

Agenda

Meeting: Board

Date: Wednesday 8 December 2021

Time: 10:00

**Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ**

Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Cllr Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

Government Special Representatives

Andrew Gilligan

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Ben Story

Peter Strachan

Becky Wood

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://www.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 30 November 2021

**Agenda
Board
Wednesday 8 December 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 20 October 2021
(Pages 1 - 14)**

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 20 October 2021 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 15 - 18)**

General Counsel

The Board is asked to note the updated actions list and the use of authority delegated by the Board.

5 Commissioner's Report (Pages 19 - 54)

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 20 October 2021 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operational Readiness and Crossrail Update
(Pages 55 - 58)

Commissioner and Chief Executive, Crossrail

The Board is asked to note the paper.

7 Finance Report: Budget Submission and Capital Strategy - to follow

Chief Finance Officer

The Board is asked to note the Finance Report, TfL's submission to the GLA Budget and the Capital Strategy.

8 Annual Travel in London Report (Pages 59 - 90)

Director of City Planning

The Board is asked to note the Travel in London 14 Overview Report.

9 Appointments to TfL and its Committees and Panels (Pages 91 - 102)

General Counsel

The Board is asked to: note the composition of the Board following the appointments of Anurag Gupta, Marie Pye and Peter Strachan; to approve the appointment of Members to TfL's Committees and Panels, as set out in Appendix 2 to the paper, with effect from 1 January 2022; and note the proposed appointment of Members to a new Land and Property Committee of the Board, as set out in Appendix 3 to this paper, subject to the establishment of such a committee by the Board at a future Board meeting.

10 Board Effectiveness Review 2021 (Pages 103 - 116)

General Counsel

The Board is asked to note the Board Effectiveness Review 2021.

11 Report of the meeting of the Remuneration Committee held on 10 November 2021 (Pages 117 - 118)

Committee Chair, Ben Story

The Board is asked to note the report.

12 Report of the meeting of the Finance Committee held on 24 November 2021 (Pages 119 - 122)

Committee Vice Chair, Ben Story

The Board is asked to note the report.

13 Report of the meeting of the Elizabeth Line Committee held on 25 November 2021 (Pages 123 - 126)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

14 Report of the meeting of the Audit and Assurance Committee held on 1 December 2021 (Pages 127 - 130)

Committee Chair, Anne McMeel

The Board is asked to note the report.

15 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 2 December 2021 (Pages 131 - 134)

Panel Chair, Kay Carberry CBE

The Board is asked to note the report.

16 Report of the meeting of the Customer Service and Operational Performance Panel held on 7 December 2021 (Pages 135 - 136)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the report.

17 Any Other Business the Chair Considers Urgent

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

18 Date of Next Meeting

Wednesday 2 February 2022 at 10am.

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Transport for London

Minutes of the Meeting

**Committee Rooms 4 & 5, City Hall,
The Queen's Walk, London, SE1 2AA
10.00am, Wednesday 20 October 2021**

Members

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

Government Special Representative

Becky Wood

Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director Customers, Communication and Technology
Simon Kilonback	Chief Finance Officer
Gareth Powell	Managing Director, Surface Transport
Mark Wild	CEO, Crossrail Limited
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

Staff

Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Kate Keane	Chief of Staff to Commissioner
Marian Kelly	Head of Safety, Health and Environment (SHE) (for Lilli Matson, Chief SHE Officer)
Shamus Kenny	Head of Secretariat
Peter McNaught	London Underground Director of Operational Readiness (for Andy Lord, Managing Director, London Underground)

63/10/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting, which was the first meeting of the Board held in person since January 2020 due to the coronavirus pandemic restrictions. The meeting 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 Bronwen Handyside and Dr Nelson Ogunshakin OBE. Dr Nina Skorupska CBE had given apologies for lateness, as she was giving evidence to the Transport Select Committee until 11.30am. Kay Carberry CBE would need to leave the meeting at 12 noon to attend another meeting outside of London. Peter McNaught was deputising for Andy Lord and Marian Kelly for Lilli Matson, as both were unable to attend the meeting.

The Chair welcomed back the Board Members that he had reappointed from September 2021 until September 2024 in his role as Mayor. Following an extensive open recruitment process, he would shortly announce new appointments that would further enhance an already very effective Board.

At the last meeting, the Chair reported on the outcome of the inquests into the tragic tram overturning at Sandilands on 9 November 2016, which 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 thoughts of everyone at TfL remained with their families and everyone affected. Following the inquests, the Senior Coroner had made a report on the Prevention of Future Deaths and TfL would respond by 17 November 2021. The Commissioner's Report contained further information and TfL would continue to do all that it could to ensure that such a tragedy did not happen again.

Last week, the Chair visited Coventry to launch London's new Electric Vehicle Infrastructure Strategy, to promote the Ultra Low Emission Zone (ULEZ) expansion from 25 October 2021 and to demonstrate how London's investment in green technology was generating good quality jobs across the UK. He met senior staff and employees at the London Electric Vehicle Company factory and Capita's ULEZ headquarters, where TfL's contracts directly resulted in the employment of 2,000 people across the West Midlands. He was grateful for the effort of all staff involved in helping to deliver his ambitious policies to reduce emissions from road transport in London.

102 transport staff had sadly lost their lives to coronavirus, and the families and loved ones of those who had died remained in everyone's thoughts at TfL. As the son of a bus driver, the loss was felt personally by the Chair. The contribution transport workers had made to London during the pandemic had been immeasurable, keeping the network running during extraordinary circumstances and enabling other key workers to get to work.

TfL had contacted the families of London's transport workers who had passed away to inform them of its proposal for a new permanent memorial in a pedestrian plaza on Braham Street, Aldgate, to be in place by summer 2022. The memorial would include a plaque paying tribute to the workers, benches to allow quiet reflection and remembrance and a cherry blossom tree. The tree provided a link to the new public garden of blossom trees in the Queen Elizabeth Olympic Park to commemorate all Londoners who lost their lives to coronavirus. It was hoped that the memorial would be a place where their loved ones could find solace, and be a reminder of their heroic work which made it possible for London to come through the pandemic by keeping the city moving. TfL would continue to do everything it could to keep transport workers and passengers safe.

Throughout the pandemic, TfL had closely followed the Government, World Health Organisation and Public Health England advice. TfL and its partners took early action to reduce the risks to staff and transport users, including enhanced cleaning regimes, protective screens and middle door boarding on buses and making masks available to staff. It commissioned an independent study from the University College London Institute

of Health Equity in May 2020 to understand the impact of coronavirus on bus workers and ensure it was taking every possible measure to protect frontline staff. Despite the mandatory wearing of face coverings on public transport ending in July 2021, TfL had kept it as a condition of carriage on its services.

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.

64/10/21 Declarations of Interests

Dr Lynn Sloman MBE had been appointed as the Chair of the Welsh Government's Roads Review Panel and her biography and register of interests had been updated.

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.

65/10/21 Minutes of the Meeting of the Board held on 28 July 2021

The minutes of the meeting of the Board held on 28 July 2021 were approved as a correct record and the Chair was authorised to sign them.

66/10/21 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. There had been one use of authority delegated by the Board in relation to the Finance Committee's approval of the updated Treasury Management Strategy 2021/22 and Treasury Management Policies. There had been one Mayoral Direction to TfL in relation to the financial support fund for Seven Sisters Market traders.

The paper sought authority in relation to two senior staff appointments which were matters reserved to the Board: it was proposed that Patrick Doig's interim appointment as statutory Chief Finance Officer be made permanent; and it was requested that authority be delegated to the Chair of the Audit and Assurance Committee to approve the future permanent appointment of the Director of Risk and Assurance.

Members noted the progress against the actions from previous meetings, as set out in Appendix 1 to the paper, most of which were completed.

The Board noted the paper and use of delegated authority and:

- 1 appointed the Group Finance Director, Patrick Doig, as the statutory Chief Finance Officer; and**
- 2 delegated 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.**

67/10/21 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 As reported by the Chair, 102 colleagues had died as a result of Covid-19. TfL's 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.
- 2 The Commissioner thanked all staff who had kept the city moving through this challenging period. TfL's Employee Assistance Programme remained available to all employees and their dependents to provide support, guidance, and information on a range of topics, including bereavement.
- 3 TfL remained focused on safety from Covid-19 and continued to take every possible step to create a safe environment for colleagues. Rapid testing services continued to be offered at facilities at King's Cross, Palestra, Baker Street, Pier Walk and Endeavour Square. By 6 September 2021, more than 6,300 employees had been tested and more than 2,800 home testing kits had been issued.
- 4 From 16 August 2021, anyone who received a self-isolation notification from NHS Test and Trace could continue to attend their place of work, provided they were fully vaccinated. For those unvaccinated, TfL had a Daily Contact Testing scheme in place, enabling colleagues to undertake supervised daily lateral flow tests at one of the test sites, and continued to offer vaccinations to staff through a series of pop up clinics.
- 5 As coronavirus restrictions were lifted, there was an increase in ridership with annual events returning to London over the summer period. The Commissioner thanked everyone involved with the successful planning and delivery of those events over the past few months, which had made a key contribution to the recovery of London.
- 6 In July 2021, TfL launched a campaign to safely encourage customers back to the network. The campaign highlighted the role that public transport played in enabling the lives of Londoners, linking public transport usage to the different destinations and activities it took people to and led with a clear, positive and encouraging message of: 'Welcome Back. Tube it. Train it. Bus it'. All the campaign messaging was underpinned by the Mayor's call to action of #LetsDoLondon.
- 7 TfL had taken steps to reassure customers that they could return to public transport in a safe manner. It continued to encourage and enable travel at quieter times, providing a better customer experience and maximising space on the network. The TfL Go app helped customers to plan their journeys using up to date data. TfL also engaged with key industry sectors, such as construction and office workers, to offer practical travel advice and support as employees returned to work. The recently launched Active Travel Guidance for Businesses provided tools and advice for

business leaders to confidently encourage and enable their workforce to choose active travel options.

- 8 Vernon Everitt confirmed that the central London office repopulation had been impacted by the delay to the change in working from home message to July 2021. Due to summer holidays, many businesses put return plans on hold until September 2021 while they adapted their offices for the return. Ridership was increasing, with leisure travel returning faster than commuter travel.
- 9 TfL continued to ask the Government to make the wearing of face coverings a legal requirement on public transport. It was difficult to enforce this as a condition of carriage when customers knew there was no legal remedy or associated fine. TfL had increased the number of posters and reminder announcements on trains and buses and continued to use other protections for customers such as ventilation, hand sanitisation and anti-bacterial cleaning.
- 10 Following six years of construction, the Northern Line Extension opened to the public on 20 September 2021 and was the first major London Underground extension in the 21st century. Two new Zone 1 step-free Tube stations, Battersea Power Station and Nine Elms, brought those newly thriving areas of south London within 15 minutes of the West End and the city. The initial peak-time service of six trains per hour would increase to 12 trains per hour by mid-2022. The extension served a fast moving and developing part of the city and was 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.
- 11 To celebrate the opening, the Commissioner 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. He addressed the audience of more than 60 stakeholders at the Turbine Theatre in Battersea, along with the Deputy Mayor for Transport, Heidi Alexander, and outlined how investment in transport infrastructure could help unlock new homes and new jobs across the city, especially in the run-up to the opening of the Crossrail railway in the first half of next year.
- 12 On 25 October 2021, the existing central London Ultra Low Emission Zone (ULEZ) would be expanded up to the North and South Circular roads, building on the transformational impact that ULEZ had already had on air pollution in London. A significant campaign of adverts, social media, letters to owners of non-compliant vehicles within the zone and roadside posters had been undertaken.
- 13 The ULEZ expansion was a vital step towards improving air pollution, which remained the biggest environmental risk to the health of all Londoners, especially with pollution levels returning to pre-pandemic levels across the Capital. The Commissioner thanked the teams who had worked hard over the past two years to deliver the expansion.
- 14 Excellent progress was being made on the Crossrail project, with the Elizabeth line still on target to open in the first half of 2022. The Commissioner met with the senior Crossrail team every day and had a close-up view of the programme and progress. He was very proud of the effort being made to finish the job as quickly and safely as possible.

- 15 In August 2021, both Paddington and Whitechapel stations were handed over to TfL, with the final integration of Abbey Wood station taking place on 30 September 2021. The remaining stations at Canary Wharf and Bond Street were progressing well. Forthcoming Trial Operations would be the final period of testing to ensure readiness for revenue service before welcoming Londoners to the line next year. The Elizabeth line would play a key role in TfL and London's recovery, more updates would be shared towards the end of 2021.
- 16 It was announced last week that the Night Tube would be returning in time for the busy Christmas period after being suspended since March 2020 due to the coronavirus pandemic. Services on the Central and Victoria lines would run throughout the night on Fridays and Saturdays from 27 November 2021, providing more options for customers who needed to travel at night either for leisure or for work, while also making journey times shorter and offering safer routes home for women, girls and all Londoners. These lines were previously two of the busiest lines on the Night Tube network and provided crucial links between large parts of London and the centre of the city. Restoring night running on the lines would also help businesses such as bars, clubs and restaurants as London's night-time economy continued to recover.
- 17 In September 2021, TfL launched its Vision and Values, which set out its long-term vision for the next era of TfL. It was designed and informed by colleagues at every level and was a culmination of what staff thought TfL's future should look like and how they should work together to achieve it. 1,700 survey responses were gathered, with over 100,000 views on posts on Yammer, and over 1,000 colleagues contributed to either a group or event. From this, four roadmaps were created to chart next steps; colleague, customer, finance and green; each with measurable ambitions and clear actions. A copy of the Vision and Values would be circulated to all Board Members. **[Action: Secretariat]**
- 18 On behalf of TfL, the Commissioner congratulated the Mayor on his appointment as Chair of the C40 Cities global network of Mayors taking urgent action to tackle climate change around the world.
- 19 Gareth Powell confirmed that safety work was in progress against the original list of 73 junctions that required improvements for cyclists, some of which had now been incorporated into wider schemes. There was an ongoing programme of work and analysis carried out on safety at junctions and link roads and sustained funding was required, as there was a pipeline of schemes coming forward that needed to progress to delivery. An update including timeframes would be considered at a future meeting of the Safety, Sustainability and Human Resources Panel. **[Action: Gareth Powell]**
- 20 TfL was doing all it could to increase safety for women and girls in the taxi and private hire trade. Improvements had been made to the driver training module to enhance understanding of the standards and appropriate behaviour expected, as well as their safeguarding role. Trained officers carried out safety checks on the street and with operators to ensure accurate records of drivers were held. Appropriate licensing action was taken when offences were known of and processes were followed-up.

