

The Board noted the report.

60/07/21 Report of the meeting of the Programmes and Investment Committee held on 21 July 2021

In the absence of the Chair, the Vice-Chair of the Committee, Dr Nelson Ogunshakin OBE, introduced the item.

He highlighted the good progress on the Investment Programme, where most things were on target. The Committee commended the good commercial relationships established on the Barking Riverside, Northern Line Extension and Bank station projects and discussed the progress of the Four Lines Modernisation programme.

The Committee noted the issues raised by the Independent Investment Programme Advisory Group on staff losses across TfL to other major projects and how this may impact the delivery of capital projects. It had asked the Remuneration Committee to consider how key staff could be retained.

The Committee also authorised a £300m reduction in Programme and Project Authority for the Piccadilly Line Upgrade – Stage 1, which reflected efficiencies achieved since the authorisation in May 2018.

The Board noted the report.

61/07/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

62/07/21 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 20 October 2021 at 10.00am.

The meeting closed at 1.40pm.

Chair: _____

Date: _____

Board

Date: 20 October 2021



Item: **Matters Arising, Actions List and Use of Delegated Authority**

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of any use of delegated authority, Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 28 July 2021.
- 1.2 There has been one use of authority delegated by the Board in relation to the Finance Committee's approval of the updated Treasury Management Strategy (TMS) 2021/22 and the Treasury Management Policies (TMP).
- 1.3 There has been no use of Chair's Action since the last meeting.
- 1.4 There has been one Mayoral Direction to TfL in relation to the financial support fund for Seven Sisters Market traders (MD2868).
- 1.5 The paper also seeks authority in relation to two senior staff appointments, which are matters reserved to the Board:
 - (a) statutory Chief Finance Officer (CFO): it is proposed that Patrick Doig's interim appointment as statutory CFO be made permanent; and
 - (b) Director of Risk and Assurance: it is requested that the Board delegate authority to the Chair of the Audit and Assurance Committee to approve the future permanent appointment of the Director of Risk and Assurance.

- 1.6 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

- 2.1 **The Board is asked to note the paper and use of delegated authority and to:**
 - (a) **appoint the Group Finance Director, Patrick Doig, as the statutory Chief Finance Officer; and**
 - (b) **delegate authority to Anne McMeel, as Chair of the Audit and Assurance Committee, in consultation with the selected Interview**

Panel, to approve the future permanent appointment of the Director of Risk and Assurance.

3 Use of Chair's Action

- 3.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf. Any use of Chair's Action is reported to the next ordinary meeting. The Board on occasion will also make specific delegations to its Committees which, when exercised, are reported to the next ordinary meeting of the Board, as well as the next meeting of the relevant Committee.
- 3.2 There has been no use of Chair's Action since the last meeting of the Board.

4 Use of Delegated Authority

- 4.1 On 6 October 2021, the Finance Committee approved the updated Treasury Management Strategy (TMS) 2021/22 and the Treasury Management Policies (TMP). Approval of the TMS and TMP are matters reserved to the Board, however on 29 July 2021, the Board delegated approval of these matters and any in-year changes to the Finance Committee.

5 Actions List

- 5.1 Appendix 1 sets out the progress against actions agreed at previous meetings.

6 Appointment of Statutory Chief Finance Officer

- 6.1 Under Standing Order 100(c)(ii), the appointment of the statutory CFO is a matter reserved to the Board.
- 6.2 Following a competitive recruitment campaign, Patrick Doig has been appointed as the new Group Finance Director and will take up that role when his current post has been recruited to. It is proposed that Patrick Doig's interim appointment as statutory CFO be made permanent.
- 6.3 No changes are currently proposed to the list of suitably qualified staff that can deputise as the statutory CFO, in the absence of the postholder. Those staff are Joanna Hawkes (Corporate Finance and Strategy Director) and Rachel McLean (Divisional Finance Director, London Underground and Crossrail CFO).

7 Delegation of Authority Request – Director of Risk and Assurance

- 7.1 Under Standing Order 100(c)(iv), the appointment of the Director of Risk and Assurance is a matter reserved to the Board.

- 7.2 Following the retirement of the previous postholder in April 2021, the position has been filled on an interim secondment basis. A recruitment process to appointment the permanent Director of Risk and Assurance will begin shortly and an update on progress will be provided to the Board at its meeting on 8 December 2021.
- 7.3 To ensure a timely appointment, it is requested that authority be delegated to Anne McMeel to approve the future permanent appointment of the Director of Risk and Assurance, in consultation with the Interview Panel.

8 Mayoral Directions to TfL

- 8.1 The Greater London Authority (GLA) Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 8.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 8.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 8.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 8.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 8.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. As reported to the Audit and Assurance Committee on 7 June 2021, the list of Directions on the website was refreshed in May 2021 to remove Directions that are completed or where no further action is required.

8.7 There has been one Direction issued to TfL since the last meeting.

Further financial support fund for Seven Sisters Market traders MD2868

- 8.8 On 30 November 2020 (MD2724), the Mayor directed TfL to provide direct financial assistance of up to £500,000 to the traders from Seven Sisters Market. The financial support was intended to see the traders through the transition period from the closure of the TfL owned building that housed the market to the provision of a temporary market at Apex Gardens in 2021 (reported to the Board on 9 December 2020, the Finance Committee on 10 March 2021 and the Audit and Assurance Committee on 17 March 2021).
- 8.9 On 5 August 2021, Grainger withdrew from the Seven Sisters regeneration project, including the installation of a temporary market at Apex Gardens. Although TfL is progressing plans for a separate temporary market, traders face a further period where they are unable to trade. On 31 August 2021 (MD 2868), the Mayor directed TfL to provide further financial support across all traders up to £500,000. This Mayoral Director was reported to the Audit and Assurance Committee on 15 September and the Finance Committee on 6 October 2021.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

Statutory Chief Finance Officer papers considered by the Board on 2 June and 9 December 2020 and Finance Committee Chair's Action paper issued on 22 April 2021.

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

Board Actions List (to be reported to the meeting on 20 October 2021)

Actions from the meeting held on 28 July 2021

Minute No.	Item/Description	Action By	Target Date	Status/Note
48/07/21	Commissioner's Report – Inclusive Transport Forum A list of the issues considered by the Forum would be shared with Members.	Vernon Everitt	October 2021	Completed. Information provided to Members.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/01/19 (1)	HSE Annual Report – Reducing Road Injuries Members suggested that the Safety, Sustainability and Human Resources Panel (SSHR Panel) look at how local borough strategies were performing against the Mayor's Transport Strategy.	Gareth Powell	Autumn 2021	Information was included in the item on the Vision Zero Action Plan Update considered by the SSHR Panel on 14 September 2021. The Action Plan will be shared with the Panel ahead of publication in autumn 2021.
07/01/19 (2)	HSE Annual Report – Waste Strategy Members recommended that TfL consider developing a waste strategy so that it was a leader in reducing green house emissions in its operations and also in the work it was doing to support housing. TfL would look at how it captured that information and report back to the SSHR Panel.	Lilli Matson	September 2021	Completed. Information on how TfL supported London becoming a zero-waste city was included in the TfL Sustainability Report and new Corporate Environment Plan published on 30 September 2021.

Minute No.	Action By	Target Date	Status/Note
79/09/19 (1)	Gareth Powell	September 2021	Completed. Information was considered by the SSHR Panel on 30 June 2021 under the Quarterly Safety, Health and Environment report item and on 14 September 2021 under the Bus Safety Programme and Driver Health and Wellbeing item.
05/01/20 (2)	Gareth Powell	TBC 2021	The visit was delayed due to lockdown measures. Members will be consulted on availability.
05/01/20 (6)	Lilli Matson	September 2021	Completed. Members were briefed and TfL subsequently published its first TfL Sustainability Report and new Corporate Environment Plan .
05/01/20 (7)	Stuart Harvey	September 2021	Completed. Site visit held on 2 September and extension opened 20 September 2021.
05/01/20 (8)	Simon Kilonback/ Graeme Craig	TBC	On the forward plan for Finance Committee, date to be scheduled.

Minute No.	Item/Description	Action By	Target Date	Status/Note
38/06/21	<p>Mayor's Transport Strategy (MTS) – Annual Update on Delivery</p> <p>Members recommended that the successful recovery messaging model be used to condense and share the key messages in the report on social media and with local groups. This would raise awareness of the progress made on the MTS, improvements in air quality, the availability of new features on the TfL Go App and counterbalance often negative and misleading views on Healthy Streets schemes.</p>	Alex Williams/ Vernon Everitt	Ongoing	<p>Completed. Information in the update to the Board is being used in our social media and other messaging. The TfL Go app was enhanced with real time information on quieter times to travel.</p>

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Board

Date: 20 October 2021

Item: Commissioner's Report



This paper will be considered in public

1 Summary

- 1.1 This report provides a review of major issues and developments since the meeting of the Board on 28 July 2021.

2 Recommendation

- 2.1 The Board is asked to note the report.

List of appendices to this report:

Commissioner's Report – 20 October 2021

List of Background Papers:

None

**Andy Byford
Commissioner
Transport for London**

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Commissioner's report

October 2021

MAYOR OF LONDON

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Introduction

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

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

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

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

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

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

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

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

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

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

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



We are welcoming back even more people to our network

Safety and security

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

Deaths in service

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

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

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

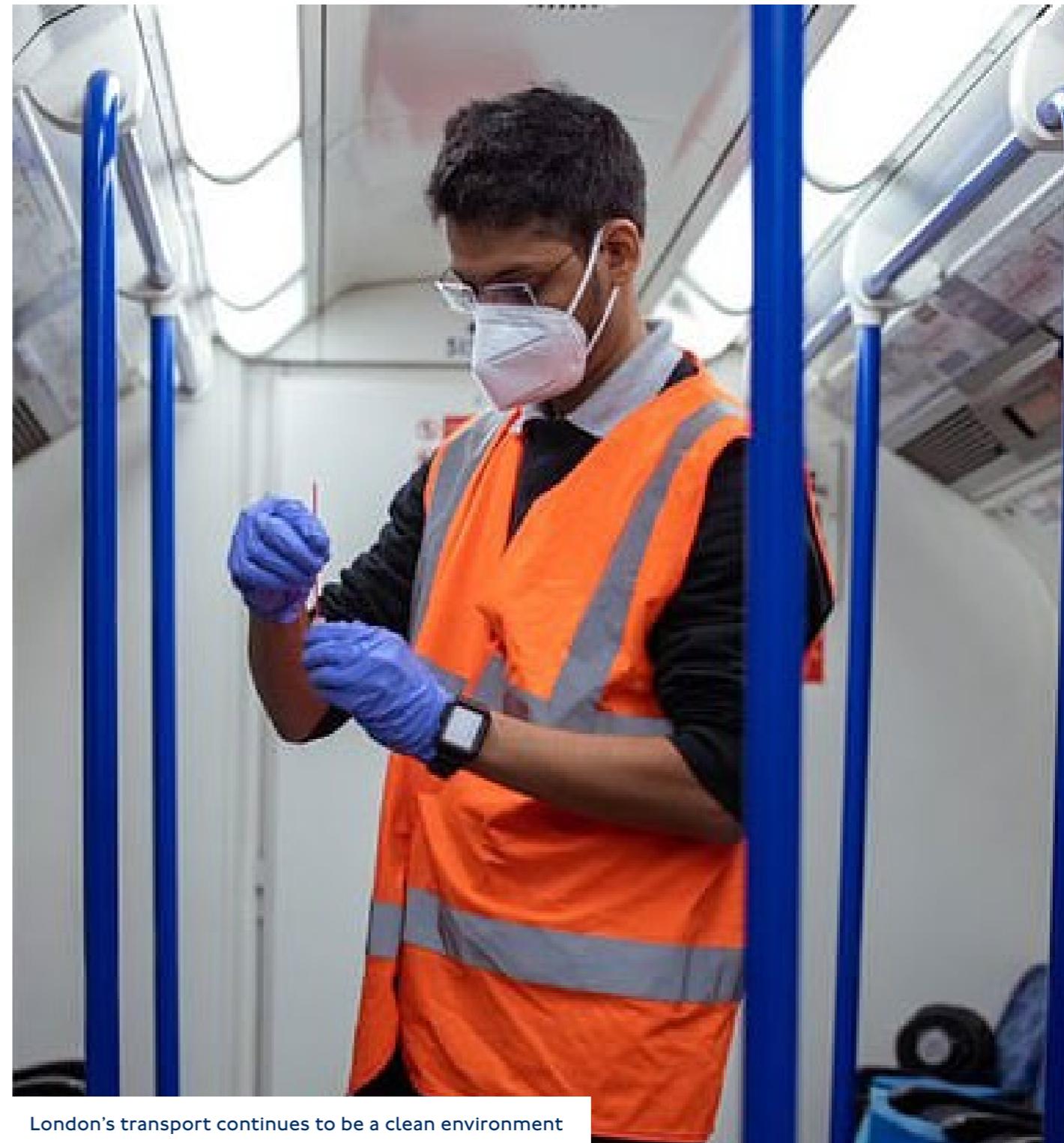
Our Employee Assistance Programme continues to be available to all employees and their dependents, and provides support, guidance and information on a range of topics, including bereavement.

COVID-19 testing schemes

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

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

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



London's transport continues to be a clean environment

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

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

Imperial College London sampling

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

Fatality at Victoria Bus Station

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

Croydon tram overturning

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

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

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

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

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

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

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

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

The other areas which are addressed to other organisations are:

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

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

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



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

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

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

Upcoming inquests

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

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

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

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

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

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

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

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

Tackling unwanted sexual behaviour

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

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

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

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

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

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

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

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

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

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

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

Hate crime

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

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

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

Action on robbery and violent crime

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

Work-related violence and aggression

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

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

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

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

Face-covering enforcement

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

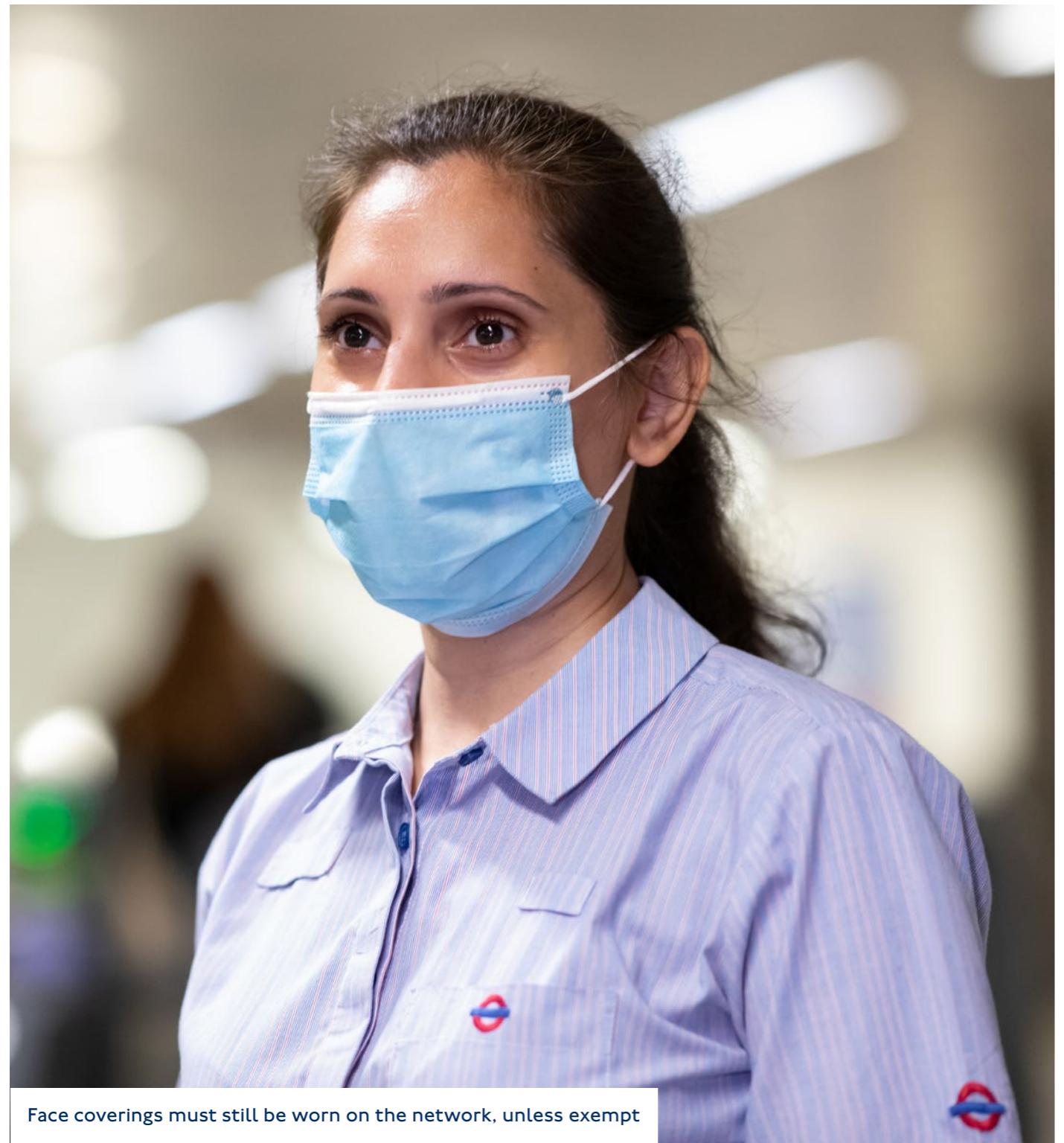
Customer research findings show that 77 per cent of customers say they are wearing a face covering at all times while using our transport services. There has also been recent research that shows 91 per cent

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

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

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

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



Vision Zero

Police activity to support Vision Zero

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

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

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

Lowering speed limits programme

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

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

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

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

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

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

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

New technology for safer and smarter roads

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

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

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

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

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

Vision Zero and the gig economy

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

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

Corporate innovation partnership – Daimler

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

Bus Safety Standard

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

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

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

Taxi and private hire vehicles

Assessing a driver's safety, equality and regulatory understanding

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

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

Changes to English language requirement

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

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

United Trade Action Group v TfL

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

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

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

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

[Uber London Limited v TfL, United Trade Action Group and the App Drivers and Couriers Union](#)

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

Supporting the recovery

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

Keeping our network moving

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

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

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

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

Managing demand on our services

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

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

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

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

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

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

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

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

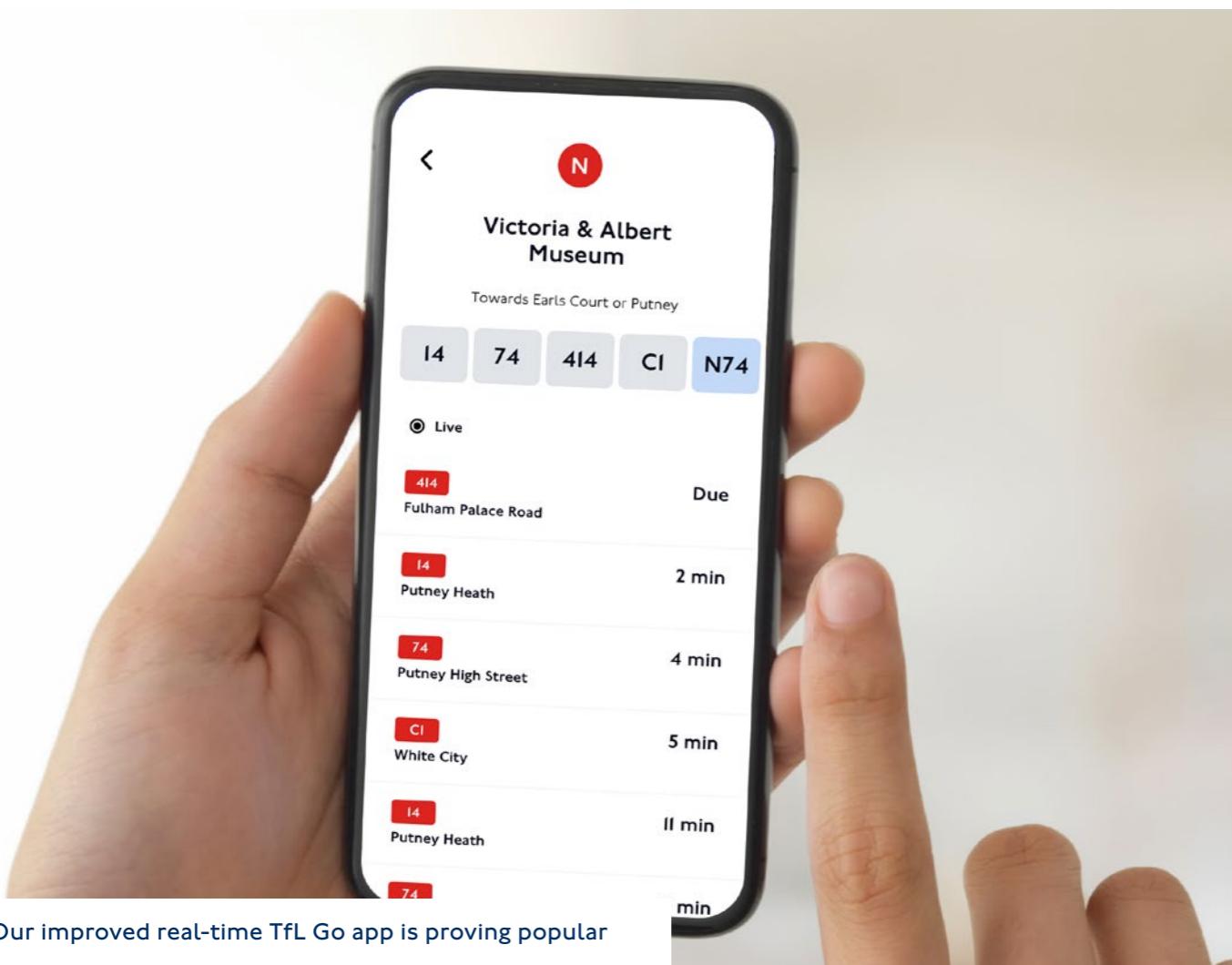
A fundamental part of this involves working with key industry sectors, such as construction and office workers, as they return to work. We continue to work closely with many organisations across a number of areas of London to support the return of demand, offering practical travel advice and support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

We also continue to manage communications for major works and

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

TfL Go app

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



Our improved real-time TfL Go app is proving popular

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

Business engagement on the return to the office

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

Weekly capping for Oyster pay as you go

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

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

Protests on the TfL Road Network

On 4 October a group known as Insulate Britain staged a protest around Old Street in London on the A501, which is part of our road network resulting in obstruction of the highway and significant road traffic disruption. In response to a further protest on our road network on 8 October, we made an application to the High Court for an injunction preventing further protests designed to obstruct the highway by any persons including Insulate Britain and II2 named members.

The injunction was granted and covers the A501 (including the area of protests in Old Street) and I3 other key locations on the TfL Road Network, where any disruption in the movement of traffic is a danger. A copy of the injunction has been published on the TfL website. The court will consider the matter further on 19 October and we will continue to monitor the position on our road network.

Our people

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

Vision and Values

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

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

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

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

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

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

Launch of myjourney

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

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

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

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

Reward Hub

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

Welcoming our latest graduate and apprentice cohort

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

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

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

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

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

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

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

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

The move to hybrid working

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

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

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

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

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

Celebrating London's LGBT+ community

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



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

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

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

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

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

Surface Transport You Matter awards

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

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

In Bloom

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



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

Asian heritage

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

OnRoute – taxi and private hire trade magazine

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

Graduate Hackathon

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

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

Bus driver facilities

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

Meeting the Prime Minister

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

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

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

Coping with Change

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

Know your Numbers Week

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

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

World Suicide Prevention Day

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

RESET Health launch

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

Improving transport and generating growth

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

Hammersmith Ferry

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

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Northern Line Extension

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

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

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

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

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

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

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

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



We celebrated the opening of the Northern Line Extension



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

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

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

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

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

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

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

Piccadilly line upgrade

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

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

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

New DLR fleet

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

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

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

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

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

Enhancing the Jubilee and Northern lines

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

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

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

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

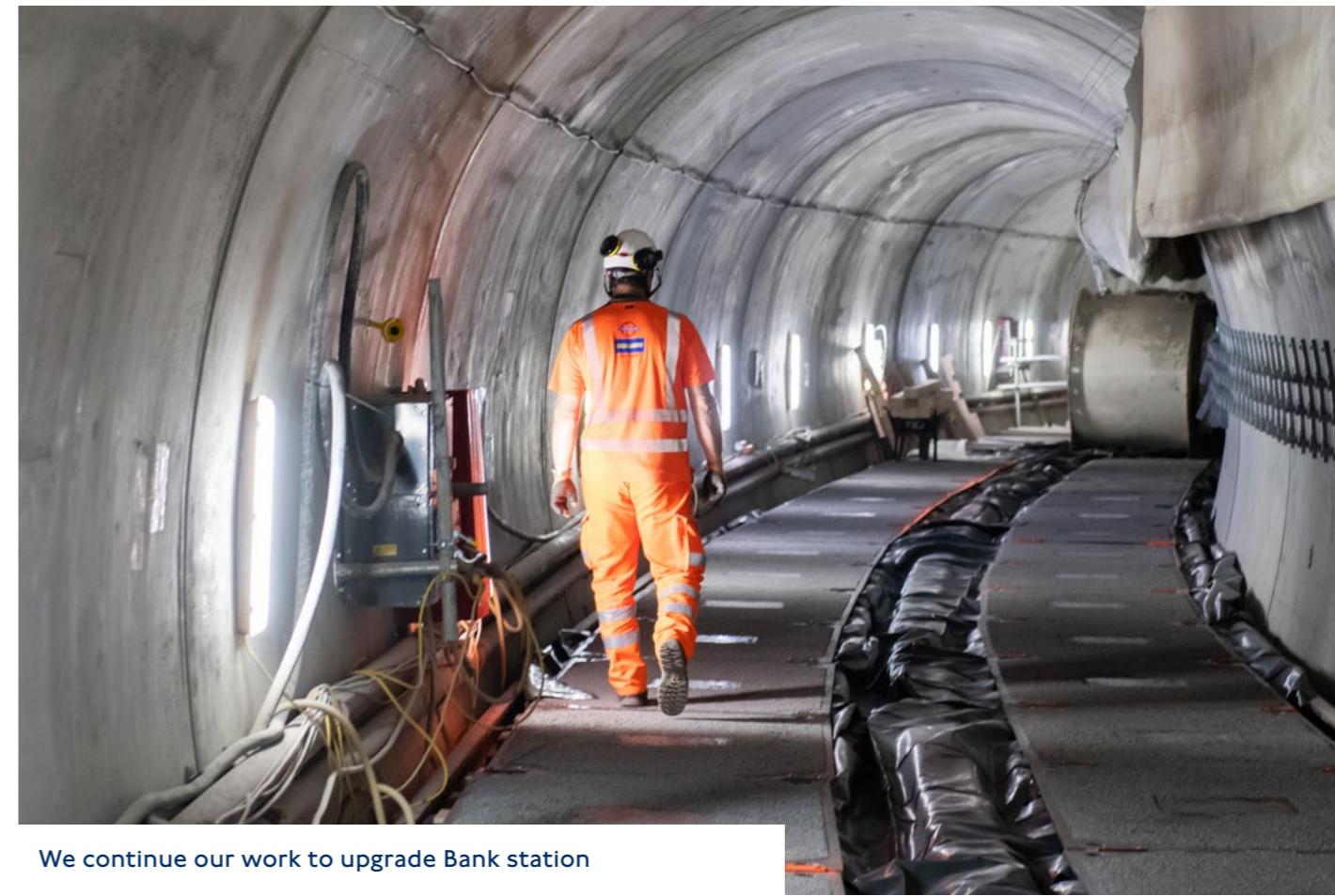
The Jubilee line enhanced signalling and fleet improvements, to enable a peak service of 32 trains per hour, remain paused until 2023/24, as a result of our ongoing funding discussions with the DfT and reduced passenger demand on the line due to the pandemic.

Bank

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

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

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



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

Elephant & Castle

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

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

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

Step-free access

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

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

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

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

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

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

High Speed 2

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

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

Blackwall Tunnel

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

Rotherhithe Tunnel refurbishment

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

A40 Westway

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

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

Silvertown Tunnel

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

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

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

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

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

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

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

Barking Riverside extension

We are delivering a new rail link that will unlock and support 10,800 new homes planned for the Barking Riverside development area. We are building a spur on the London Overground east of Barking to extend the Gospel Oak to Barking route to a new station at Barking Riverside. The

extension is around 4.5km from Barking station. It includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of around 1.5km. A four-carriage London Overground service is planned to run at 15-minute intervals.

In July, the programme achieved the strategic milestone of formally handing over the viaduct for the installation of track and associated rail systems, and the track running on the viaduct was completed in October 2021. On the existing Network Rail infrastructure, two new power supplies were successfully commissioned at Eldred Road and Renwick Road in July and August respectively. Stage 14 signalling commissioning was completed in July and the penultimate stage, Stage 15 connecting the viaduct to the existing network, was completed during an extended possession over the August bank holiday weekend. The final stage of signalling commissioning for rail systems on the viaduct is planned over a series of weekends in March and April 2022.

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

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

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

London Overground

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

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

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

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

London Trams

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

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

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

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

Bus service changes

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

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

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

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

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

Innovation in congestion initiatives

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

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

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

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

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

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

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

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

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

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

Road technology

We continue to lead the way in delivering innovative new road traffic management systems to make journeys by walking, cycling and bus, as well as essential emergency services and freight trips, as efficient as possible. The third release of our Common Operational View Incident Management System has now been deployed into live operation in our Network Management Control Centre. This ground-breaking system introduces new data sources and map layers to enable our control centre teams to focus our response to incidents on our network around the Healthy Streets framework. The latest release includes enhanced data on buses, including passenger counts and delay data, and information on Santander Cycles docking stations.