- 21 Vernon Everitt confirmed that a specific hard-hitting campaign would be launched on 27 October 2021 to tackle sexual harassment on public transport. It spelt out what was not acceptable behaviour for women and girls to experience on the network and was targeted at perpetrators, as well as encouraged reporting. The impact of the comprehensive programme to improve safety for women and girls travelling on the network would be scrutinised and the outcomes would be brought back to a future meeting of the Safety, Sustainability and Human Resources Panel.
[Action: Vernon Everitt]
- 22 Gareth Powell confirmed that TfL was pushing ahead to adopt intelligent speed control for its own bus fleet and the wider fleet. It was engaging with fleet operators and the insurance trade on the business case for the instigation of proper speed controls. He would consider what more could be done on conditions and wider speed controls to help enforce speed limits and this would be covered in the regular bus safety updates to the Safety, Sustainability and Human Resources Panel.
- 23 Gareth Powell confirmed that the private use of e-scooters was illegal on public roads and footways as TfL's trial was the only legal way to ride e-scooters in London currently. Users were required to hold a provisional licence and undertake mandatory training and the e-scooters were speed limited and their use carefully controlled and monitored. There had been seven serious injuries to date. Data use was shared with the boroughs and lessons learnt would be shared with the Government to inform any plans to legalise their use in future. An enhanced Santander scheme with e-bike provision was planned for summer 2022.
- 24 Gareth Powell updated the Board on an incident at Enfield Town station on 12 October 2021. A London Overground train, travelling at slow speed, failed to stop and collided with buffers at the end of the platform, causing it to partially derail. There were no resulting injuries requiring hospital treatment and services restarted the following morning. An investigation was underway and any developments and lessons learnt would be considered by the Safety, Sustainability and Human Resources Panel.
[Action: Gareth Powell]
- 25 The Chair expressed his thanks to Heidi Alexander for her extremely hard work and long hours over the last 18 months of the pandemic to support and challenge the transport team. He also thanked Andy Byford for his exceptional work since starting in the role of Commissioner in the midst of the pandemic.

The Board noted the Commissioner's Report.

68/10/21 Elizabeth Line Operational Readiness and Crossrail Update

Andy Byford introduced the item, which provided an update on the status of the remaining work on the Crossrail project and of the readiness for the operations and maintenance of the railway after handover from Crossrail.

Mark Wild provided an update on progress. Focus remained on ensuring that the final stage of the project was delivered safely. Learnings from two recent reported accidents would help inform corrective measures going forward. The health and safety elements of the transition planning were being defined, including arrangements for the management and interface coordination between stakeholders and final project works. Contractor

safety performance remained a key area of focus as part of any revised governance structure.

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 successful blockade reduced the number of remaining intrusive activities in the tunnels and stations with productivity at 95 per cent. The significantly reduced number of items that remained were being reprofiled and would be completed in the coming months. During autumn 2021, a further blockade would take place including the commissioning of the tunnel ventilation system upgrade works.

The delivery control schedule had been agreed and formed the refreshed baseline for all future reporting. It covered 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.

Trial Running resumed following the blockade with 12 trains per hour in operation in the central operating section. As expected with a new system, several issues were identified with the infrastructure and signalling, some of which required the implementation of temporary operational restrictions. Many of the issues related to known issues in the current software configuration and were expected to be resolved with the ELR100 software release later in the year.

The final railway integration tests to ensure all the components worked together seamlessly would be completed during the remaining Trial Running period.

On Elizabeth line operational readiness, a countdown process had been established as a control mechanism to monitor progress prior to passenger service to ensure that the configuration of the railway and the entry criteria for Trial Operations was defined, approved and achieved.

Operational hours would increase during Trial Operations, allowing for stress testing of the system and the next significant objective of improving the process of moving between operational and maintenance activities.

Good progress continued on the training and assessment programme.

The Crossrail stations at Paddington (6 August), Whitechapel (23 August) and Abbey Wood (1 October 2021) had been handed over to TfL. Whitechapel was also step-free accessible. The next station to be handed over in autumn 2021 was Canary Wharf, where final modifications to the safety systems were being carried out. Bond Street had met its requirements to support Trial Operations and works continued at the station.

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 included new ticket machines and clearer customer information delivery. Station improvements at Ilford and Romford were expected to be completed in early 2022.

TfL Rail continued to deliver a good service with the public performance measure beating target during Period 5, which was 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, and the overall trend continued to be better than target at 95.4 per cent.

Crossrail was in the complex final stage of delivery of the Elizabeth line and the project remained on course for the scheduled opening of the railway to passengers in the first half of 2022.

The Board noted the paper.

69/10/21 Finance Report – Quarter 2, 2021/22

Simon Kilonback introduced the paper, which set out TfL's financial results to the end of Quarter 2, 2021/22 - the year-to-date ending 18 September 2021. Variances were shown against the Revised Budget approved by the Board on 28 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.

Total passenger income was £1,250m in the year to date, £120m lower than target, but over £500m higher than the same time last year. Overall journeys were 66 per cent of pre-pandemic levels in the latest period, compared to a target of 75 per cent. There was continued strong growth on buses with demand around 70 per cent of pre-pandemic levels, and Tube journeys were increasing reaching 59 per cent, but short of the 77 per cent target. Tube journey growth was strongest from the inner and outer suburbs and in weekend travel. City journeys were around 48 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.

On London Underground, passenger income was £584m in the year to date, £114m lower than Budget and £304m higher than last year. Operating costs were £937m in the year to date, £7m lower than Budget. The net cost of operations was a deficit of £745m, £43m lower than Budget driven by the passenger income downside, but £173m better than last year. Capital expenditure for total renewals and new capital investment was 135m, £18m lower than Budget. There was slippage across renewals programmes, with spend behind forecast following earlier delays to the funding agreement.

On buses, streets and other operations, journeys and passenger income was £469m in the year to date, £8m lower than Budget and £181m higher than last year. As with the Tube, bus journey recovery was strongest in the outer and inner boroughs, with slightly slower demand in central London. London boundary areas were showing a very strong recovery, with journeys ranging from 80-90 per cent of pre-pandemic levels. Operating costs were £1,299m in the year to date, £3m lower than Budget. The net cost of operations was £619m, £16m better than Budget and £232m better than last year. Capital expenditure for total renewals and new capital investment was £87m, £11m lower than Budget. There was slippage across Ultra Low Emission Zone (ULEZ) expansion camera spend and Old Street Roundabout non-critical works.

Bringing movements together on the operating account had seen a combination of lower revenue and lower costs, resulting in £4m decline of net cost of operations excluding Government funding and revenue top-up funding. This was £540m better than last year, driven by increases in passenger revenue and other operating income.

Operating costs were £67m lower than Budget as a result of: underlying cost improvements from efficiencies and cost reductions; timing differences and deferred spend on projects; and contingency and accounting changes. Costs were £83m higher than last year, due to additional Elizabeth line costs and bus costs.

On the Group capital account, total capital spend excluding Crossrail was £559m, £72m lower than Budget but £133m higher than last year, when projects were paused as a result of social distancing measures and working from home guidance. Project spend was lower across most programmes, largely driven from the stop-start nature of funding agreements and TfL being unable to plan sufficiently far ahead. Property and asset receipts were £32m lower than Budget, a result of disposals of Lillie Bridge depot, Woodside Park, 100 Whitechapel and Holland Road.

Cash balances were just over £1.7bn at the end of the period, £57m lower than Budget. Balances had remained fairly stable since the funding agreement with Government was finalised. TfL's current funding agreement covered the period 1 June to 11 December 2021. Without further Government funding, the latest cash forecast showed balances would fall to between £700-800m by year end, £500m lower than the minimum cash requirement of £1.2bn which equated to 90 days operating costs. Cash balances were the only mechanism available to manage risk and to reassure lenders and creditors of TfL's liquidity.

On revenue trends, significant growth was forecast from mid-July 2021 following the removal of Government restrictions. While there were increases in demand, these had not come at the rate expected. The journey forecast factored in some expected decline in growth as a result of a possible return of social distancing measures and working from home during winter. The extent and timescale of this was extremely uncertain, during which time TfL did not have a funding agreement in place, so any loss in revenue would directly impact cash levels.

Key financial risks to TfL were: the ULEZ expansion from late October 2021 and volume uncertainty; future income from passenger journeys; and rising inflation, increased employers National Insurance and rising fuel costs from next year.

Simon Kilonback confirmed that the reforecasting of figures on passenger demand to the end of this financial year and next year was underway, as part of the Greater London Authority budget process. Uncertainty over the future pattern of work would take time to become clear so TfL would continue to work with Government on a revenue risk mechanism that allowed for the right level of transport services to support passenger recovery into the next year.

Andy Byford confirmed that TfL appreciated the funding support received from Government to date and that it would continue to need revenue support for operating costs until 2023/24. He was pressing to start the discussions with Government imminently to ensure proper understanding of the issues as the current funding arrangement expired on 11 December 2021. An update on progress with the funding negotiations would be provided to Members as soon as possible.

The Board noted the report.

70/10/21 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 14 September 2021

In the absence of the Chair, Mark Phillips introduced the item.

At the time of the meeting, 95 people who worked on the transport network had sadly lost their lives to Covid-19 since the start of the pandemic, which had now risen to 102 colleagues, as previously reported.

The Panel discussed two notable road safety incidents that had 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 fatality. As previously reported, TfL was working with local councils to improve junction safety.

The Panel considered the Sustainability Report and Corporate Environment Plan that were published at the end of September 2021. It also looked forward to receiving the outcome of the launched Viewpoint staff survey when available.

The Board noted the report.

71/10/21 Report of the meeting of the Audit and Assurance Committee held on 15 September 2021

The Chair of the Committee, Anne McMeel, introduced the item.

The Committee considered the final Annual Audit Letter and a comment was made on the need for a long-term funding agreement to allow TfL to operate good value for money processes. It agreed to participate in the national external audit process for the appointment of external auditors going forward.

The Committee also discussed the Enterprise Risk of a major security incident and received a presentation on cyber security from the newly appointed Head of Cyber Security on the roadmap to help build on resilience in that area.

The Board noted the report.

72/10/21 Report of the meeting of the Elizabeth Line Committee held on 30 September 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 received a presentation from the Project Representative who congratulated the team on the progress being made and highlighted the risks remaining.

The Committee would meet informally with the senior team before the next meeting to understand the detail of entry into Trial Operations.

The Board noted the report.

73/10/21 Report of the meeting of the Finance Committee held on 6 October 2021

The Vice-Chair of the Committee, Ben Story, introduced the item.

The Committee discussed the latest financial performance results and was focussed on the impacts of inflation, the re-forecasting process and financial risks going forward. At the time of the meeting, cash balances were just over £1.6bn and were forecast to fall lower than the minimum cash requirement of £1.2bn without further Government funding. Moody's credit rating downgrade and affirmed negative outlook had increased the cost of borrowing and constrained TfL's ability to operate. The Committee exercised its delegated authority and approved the updated Treasury Management Strategy 2021/22 and the Treasury Management Policies.

The Committee also considered the update on funding of TTL Properties Limited, which sought to use TfL land to deliver much needed housing in London and to generate additional revenue, and was operating within a strong commercial discipline using a funding model that was common in the property market.

The update on procurement of the Power Purchase Agreement for operational assets reflected on the recent significant changes in the energy markets and on the issues and proposed options in future procurements to alleviate risks.

The Spending Review Submission to Government took account of new realities for the economy nationally, and TfL's planned spend for enhancements and extensions was down by £5.7bn over 10 years to fit the new environment. The submission demonstrated that TfL could support the Government's recovery, decarbonisation and levelling up agenda.

The Board noted the report.

74/10/21 Report of the meeting of the Customer Service and Operational Performance Panel held on 7 October 2021

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item.

The Panel was pleased that customer care metrics and operational performance continued to be maintained during a difficult year. It discussed the challenge to normalise the wearing of face coverings on the network.

The Panel considered an update on recent adverse weather impacts on the network, particularly the flooding incidents, and thanked staff who had worked hard to continue operations. It also received an update on encouraging customers back to the network which it would continue to revisit as the recovery progressed.

On the Enterprise Risk update on disparity leading to unfair or unequal outcomes for staff and customers, the Panel agreed that the new Director of Diversity, Inclusion and Talent, Marcia Williams, would develop a comprehensive inclusion programme and recommended that the Board receive a briefing when the work was completed.

[Action: Tricia Wright / Marcia Williams]

The Board noted the report.

75/10/21 Report of the meeting of the Programmes and Investment Committee held on 13 October 2021

The Chair of the Committee, Prof Greg Clark CBE, introduced the item. As the meeting of the Committee was inquorate, he had reviewed the considerations of the items at the meeting chaired by Dr Nelson Ogunshakin OBE and had taken the decisions using Chair's Action.

The work of the Committee took place within the framework of the critical renewals programme and the enhanced information on asset conditions, and focussed on safety critical renewals and avoiding excessive future costs by foregoing investment.

The Committee considered an update on progress in developing a comprehensive Value for Money programme to improve TfL's capital delivery and recommended that the Board receive a briefing on the work undertaken on the Value for Money framework.

[Action: Stuart Harvey / Alexandra Batey]

Updates were also considered on the progress of Silvertown Tunnel, major stations, surface technology, track renewals, signalling and the major stations within the projects' portfolio, which were all progressing well. The Committee also considered the Elephant and Castle development agreement.

The Board noted the report.

76/10/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

77/10/21 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 8 December 2021 at 10.00am. The venue for the meeting would be confirmed shortly.

The meeting closed at 12.25pm.

Chair: _____

Date: _____

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Board



Date: 8 December 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 Chair's Action or authority delegated by the Board, any Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 20 October 2021.
- 1.2 There has been no use of Chair's Action, authority delegated by the Board, nor any Mayoral Direction to TfL since the last meeting.
- 1.3 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

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

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.

4 Use of Delegated Authority

- 4.1 There has been no use of authority delegated by the Board since the last meeting.