Compliance, enforcement and safety technology

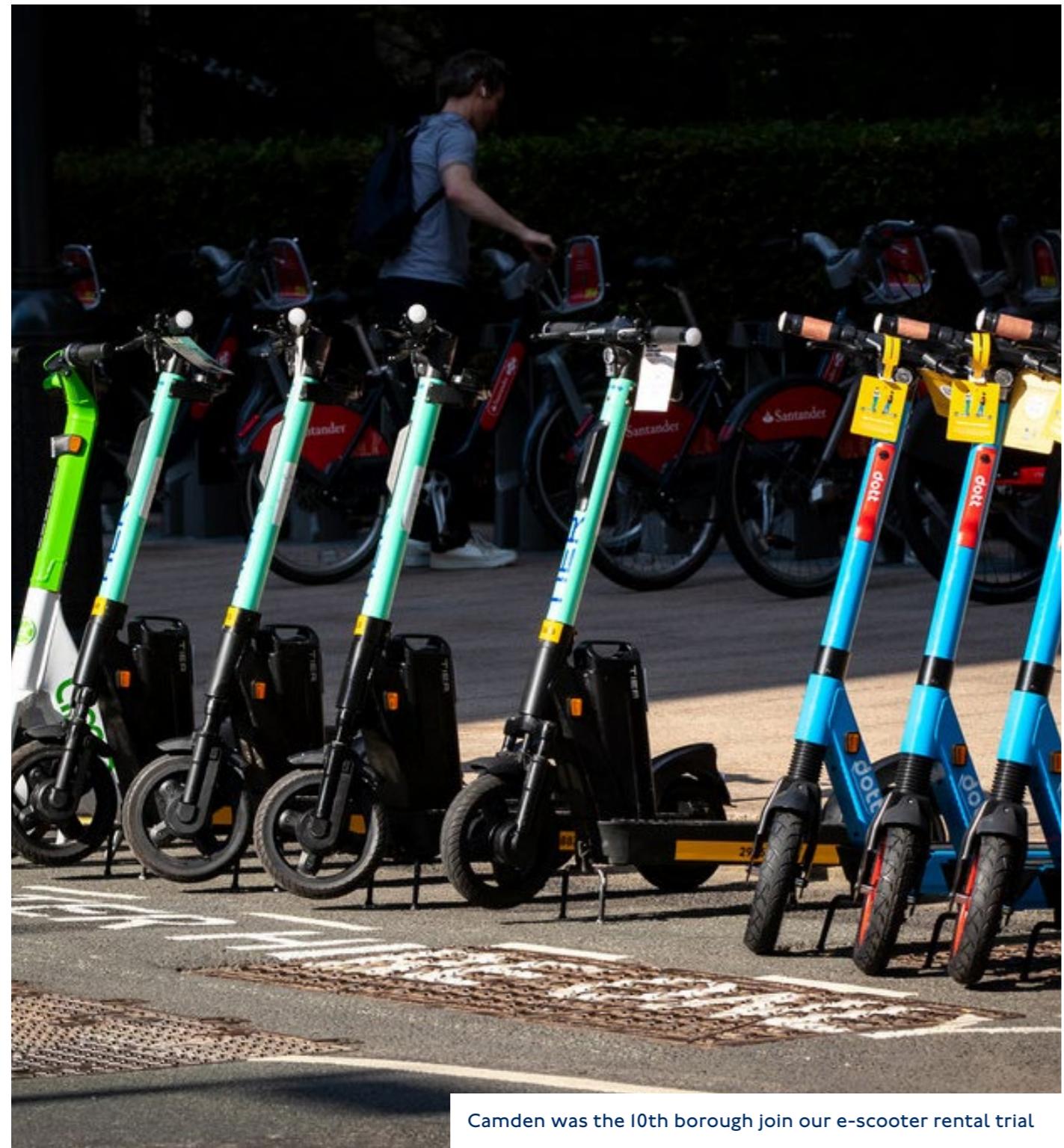
We continue to procure deployable enforcement cameras. On 26 July, we awarded a contract to P Ducker Systems for at least 50 new enforcement cameras, which will play a vital part in helping us to meet our Vision Zero goal of eliminating death and serious injury on the road network by 2041. A trial of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

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

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

Public transport technology

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



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

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

Our public transport technology area also includes replacing the booking and scheduling system for Dial-a-Ride, which will enable us to book and deliver more trips with the same number of vehicles. Procurement for this system is progressing well, with one-to-one events with shortlisted suppliers recently completed. Discussion with potential bidders is continuing, with contracts expected to be awarded in early 2022.

E-scooter rental trials

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

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

Innovation Challenges

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

Bus Driver Fatigue and Wellbeing

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

Freight Lab

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

Road Lab

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

TfL Streetcare tool

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

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

Recycling in stations

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

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

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

Art on the Underground

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

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

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

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

New Sustainability Report and Corporate Environment Plan

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

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

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

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



Work continues to provide affordable housing for Londoners

New Homes

South Kensington development

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

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

Arnos Grove

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

The London Mews completes

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

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

Healthy Streets

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

Streetspace for London programme

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

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

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

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

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

Safer Streets

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

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

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

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



We continue to create more space for walking and cycling

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

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

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

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

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

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

Bus Priority Programme

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

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

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

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

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

Old Street

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

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

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

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

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

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

Completion of the project is scheduled for autumn 2022.

Nine Elms

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

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

Bishopsgate judicial review

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

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

Cycleways

Cycleway 4

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

Cycleway 9

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

Cycleway 23

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

Walking and cycling grants

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

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

Santander Cycles

Building on success

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

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

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



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

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

Cycle to Work Day

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

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

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

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

Improving diversity and inclusion in cycling in London

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

Air quality and the environment ULEZ expansion

In 2019, we introduced the world's first 24-hour ULEZ in central London. This has had a transformational impact on air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide levels within its boundary. From 25 October 2021, the existing central London ULEZ will be expanded up to, but not including, the North Circular Road (A406) and South

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

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

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

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

Low Emission Zone monitoring report

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

Electric vehicle infrastructure delivery

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

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

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

Scrapage schemes

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

Air quality education campaign

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

Zero-emission buses

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

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

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

Switching to LED Solutions at our bus shelters

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

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

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

Healthy Streets Advisory Group

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

Crossrail

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

Trial running test exercise

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

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

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

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

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

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

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

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

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

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

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



We remain on track to open the Elizabeth line next year

Finance

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

TfL 2021/22 financial performance to date

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

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

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

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

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

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

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

About Transport for London (TfL)

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

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

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

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

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

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

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

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

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

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

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

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Board



Date: 20 October 2021

Item: Elizabeth Line Operational Readiness and Crossrail Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the status of the remaining work on the Crossrail project (or Crossrail) and of the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from Crossrail.
- 1.2 Crossrail is in the complex final stage of delivery of the Elizabeth line with Trial Running making good progress and preparations for Trial Operations advancing. The project remains aligned to the scheduled opening of the railway to passengers in the first half of 2022.

2 Recommendation

- 2.1 The Board is asked to note the paper.

3 Crossrail Update

- 3.1 With the project being in the final complex stages of delivering the railway the focus remains on ensuring that it is completed safely, and the overall Health and Safety indicators remain within the parameters set by the programme. There were two recent reportable or lost time accidents where a person twisted their ankle missing the last step leaving a welfare cabin with poor lighting conditions the cause and a person had a finger injury when a door closed on the finger. Learnings from these accidents will help inform corrective measures to ensure we remain as safe as possible.
- 3.2 The Health and Safety elements of the transition planning are being defined for the project as it enters its final phases. This includes the arrangements for the management and interface coordination between stakeholders and final project works. Contractor safety performance will remain a key area of focus as part of any revised governance structure.
- 3.3 The project completed an 18-day blockade in July 2021. During this period, Trial Running services were suspended to allow work activity to proceed uninterrupted. The objective of the blockade was to reduce the number of the remaining intrusive activities in the tunnels and stations. It was a successful blockade with productivity at 95 per cent. The significantly reduced number of items that remain are being reprofiled and will be completed in the coming months. During autumn 2021, a further blockade will take place to complete elements of outstanding

works in the tunnels, including the commissioning of the tunnel ventilation system upgrade works.

- 3.4 The Delivery Control Schedule (DCS) 1.2 has been agreed and forms the a refreshed baseline for all future reporting. It covers all remaining work through the opening of the central section and full Elizabeth line services from Reading and Heathrow through the central section to Shenfield and Abbey Wood.
- 3.5 Trial Running resumed following the blockade in July 2021 with 12 trains per hour (tph) in operation in the Central Operating Section. During this phase, as expected with a new system, we have identified several issues with the infrastructure and signalling, some of which require us to implement temporary Operational Restrictions. Many of the issues relate to known issues in the current software configuration and are expected to be resolved with the ELR100 software release later in the year.
- 3.6 The final railway integration tests to ensure all the components work together seamlessly will be completed during the remaining Trial Running period. These tests apply to the tunnel ventilation system, trains, software, signalling and power systems and can only be done at this stage now that the whole system railway is available. This testing is coming to an end and has been successful in generating the required assurance evidence and identifying the final modifications needed to complete the railway and get the right level of reliability for opening the Elizabeth line.

4 Elizabeth Line Operational Readiness

- 4.1 We have established a countdown process as a control mechanism to monitor progress prior to Elizabeth line passenger service. The aim of the process is to ensure that the configuration of the railway and the entry criteria for Trial Operations are defined, approved and achieved. It will also capture the collective readiness perspective of infrastructure managers and operators.
- 4.2 Operational hours will increase during Trial Operations allowing us to really stress test the system and move towards our next significant objective of improving the process of moving between operational and maintenance activities.
- 4.3 We continue to make good progress against the training and assessment programme for our colleagues and despite coronavirus related challenges impacting on colleague availability, we have been able to keep open the Route Control Centre in Romford.
- 4.4 On the 6 August 2021, Paddington station, followed by Whitechapel station on 23 August 2021 and Abbey Wood on 1 October 2021, were handed over by Crossrail, bringing the total number of stations under our responsibility, as Infrastructure Manager, to eight. Whitechapel is also step-free. We continue to work closely with the Crossrail Programme team on progressing the remaining two stations. The next station to be handed over in the autumn is Canary Wharf where final modifications to the safety systems are being carried out. Bond Street has met its requirements to support Trial Operations and Crossrail is continuing works at the station for it to be ready for passenger service.

- 4.5 Network Rail completed works at Southall on 26 August 2021 and at Hayes & Harlington on 14 September 2021; the fifth and sixth stations to be upgraded. As well as providing step-free access, other station improvements works including new ticket machines and clearer customer information were delivered. Station improvements at Ilford and Romford are expected to be completed in early 2022.
- 4.6 TfL Rail continues to deliver a good service with the Public Performance Measure beating target during period 5, the four-week period between 25 July and 21 August 2021. We were second best in the industry with only Merseyrail performing better. The East section of the line achieved 97.2 per cent with the West section achieving 93.6 per cent of trains meeting their reliability target. Overall, the Moving Annual Average trend continues to be better than target at 95.4 per cent.

List of Appendices:

None

List of Background Papers:

None

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Board

Date: 20 October 2021

Item: Finance Report – Quarter 2, 2021/22

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of Quarter 2, 2021/22 - the year-to-date ending 18 September 2021.

2 Recommendation

- 2.1 The Board is asked to note the paper.

3 Financial Reporting to the Board

Finance Report – Quarter 2, 2021/22

- 3.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Budget, as approved by the Board on 28 July 2021 and last year.

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report Quarter 2, 2021/22

Management results from 1 April 2021 – 18 September 2021

**Board
20 October 2021**



Section I

Quarter 2, 2021/22 results: divisional performance

Divisional performance 1

TfL Group performance 2



London Underground

Tube journeys were 59% of pre-pandemic levels in the latest period, up from 50% in the prior period. Passenger income is £584m, (£114m) lower than Budget, but more than double the value we saw last year.

Operating costs are (£937m) in the year to date, £7m below Budget. This was driven from lower traction costs as a result of lower service levels from increased staff illness, and lower than anticipated coronavirus related spend. Costs are only slightly up (1%) on last year, when we reduced service levels during the first wave of the coronavirus pandemic.

London Underground

Operating account (£m)

Passenger income

Other operating income

Total operating income

Government furlough grant

Total income

Operating costs

Net operating surplus

Indirect costs

Net financing costs

Capital renewals

Net cost of operations

New capital investment

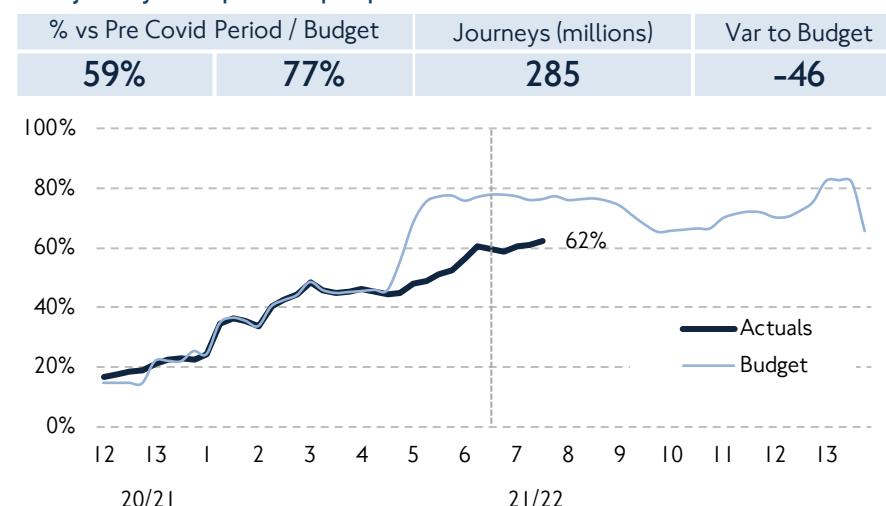
Q2 Year to date, 2021/22

	Actuals	Revised Budget	Variance to Revised	% variance to Revised
			Budget	Budget
Passenger income	584	698	(114)	-16%
Other operating income	11	11	0	2%
Total operating income	595	709	(114)	-16%
Government furlough grant	0	0	0	N/A
Total income	595	709	(114)	-16%
Operating costs	(937)	(944)	7	-1%
Net operating surplus	(342)	(235)	(107)	45%
Indirect costs	(146)	(192)	46	-24%
Net financing costs	(132)	(133)	1	-1%
Capital renewals	(124)	(140)	16	-12%
Net cost of operations	(745)	(702)	(43)	6%
New capital investment	(11)	(13)	2	-19%

Q2 Year to date, 2020/21

	Last year	Variance to last year	% variance to last year
Passenger income	280	304	108%
Other operating income	7	4	64%
Total operating income	287	308	107%
Government furlough grant	36	(36)	-100%
Total income	323	272	84%
Operating costs	(929)	(8)	1%
Net operating surplus	(605)	263	-43%
Indirect costs	(117)	(29)	24%
Net financing costs	(130)	(2)	2%
Capital renewals	(65)	(59)	92%
Net cost of operations	(918)	173	-19%
New capital investment	(12)	1	-9%

Tube journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Elizabeth line

Elizabeth line journeys are 56% of pre-pandemic levels in the latest period, up from 53%. Passenger income is (£4m) lower than Budget, and £19m higher than last year.

Operating costs are £5m lower than Budget, partly driven by lower than expected rolling stock maintenance costs.

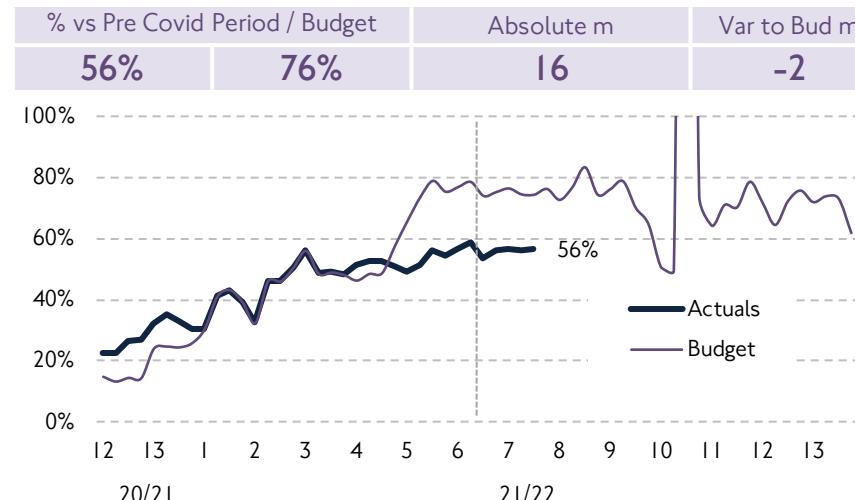
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Elizabeth line

Operating account (£m)

Passenger income	35	39	(4)	-11%
Other operating income	11	13	(2)	-14%
Total operating income	46	52	(6)	-12%
Operating costs	(195)	(200)	5	-2%
Net operating surplus	(149)	(147)	(2)	1%
Indirect costs	(4)	(7)	3	-39%
Net financing costs	(44)	(44)	0	-1%
Capital renewals	(1)	(2)	1	-51%
Net cost of operations	(198)	(200)	2	-1%
New capital investment	(8)	(8)	0	-4%
Crossrail construction	(307)	(341)	34	-10%
New capital investment	(315)	(349)	34	-10%

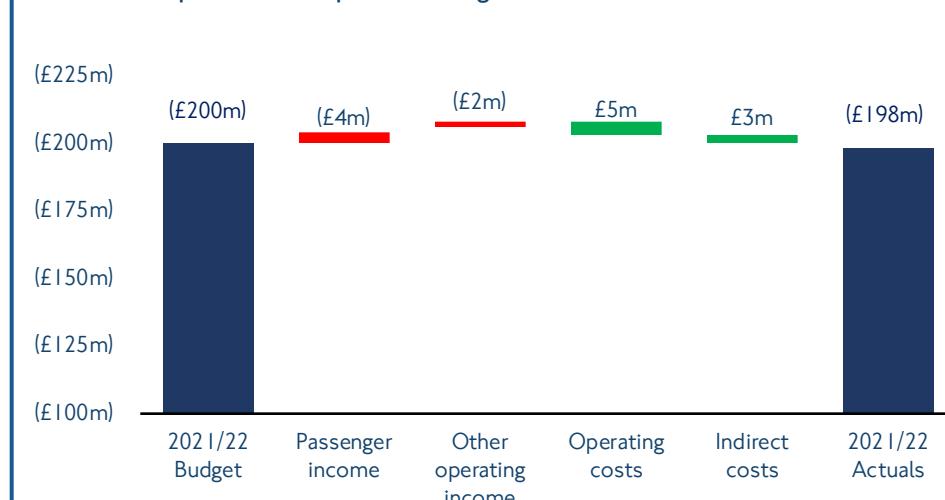
EL journeys compared to pre-pandemic baseline



Q2 Year to date, 2021/22

Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
35	39	(4)	-11%	16	19	113%
11	13	(2)	-14%	3	8	298%
46	52	(6)	-12%	19	27	140%
(195)	(200)	5	-2%	(144)	(51)	36%
(149)	(147)	(2)	1%	(124)	(25)	20%
(4)	(7)	3	-39%	(3)	(1)	46%
(44)	(44)	0	-1%	(43)	(1)	2%
(1)	(2)	1	-51%	0	(1)	N/A
(198)	(200)	2	-1%	(170)	(28)	16%
(8)	(8)	0	-4%	(14)	6	-42%
(307)	(341)	34	-10%	(342)	35	-10%
(315)	(349)	34	-10%	(355)	40	-11%

Net cost of operations compared to Budget



Buses, Streets & Other operations

Bus journeys were 70% of pre-pandemic levels in the latest period, up from 65% in Period 5. Bus journeys are now tracking very close to target. Passenger income was (£8m) below Budget, a result of 22 million fewer journeys to date.

Road User Charging
Operating income is £309m, £11m higher than Budget driven by Road User Charging income. Higher income is driven by increases in contraventions on Congestion Charge, LEZ and ULEZ schemes, as returning customers re-familiarise themselves with our schemes. Operating costs are £3m lower than Budget, mainly due to lower bus performance payments and staff cost savings.

Buses, Streets & Other operations

Operating account (£m)

Passenger income
Other operating income
Total operating income
Government furlough grant
Total income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations

New capital investment

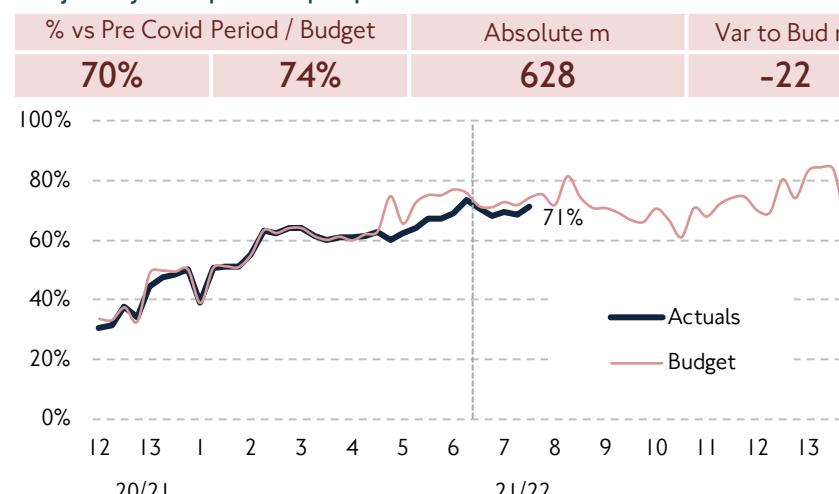
Q2 Year to date, 2021/22

Actuals	Revised Budget	Variance to Revised	% variance to Revised
	Revised Budget	to Revised Budget	Budget
469	477	(8)	-2%
309	298	11	4%
778	775	3	0%
0	0	0	N/A
778	775	3	0%
(1,299)	(1,302)	3	0%
(521)	(527)	6	-1%
(43)	(50)	7	-13%
(13)	(13)	0	-1%
(42)	(45)	3	-7%
(619)	(635)	16	-2%
(45)	(53)	8	-15%

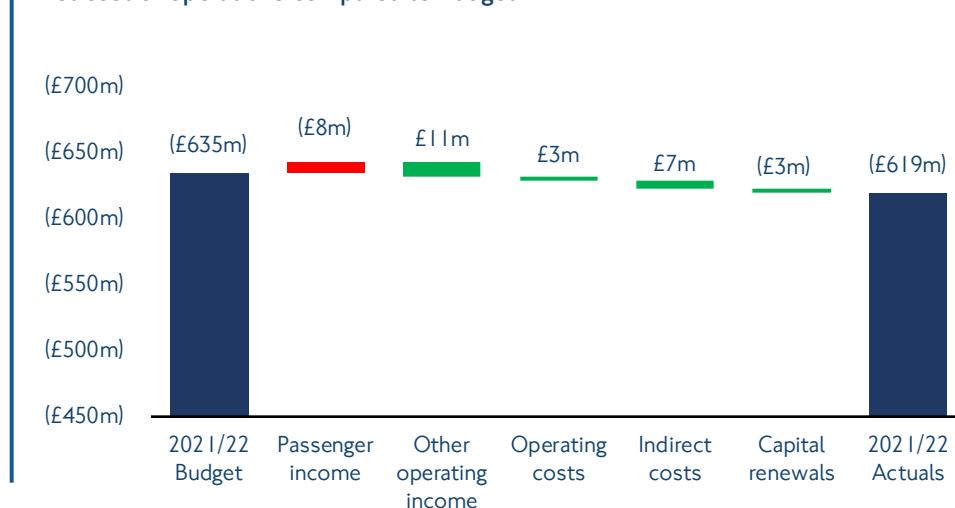
Q2 Year to date, 2020/21

Last year	Variance to last year	% variance to last year
288	181	63%
211	98	47%
499	279	56%
9	(9)	-100%
508	270	53%
(1,268)	(31)	2%
(760)	239	-31%
(47)	4	-9%
(13)	0	2%
(31)	(11)	36%
(851)	232	-27%
(49)	4	-7%

Bus journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Rail journeys – including London Overground, DLR and Trams – were 64% of pre-pandemic levels in Period 6. Passenger income is (£9m) lower than Budget due to 7 million fewer journeys to date.

Operating costs slightly down on Budget, from lower maintenance costs.

Rail

Operating account (£m)

Passenger income

Other operating income

Total operating income

Operating costs

Net operating surplus

Indirect costs

Net financing costs

Capital renewals

Net cost of operations

New capital investment

Q2 Year to date, 2021/22

	Actuals	Revised Budget	Variance to Revised	% variance to Revised
Passenger income	115	124	(9)	-7%
Other operating income	10	9	1	+17%
Total operating income	125	133	(8)	-6%
Operating costs	(216)	(220)	4	-2%
Net operating surplus	(91)	(87)	(4)	5%
Indirect costs	(8)	(10)	2	-19%
Net financing costs	(19)	(19)	0	-1%
Capital renewals	(17)	(18)	1	-7%
Net cost of operations	(134)	(133)	(1)	1%

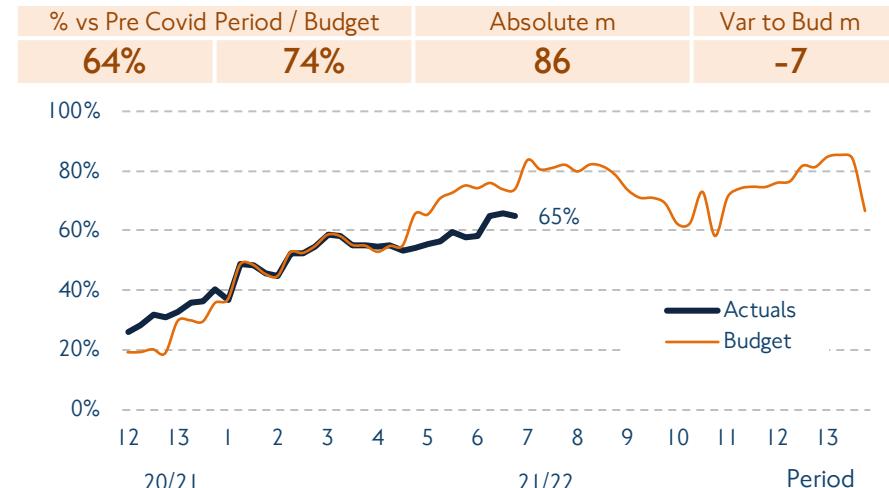
(5) (6) 1 -10%

Q2 Year to date, 2020/21

	Last year	Variance to last year	% variance to last year
Passenger income	51	64	+27%
Other operating income	2	8	+351%
Total operating income	53	72	+136%
Operating costs	(213)	(3)	1%
Net operating surplus	(160)	69	-43%
Indirect costs	(8)	0	-2%
Net financing costs	(19)	0	2%
Capital renewals	(14)	(3)	19%
Net cost of operations	(200)	66	-33%

(7) 2 -24%

Rail journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Major Projects Directorate

Year to date capital spend is £3m lower than Budget, driven by resource shortages for Piccadilly line rolling stock infrastructure work and delays to Elephant & Castle station Development Agreement.

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Major Projects Directorate

Operating account (£m)

Other operating income
Total operating income
Government furlough grant
Total income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations

New capital investment

Northern Line Extension

The two new stations making up the Northern Line Extension at Nine Elms and Battersea Power Station welcomed their first customers on 20 September with Tube services running from Kennington station on the Charing Cross branch.

The two step-free Zone 1 stations are set to dramatically improve the connectivity of these vibrant south London Neighbourhoods and contribute to the capital's recovery from the pandemic at a vital time.

Tube services on the extension began running from Kennington station on the Charing Cross branch with an initial peak time service of six trains per hour on the extension, increasing to 12 trains per hour by mid-2022.



Piccadilly Line Upgrade Rolling Stock

In August 2021 our train supplier Siemens achieved a key milestone to begin the manufacture of the first intermediate car as planned in line with the phased assurance of the design to achieve assurance stage 1 in December 2021. This was confirmed by Siemens with a virtual tour of the factories.

The Programme has established a carbon footprint baseline. This will be used to identify top carbon risks and opportunities as well as to monitor effectiveness of programme delivery in support of both the Mayor's and TfL's ambition for a zero-carbon railway by 2030.



DLR Rolling Stock and Systems Integration

Rolling stock manufacturing is underway with the initial series run of 20 car bodies (trains 1-4) being in production. Train cars 1 to 3 are now complete. Train 1 is due to be ready for static testing by December 2021 and dynamic testing is due to commence in 2022.

Signalling software development for the new trains continues to progress to programme with the first software releases due in March 2022.



	Q2 Year to date, 2021/22				Q2 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance last year to last year
Other operating income	4	5	(1)	-15%	4	0	5%
Total operating income	4	5	(1)	-15%	4	0	5%
Government furlough grant	0	0	0	N/A	2	(2)	-100%
Total income	4	5	(1)	-15%	6	(2)	-34%
Operating costs	(6)	(8)	2	-21%	(30)	24	-79%
Net operating surplus	(2)	(3)	1	-31%	(23)	21	-90%
Indirect costs	(12)	(16)	4	-27%	(14)	2	-12%
Net financing costs	0	0	0	N/A	0	0	N/A
Capital renewals	(4)	(4)	0	7%	0	(4)	511%
Net cost of operations	(19)	(24)	5	-21%	(38)	19	-51%
New capital investment	(251)	(254)	3	-1%	(197)	(54)	27%

Section 2 Quarter 2, 2021/22 results: TfL Group performance

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Divisional performance 1

TfL Group performance 2



Headlines

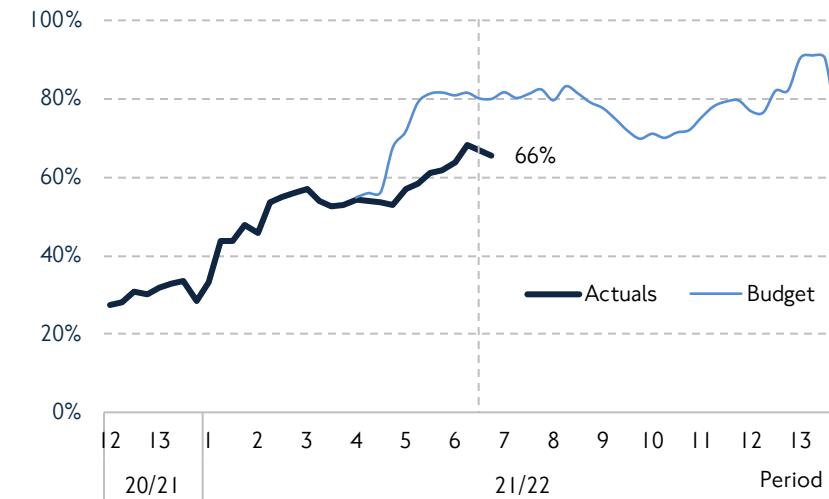
Passenger journeys and income have seen significant growth. Total TfL journeys reached 66% of pre-pandemic levels in Period 6. Passenger income is almost double that from last year, but remains around 55% of historical levels.

Cash balances are broadly in line with expectations following the 1 June funding agreement with government.

Following the expiration of the funding agreement (covering the end of May to December 2021), we expect to see cash balances decline beyond minimum cash levels, if we are not in receipt of further funding from government.

Headlines

Total passenger journeys 66% of pre-pandemic levels against a target of 80%.

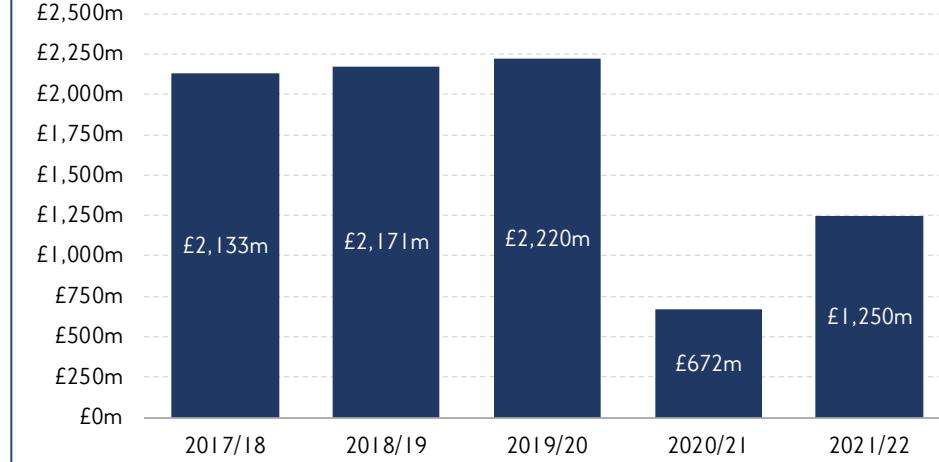


Core operating costs up on last year, when service levels were reduced during first wave of the pandemic



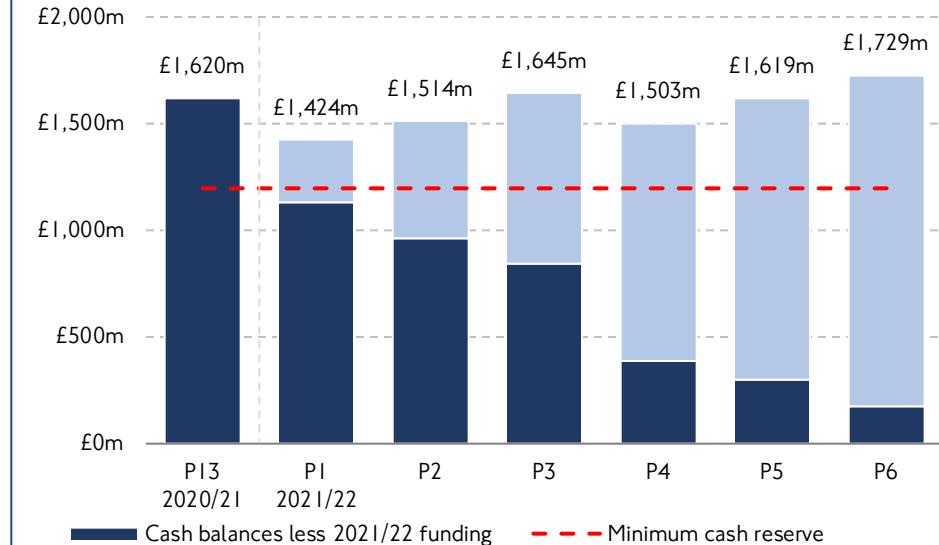
Individual years show year-to-date passenger income to end of Period 6.