5 Actions List

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

6 Mayoral Directions to TfL

- 6.1 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.
- 6.2 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.
- 6.3 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>.
- 6.4 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.
- 6.5 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.
- 6.6 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>.
- 6.7 There has been no Direction issued to TfL since the last meeting.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

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

Board Actions List (to be reported to the meeting on 8 December 2021)

Actions from the meeting held on 20 October 2021

Minute No.	Item/Description	Action By	Target Date	Status/Note
67/11/21 (1)	Commissioner's Report – Vision and Values A copy of the Vision and Values document would be circulated to all Board Members.	Secretariat	November 2021	Completed.
67/11/21 (2)	Commissioner's Report – Safety at junctions An update including timeframes would be brought to a future meeting of the Safety, Sustainability and Human Resources (SSHR) Panel.	Gareth Powell	February 2022	On SSHR Panel forward plan.
67/11/21 (3)	Commissioner's Report – Safety for women and girls The impact of the comprehensive programme to improve safety for women and girls travelling on the network would be assessed and the outcomes would be considered at a future meeting of the SSHR Panel.	Vernon Everitt	February 2022	On SSHR Panel forward plan.
67/11/21 (4)	Commissioner's Report – London Overground Incident at Enfield Station 12 October 2021 An investigation was underway and any developments and lessons learnt would be considered at a future meeting of the SSHR Panel.	Gareth Powell	TBC	On SSHR Panel forward plan.
74/10/21	Report of the Customer Service and Operational Performance Panel – Briefing on inclusion programme. The Director of Diversity, Inclusion and Talent would develop a comprehensive inclusion programme and the Board would receive a briefing when the work was completed.	Tricia Wright / Marcia Williams	TBC	Briefing to be scheduled when the work is completed.
75/11/21	Report of the Programmes and Investment Committee – Value for money The Board would receive a briefing on the work undertaken on the Value for Money framework.	Stuart Harvey / Alexandra Batey	February 2022	Briefing to be scheduled in early 2022.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/01/19 (1)	<p>HSE Annual Report – Reducing Road Injuries Members suggested that the SSHR Panel look at how local borough strategies were performing against the Mayor’s Transport Strategy.</p>	Gareth Powell	Autumn 2021	Completed. Information was included in the Vision Zero Action Plan Update considered by the SSHR Panel on 14 September 2021 and the Action Plan was shared with the Panel prior to its publication.
05/01/20 (2)	<p>Commissioner’s Report – Bus Safety Standard Visit Members would be offered a visit to see a bus that met the new Bus Safety Standard.</p>	Gareth Powell	TBC 2022	The visit was delayed due to lockdown measures. Members will be consulted on availability.
05/01/20 (8)	<p>Commissioner’s Report – Future Affordable Homes It was confirmed that plans on a number of sites identified for the next wave of 10,000 affordable homes would be brought to a meeting of the Finance Committee.</p>	Simon Kilonback/ Graeme Craig	TBC	On the forward plan for Finance Committee, date to be scheduled.

Board



Date: 8 December 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 20 October 2021.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – 8 December 2021

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

December 2021



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Introduction

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

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

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

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

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

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

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

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

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

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



Ridership continues to increase across our network

Safety and security

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

Deaths in service

Our thoughts remain with the families and loved ones of the 103 members of our workforce who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role these colleagues played in our fight against the pandemic. As Commissioner, the safety of all our staff and customers continues to be my top priority and I am committed to doing everything in my power to keep everyone safe on our network.

COVID-19 testing schemes

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

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

Imperial College London sampling

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

Croydon tram overturning

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

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

We have received a Prevention of Future Deaths report from the Senior Coroner in respect of current tram stock and the risk of passengers falling through tram doors. The Senior Coroner states that consideration should be given to current and future trams as to whether tram doors can be strengthened, now or in the future. This has also been addressed to the Department for Transport (DfT), which is asked to distribute further to all tram door manufacturers, and UKTram to distribute

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

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

Since the conclusion of the Inquests, five of the families of those who lost their lives have written to the Attorney General to request that she considers using powers under section 13 of the Coroner's Act 1988 to apply to the High Court for an order seeking fresh Inquests. The Senior Coroner provided submissions to the Attorney General, and the outcome of the request is awaited.

Safety incidents on our network

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

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

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

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

Upcoming inquests

We are assisting the Coroner with the investigation in relation to the tragic deaths of a mother and her three-year-old daughter on 18 February 2019, when they were struck by a train at Taplow station.

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

Crime and antisocial behaviour on public transport

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

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

offences as well as reassurance patrols and engagement activity.

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

Tackling sexual harassment on public transport

The safety of women and girls remains one of our top priorities. We have a programme of activities to tackle violence against women and girls and improve their confidence in travelling. A key element is our partnership with the police to tackle all forms of sexual harassment faced by customers and colleagues, both on public transport and across public space.

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

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

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

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

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



We do not tolerate sexual harassment in any form

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

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

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

Action to prevent robbery and violent crime

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

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

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

Face-covering enforcement on the network

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

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

not complying. Under the Conditions of Carriage, we are not able to issue fines or prosecute people for non-compliance. However, our enforcement officers have continued to enforce the requirement with the options available to them, denying people access to our services or stations, or directing them to leave a service or station if required. Between 19 July and 29 November 2021, 411 people were prevented from boarding our services or entering our stations, and 126 were directed to leave one of our services or stations.

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



Face coverings must continue to be worn across our network

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

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

Vision Zero action plan

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

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

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

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

Police activity to support Vision Zero

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

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

Vision Zero culture

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

Bus Safety Standard

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

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

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

Bus driver welfare

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



We want to enable more people to walk and cycle safely

2022/23, helping to enhance the facilities drivers need for rest between shifts as well as comfort breaks. Where the feasibility work identifies quick solutions, we will seek to accelerate delivery, such as with a new temporary cabin mess room in Peckham which provides much needed extra capacity for bus drivers. We have started feasibility work at this location to consider the best long-term arrangements.

Westminster Bridge

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

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

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

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

Winter preparedness

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

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

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

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

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

Urban safety training course

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

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

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

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

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

Taxi and private hire vehicle

United Trade Action Group v TfL

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

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

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

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

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

On 19 February 2021, the Supreme Court upheld an Employment Tribunal ruling that classed drivers undertaking bookings for private hire operator Uber London Limited (ULL) as 'workers'. The Supreme Court also commented on the contractual relationship between private hire operators and drivers, as set out in ULL's terms and conditions, and compliance with the Private Hire Vehicles (London) Act 1998. ULL has requested a declaration from the court as to whether the 1998 Act requires an operator who accepts a booking from a passenger to enter into a contract with that passenger to provide the journey. TfL, UTAG and the App Drivers and Couriers Union were parties in the proceedings. Free Now was also added as an intervenor. A hearing took place on 23 and 24 November 2021 at the same time as UTAG's claim (above). As in that case, judgment has been reserved.

Supporting the recovery

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

Supporting London's recovery

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

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

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

Night tube

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

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

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

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

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

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



We have welcomed people back to our night services

Night Overground

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

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

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

Waterloo & City line

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

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

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

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

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

Managing demand on our services

Increasing customer numbers

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

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

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

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

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

Managing demand on roads

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

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

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

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

Supporting local boroughs

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

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

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

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

Managing events across our network

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

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

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

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

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

Ultraviolet light sanitising

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

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

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



We continue to roll out important safety improvements

Our people

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

COVID-19 memorial

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

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

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

Poppy Day

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

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

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

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

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

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

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



We proudly supported the Royal British Legion on Poppy Day

Removal of social distancing measures in our head offices

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

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

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

Viewpoint survey

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

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

International Men's Health Day

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

RESET Health launch

On 30 November, RESET Health was launched. This is a clinically-led, technology-enabled metabolic health programme designed for people living with type 2 diabetes, prediabetes or obesity to help reverse their metabolic conditions. It provides 24/7 coaching and support by a multidisciplinary team of doctors, nurses and mentors to help those taking part adapt to a healthier way of living. This pilot will last 12 months and be offered to 50 employees, there will be a review after the first six months to help us better understand the demand for this type of service.

Well@TfL

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

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

National Mentoring Day and new Mentoring Hub

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

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

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

Graduate and apprentice recruitment

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

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

Apprentice Levy transfer

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

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

Innovate TfL challenge

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

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

Award winners

British Construction Industry Awards 2021

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

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

and to address regulatory and legal obstacles.

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

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

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

UK Customer Satisfaction Awards 2021

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

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

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

London Underground You Matter Awards

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

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

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

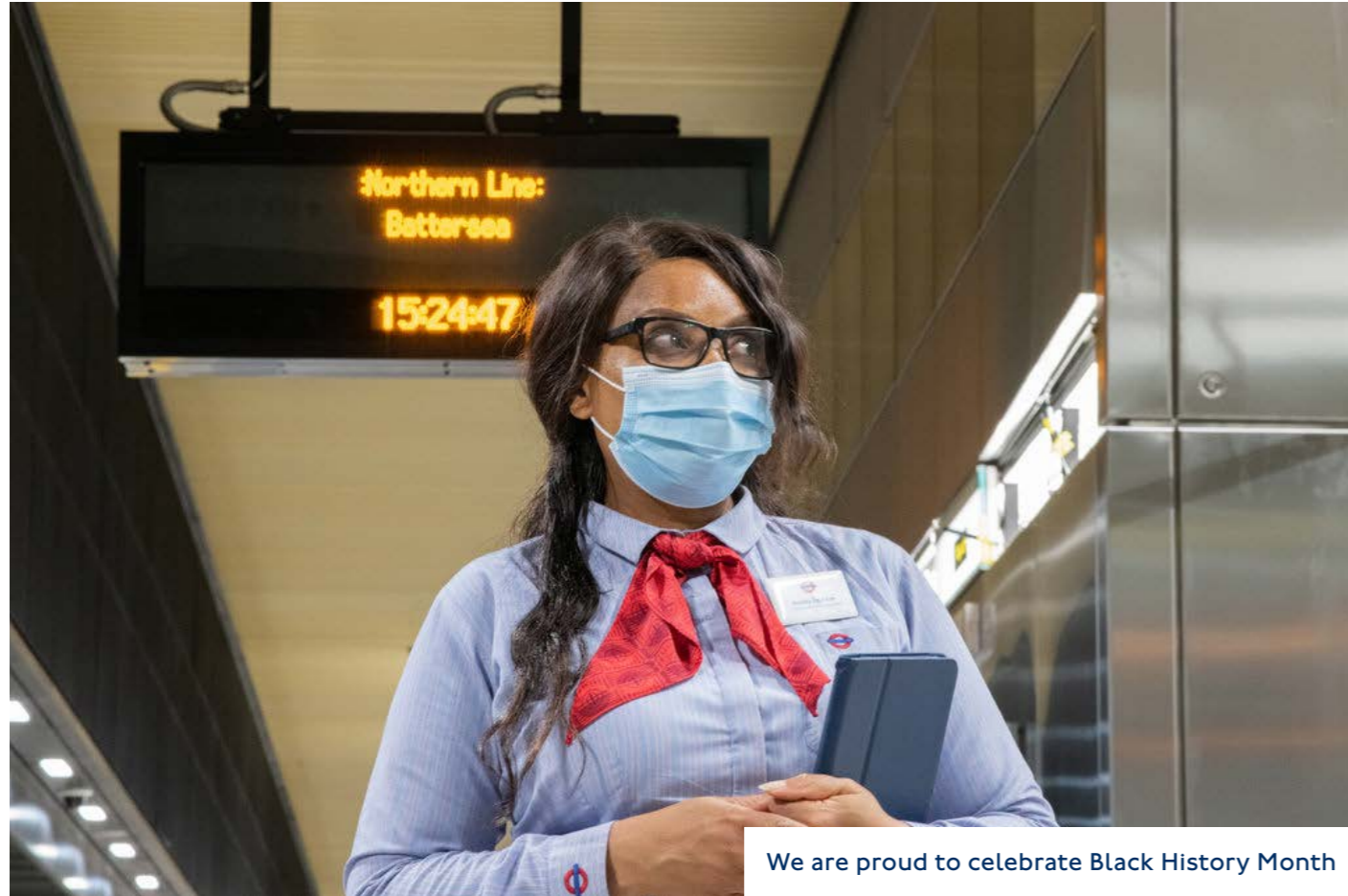
It is wonderful to see colleagues being recognised and celebrated for their hard work, dedication and commitment to making this organisation one of the best transport networks in the world.

Black History Month

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

National Poetry Day

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



We are proud to celebrate Black History Month

Improving transport and generating growth

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

Hammersmith Bridge

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

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

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

Hammersmith Ferry

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

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

We are transforming the Circle, District, Hammersmith & City and Metropolitan lines to enable trains to run more reliably and to make journeys faster and more comfortable for customers, as part of our Four Lines Modernisation programme.

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

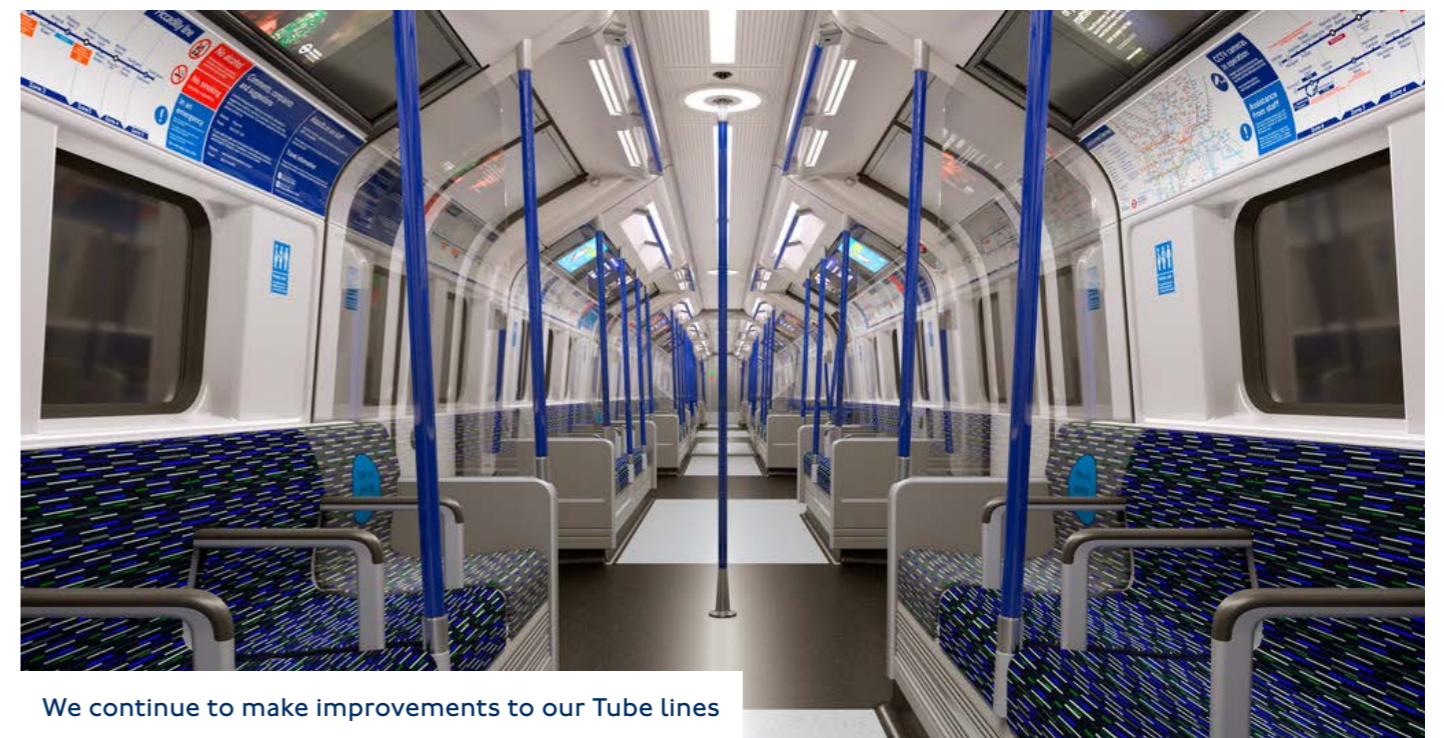
Piccadilly Line Upgrade

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

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

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

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



We continue to make improvements to our Tube lines

Enhancing the Jubilee and Northern lines

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

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

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

Bank

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step-free access to the Northern and Waterloo & City lines, additional interchange between the DLR platforms and two new moving walkways between the Central and Northern lines. This work is due for completion by the end of 2022. We continue to prepare for the temporary closure of the Northern line Bank branch on 15 January 2022, in order to connect the newly built tunnel, including extensive stakeholder engagement to enable passengers and employers to plan ahead.

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

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

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

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

Elephant & Castle

A new station entrance and Northern line ticket hall will be provided as part of a private sector redevelopment of the Elephant & Castle shopping centre, significantly increasing station capacity required to meet both existing and new demand for Tube services. The developer, Delancey, will create a new structure for the station as part of its scheme, within which we will fit out a new ticket hall. We will enable step-free access to the Northern line, providing for an interchange to the possible future Bakerloo Line Extension. We will construct passenger tunnels connecting the new ticket hall to the existing Northern line platforms.

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

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



New trains are set to increase capacity on the DLR

Docklands Light Railway

We are replacing the oldest trains on the DLR network with new trains, set to increase capacity on the DLR, and enable housing and employment growth in east London. Our rolling stock programme will deliver 43 trains, 33 of which are replacements and 10 to expand the fleet. This programme also includes: an expanded depot at Beckton to stable and service the new fleet; traction power capacity work; signalling changes to the automatic train operation system; and enhanced customer information systems.

Rolling stock manufacturing is under way for our new fleet, with the initial run of 20 car bodies for trains one to four now in production. The first train is assembled and ready to start static testing. This strategic milestone was achieved two months ahead of schedule.

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

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

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

High Speed 2

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

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

Silvertown Tunnel

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

Three continuous air quality monitoring stations have been installed and commissioned near the new tunnel's portals and a further 29 nitrogen dioxide diffusion tubes are monitoring air quality in the boroughs of Greenwich, Lewisham, Newham, Southwark and Tower Hamlets. In addition, a continuous PM2.5 monitor – which measures particulate matter of 2.5 microns in diameter, which can penetrate the lungs – has been installed in Newham and complements existing local authority monitoring in Greenwich and Tower Hamlets. This data will enable us to carry out modelling to adequately plan and implement our mitigation strategies prior to opening the tunnel.

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

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

Barking Riverside Extension

We are delivering a new rail link that will unlock and support 10,800 new homes planned for the Barking Riverside development area. We are building a spur on the London Overground east of Barking to extend the Gospel Oak to Barking route to a new station at Barking Riverside. The extension is around 4.5km from Barking station. It includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of around 1.5km. A four-carriage London Overground service is planned to run at 15-minute intervals.

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

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

Bus service changes

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

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

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

Rotherhithe Tunnel refurbishment

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

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

A40 Westway

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

New Homes

Stanmore and Canons Park

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

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

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

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

South Kensington

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

GRESB and Sustainable Development Framework

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

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

Build to Rent projects

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

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

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

Whitechapel

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

Landmark Court

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

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

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

Woolwich

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

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

Kidbrooke

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

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

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

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

Mobile coverage on the Tube

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

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

Healthy Streets

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

Streetspace for London programme

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

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

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

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

Of the 163 Low Traffic Neighbourhood borough bids funded under the Streetspace for London programme, 106 are operational, as are 322 school streets from a total of 335 that were funded. A further 38 Low Traffic Neighbourhoods and three school streets are proposed under the Active Travel Fund, alongside numerous improvements and upgrades to existing schemes. These will be developed and delivered during this financial year and next, subject to due process including consultation and engagement.

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

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

Cycleways

Cycleway 4

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

Cycleway 9

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

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

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

Cycleway 23

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

R (OneChiswick) v London Borough Hounslow

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



More than 11 million cycles were hired during October

Santander Cycles

Our Santander Cycles scheme continues to go from strength to strength. It has played a crucial role throughout the pandemic, as more and more Londoners have turned to cycling for everyday journeys and exercise, and has experienced record usage. The month of October saw the highest number of October hires in the scheme's 11-year history, with 1,110,040 hires during the month, smashing the previous best by more than 130,000 hires. This is the first time there have been more than one million hires in October, and is also the fifth month in a row that more than one million hires have been made. The average daily hires this October was 35,812, well above the 27,356 average daily hires in the three Octobers before the pandemic. The first 10 days of November have also seen a daily average of 32,747 hires, significantly above the 25,161 hires we would expect for this time of year. Since March 2020, we have offered free cycle-hire access codes to NHS staff and other key workers. So far, there have been more than 330,000,000 hires as a result of this offer, with more than 27,500 people benefiting.

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

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

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

Air quality and the environment Ultra Low Emission Zone expansion

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

A key element of this successful expansion, which was delivered on time and under budget, was to migrate the

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

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

Congestion Charge changes

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

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

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

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

Scrappage schemes

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

Electric Vehicle Infrastructure Delivery

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

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

Bringing forward a zero-emission bus fleet

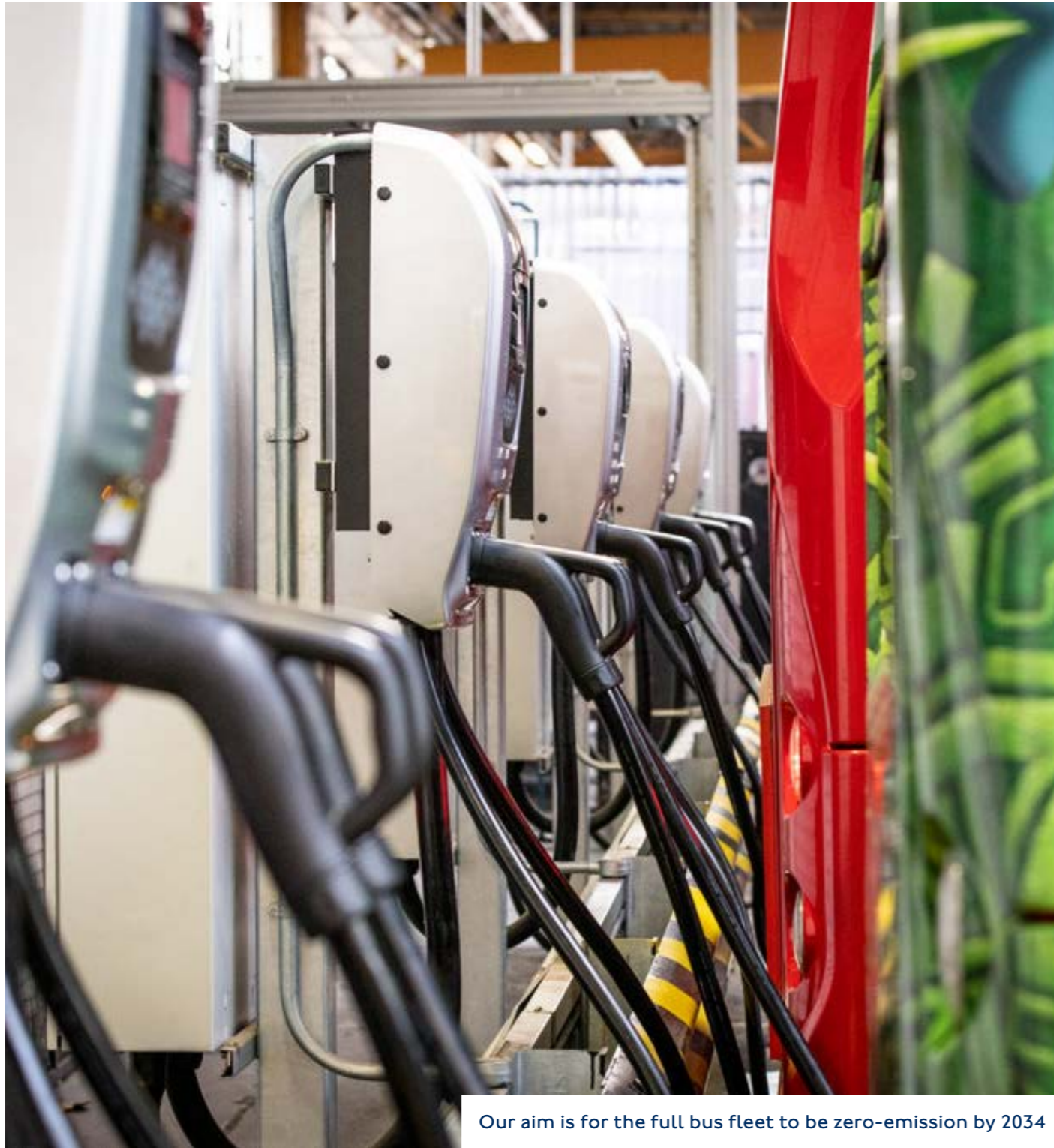
London has brought forward the timeframe for having an entirely zero-emission bus fleet from 2037 to 2034 following an announcement by the Mayor of London on 17 September that we will no longer be introducing conventional technologies to the fleet from now on.

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

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

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

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



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

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

Bus Priority Programme

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

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

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

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

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

Safer Junctions

In April 2017, the Safer Junctions list highlighted 73 of the most dangerous junctions on our road network, defined as those with the highest vulnerable road user collision rates between 2013 and 2015. Work to 43 of these junctions is now finished, following completion of new pedestrian crossings and cyclist safety improvements at Camden Road/Camden Street. Design work continues on the remaining 30 junctions, including detailed design of York Road roundabout and Holloway Road/Drayton Park, with these schemes respectively delivering essential motorcycle and pedestrian safety measures. A new 20mph speed limit will also be introduced by March 2022 in Putney town centre at the Safer Junction of A205 Upper Richmond Road/Putney High Road, the first stage in a phased approach to delivering safety measures at this busy location.

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

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

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

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

Lowering speed limits

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

The second phase of the programme is under way, reducing the speed by 10mph on more than 140km of our roads. We have already introduced a 20mph speed limit on 80km of our roads, accelerating almost 20km from Phase 2 of the programme to date.

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

The City of Westminster will also see a reduction in speed limits, with the introduction of 20mph on 13km of roads, including Marylebone Road, Vauxhall Bridge Road and Edgware Road between the A40 and St John's Wood Road. Raised pedestrian crossings will be introduced in six locations, to reduce danger to people walking and increase compliance with the new speed limit, as well as introducing accessibility benefits for mobility impaired customers. Additionally, the temporary 30mph speed limit on the A40 Westway will be made permanent. The planned changes are on track to be introduced in spring 2022, subject to funding.

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

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

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

Old Street

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

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

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

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

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

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

Completion of the project is scheduled for winter 2022.



The e-scooter rental trial now runs across 10 boroughs

E-scooter rental trial

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

Supporting a sustainable transport network

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

Road technology

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

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

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

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

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

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

Public transport technology

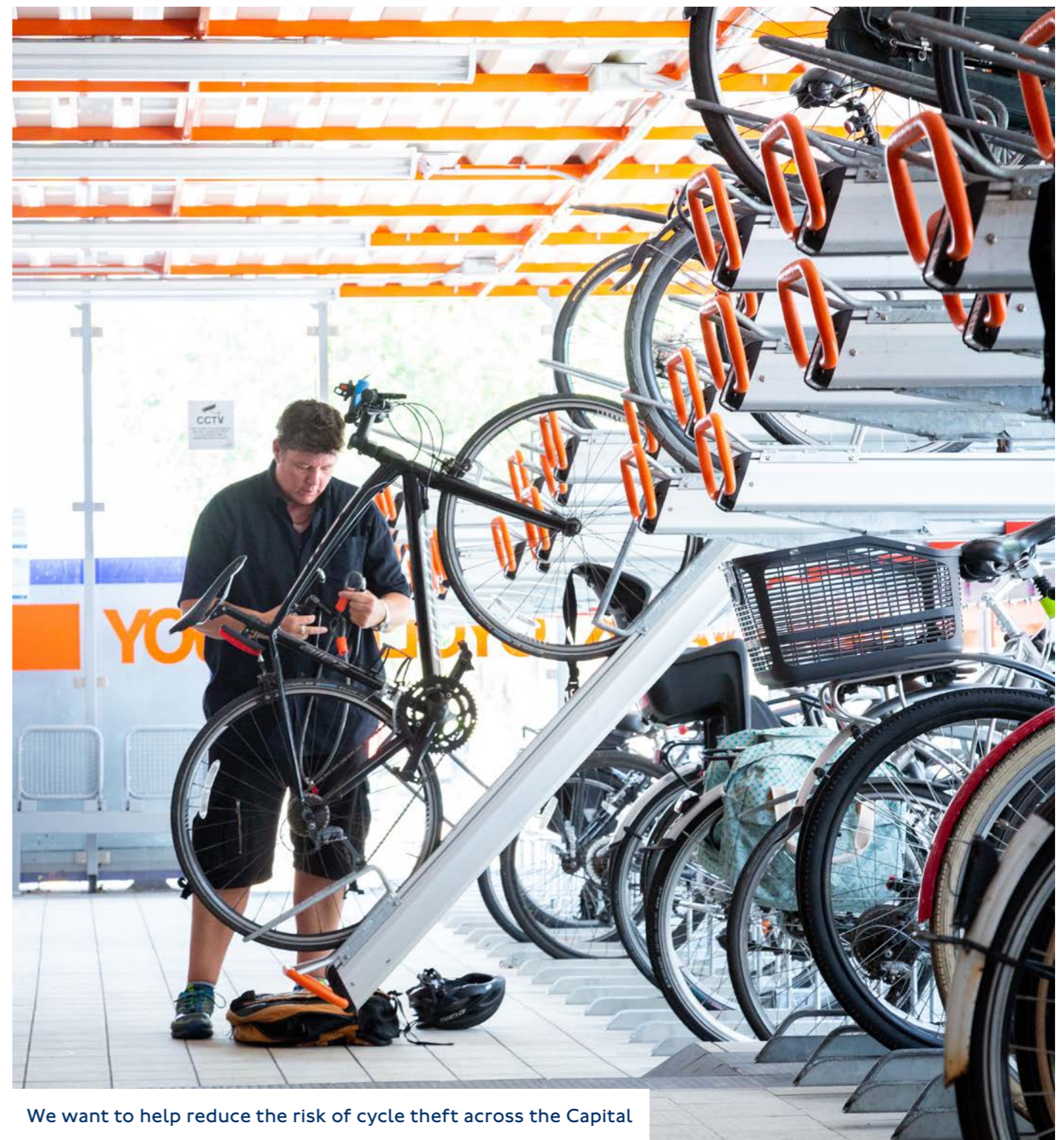
We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system, which provides real-time information on bus locations. Replacing this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