Passenger income up on last year, but £120m lower than Budget. Year-to-date income over 40% lower than pre-pandemic levels



Individual years show year-to-date passenger income to end of Period 6.

Cash balances temporarily high, but expect to see reductions over coming months as government funding declines



Passenger journeys

Passenger journeys were 66% of the pre-pandemic levels in Period 6, 2021/22, compared to a target of 75%. Journey growth had flattened for a period through summer, partly a result of the delay to Step 4 of the Government's roadmap, followed by the holiday season.

Journeys have increased since the end of Summer, as latest Tube journey trends are at 62% of pre-pandemic levels, up from 50% at the end of P5. However, these are still significantly lower than expected. Bus journeys are 71% of pre-pandemic levels, up from 65% at the end of Period 5.

Passenger journeys

Journeys compared to pre-pandemic baseline (adjusted 2018/19 journeys)

Target is budgeted demand against this baseline; 'P' denotes latest period; 'Y' denotes year-to-date performance

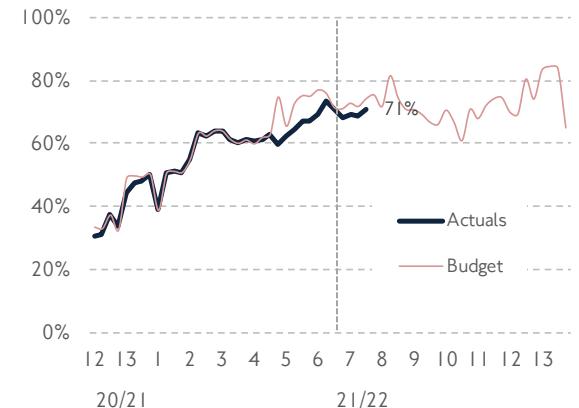
TfL	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	190	-27
	66%	75%	1014	-76



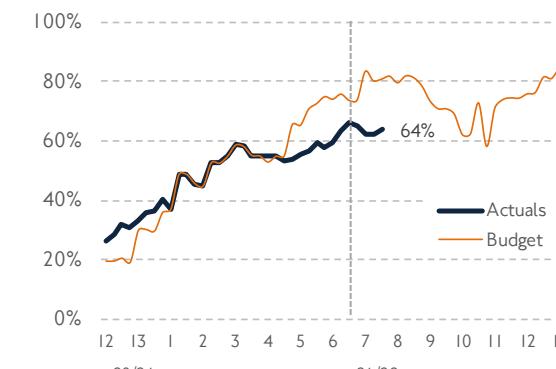
LU	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	57	-18
	59%	77%	285	-46



Bus	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	114	-5
	70%	74%	628	-22



Rail	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	16	-3
	64%	74%	86	-7

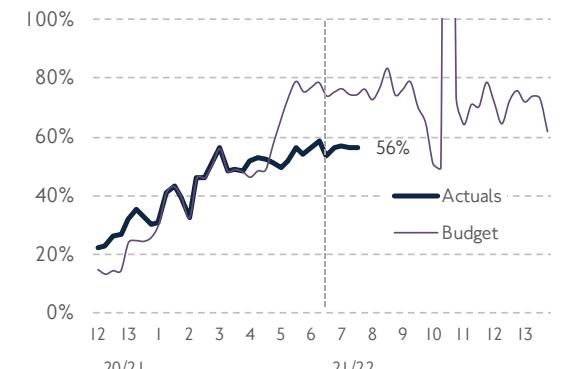


LO	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	9	-1
	61%	72%	45	-4

DLR	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	6	-1
	69%	79%	32	-3

Tram	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	1	0
	56%	73%	8	-1

TfLR	% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
	P	Y	3	-1
	56%	76%	16	-2



Journey trends

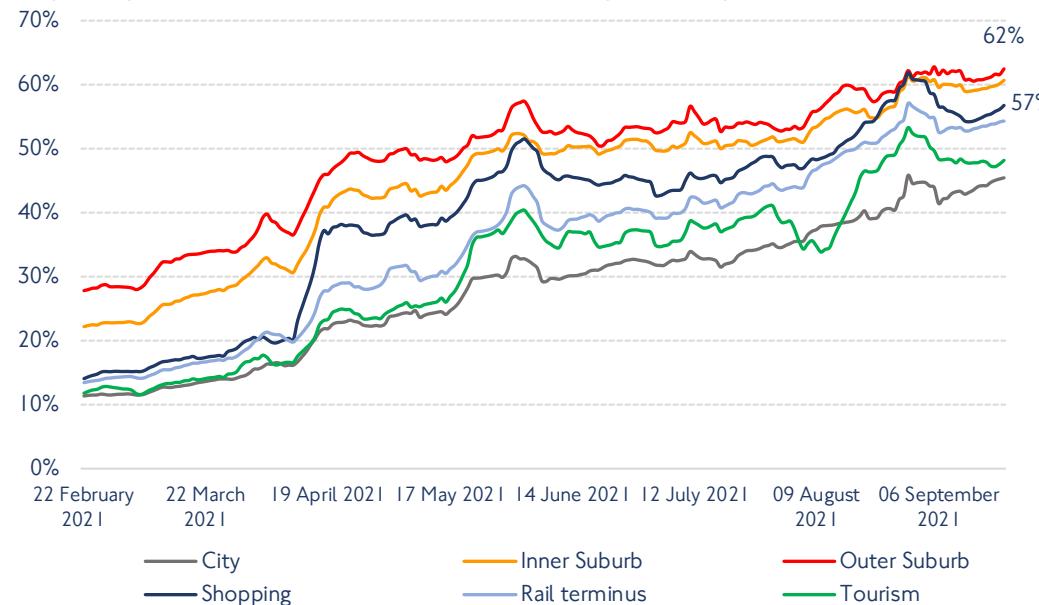
Latest Tube journey trends show journeys at 62% of pre-pandemic levels, up from 50% at the end of Period 5.

Strongest recovery is seen on inner and outer suburban stations, where demand is now above 60% of pre-pandemic levels. Rail terminus and City stations are seeing increasing demand, but currently at 54% and 45% respectively. Journey recovery rates have been strongest on station types with the greatest pre-pandemic journey levels.

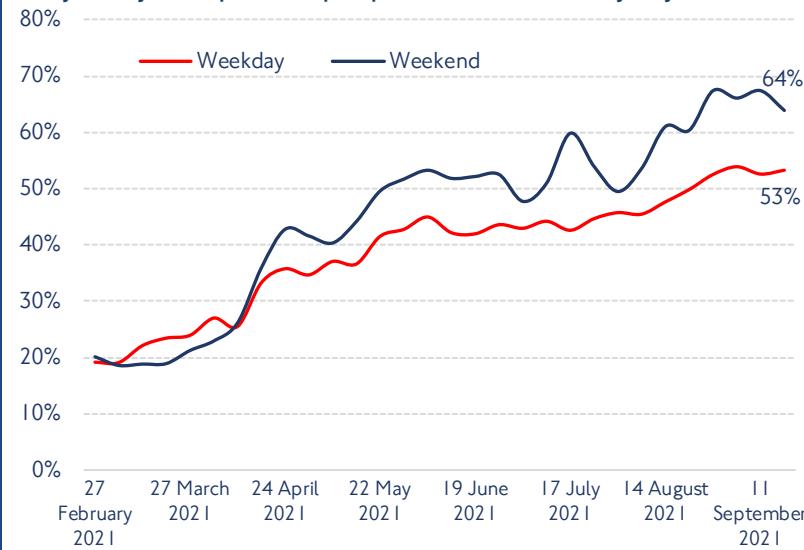
We are also seeing stronger weekend demand than on weekdays – however, weekend journeys remain lower than weekdays in absolute terms.

Journey trends

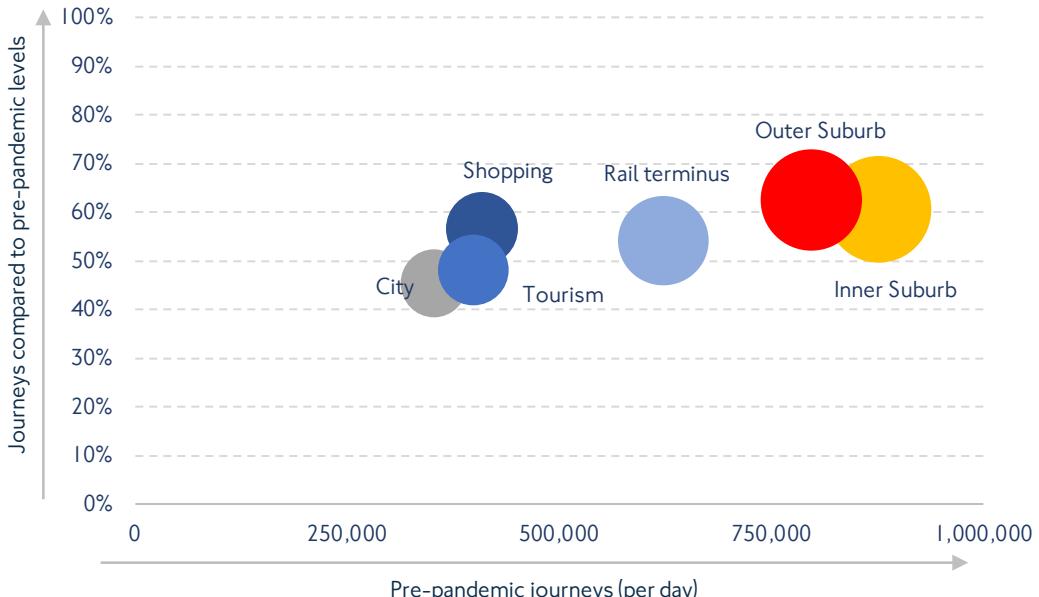
LU journeys compared to pre-pandemic levels (%) by station type



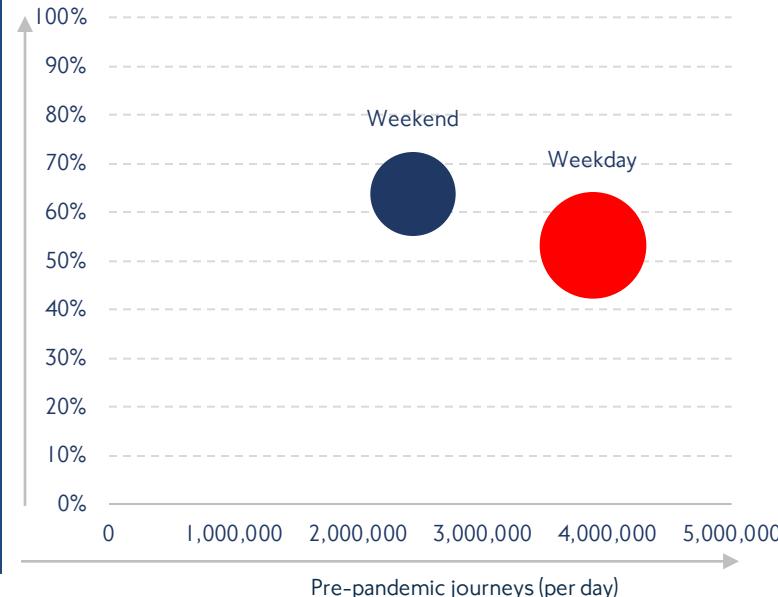
LU journeys compared to pre-pandemic levels (%) by day



LU journeys compared to pre-pandemic levels (%) by station type and no. of journeys



LU journeys compared to pre-pandemic levels (%) by day and no. of journeys



Operating account

Passenger income is £1,250m year to date, which is almost double that from last year, but (£120m) below Budget. This is driven by lower journeys across all modes, partly a result of the delay to Step 4 of the Government's roadmap, followed by the holiday season. Journeys have increased since the end of the Summer, but Tube journeys are not yet reaching expected levels. Other operating income is £19m higher than Budget, driven by higher Road User Charging, media and property income.

Operating costs £67m below Budget: lower underlying costs (£30m), timing differences (£9m) and release of central contingency held to mitigate high risk uncertainties e.g. RUC revenues (£30m).

Extraordinary revenue grant is £121m higher than Budget, a result of higher revenue top up, which offsets lower passenger income.

Operating account

Operating account (£m)	Q2 Year to date, 2021/22				Q2 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Passenger income	1,250	1,370	(120)	-9%	672	579	86%
Other operating income	449	430	19	4%	311	138	45%
Total operating income	1,699	1,800	(101)	-6%	982	717	73%
Business Rates Retention	449	449	0	0%	426	22	5%
Revenue grant	37	32	5	16%	9	29	321%
Government furlough grant	0	0	0	N/A	56	(56)	-100%
Total income	2,185	2,281	(96)	-4%	1,473	712	48%
Operating cost	(2,980)	(3,048)	67	-2%	(2,898)	(83)	3%
Net operating surplus	(795)	(766)	(29)	4%	(1,424)	629	-44%
Net financing costs	(208)	(210)	2	-1%	(205)	(3)	2%
Net cost of operations after financing	(1,003)	(975)	(28)	3%	(1,629)	626	-38%
Capital renewals	(203)	(226)	23	-10%	(117)	(86)	73%
Net cost of operations	(1,206)	(1,202)	(4)	0%	(1,746)	540	-31%
Extraordinary revenue grant	1,354	1,233	121	10%	913	442	48%
Net cost of operations after extraordinary revenue grant	148	31	117	367%	(833)	982	-118%

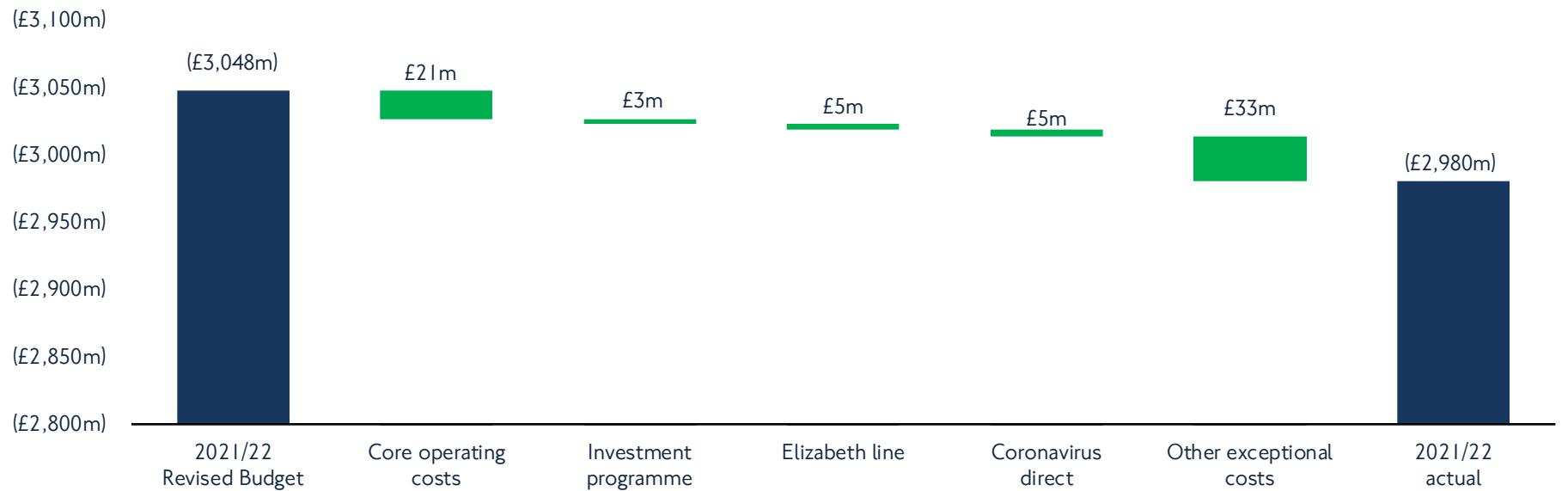
Operating costs

Total operating costs £67m lower than Budget. Underlying costs are £30m better than expected, driven by new efficiencies (including staff cost savings), and cost reductions from lower bus performance payments, lower LU traction costs, and lower maintenance costs in Rail.