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

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

Improving cycle security

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



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

Crossrail

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

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

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

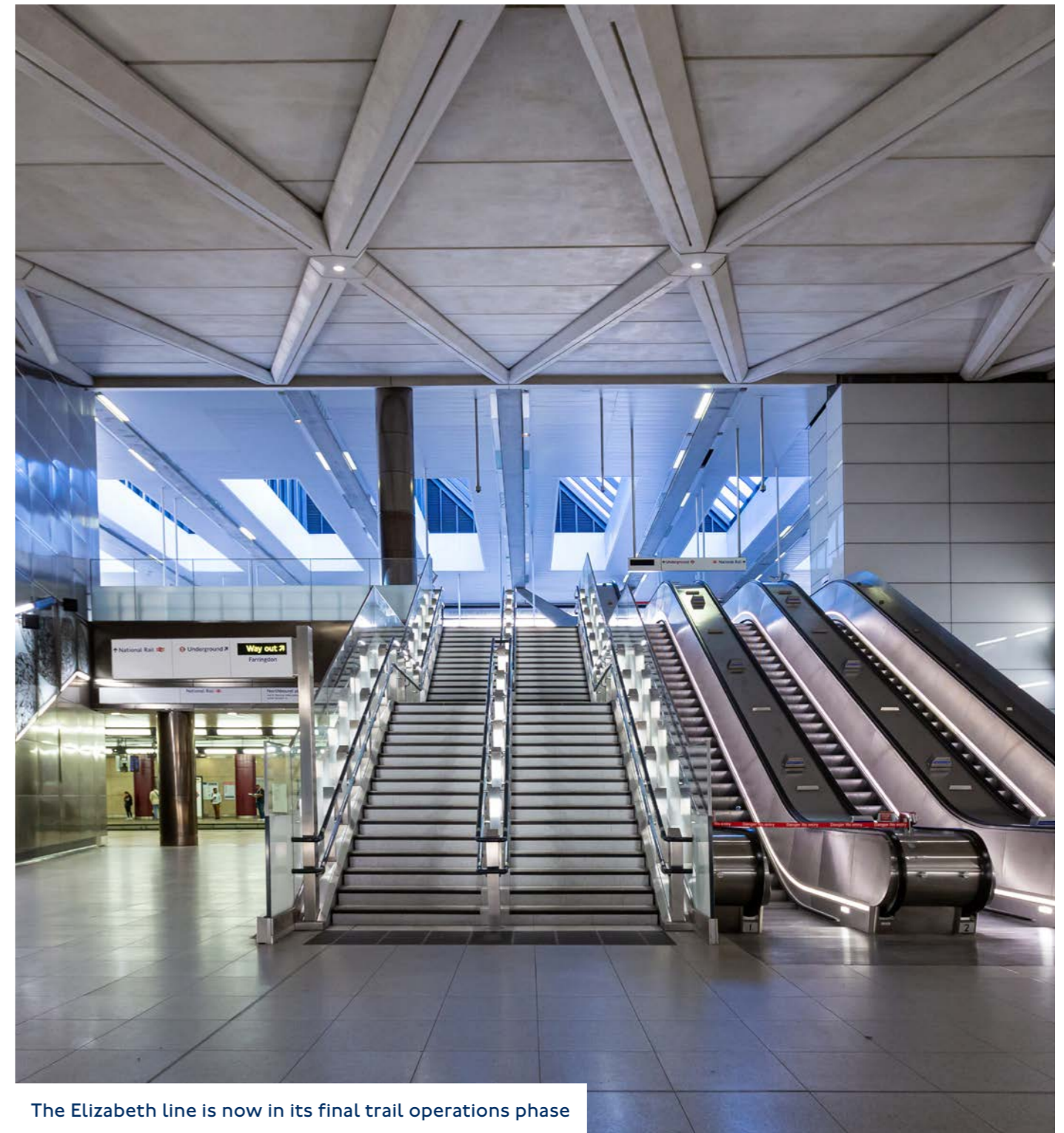
The final railway integration tests to ensure all of the components work seamlessly together are now almost complete. The tests apply to the tunnel ventilation system, trains, software, signalling and power systems, and it is only possible to undertake these at this time now that the complete railway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

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

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

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

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



The Elizabeth line is now in its final trial operations phase

Finance

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

Our 2021/22 financial performance to date

Our latest financial report covers the period to the end of Period 8 of the financial year 2021/22, from 1 April to 13 November. Our financial performance is measured against the Revised Budget, as approved by the Board on 28 July 2021.

Our year-to-date position on the net cost of operations – our day-to-day operating deficit including capital renewals and financing costs – before Government funding, is a deficit of £1,419m, which is £78m better than Budget.

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

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

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

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

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

About TfL

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

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

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

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

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

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

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

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

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

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

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

Board



Date: 8 December 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 (Crossrail) and of the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from Crossrail.
- 1.2 Delivery of the Elizabeth line reached its next significant milestone on 20 November 2021 with the Trial Operations phase now underway. This marks the final phase of the programme before the Elizabeth line opens for passenger services between Paddington and Abbey Wood in the first half of 2022.

2 Recommendation

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

3 Crossrail Update

- 3.1 With the project in the final complex stages of delivering the railway, the focus remains on ensuring that it is completed safely. The overall Health and Safety indicators remain within the parameters set by the programme.
- 3.2 The number of Covid-19 cases across sites has generally remained constant. The Covid-19 situation continues to be closely and carefully monitored. Existing measures will remain in place and will be re-assessed following the commencement of Trial Operations.
- 3.3 The ELR100 commissioning blockade commenced on 10 October 2021, which saw the ELR100 software successfully commissioned during what was a 15 day blockade. The blockade also allowed for the tunnel ventilation system (TVS) to be updated and this is now almost complete, as well as other key works to the rolling stock and signalling.
- 3.4 Before the end of 2021, there will be further changes to the TVS to complete the outstanding functionality of the system software for passenger service. There will also be a smaller scale software update (ELR110) that may sweep up any new issues identified during Trial Running. These fixes are expected to be few in number but are important in the final completion of the railway for revenue service.

- 3.5 On 20 November 2021, the programme entered into Trial Operations that involves operational exercises to ensure the safety and reliability of the railway for public use and to fully test the timetables. More than 150 scenarios will be carried out over the coming months to ensure the readiness of the railway for passenger service. These include exercises to make sure that all systems and procedures work effectively and staff can respond to incidents, including customers being unwell or signal failures.
- 3.6 In the new year, a series of more complex exercises will include evacuations of trains and stations using thousands of staff. The final step will see a period of 'shadow running', operating timetabled services ahead of the Elizabeth line opening.
- 3.7 It will take several months to complete this final phase. The Elizabeth line is an immensely complex railway and Trial Operations will continue until it is clear that it can operate at the highest levels of safety and reliability before the start of passenger services. Only then will a specific opening date for the railway be announced. Trial Operations will also see a number of organisations, including Transport for London, MTR Elizabeth line, Network Rail and the emergency services all working together to respond to the trial scenarios.
- 3.8 The central section stations are now at an advanced stage, with eight out of the 10 now under the care of TfL and ready to support Trial Operations. Tier 1 contractors are beginning to demobilise from site. To date, Tier 1 contractors from Farringdon, Tottenham Court Road and Woolwich stations have started the demobilisation process, along with those at Paddington and Liverpool Street stations.
- 3.9 The next station to be transferred to TfL is Canary Wharf. Final modifications to the safety systems are being carried out and it is expected to be transferred by the end of 2021.
- 3.10 Bond Street station achieved its readiness to support Trial Operations on 8 October 2021. This is a significant milestone for the station and for the wider programme. The team at Bond Street are now working on a plan to get the earliest opening date for the station. The possession of the oversite development and urban realm has also recently been handed to the developer.
- 3.11 Following the completion of station works at Hayes & Harlington in September 2021, Network Rail's station enhancement works on the west are largely complete. A significant benefit of these works is that passengers are now able to make step-free journeys across TfL Rail between Paddington, Reading and Heathrow.
- 3.12 Enhanced station upgrade works are progressing in the east at Ilford and Romford. The glass façade is now complete at Ilford and lift cars also installed at both sites. The target for entry into service of the new station buildings is February 2022 and Network Rail continues to monitor this to drive performance.

4 Elizabeth Line Operational Readiness

- 4.1 Since resuming train movement in the Central Operating Section, following the two-week blockade in October 2021 to allow for the commissioning of one of the ELR100 signalling software update, we have seen a significant improvement in performance of the 12 trains per hour (tph) timetable.
- 4.2 Sustained delivery of the 12 tph timetable was critical to allow us to move into the Trial Operations phase. The improved reliability enables our operational teams to increase their understanding of how to manage the service, utilise the infrastructure available and deal with issues as they arise, more effectively. Further work will take place in December and over the Christmas period on the TVS and the next software upgrade (ELR110).
- 4.3 A series of project gates has been established as “Go/No-Go” decision points to move throughout Trial Operations, towards Revenue Service. A ‘gate’ has been scheduled for December 2021 to provide the conditional “Go/No-Go” for the more complex exercises of Trial Operations subject to the successful completion of the TVS works. Once approved, this will allow us to carry out planned evacuation exercises in January 2022 including the emergency services.
- 4.4 Our existing TfL Rail operations continue to deliver a good service with the Public Performance Measure beating target during period 7, the four-week period between 19 September 2021 and 16 October 2021. We compared favourably against the rest of the industry with only Merseyrail and London Overground performing better. The eastern section of the line achieved 97.5 per cent with the western section achieving 93.0 per cent of trains meeting their reliability target. The overall Moving Annual Average trend also continues to be better than target at 95.3 per cent.

List of Appendices:

None

List of Background Papers:

None

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Board



Date: 8 December 2021

Item: Annual Travel in London Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to present the Overview of Travel in London 14. The Travel in London Report is an annual report and this year's report will be published on the TfL website a few days after this meeting of the Board.

2 Recommendation

- 2.1 **The Board is asked to note the Travel in London 14 Overview Report.**

3 Background

- 3.1 Travel in London reports are produced annually. They provide an interpreted summary and evidence base of key trends and developments affecting travel in London, in the context of the aims of the Mayor's Transport Strategy.
- 3.2 This year, the report considers the broad impact of the coronavirus pandemic on the Mayor's transport aims. It also provides an interpreted summary of the emerging evidence about London's transport recovery, covering the period up to late autumn 2021. The data and insights provided by this report will be used across the business to help guide short- and longer-term planning in the post pandemic era.

Impact of the pandemic on the Mayor' transport aims

- 3.3 The pandemic severely disrupted daily life in London, and this has been reflected in travel demand trends on the networks. Overall travel demand in 2020, in terms of trips, was 75.2 per cent of normal. The composition of these trips (mode, distance, timing) also changed radically. The overall active, efficient and sustainable mode share for 2020, 58.3 per cent, might therefore be regarded as resilient in the circumstances. The data for 2021 is not yet fully available, however from the data sets that are available it appears likely that the sustainable mode share will be broadly the same as last year, albeit with a growth in the overall trip levels.
- 3.4 These changes to travel, albeit hopefully temporary, have revealed many insights (both positive and negative) that are relevant to contemporary policy concerns, and these are picked up in the report. For example, the extreme challenges of lockdown brought a move towards more local travel and this has seen increases in walking and cycling.

- 3.5 Capturing some of these more positive aspects while minimising the disbenefits is the clear challenge and opportunity for the next stage of the recovery.
- 3.6 Amid all this disruption, TfL has operated high levels of service to support essential journeys, and, latterly, to provide fully for London's recovery. There was continued good progress with Mayoral priorities such as air quality, step-free access and supporting new homes and jobs. In collaboration with the boroughs, we delivered an ambitious Streetspace for London programme, prioritising safety during the pandemic and encouraging active travel over the longer term. More recently we successfully opened the Northern Line Extension to Battersea Power Station, this is currently seeing strong ridership levels and has clearly supported the rapid growth in this new quarter of London.

Emerging evidence about the recovery

- 3.7 The report assembles and interprets the evidence about how potentially the pandemic might affect travel demand and travel behaviour over the long-term, considering factors like hybrid working and e-commerce, as well as the demographic and economic backdrop. We describe a Hybrid demand forecast, based on an assessment of this evidence, that is to be used alongside our established Reference case forecast, as a way to take account of continued uncertainty for longer-term project and policy planning.
- 3.8 Whilst car travel has been close to normal for some time, it has notably not exceeded post-pandemic levels. Bus and Tube demand are returning towards normal, although at notably different speeds, for example higher relative levels of demand at off peak times and a slower return in weekday AM peak commuter travel which is replicated on National Rail feeder services. Demand for cycling remains very strong, as it has done throughout the pandemic, with, for example, Santander Cycles, focused on central London, continuing to see well above pre-pandemic levels of demand into late autumn.
- 3.9 The pattern is however developing very rapidly, and more recent weeks have seen encouraging growth on public transport. With the approach of Christmas and, perhaps, the wider return of workers and potentially more international tourism next year, it remains crucial that we continue to operate a comprehensive service that is seen by our customers to be safe, reliable and sustainable, in order to play our full part in the recovery and capitalise upon the opportunities for advancing the Mayor's transport aims.

List of appendices to this report:

Travel in London 14 Overview

List of Background Papers:

None

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Overview

Travel in London report 14

Travel in London is Transport for London's (TfL's) annual publication that summarises trends and developments relating to travel and transport in London. Its principal function is to describe how travel is changing and to provide an interpretative overview of progress towards implementing the Mayor's Transport Strategy. It also provides an evidence and analysis base for the general use of stakeholders and policymakers.

This fourteenth report covers trends and developments up to 2021, including the disruption brought about by the global coronavirus pandemic from early 2020, and London's early recovery during the latter part of 2021. As well as describing overall travel trends, such as patterns of travel demand and mode shares, the report is broadly structured around the Mayor's key aims for transport, these being:

- Healthy Streets and healthy people
- A good public transport experience
- Supporting the growth and development of London

Final sections look at how we are adapting our monitoring, statistics and forecasting to better understand how we are recovering from the pandemic.

Travel in London is beginning to recover from the pandemic

Recent overall travel demand trends on the principal modes

The global coronavirus pandemic brought great disruption to the daily activities of many people and, with it, their travel patterns. The emerging picture during the height of the pandemic in late 2020 was described in Travel in London report 13.

With good progress with the vaccination programme, the lifting of most pandemic restrictions and a gradual return to normal activity, autumn 2021 is a good opportunity to start to gauge the likely longer-term implications of the pandemic for travel demand. Although it is still 'early days', recent demand trends indicate we are in a period of steady and sustained recovery, and it is crucial that the full capabilities of our networks remain available to continue to support a return to normal and the longer term viability of the Capital.

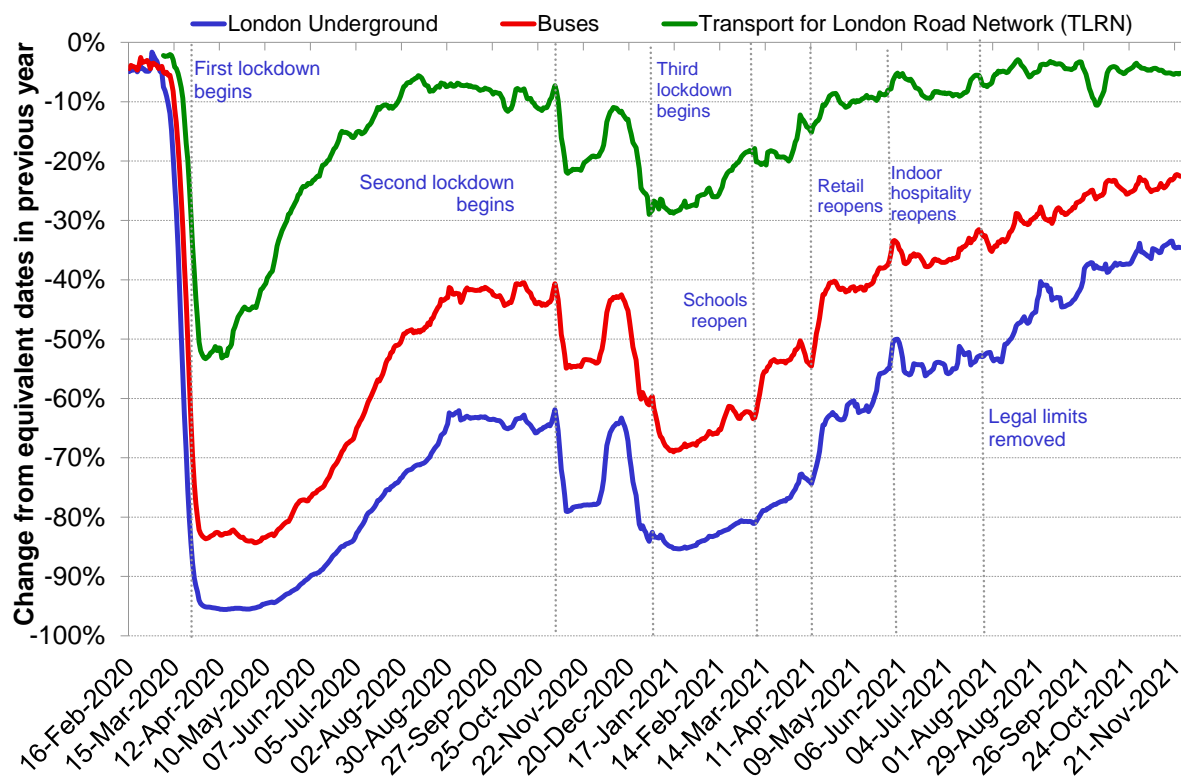
By November 2021 the demand for public transport overall was around 70 per cent of pre-pandemic levels. On the London Underground the weekly average demand was typically 62 per cent of pre-pandemic demand. Average weekly bus demand stood at 77 per cent. Road traffic on London's major roads was typically 96 per cent of pre-pandemic levels.

Figure 1 demonstrates the scale of the impact of the pandemic on the principal travel modes, including the dramatic dip in the early days of the pandemic and the changes in demand at each stage of the successive lockdowns and recoveries. Notable from

the figures is the relatively greater impact on the London Underground, compared to bus, reflecting the greater loss of commuting and tourism related journeys on the former, and the relatively greater resilience throughout of car travel, which has been close to, but notably not above, pre-pandemic levels for much of the latter half of 2021.

The general upwards trajectory of recent months is encouraging, but public transport demand is still significantly short of pre-pandemic levels. At a global level, these trajectories are comparable to other large cities, taking local conditions into account.

Figure 1 Change in demand on the main transport networks relative to the equivalent period in 2019, 7-day moving average, Feb 20 - Nov 21.



Source: TfL Traffic and service performance data.

Note: Demand for bus and LU in January and February 2021 is relative to equivalent dates in 2020.

These averages conceal many distinct features of interest. The following are perhaps the most immediately significant in terms of planning for the next phases of the recovery:

- We are seeing a sustained recovery in our patronage levels, with a steady increase in demand since the spring of 2021.
- Weekend travel has recovered more strongly than weekdays, with Saturday totals typically achieving 73 per cent of the pre-pandemic demand on the London Underground (83 per cent on bus) and Sundays 71 and 80 per cent respectively.
- Relative to average overall demand levels, the recovery of the weekday commuter peak is lagging, particularly for the London Underground. In late October 2021, typical weekday morning peak London Underground demand was just over 50 per cent of the pre-pandemic baseline, with bus at 70 per cent.
- It is thought that this primarily reflects the persistence, as of late 2021, of flexible working arrangements put in place during the pandemic, as many employers

have been cautious to mandate a full return to the office and are experimenting with hybrid working plans.

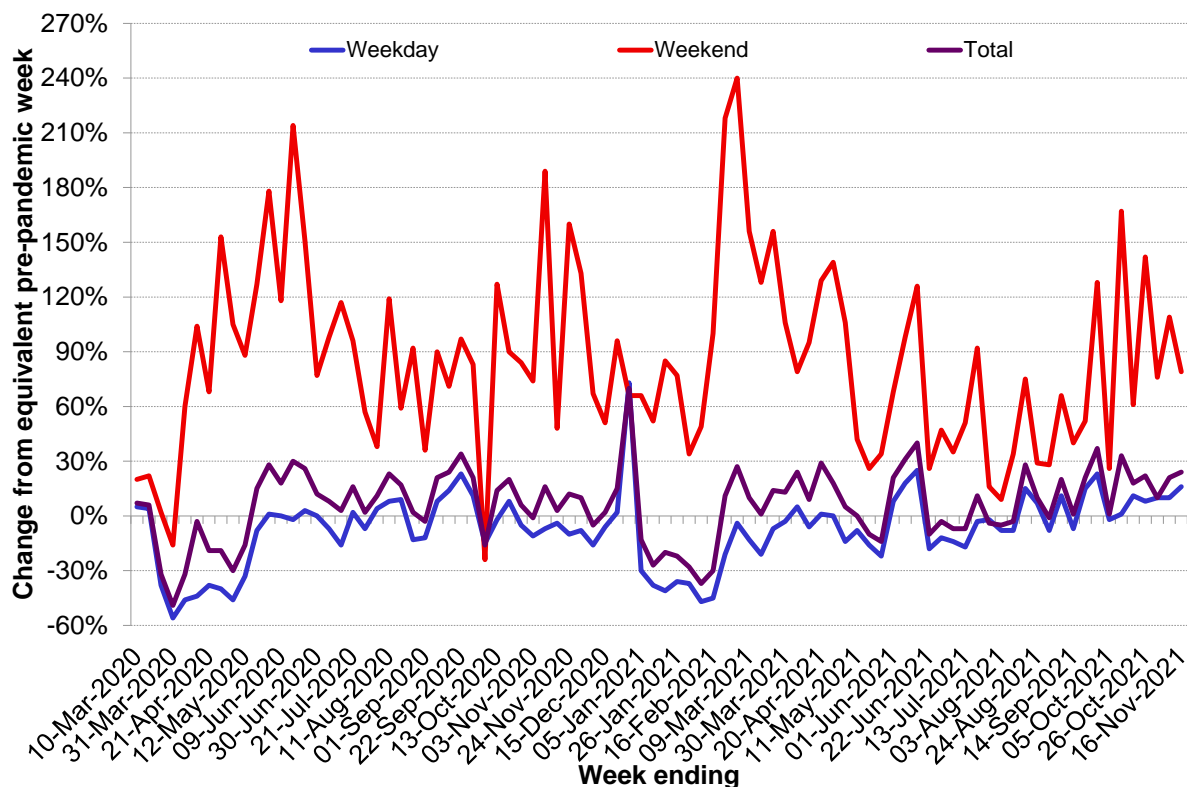
- The relatively high rates of leisure travel, particularly with a continuing absence of international tourism, however, suggest a widespread acceptance of mass public transport travel by Londoners under these conditions.
- On both bus and London Underground, the pre-pandemic demand pattern by day of week (Monday through Friday) is little changed overall, again suggesting a general 'return to normal' in terms of people's activities, albeit with significantly lower demand across the working week.
- Recent National Rail patronage levels are lagging that for the Underground, particularly London focused train operators, who are also experiencing a 'leisure-led' recovery with a notable shortfall of commuter trips. This demonstrates the close relationship between National Rail and London Underground for weekday commuter demand in London. A further factor, in the light of continued employer flexibility, may be the deterrent effect on prospective commuters of daily full price train travel for ad hoc journeys, compared to pre-pandemic discounted season ticket rates for more regular journeys.
- Spatially, the 'doughnut' pattern established during the pandemic, of higher relative levels of travel in outer and inner London, with large-scale shortfalls in the central area, has persisted, although lessened in intensity as more people have returned to the central area for work and leisure purposes. This has generally been positive for 'local living' and for active travel modes, for example leisure-related walks and cycling of home workers
- The recent trend for car travel in London closely mirrors national-scale trends. It is notable in both cases that traffic levels appear to have stabilised at just below pre-pandemic levels. However, the higher relative demand for car travel against the common backdrop of the pandemic recovery, and the substantial scope for a more general 'return to the office' demonstrate ample potential for initiatives to encourage greater relative use of sustainable modes over the next period.

Active travel and the pandemic

In general, active travel 'benefitted' from the pandemic in that walking and cycling were uniquely placed to cater for travel demand during periods of restrictions. Increased local travel at these times also emphasised use of active modes. However, this took place in the context of overall reductions to activity, meaning that although mode shares for these modes were notably higher, absolute trip making overall by these modes remained close to, or below, pre-pandemic levels.

Cycling illustrates this duality, with figure 2 showing data from limited cycle counters around central and inner London. The standout feature is the relative increase in weekend cycling – typically doubling relative to pre-pandemic, although with large variation, emphasising the increase in 'leisure' cycling. Weekday cycling shows a different picture, typically close to pre-pandemic levels. However, this reflects a large-scale reduction in commuter cycling, in line with other modes, making this relative resilience especially noteworthy.

Figure 2 Change in cycle flow on automatic cycle counters, 2020-2021 vs 2019.



Source: TfL Network Performance.

Excepting the strict lockdown periods, Santander Cycles (which mostly serve central and some parts of inner London) enjoyed record patronage during the pandemic and continues to see patronage above pre-pandemic levels. This is especially remarkable given overall reduced activity levels and demonstrates the utility of cycle hire for travel around central London under pandemic conditions.

Our analysis of walking data is mainly based on London Travel Demand Survey (LTDS) survey results. This shows that walking accounted for over 60 per cent of all trips made by Londoners during the first quarter of 2021 – and typically over 50 per cent during other periods during the pandemic, compared to 35 per cent pre pandemic. Most of these walking trips were local trips in inner and outer London. Although under the unwanted duress of pandemic restrictions, the scale of the shift to active modes during the pandemic highlights a potential opportunity to embed positive aspects of this into our recovery.

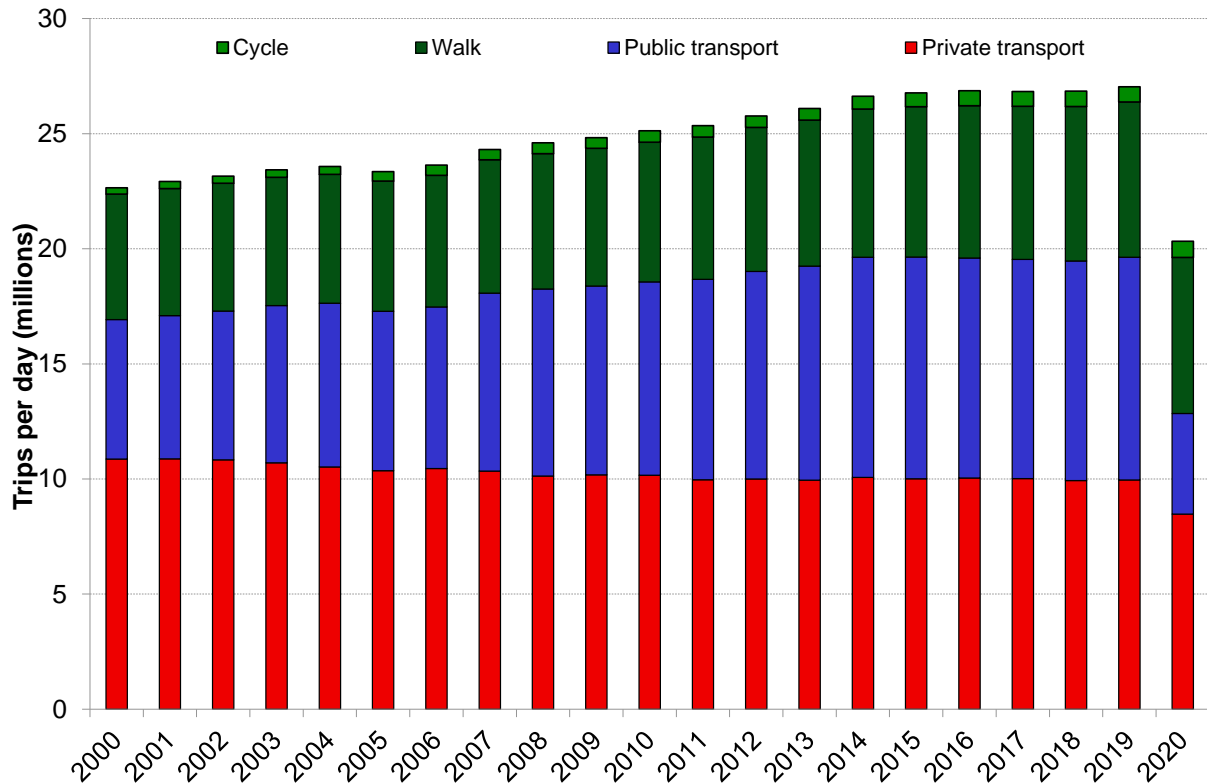
Consolidated estimates of travel demand and mode shares in 2020

Historic and pandemic context

The year 2020 was notable for the unprecedented variability in travel demand, this reflecting the impacts of the pandemic and associated restrictions on many aspects of daily life, and annual averages and totals should be seen in this context. They should also be seen against the longer term pre-pandemic trends of generally consistent year-on-year growth in travel demand in London, and the longer-term trend of increasing use of active, efficient and sustainable modes.