Operating account contingency release of £30m in the year to date, in place to offset high risk operating account uncertainties e.g. RUC revenues.

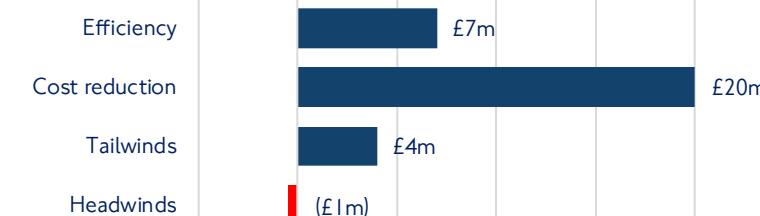
£2,800m
£2,850m
£2,900m
£2,950m
£3,000m
£3,050m
£3,100m

Operating costs



Operating costs: drivers of year-to-date variances (£m)

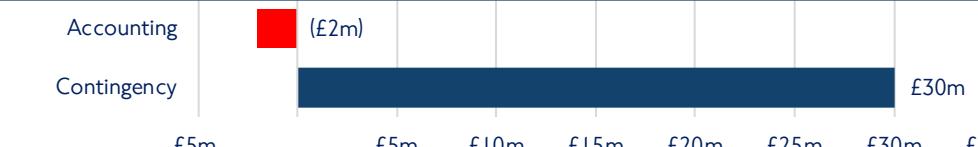
Underlying costs £30 better



Timing differences of £9m



Accounting and contingency £28m favourable



The underlying costs figure and related commentary was corrected to £30m after the initial publication of the paper.



Capital account

Total capital expenditure £72m lower than target, largely a result of project slippage and deferrals, partly driven from short term and stop-start nature of the current funding agreements.

Property and asset receipts are (£32m) lower than Budget, driven by later than expected property disposals.

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Capital account

Capital account (£m)	Q2 Year to date, 2021/22				Q2 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
New capital investment	(356)	(404)	48	-12%	(308)	(48)	15%
Crossrail	(307)	(341)	34	-10%	(342)	35	-10%
Total capital expenditure	(663)	(745)	82	-11%	(650)	(13)	2%
Financed by:							
Investment grant	409	409	0	0%	400	9	2%
Property and asset receipts	16	48	(32)	-67%	6	10	169%
Borrowing	1	1	0	-3%	422	(421)	-100%
Crossrail borrowing	74	74	0	0%	299	(225)	-75%
Crossrail funding sources	277	274	3	1%	67	210	311%
Other capital grants	22	24	(2)	-10%	60	(38)	-63%
Total	799	831	(32)	-4%	1,254	(455)	-36%
Net capital account	136	86	50	59%	604	(468)	-77%
Capital renewals	(203)	(226)	23	-10%	(117)	(86)	73%
New capital investment	(356)	(404)	48	-12%	(308)	(48)	15%
Total TfL capital expenditure	(559)	(631)	72	-11%	(426)	(133)	31%

Capital expenditure

Total capital expenditure is £72m lower than Budget, driven by slippage and deferrals. LU, Surface and Corporate programme underspend partly driven by stop-start nature of the funding agreements, and associated project approval and contractual delays.

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Capital expenditure by programme: year to date, 2021/22

Capital renewals and new capital investment (£m)	Q2 Year to date, 2021/22				Q2 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Major projects	(255)	(257)	2	-1%	(197)	(58)	29%
Northern Line Extension	(40)	(40)	0	1%	(44)	4	-10%
Four Lines Modernisation	(64)	(63)	(1)	2%	(37)	(27)	74%
Major Stations	(30)	(33)	3	-8%	(31)	1	-3%
Railway Systems Enhancements	(3)	(3)	0	-8%	(6)	3	-51%
Piccadilly line trains	(62)	(64)	2	-2%	(35)	(27)	78%
DLR Rolling Stock	(31)	(31)	0	-1%	(17)	(14)	79%
Barking Riverside	(21)	(20)	(1)	3%	(25)	4	-15%
Silvertown Tunnel	(5)	(5)	0	-6%	(3)	(2)	61%
Elizabeth line - infrastructure	(8)	(9)	1	-10%	(13)	5	-38%
LU	(135)	(154)	19	-12%	(77)	(58)	77%
Capital renewals	(124)	(140)	16	-12%	(65)	(59)	92%
New capital investment	(11)	(13)	2	-19%	(12)	1	-9%
Surface Transport	(110)	(123)	13	-11%	(102)	(8)	8%
Healthy Streets	(18)	(20)	2	-12%	(19)	1	-6%
Surface - assets	(34)	(35)	1	-3%	(25)	(9)	36%
Surface Tech	(13)	(17)	4	-23%	(6)	(7)	121%
Public Transport	(24)	(27)	3	-10%	(25)	1	-2%
Air Quality and environment	(21)	(24)	3	-13%	(27)	6	-23%
Corporate programmes	(41)	(47)	6	-13%	(24)	(17)	72%
Professional Services	(39)	(47)	8	-16%	(30)	(9)	29%
Media	(1)	0	(1)	2666%	7	(8)	-123%
Commercial Development	(10)	(40)	30	-74%	(13)	3	-22%
Estates and facilities	(1)	(1)	0	-34%	0	(1)	307%
Property development	(10)	(39)	29	-75%	(13)	3	-26%
Total TfL	(559)	(631)	72	-11%	(426)	(133)	31%

Cash balances

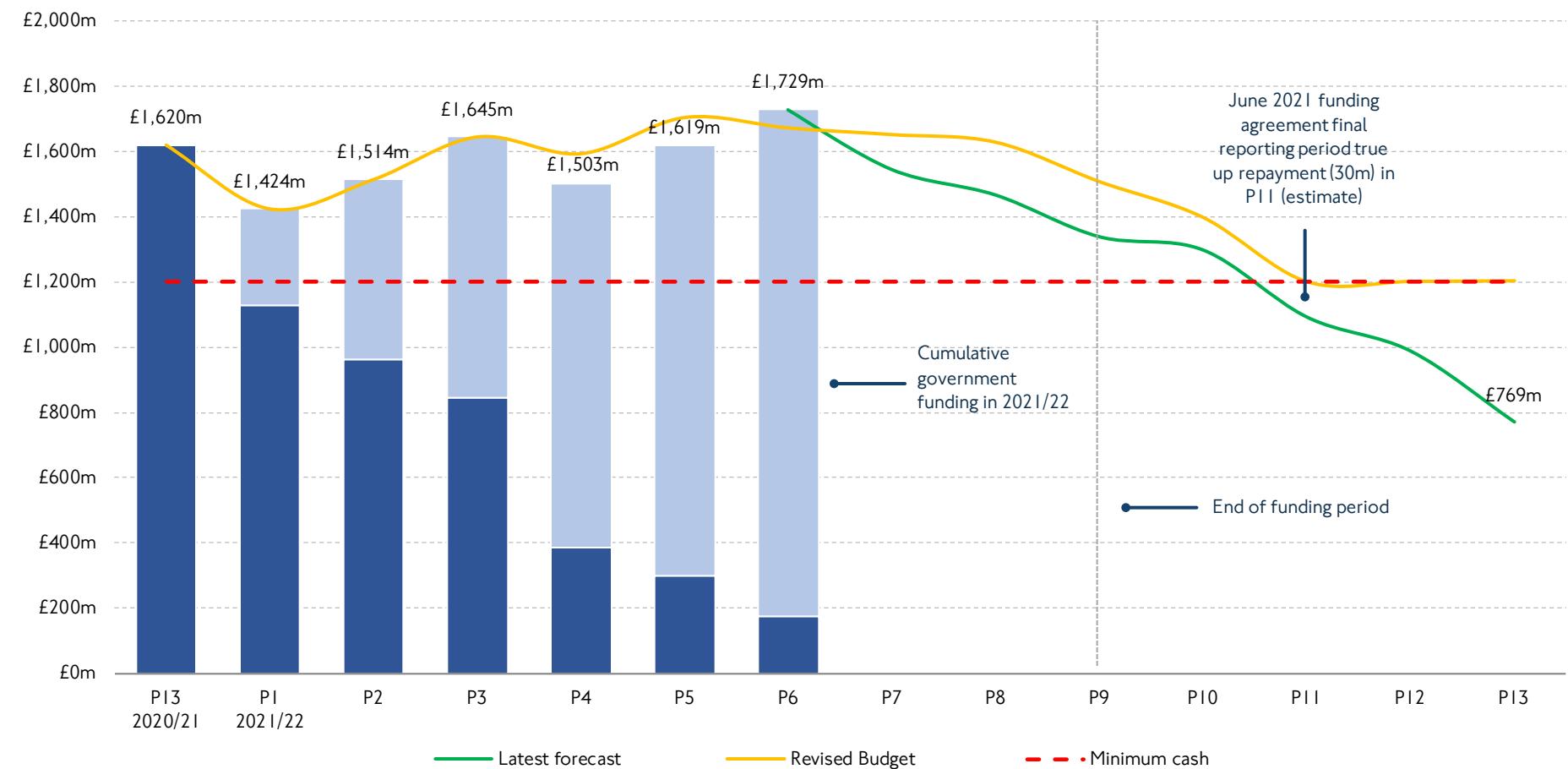
Total cash balances are just above £1.7bn at the end of Quarter 2. Cash balances are £57m higher than Budget, largely a result of favourable variances from other operating income and lower operating costs.

Our latest cash forecast for the year shows cash gradually declining from Quarter 2 onwards, driven by lower levels of government funding until the expiry of the current agreement on 11 December. From this point, cash will decline to between £700-800m at year end – this is almost £500m lower than our minimum cash balance – if we are not in receipt of further funding from government.

Cash balances and latest forecast

	2020/21	2021/22 cash movement	Q2, 2021/22 closing cash	Q2, 2021/22: variance to Revised Budget
TfL closing cash balances	1,620	109	1,729	57

Cash balances and latest cash forecast, 2021/22



Board



Date: 20 October 2021

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 14 September 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 14 September 2021.

2 Recommendation

- 2.1 The Board is asked to note the report.

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 14 September were published on 6 September 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).
- 3.2 The main matters considered by the Panel were:
- (a) Quarterly Safety, Health and Environment Report;
 - (b) Measuring and Improving Employee Health;
 - (c) Bus Driver Welfare;
 - (d) Bus Safety Programme and Driver Health and Wellbeing;
 - (e) Vision Zero Action Plan Update;
 - (f) TfL Sustainability Report and Corporate Environment Plan;
 - (g) Human Resources Quarterly Report;
 - (h) Diversity and Inclusion Update;
 - (i) Safety, Health and Environment Assurance Report; and
 - (j) Enterprise Risk Update - Inability to Support New Ways of Working (ER10).

- 3.3 A summary of the items considered at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 2 December 2021.

4 Issues Discussed

Quarterly Safety, Health and Environment Report

- 4.1 The Panel noted the safety, health and environmental performance for London Underground (LU), TfL Rail, Surface Transport (including London Overground) for Quarter 1 2021/21 (1 April to 26 June 2021). Most of the data presented covered this range, except for some road safety and work-related violence data which was clearly highlighted. Two notable safety incidents which occurred outside the reporting period were also raised.
- 4.2 The road, bus and public transport workforce safety scorecard measures had been met. The public transport customer safety scorecard measure was not met, with slips, trips and falls as the main cause of customer injuries and incidents on stairs and escalators remained high.
- 4.3 Lower than normal passenger numbers and on street activity continued as tighter Government restrictions remained in place due to the coronavirus pandemic. Across the public transport network, there were no accidental customer or workforce deaths, however serious injuries had increased to a total greater than any quarter throughout 2020/21. Fifteen people were killed and early estimates indicated 849 people were seriously injured on London's streets in Quarter 1. More people cycling were killed or seriously injured compared to other transport modes, followed by powered two-wheeler drivers and then people walking. However, the risk of being killed or seriously injured per journey was falling for people cycling, which reflected a significant increase in the number of people cycling, and a change in where, when and why people were cycling.
- 4.4 Outside of Quarter 1, two notable road safety incidents occurred; the death of a person cycling at Holborn gyratory involving an HGV and a collision between two buses at Victoria bus station which resulted in two serious injuries and a fatal injury.
- 4.5 Ninety-five people who worked on the transport network had tragically lost their lives to Covid-19 since the start of the pandemic. Covid-19 remained the top cause of short-term absences in Quarter 1 but fell from the first to third most common cause of long-term absence when compared to the previous quarter. Absences related to mental health and musculoskeletal issues were the most significant causes of long-term absences and remained the focus of TfL's preventative measures.
- 4.6 TfL's electricity consumption in Quarter 1 reflected the near normal operation of services and included the reopening of the Waterloo & City line for the first time since March 2020. Consumption was 31 per cent higher compared to the same quarter last year due to reduced service levels as a result of the

pandemic. Carbon emissions were only 21 per cent higher, partly offset by grid decarbonisation.

Measuring and Improving Employee Health

- 4.7 The Panel noted the paper, which provided an update on the progress of a health and wellbeing programme for London bus drivers, as well as steps that TfL was undertaking to improve and support the health of its own employees.
- 4.8 The pandemic highlighted the impact preventable underlying conditions such as diabetes, hypertension and obesity could have by increasing the risk of poor outcomes amongst those suffering with Covid-19. Social inequalities also affected outcomes and impacted on general health and wellbeing. Improved health and wellbeing benefitted not only individual employees but also the organisation, resulting in improved attendance, engagement and productivity.
- 4.9 There were several elements to ensuring that any health and wellbeing initiatives brought benefits to employees, such as ensuring initiatives were data driven and evidenced based. Any interventions should be rigorously evaluated to determine their benefit and benchmarked both internally and externally.
- 4.10 TfL valued employee health and wellbeing and had much already in place to support employees. However, there was more that could be done and improved reporting on health data was key. TfL worked closely with its contractors to consider how it could influence the health and wellbeing of their staff, either through contractual obligations and/or as an exemplar of employee best practice. The work TfL was taking with the bus operators to improve health among bus drivers was an example of its commitment to support contractors.

Bus Driver Welfare

- 4.11 The Panel noted the paper, which provided an update on workstreams in progress to improve bus driver welfare, including the provision of toilets and bus driver welfare facilities such as mess rooms.
- 4.12 Providing good bus driver facilities aligned with the Mayor's Transport Strategy by ensuring that the bus network was operationally efficient and reliable and therefore met customer expectations. TfL was committed to ensuring that drivers had access to toilets and welfare facilities to carry out their crucial role. The pandemic had impacted the availability and capacity of existing driver welfare facilities and TfL had rapidly responded to address this by providing temporary toilets and expediting plans to provide more mess room capacity to allow social distancing.
- 4.13 TfL continued to engage with bus drivers, operators and Unite to ensure that, as bus routes changed, they were assigned the correct priority within the programme and new toilet facilities were delivered on the highest priority routes. Opportunities for developers to provide facilities for bus drivers would continue to be identified as part of Section 106 planning contributions and

other negotiated agreements. TfL continued to identify driver relief facilities in need of renewal and progress projects to ensure facilities met the needs of drivers.