Before the pandemic, travel demand in London grew from 25.1 million trips per day in 2010 to 27.0 million in 2019 – an increase of 7.6 per cent. The share of trips made by active, efficient and sustainable modes (walking, cycling and public transport) increased from 59.6 per cent in 2010 to 63.2 per cent in 2019 – an increase of 3.6 percentage points. Figure 3 shows these longer-term trends, alongside the scale of the pandemic related change in 2020.

Figure 3 Estimated daily average trips by main mode, 7-day week, 2000-2020.



Source: TfL City Planning.

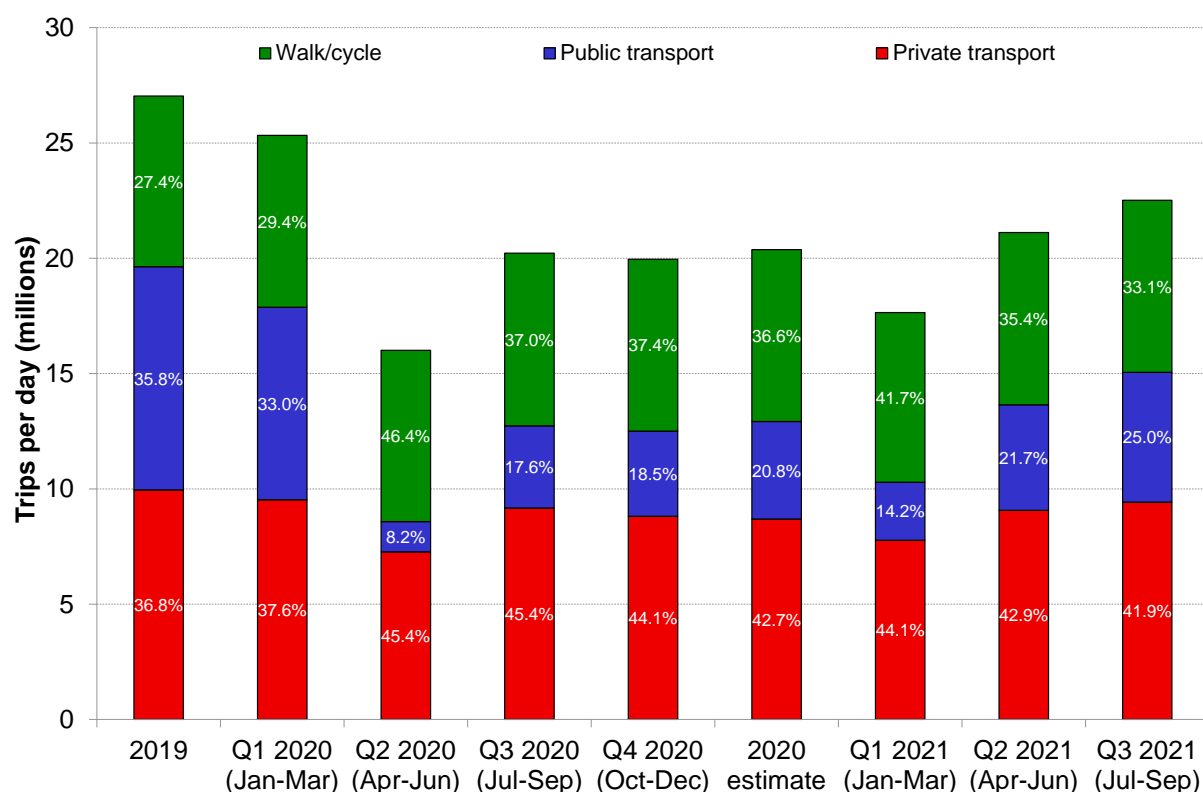
In 2020, it is estimated that 20.3 million trips were made on an average day. This compares to 27.0 million in 2019, a nominal reduction of 24.8 per cent. The overall active, efficient and sustainable mode share for travel in 2020 is estimated at 58.3 per cent, compared to 63.2 per cent in 2019.

Variability in travel patterns during the pandemic

Although these overall totals may be regarded as relatively resilient in the context, they were characterised by unprecedented variability during the year, and it is this variability that is the main point of contemporary interest.

For example, for many people, the lengthy daily two-way commute to and from work, perhaps involving a public transport journey, with active travel elements, may have been replaced, for at least some of the year, with a once or twice daily ‘walk around the block’ in their local area. Although they may have made the same number of trips, the characteristics of those trips – origin/destination, trip length and duration, time of day, journey purpose and modal mix – may have changed dramatically. Quarter by quarter estimates of total travel and mode shares throughout the pandemic (figure 4) demonstrate some of these effects.

Figure 4 Estimated mode shares and daily trip levels, 2019-2021.



Source: TfL City Planning.

In relation to figure 4:

- In 2020 sustainable mode share accounted for 58.3 per cent of circa 20 million trips per day; the quarterly analysis of the data for 2021 indicates that the percentage mode share has not changed significantly, albeit that the number of trips has increased to circa 23 million per day.
- In the context of lower overall travel and activity levels, active travel – cycling and walking – benefitted in relative terms, as they were more suited to ‘local’ lifestyles and permitted activities during periods of lockdown.
- The impact of this on the overall mode share statistic was however countered by the large-scale loss of public transport trips; these also typically involving active travel elements (eg the walk to the station).
- Absolute levels of car travel were relatively more stable throughout, although this fell to 73 per cent of pre pandemic in Q2 2020.

The pandemic and the drivers of travel demand

London’s population and economy

London’s population and economy were affected by the pandemic, both effects having yet to fully work through but being likely to exert a dampening effect on travel demand growth, relative to expectations pre pandemic, for some years to come.

Although firm figures are not yet available, it seems likely that London’s population did reduce during the pandemic. A collapse in international migration, international

and domestic tourism, an element of domestic migration away from the city, alongside, sadly, morbidity and mortality from the pandemic itself, all contributed to lower travel demand in 2020, alongside the direct effect of the pandemic and related restrictions.

The main question, however, is the extent to which these factors will persist. The GLA recently released their latest trend-based and housing-led projections based on London's 2020 mid-year population estimate of 9.002 million. In this the central range spans a projected population of between 9.97 and 10.25 million by 2041. This is slightly lower than the pre pandemic range of 10.08 to 10.34 million.

The impacts of the pandemic on London's economy were also marked, coming on top of prevailing background trends relating to affordability that, it is thought, acted as a brake on travel growth during the late 2010s.

Changes to the travel behaviour of Londoners

Looking at Londoner's travel behaviour itself, the following are some of the more significant features of 2020 in the longer-term context:

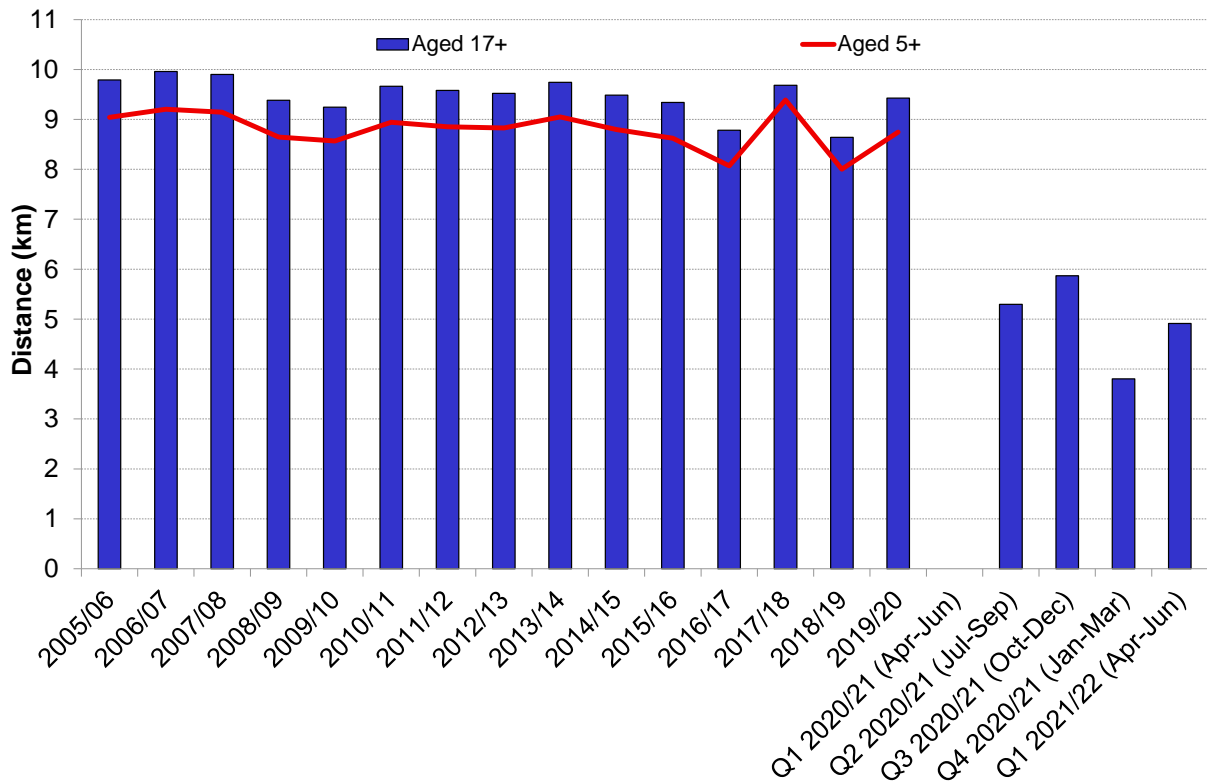
- The number of trips made per person per day in 2020/21 was an average of 21 per cent lower compared to 2019/20 (1.7 trips per person per day compared to 2.3 trips), reflecting strict restrictions on the activities for which travel was permitted for significant periods throughout the year.
- However, given the scale and length of time that travel restrictions were in place, the reduction in London residents' trip rate was relatively modest, suggesting 'substitution' between different types of travel (e.g. local exercise for a commute).
- As well as trip rates, the average distance per trip also reduced as people 'stayed local', causing an even greater proportional reduction in travel, alongside a shift to modes that were more suited to local travel under pandemic conditions (figure 5 overleaf).

During the pandemic, the share of public transport trips by residents reduced dramatically, although residents' mode shares for both cycling and walking increased, meaning that the active, efficient and sustainable mode share for London residents was similar to the pre-pandemic level of 69 per cent, albeit comprised of a substantially different mix of trips.

Working from home was one of the most prominent pandemic adaptations, and the practice continues to be widespread among office workers as we approach the end of 2021. Figure 6 shows the scale of the change among London residents.

Recognising that working from home is an option available only to some, and that the imperative to work from home changed with different stages of the pandemic, the scale of the change, and the length of time it has had to become embedded, present obvious challenges for the recovery of pre-pandemic commuter travel. It is likely that residents who, previously, undertook only occasional home working will increase the frequency of this given the pandemic experience.

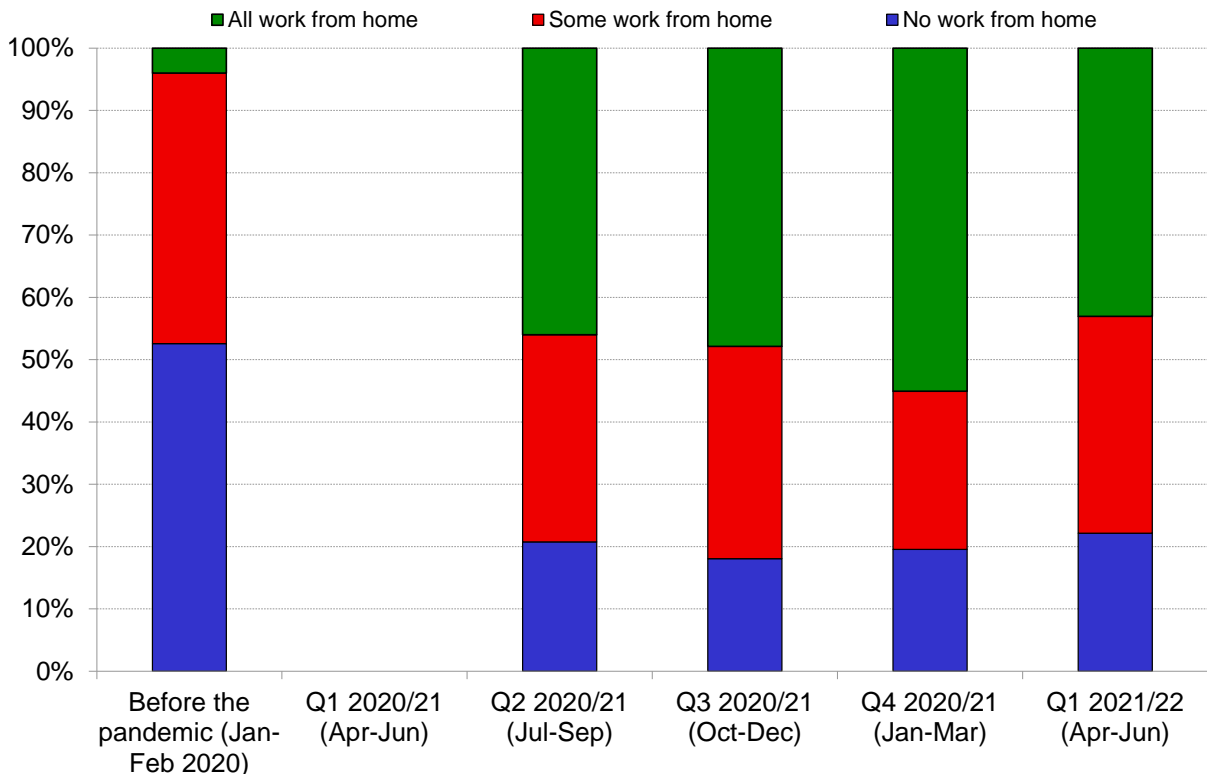
Figure 5 Total distance travelled per person per day, trips fully within London, LTDS, 2005/06-2021/22.



Source: TfL City Planning.

Note: The back series has been amended to represent those aged 17+. The red line shows the trend for those aged 5+.

Figure 6 Proportion of working from home by London workers, LTDS, 2020/21 vs before the pandemic.