Bus Safety Programme and Driver Health and Wellbeing

- 4.14 The Panel noted the paper, which provided an update on the progress of the Bus Safety Programme as well as the emerging work on Driver Health and Wellbeing, in response to the longer-term recommendations made by University College London's Institute of Healthy Equity report into driver deaths as a result of Covid-19.
- 4.15 The number of people killed or seriously injured in or by a bus fell by 38 per cent to 132 people between 2019 and 2020, which was the lowest number on record. While this reduction had exceeded the 2022 target, there was still more to do to ensure reductions continued in those killed and seriously injured in the move out of the pandemic.
- 4.16 The retrofit roll-out of Intelligent Speed Assistance technology began in July 2021 and the programme was expected to deliver 1,200 buses in the first tranche. Future tranches would be subject to the next Government funding settlement.
- 4.17 The safety training programme for London bus drivers commenced in May 2019 but delivery had been severely impacted by the pandemic, with suspensions of all classroom-based training during lockdowns and time taken to ensure Covid-19 safe training environments. TfL was working with operators to establish a revised end date for the training with an intended target of all drivers receiving training by March 2022.
- 4.18 More frequent voluntary health assessments for drivers were being introduced in the form of self-assessment kiosks to help detect health conditions, such as hypertension, diabetes and heart disease at an earlier stage. The kiosks would signpost drivers to additional support available from their operator, Employee Assistance Programmes and other external resources. This enabled bus operators to assist drivers in getting the help they needed and built on the open culture work of the fatigue management programme.

Vision Zero Action Plan Update

- 4.19 The Panel noted the paper, which set out the intention to publish an update to the 2018 Vision Zero Action Plan, as well as an overview of the purpose and content of the document. The final draft would be shared with the Panel prior to publication in autumn 2021.

TfL Sustainability Report and Corporate Environment Plan

- 4.20 The Panel noted the paper, which contained an overview of the purpose and content of the Sustainability Report alongside, and supported by, a Corporate Environment Plan for the first time in 2021, and outlined TfL's approach to sustainability and environment to customers, staff and suppliers.

- 4.21 The Sustainability Report was a wide-ranging report that aimed to capture the social, economic and environmental benefit TfL delivered and to track progress. It provided an account of work to date and included key metrics to measure performance. The Corporate Environment Plan set out TfL's future approach to improving its organisational performance. It was a forward-looking plan with a focus on the environment strand of sustainability, providing more detail on its ambition, targets and plans.

- 4.22 The report and plan were subsequently published on 30 September 2021.

Human Resources Quarterly Report

- 4.23 The Panel noted the paper, which provided an update on key Human Resources (HR) led activities and performance for the period July - September 2021.

- 4.24 Updates included people performance against TfL scorecard measures and further details on TfL's ongoing response to the coronavirus pandemic, including the move toward office re-occupation and transition to a hybrid way of working. It also included updates on activity delivered across the HR function aligning to three of TfL's top People Priorities: a more inclusive and diverse organisation; an engaged, motivated and healthy workforce; and the right people, skills and capacity to deliver the Business Plan.

- 4.25 The first key indicator of progress against the people scorecard measures would be the results of the annual Viewpoint staff survey, which was subsequently launched in October 2021, following which an informal briefing would be provided for Members.

- 4.26 The recently finalised refreshed equality objectives would be communicated across the organisation and delivery teams would be accountable for the individual initiatives to develop delivery plans. The objectives would form a foundation to the ongoing development of TfL's future focused diversity and inclusion strategy, Action on Inclusion, scheduled to be published in January 2022.

Diversity and Inclusion Update

- 4.27 The Panel noted the paper, which provided an overview of the work delivered and planned, that would help to ensure TfL's workforce was more reflective of London and would create and embed a fairer and more inclusive culture.

- 4.28 TfL was committed to delivering on equality and fairness in its recovery from the pandemic. London's diversity was one of its greatest assets and TfL was working to make its workforce better represent the city it served, especially at senior levels. The environment it was operating in was uncertain and this was having an impact on the ability to attract and retain leaders.

- 4.29 TfL was taking action to address diversity within the organisation, from building diverse pipelines for future leaders to supporting those ready for a leadership role. This year it was launching its Action on Inclusion strategy to ensure a

continued relentless pursuit of inclusive leadership, cultures, behaviours and ways of working across our organisation.

Safety, Health and Environment Assurance Report

- 4.30 The Panel noted the paper, which set out the proposed approach to continuing to strengthen and improve TfL's safety, health and environment (SHE) assurance activities; by providing information on assurance activity and findings; and identifying areas where further development was proposed or underway.
- 4.31 The Office of Rail and Road had highlighted the importance of continuing to have appropriate arrangements in place to monitor and review the effectiveness of risk controls. Recent discussion with the Audit and Assurance Committee identified a need for more visibility and scrutiny of SHE risk management and the assurance processes in place to ensure and evidence compliance with TfL's standards and processes.
- 4.32 Starting from September 2021, it was proposed to start reporting SHE assurance information to the Panel. As the digital assurance capabilities currently in development were rolled out, there would be progressively more data and insight to report to the TfL Committees and Panels providing risk oversight.

Enterprise Risk Update - Inability to Support New Ways of Working (ER10)

- 4.33 The Panel noted the paper, which provided an overview of Enterprise Risk 11 ('Inability to support new ways of working') which focused on technology, people and estates for office-based employees.
- 4.34 The risk status had been amended to adequately controlled. TfL's approach to programme management, planning and governance was a key factor in the reassessment of the risk status being updated.
- 4.35 A gradual transition to hybrid working began from 17 August 2021, in line with the Government guidance.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 14 September 2021

Contact Officer: Howard Carter, General Counsel
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Board

Date: 20 October 2021



Item: Report of the Meeting of the Audit and Assurance Committee held on 15 September 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 15 September 2021.

2 Recommendation

- 2.1 The Board is asked to note the report.

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 15 September 2021 were published on 7 September 2021. The papers are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).
- 3.2 The main matters considered by the Committee on 15 September 2021 were:
- (a) Annual Audit Letter;
 - (b) Risk and Assurance Quarter 1 Report 2021/22;
 - (c) Elizabeth Line Programme Assurance Quarter 1 Report 2021/22;
 - (d) Independent Investment Programme Advisory Group Quarterly Report;
 - (e) TfL Statement of Accounts Year Ended 31 March 2021 – Changes Made Prior to Finalisation;
 - (f) Effectiveness Review of the External Auditors;
 - (g) Appointment of External Auditors;
 - (h) Freedom of Information Update;
 - (i) Finance Control Environment Trend Indicators and Transformation Update;

- (j) Register of Gifts and Hospitality for Members and Senior Staff; and
 - (k) Enterprise Risk Update – Major Security Incident (ER4).
- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 1 December 2021.

4 Issues Discussed – 15 September 2021

Annual Audit Letter

- 4.1 The Committee noted the annual Audit Letter prepared by EY, summarising its conclusion on the Annual Statement of Accounts and Value for Money.
- 4.2 The Chair noted that without a long-term funding solution for TfL, EY was only able to give a qualified Value for Money assessment.

Risk and Assurance Quarter 1 Report 2021/22

- 4.3 The Committee noted the update on work for Quarter 1 2021/22.

Elizabeth Line Programme Assurance Quarter 1 Report 2021/22

- 4.6 The Committee noted the update on the programme of assurance activity in relation to the Elizabeth line during Quarter 1 2021/22, which included a summary of the integrated assurance process to Elizabeth line readiness and Crossrail transition.

Independent Investment Programme Advisory Group (IIPAG) Quarterly Report

- 4.7 The Committee noted the quarterly IIPAG report and the management response.
- 4.8 It was agreed that consideration would be given to TfL's Value for Money in relation to the update to the UK Treasury Green Book and qualitative measures.
- 4.9 There were no new unagreed or critical IIPAG recommendations or outstanding management actions.

TfL Statement of Accounts Year Ended 31 March 2021 - Changes Made Prior to Finalisation

- 4.10 The Committee noted the update on any material changes to the Statement of Accounts, following their presentation to the Committee on 7 June 2021.

Effectiveness Review of the External Auditors

- 4.11 The Committee noted the annual update on the effectiveness review of the External Auditors, which included feedback from Committee Members.

- 4.12 Members noted the good relationships with staff, the robust and transparent relationship with Committee Members and welcomed the return of face to face activity, where appropriate.
- 4.13 Overall, Members and staff were satisfied with EY's performance during 2020/21, despite the challenges of remote working.

Appointment of External Auditors

- 4.14 The Committee approved the proposal to opt in to the national scheme for the appointment of auditors for a period of five years, commencing with the audit of the 2023/24 financial year.

Freedom of Information Update

- 4.15 The Committee noted the annual update on performance on processing Freedom of Information and Environmental Information Regulation requests.
- 4.16 The Committee noted the continued good performance in meeting statutory deadlines and thanked staff for their good work.

Finance Control Environment Trend Indicators and Transformation Update

- 4.17 The Committee noted the update on savings from the implementation of end-to-end processes across TfL's Finance and Business Services teams as a result of transformation of both services.
- 4.18 The Committee would be kept updated on progress.

Register for Gifts and Hospitality for Members and Senior Staff

- 4.19 The Committee noted the quarterly update on the register of gifts and hospitality for Members and senior staff.

Enterprise Risk Update - Major Security Incident (ER4)

- 4.20 The Committee noted the update on Enterprise Risk 4.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 15 September 2021

Contact Officer: Howard Carter, General Counsel
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Board

Date: 20 October 2021



Item: Report of the Meeting of the Elizabeth Line Committee held on 30 September 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Elizabeth Line Committee at its meeting on 30 September 2021.

2 Recommendation

- 2.1 The Board is asked to note the report.

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 30 September 2021 were published on 22 September 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Committee were:

- (a) Safety Update;
- (b) Project Status Update;
- (c) Elizabeth Line Readiness and Transition Update;
- (d) Finance and Risk Update;
- (e) Project Representative Report; and
- (f) Elizabeth Line Programme Assurance Update.

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 25 November 2021.

4 Issues Discussed

Safety Update

- 4.1 The Committee noted the update on safety on the Crossrail project. Health and safety remained the top priority and overall performance was kept under

constant scrutiny. There were no significant operational safety incidents during Periods 3, 4 and 5, 2021/22 covered by the report.

- 4.2 Howard Smith, Chief Operating Officer Elizabeth line, provided an oral update on the access improvement plan, which had been established to address issues with short notice requests for access to the railway and to equipment rooms, early in Trial Running. Procedures had been clarified and the number of incidents significantly reduced alongside an improved maintenance access programme.
- 4.3 It was agreed that Members would be provided with both project and Rail for London (Infrastructure) Limited construction safety data and that this information would be included in future reports.

Project Status Update

- 4.4 The Committee noted the update on the status of the Crossrail project.
- 4.5 A planned blockade in October 2021 would enable the commissioning of the latest software update to the system and testing of the tunnel ventilation system, with final integration testing in November 2021.
- 4.6 The de-mobilisation of Tier-1 staff and resources was being closely monitored, with a focus on safety and staff wellbeing. The de-mobilisation would also help simplify the assurance and certification process. Tier 1 de-mobilisation was scheduled for completion by January 2022 with any critical integration skills retained.

Elizabeth Line Readiness and Transition Update

- 4.9 The Committee noted the updates on the performance of the TfL Rail operational service and the status of the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.
- 4.10 Improvements to the reliability of infrastructure and systems were still required but many issues were expected to be addressed by software updates in October and December 2021.
- 4.11 The Chair and Vice-Chair of the Committee had recently gained valuable insights by the opportunity to observe Trial Running.

Finance and Risk Update

- 4.12 The Committee noted the update on Crossrail's financial performance up to Periods 4 and 5, 2021/22 and on risk management processes.

Project Representative (P-Rep) Report

- 4.13 The Committee noted the latest periodic reports from the P-Rep on the Crossrail project and the management responses to these reports, for Periods

3-5, 2021/22. Copies were also available on the TfL website, with commercially sensitive material redacted.

- 4.14 Stephen Hill, Jacob's Project Representative, congratulated staff on the de-mobilisation schedule and prudent control of works to be completed. The completion of all assurance activities would be challenging, and train reliability growth and performance were currently below target. The challenges with the tunnel ventilation system were also highlighted.

Elizabeth Line Programme Assurance Update

- 4.15 The Committee noted progress with Programme Assurance activity across the Crossrail three Lines of Defence Integrated Assurance Framework.
- 4.16 The Committee and Commissioner thanked the Head of Programme Assurance, Crossrail, who was leaving. A successor had been appointed.
- 4.17 An updated Integrated Audit and Assurance Plan would be submitted to the next meeting.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 30 September 2021

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Board

Date: 20 October 2021



Item: Report of the Meeting of the Finance Committee held on 6 October 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 6 October 2021.

2 Recommendation

- 2.1 The Board is asked to note the report.

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 6 October 2021 were published on 28 September and 1 October 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).
- 3.2 The main matters considered by the Committee were:
- (a) Use of Delegated Authority;
 - (b) Finance Report;
 - (c) Treasury Activities;
 - (d) Treasury Management Strategy 2021/22 and Treasury Management Policies – LTM and LTIG Investments Update;
 - (e) Prudential Indicators – Outturn for the Year Ended 31 March 2021;
 - (f) Funding Update on TTL Properties Limited;
 - (g) Power Purchase Agreement (PPA 1 – Operational Assets); and
 - (h) Spending Review Submission.
- 3.3 A summary of the items considered, and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 24 November 2021.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting on 23 June 2021, there had been: one use of Chair's Action in relation to amendments to advertising concessions; no use of authority delegated by the Board; three uses of Procurement Authority granted by the Commissioner or the Chief Finance Officer but no use of Land Authority; and one Mayoral Direction to TfL, in relation to implementing further financial support fund for Seven Sisters Market traders (MD2868, 31 August 2021).

Finance Report

- 4.2 The Committee noted TfL's financial results to the end of Period 5, 2021/22 – the year-to-date period ending 21 August 2021. Variances were shown against the Revised Budget approved by the Board in July 2021. The Revised Budget target included the funding from Government as part of the 1 June 2021 agreement, reflecting the revenue top-up mechanism.
- 4.3 Total passenger income was £1,012m in the year to date, £74m lower than target, but over £500m higher than the same time period last year. Overall journeys were 59 per cent of pre-pandemic levels in the latest period, compared to a target of 73 per cent. There was continued strong growth on buses with demand around 65 per cent of pre-pandemic levels and Tube journeys 50 per cent, but significantly short of the 75 per cent target. There was recent Tube journey growth from the inner and outer suburbs and in weekend travel. City journeys were around 45 per cent of pre-pandemic levels, with rail terminus journeys also up to 55 per cent, showing the return to offices picking up but lower than anticipated.
- 4.4 TfL's current funding agreement with Government covered the period 1 June to 11 December 2021. Without further Government funding, cash balances would decline to just over £700m by year end. Future income from passenger journeys remained a significant risk as journeys were not yet at expected levels. There also remained uncertainty on timing and the extent and recovery of any decline in journeys following a winter outbreak of coronavirus.

Treasury Activities

- 4.5 The Committee noted the paper, which provided a brief update on key treasury activities for the period from 20 February to 16 September 2021.
- 4.6 The latest funding agreement with Government was based on a range of high-level assumptions, including phasing of the savings target. Upfront phasing of emergency government base grant, earlier than expected delivery of savings and delays in capital expenditure due to funding uncertainty meant cash balances had been higher than expected but would start reducing over the coming months. The funding agreement assumed that TfL's cash balances would reduce near to the minimum £1.2bn level by the

end of the funding period on 11 December 2021, after restating for revenue true up adjustments in line with the funding agreement.

- 4.7 Standard & Poor's had affirmed TfL's credit ratings and revised the outlook on long-term rating to stable from negative. This reflected its view that the Government would continue to provide adequate support to TfL until ridership rebounded to sustainable levels. Moody's had downgraded TfL's long-term credit rating from A1 to A3 and maintained the negative outlook on the rating. It also downgraded the short-term rating from P-1 to P-2. The downgrades reflected Moody's view on the impact of the coronavirus pandemic, its assessment of the financial support provided by Government and the absence of a longer-term funding arrangement.
- 4.8 The downgrade had increased the interest rates that would be payable on new long-term commercial debt and made these forms of borrowing less attractive. TfL had worked to reassure its financial stakeholders following the downgrade and was not aware of any material negative action by its debt holders as a result. There had been no changes to TfL's rating from Fitch during the reporting period.

Treasury Management Strategy 2021/22 and Treasury Management Policies – LTM and LTIG Investments Update

- 4.9 The Committee noted the paper and approved the updated Treasury Management Strategy (TMS) 2021/22 and the Treasury Management Policies (TMP). Approval of the TMS and TMP were matters reserved to the Board, however, on 29 July 2021 the Board delegated approval of these matters and any in-year changes to the Finance Committee. The Committee exercised that authority in relation to the proposed updates to the TMS and TMP.
- 4.10 Matters relating to investment of cash balances within the TMS and TMP would not apply to London Transport Museum Limited, its subsidiary London Transport Museum (Trading) Limited (together LTM) or London Transport Insurance (Guernsey) Limited (LTIG). LTIG and LTM had cash balances of less than £80m on average and neither had a letter of comfort from TfL. In practical terms, neither was part of TfL's notional cash pooling structure and, as such, both had always been managed independently.
- 4.11 LTIG and LTM would be required to report their respective strategies and policies relating to the investment of cash balances, and any changes to them, to Group Treasury from time to time for approval by either the Corporate Finance Director or Group Treasurer.

Prudential Indicators – Outturn for the Year Ended 31 March 2021

- 4.12 The Committee noted the paper, which set out TfL's performance against prudential indicators which supported decision making on planned capital expenditure, borrowing and treasury management activities for the financial year 2020/21.

- 4.13 TfL prepared prudential indicators at both the TfL Corporation and TfL Group level. Both the Corporation and the Group were within their total Authorised Limits for the year ended 31 March 2021, and other Corporation and Group indicators were all within target.

Funding Update on TTL Properties Limited

- 4.14 The Committee noted the funding update on TTL Properties Limited (TTLP). TfL's landholdings had the potential to deliver thousands of homes across London and create substantial sums to reinvest in the transport network.
- 4.15 The paper provided a summary of the recent work undertaken on the property workstream of the Financial Sustainability Plan (FSP) and the wider activity to operate TTLP as a dedicated commercial property company within TfL. It included progress on discussions with Government on the FSP property workstream, the TTLP Business Plan and initial market testing on funding options for TTLP.
- 4.16 Subject to ongoing discussions with Government, agreement had been reached on the housing target. Soft market testing with UK and European banks and institutional investors had allowed TTLP to confirm previous assumptions and move forward on the basis of a single preferred funding option for the initial years of the Plan.
- 4.17 In starting on the sites that would deliver 20,000 homes over 10 years, TTLP would have a material impact on the housing sector in London, particularly given TTLP's focus on modern methods of construction and construction skills, building on positive work undertaken to date. More remained to be done over the course of the next six months to refine TTLP's Investment Strategy and Business Plan. These would be brought back to Committee for approval.

Power Purchase Agreement (PPA 1 – Operational Assets)

- 4.18 The Committee noted the paper, which provided an update on the procurement of Power Purchase Agreement (PPA) 1, to purchase energy from existing renewable energy assets which formed part of TfL's Energy Purchasing Strategy.
- 4.19 The Strategy was to procure an initial tranche of 130-150 GWhs per annum, approximately 10 per cent of TfL's annual energy requirement. Over the last 12 months, the energy market had changed significantly and the current market environment presented a number of risks in the procurement of PPA 1. The paper updated on these issues and proposed options in the future procurement of PPAs to alleviate some of these risks.

Spending Review Submission

- 4.20 The Committee noted the paper and the appended spending review submission. The Government's Spending Review would be announced on 27 October 2021. The deadline for submissions was 30 September 2021.

TfL had a clear offer to Government that could stimulate the UK's economic recovery, decarbonisation and the levelling up agenda while still delivering the Mayor's Transport Strategy.

- 4.21 TfL's comprehensive spending review submission reflected the realities of constrained funding and the uncertainty of future demand, notably in a reduction and deferral of capacity investment. In total, TfL had reduced its planned spend on enhancements and extensions by £5.7bn over a 10-year period compared to the pre-pandemic 2019 Capital Strategy.
- 4.22 For London to play its part in the recovery from the pandemic and continue providing public transport services, TfL needed revenue support of £500m for the rest of the year and £1.2bn through 2022/23. Beyond that, Government support would only be needed for investment from 2023/24, which all transport authorities around the world required.
- 4.23 In order to plan, commit and deliver most efficiently for the public purse, TfL needed Government to commit to a long-term sustainable partnership in addition to existing funding sources and move to a predictable and efficient system of multi-year investment control periods. This long-term approach was common with other transport authorities such as Network Rail and National Highways and made economic sense.
- 4.24 The additional investment would unlock: transitioning the bus fleet to zero emission; Piccadilly line signalling modernisation; vital rail asset renewal; core asset resilience; securing an inclusive network to drive mode shift; and stimulating economic activity in opportunity areas.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 6 October 2021

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Board



Date: 20 October 2021

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 7 October 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the members of the Customer Service and Operational Performance Panel at its virtual meeting on 7 October 2021.

2 Recommendation

- 2.1 The Board is asked to note the report.

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 7 October 2021 were published on 29 September 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Panel were:

- (a) Customer Services and Operational Performance Report – Quarter 1 2021/22;
- (b) Bus Services to London's Hospitals;
- (c) Winning Back Our Customers; and
- (d) Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11).

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 7 December 2021.

4 Issues Discussed

Customer Services and Operational Performance Report – Quarter 1 2021/22

- 4.1 Members noted the Customer Services and Operational Performance Report. The report, first presented to the Panel in February 2020, had been

reintroduced as London moved into a period of recovery and increased mobility on TfL's network.

- 4.2 The report had been streamlined and restructured to better align with TfL's post-pandemic priorities, to comply with accessibility requirements and to avoid duplication of data shared in other quarterly reports.
- 4.3 Members welcomed the new report format and provided feedback on which data would give the Panel a greater insight into customer service and operational performance, such as Santander Cycle usage, air quality and bus speed data. The Director of Compliance, Policing, Operations and Security would also regularly attend future meetings of the Panel.
- 4.4 The Panel thanked staff for their efforts to keep the network operating, despite the impact of recent adverse weather conditions. It was noted that one month's worth of rain fell during the early hours of 5 October 2021, which caused flooding at Knightsbridge station. TfL staff had reopened the station quickly. As these events became more common, TfL was taking steps to limit the impact on the network.

Bus Services to London's Hospitals

- 4.5 Members noted an update on the progress made on the provision of bus services to London's hospitals.
- 4.6 Of the seven top priority actions identified in 2017, five had been completed and good progress had been made on one more. Of the eight lower priority actions, four had been completed and four were in progress.
- 4.7 It was difficult to determine to what extent the improved links to hospitals had resulted in passengers changing their mode of transport, particularly due to the impact of the coronavirus pandemic on all travel patterns. It was estimated that each one per cent increase in service volume resulted in a 0.6 per cent increase in demand.
- 4.8 The Panel thanked the team for their work and noted that the work done prior to the pandemic played a crucial role in enabling key workers to get to work.

Winning Back Our Customers

- 4.9 Members noted an update on the actions TfL was taking to win customers back to public transport and encourage them to make more extensive use of walking and cycling facilities.
- 4.10 Customer feedback highlighted that customers wanted to travel on a network that was safe, clean and orderly. TfL had responded by making the wearing of face coverings a condition of carriage; carrying out visible cleaning across the network; running a near full service to ensure customers could continue to turn up and go; providing customers with information about travelling during quieter times via the TfL Go app; and using marketing campaigns to promote our safety measures and reassure customers.

- 4.11 Many Londoners had said that they would use public transport more when they had a reason to travel. TfL was encouraging travel via a marketing campaign to promote what makes London a great place to live, work and visit.
- 4.12 Face coverings played an important part in increasing customers' confidence. Legislation that mandated face coverings on public transport expired in July 2021 and so TfL was no longer able to enforce face coverings using criminal sanctions. TfL had made wearing a face covering a condition of carriage, which allowed TfL to refuse entry to the network. The latest research showed that over 90 per cent of customers knew that wearing a face covering was a condition of carriage and 72 per cent reported that they did so on a regular basis. Members supported customers being encouraged to wear a face covering to normalise being considerate of other passengers.
- 4.13 Nine key areas of focus had been identified to encourage customers back to the public transport network. Further information on these would be presented at future meetings of the Panel.

Enterprise Risk Update – Disparity Leading to Unequal or Unfair Outcomes (ER11)

- 4.14 Members noted an update on how Enterprise Risk 11 was managed.
- 4.15 TfL's new Vision and Values were launched on 15 September 2021 and had been created from what our workforce said TfL's future should look like and how they said we should work together to achieve it.
- 4.16 An updated set of organisational equality objectives, which set out the actions TfL will take over the next four years, had been agreed and would be published during autumn 2021. A briefing for all Members on the Action for Inclusion Programme would be arranged ahead of its publication, which was scheduled for January 2022.
- 4.17 The Director of Diversity, Inclusion and Talent said it was important to consider how different schemes and interventions linked together, in order to understand the cumulative impacts on different communities.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 7 October 2021

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Board

Date: 20 October 2021



Item: Report of the Meeting of the Programmes and Investment Committee held on 13 October 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items to be considered by the members of the Programmes and Investment Committee at its meeting on 13 October 2021 and decisions to be taken by the Chair under Chair's Action (after the date that the papers for this meeting of the Board are published). As the meeting will not be quorate, the meeting will make recommendations for the Committee Chair to approve under Chair's Action.

2 Recommendation

- 2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee to be held on 13 October 2021 were published on 5 and 11 October 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).
- 3.2 The main matters to be considered by the Committee are:
- (a) Use of Delegated Authority;
 - (b) Investment Programme Report – Quarter 2 2021/22;
 - (c) TfL Project Assurance Update;
 - (d) Independent Investment Programme Advisory Group Quarterly Report;
 - (e) Review of Progress on Value for Money;
 - (f) Silvertown Tunnel;
 - (g) London Underground Track Renewals Programme;
 - (h) London Underground Signalling and Controls Programme;
 - (i) London Underground Major Projects Stations Programme;

- (j) Elephant and Castle Station Capacity Upgrade; and
 - (k) Surface Technology Programme.
- 3.3 A summary of the items to be considered and proposed recommendations to the Chair to take by Chair's Action is provided below. The more detailed minutes of the meeting and exercise of Chair's Action will be published ahead of the meeting of the Committee on 15 December 2021.

4 Issues To Be Discussed

Use of Delegated Authority

- 4.1 The Committee is asked to note the paper on the use of delegated authority. Since the meeting on 21 July 2021 there had been: no uses of Chair's Action; no Mayoral Directions to TfL within the Committee's remit; the Commissioner had approved five Procurement Authority requests; and the Chief Finance Officer had approved 10 Procurement Authority requests.

Investment Programme Report – Quarter 2 2021/22

- 4.2 The Committee is asked to note the update on the progress and performance in Quarter 2 2021/22 of a range of projects that will deliver world-class transport services to London.
- 4.3 The format of the report had been updated to better show how TfL delivered the Investment Programme and to enhance accessibility. For each major project or programme, the financial and milestone data represented the position at the end of the quarter and included commentary for key achievements and progress made. The report also contained updates on notable progress made after the end of the quarter.

TfL Project Assurance Update

- 4.4 The Committee is asked to note the update on the project assurance work undertaken between 27 June and 18 September 2021 and the key findings from the reviews.
- 4.5 During that period, four programme reviews were undertaken, with the Independent Investment Programme Advisory Group (IIPAG) involved in all four. Fourteen project assurance reviews were undertaken, with the IIPAG involved in three. The reviews resulted in a total of 69 recommendations, with one considered a critical issue.

Independent Investment Programme Advisory Group Quarterly Report

- 4.6 The Committee is asked to note the update on the IIPAG work undertaken since the last report.
- 4.7 The report set out IIPAG's work on cross-cutting issues, on First and Second Lines of Defence, Asset Information and Progress on Value for Money (VfM).

Review of Progress on Value for Money

- 4.8 The Committee is asked to note the update progress to date in developing a comprehensive VfM programme to improve TfL's capital delivery, including a summary of our intended programme outcomes, success to date in delivering improvements and areas requiring further attention in alignment with the IIPAG report on VfM.

Silvertown Tunnel

- 4.9 The Chair, following consultation with the Committee, is expected to be asked to note the update on progress with design and construction, and to approve the transfer of Programme and Project Authority to the Air Quality and Environment Programme in respect of the user charging element of the Silvertown Tunnel scheme.

London Underground Track Renewals Programme

- 4.10 The Committee is asked to note the update on the London Underground (LU) Track Renewals Programme, which delivers prioritised, critical asset renewals to maintain current levels of safety and reliability and, where possible, support upgrade requirements.
- 4.11 The delivery of the programme was impacted by the coronavirus pandemic. From the revised plan, Deep Tube Renewals (DTR) saw around 600m shortfall due to late access changes and staff shortages due to the pandemic. However, in all other areas of the programme, planned volumes were either met or exceeded. DTR sites that were delivered in 2020/21 included Baker Street to St Johns Wood (Jubilee line) and Finsbury Park to Arsenal (Piccadilly line).

London Underground Signalling and Controls Programme

- 4.12 The Chair, following consultation with the Committee, is expected to be asked to grant additional Programme and Project Authority of £94.4m.
- 4.13 The matters for which Authorities are sought included commitments that extended beyond the period of the Business Plan and Revised Budget approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans.
- 4.14 Signalling systems were safety critical and, if any of the elements they are made up of are in a failed state or unavailable, could continue to operate with current performance levels. The detail of the request was the very minimum required to ensure that the systems can remain safe and operable.
- 4.15 Since the last update to the Committee, a number of milestones had been reached, including incremental upgrades and work to replace obsolete equipment across the Jubilee, Northern, Bakerloo and Central lines.

- 4.16 In 2022, the programme would continue to deliver incremental upgrades, deliver renewals works to extend the life of Central line signalling and control systems and the Northumberland Park depot, address the obsolescence of the large data transfer system on the Jubilee and Northern lines, install new equipment to replace those which contain hazardous chemicals.

London Underground Major Projects Stations Programme

- 4.17 The Chair, following consultation with the Committee, is expected to be asked to grant additional Programme and Project Authority of £54.7m.
- 4.18 The matters for which Authorities are sought include commitments that extended beyond the period of the Business Plan and Revised Budget approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans.
- 4.19 The LU Major Projects Stations Programme enables improvements to be made to station safety, accessibility, easing interchange, with inclusive designs providing lifts and step-free access. Where appropriate, the programme also enables commercial opportunities including over-station developments, retail and other increased revenue. These projects often presented an opportunity for significant third-party funding.

Elephant and Castle Station Capacity Upgrade

- 4.20 The Chair, following consultation with the Committee, is expected to be asked to note the update on the progress of the Elephant and Castle Station Capacity Upgrade project and approve TfL and LU entering into a Developer Agreement with the developer.

Surface Technology Programme

- 4.21 The Chair, following consultation with the Committee, is expected to be asked to grant additional budgeted Programme and Project Authority of £30.1m.
- 4.22 The matters for which Authorities are sought include commitments that extended beyond the period of the Business Plan and Revised Budget approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans.
- 4.23 Since the last update to the Committee, progress had been made in finalising contracts with key suppliers for delivery of Cycle Hire (Santander Cycles) modernisation initiatives, commencing development of Enforcement and Compliance Operational Systems using in-house teams, and awarding the contract for Deployable Enforcement Cameras (DECs) to monitor civil moving traffic contraventions. There had been efficiency savings of £1.5m, delivered through lower than expected supplier costs on DECs. A further £0.5m of efficiencies was targeted.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 13 October 2021

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