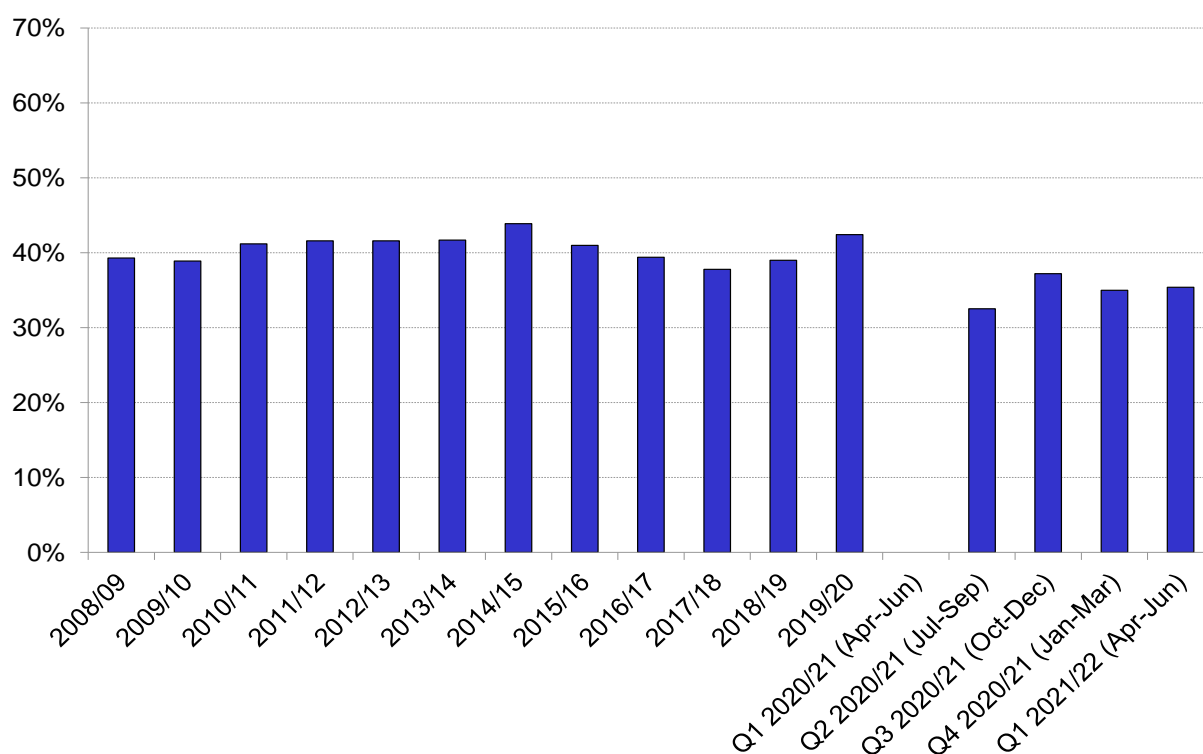
Source: TfL City Planning.

Healthy Streets and healthy people

Active travel

The Mayor's Active People target is for 70 per cent of Londoners to achieve at least 20 minutes of active travel (defined as either walking or cycling) per day by 2041. The historic trend prior to the pandemic was relatively flat, with typically around 40 per cent of Londoners achieving this benchmark. Although comparable quarterly estimates are available during the pandemic, restrictions on surveys mean that the picture is not complete. Nevertheless, results suggest that the proportion of Londoners achieving the target decreased during the pandemic, with quarterly estimates ranging from 33 to 37 per cent (figure 7). This reflects a combination of formal pandemic restrictions limiting travel, and a range of informal personal responses to the pandemic, reducing individual travel overall.

Figure 7 Proportion of Londoners aged 20 and over who achieve at least 20 minutes of active travel per day, LTDS, 2008/09-Q1 2021/22.



Source: TfL City Planning.

Streetspace for London

The Streetspace for London programme started soon after the onset of the pandemic. It was designed to facilitate and encourage safe and active travel during the pandemic and provided opportunities to capture these changed behaviours as part of London's sustainable recovery. It included:

- 101km trial cycle lanes
- 89 Low Traffic Neighbourhoods
- 322 'School Streets'
- 84 km of TLRN bus lanes converted to operate 24/7 Monday – Sunday.

Boroughs and TfL are currently assessing which of these schemes should be made permanent.

Low Traffic Neighbourhoods (LTNs) are street interventions aimed at removing through motor traffic from a residential area to create street environments that are safer and more pleasant for people to walk, cycle and access public transport, while retaining access for residents and essential services. Several reports have been published in the last year that indicate that LTNs have been effective in reducing car use, encouraging more active travel, reducing road danger and improving perceptions of the local street environment.

London's developing cycle network

TfL have an aim to increase the proportion of Londoners living within 400 metres of a high-quality cycle route to 33 per cent by 2025. By autumn 2021, the proportion of Londoners living within 400 metres of a cycle route was 19.4 per cent, up from 11.5 per cent in 2019. Much of this increase is linked to the delivery of new protected cycle routes delivered as part of the Streetspace for London programme

Road traffic in London

Travel in London reports have tracked a picture of gradual change over the last decade or so, the key elements of which have been:

- A slow but generally consistent trend of reducing traffic volumes in central and inner London, contrasting with relatively stronger growth on public transport, contributing to a progressive increase in the active, efficient and sustainable mode share. Traffic volumes in outer London have, however, grown over this period.
- Different trends affecting the different motorised modes, with generally lower car traffic, higher freight and servicing traffic, particularly Light Goods Vehicles (LGVs), and a dramatic increase to the numbers of private hire vehicles (PHVs).
- Initiatives such as the Ultra Low Emission Zone and more recent changes to the Congestion Charge in central London, will have impacts on traffic levels and composition and further information on this is supplied in this report.

Changes to the Congestion Charge in central London

Prior to the pandemic London's Congestion Charge operated 07:00 to 18:00 Monday to Friday, with an £11.50 daily charge. In 2020, changes were made to the Congestion Charge to address the transport challenges arising from the pandemic. The scheme was suspended from 23 March to 18 May and, in June 2020, the Congestion Charge increased to £15 a day, and the hours of operation were extended to 07:00 to 22:00, seven days a week. In August 2020, the residents' discount scheme was closed to new applicants. The immediate impact of these changes, in the pandemic context, was outlined in Travel in London report 13.

This year, a consultation was undertaken between July and October on new Congestion Charge proposals to support the long-term objectives of the Mayor's Transport Strategy. This consulted on:

- A daily charge of £15
- Reducing the hours of operation from the current temporary hours of 07:00 to 22:00 each day, to between 07:00 and 18:00 Monday to Friday and between 12:00 and 18:00 at weekends and on bank holidays
- Re-opening the 90 per cent discount for residents living in the Congestion Charge zone to new applicants.

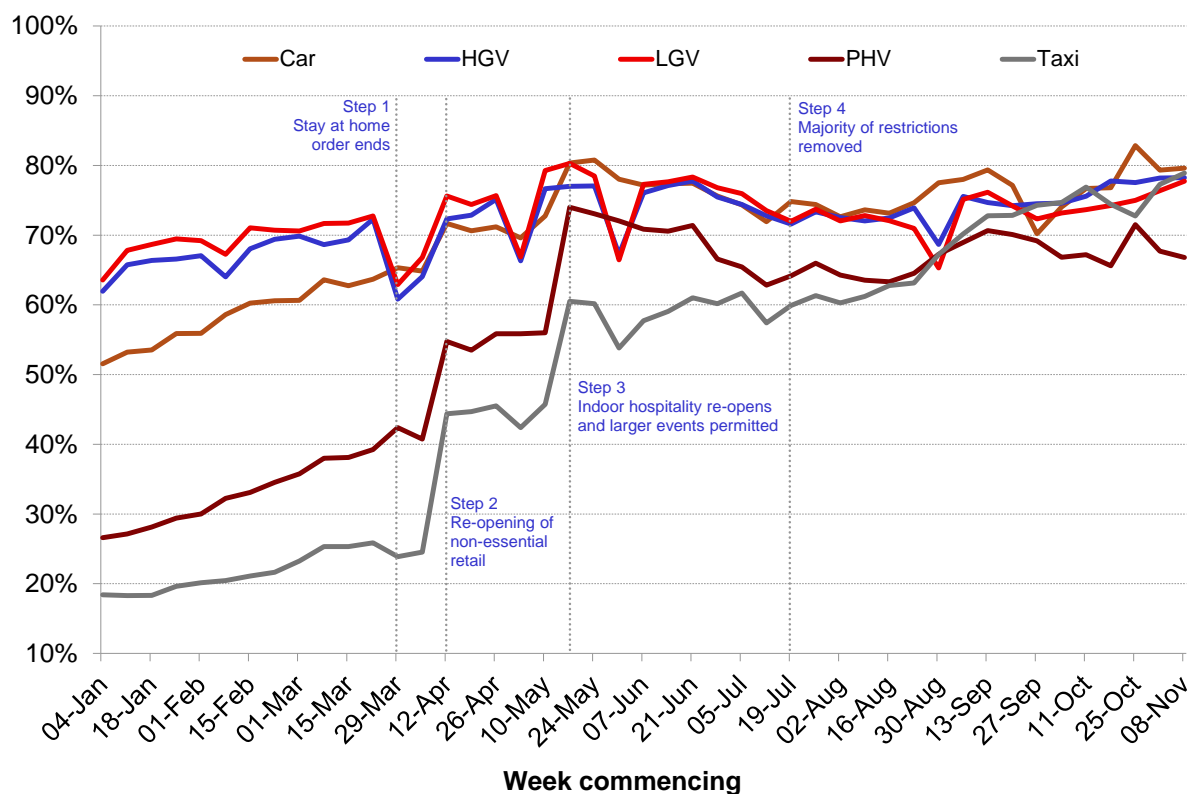
A decision on these proposals will be taken in December 2021.

Traffic in the central London Congestion Charge zone

In this context, at the start of 2021, weekly car entries to the charging zone were just above half of pre-pandemic levels, as the UK entered a third national lockdown. Entries then recovered slowly through the first quarter of the year, standing at 80 per cent of pre-pandemic levels at the start of November 2021 (figure 8).

In January 2021, during the winter lockdown, charging zone entries by heavy goods vehicles were around 66 per cent of pre-pandemic levels, the figure for LGVs was slightly higher at 68 per cent. At the start of November 2021, HGV and LGV entries were both 78 per cent of the pre-pandemic baseline.

Figure 8 Weekly entries (camera captures) to the Congestion Charge zone by mode, Jan-Nov 2021 vs Jan-Feb 2020.



Source: TfL Surface Transport

Licensed taxi and private hire vehicle (PHV) entries to the charging zone were significantly affected by the winter lockdown at the start of 2021. At the start of 2021, licensed taxi entries were 18 per cent of pre-pandemic levels, and the figure for PHVs was 27 per cent. PHV entries declined over the summer, but recovered in early autumn, and at the start of November 2021 were 67 per cent of the pre-

pandemic baseline. Licensed taxi entries recovered strongly through the summer, and currently stand at 79 per cent of pre-pandemic levels.

Goods vehicles entering the Congestion Charge zone during the weekday morning peak

A specific aim of the transport strategy is to reduce the number of heavy goods vehicles (HGVs) circulating in the central London Congestion Charge zone during the weekday morning peak, by 10 per cent by 2026, from 2016 levels. Pre pandemic, the overall trend was compatible with good progress towards this aim. By early 2021, however, reflecting the pandemic, the reduction in the number of HGVs was more than 20 per cent against the 2016 baseline. As restrictions were released the number of HGVs started to increase but remained around 15 per cent below 2016 levels in October 2021.

Road danger

The Mayor's Vision Zero Action Plan makes it clear that no death or serious injury on London's roads is acceptable or inevitable. It sets targets of a 65 per cent reduction in all persons killed or seriously injured (KSI) on London's roads by 2022 and a 70 per cent reduction in people killed or seriously injured (KSI) in or by a bus by 2022, ahead of eliminating all deaths and serious injuries from London's streets by 2041.

In 2020 there was a 19 per cent reduction in the number of people injured in road traffic collisions in London, and a 21 per cent reduction in the number of people (3,070) regrettably killed or seriously injured, compared to 2019. This amounts to a 52 per cent reduction towards the overall target of 65 per cent by 2022. However, this reduction needs to be seen in the context of a significant reduction in travel during periods of lockdown.

There was a 12 per cent increase in the number of people regrettably killed or seriously injured while cycling in 2020 relative to 2019 (with six cyclists sustaining fatal injuries). This increase reflected increased cycling during the pandemic but represented a 64 per cent reduction in cycling fatalities relative to the 2005-2009 baseline. The risk of being killed or seriously injured while cycling in London fell by 24 per cent in 2020 relative to 2019.

People walking, cycling and motorcycling ('vulnerable road users') made up 82 per cent of all people killed or seriously injured, compared to 81 per cent in 2019. The number of motorcyclists killed or seriously injured declined by 25 per cent and has continued to decline year on year, despite motorcyclist fatalities remaining at 31 people in 2020. The number of pedestrians killed or seriously injured was 868 in 2020, down by 57 per cent against the 2005-2009 baseline, and by 36 per cent against 2019.

The number of people killed or seriously injured in or by a bus fell by 35 per cent between 2019 and 2020 to 135 people – the lowest number on record (and 77 per cent down on the 2005-2009 baseline), again reflecting an element of pandemic reduced demand. Unfortunately, however, in 2020 two bus passengers were fatally injured, one while attempting to board a bus, and one bus passenger following a fall within a bus.

Air quality and carbon reduction

London's air quality

In London in 2016 two million Londoners, including 400,000 children, lived in areas that exceeded legal limits for air pollution. Since then significant improvements have been achieved in air quality as we seek to reduce ambient levels of NO₂ towards statutory limits. New analysis from the London Atmospheric Emissions Inventory (LAEI) indicates that by 2019, the number of people who live in areas that exceed legal limits reduced to 174,000 people – a reduction of 91 per cent.¹ It is particularly important that air quality improves around schools and the number of state primary and secondary schools in areas exceeding the legal limit for NO₂ fell from 455 in 2016 to 14 in 2019, a reduction of 97 per cent.

Low Emission Zones

The vehicle standards for the London wide Low Emission Zone (LEZ) were tightened on 1 March 2021. Compliance with these new standards was 95.7 per cent in October 2021 and this compares to 48 per cent in 2017 when the changes were announced.

The Mayor extended the Ultra Low Emission Zone (ULEZ) up to the North and South Circular Roads on 25 October 2021. This is a significant expansion covering 3.8 million residents and is eighteen times the size of the previous central London zone. In the week before launch, compliance with the scheme was estimated at 87 per cent, which compares to a 39 per cent compliance rate when the Mayor announced his intention to introduce the expanded scheme in February 2017. This demonstrates the important role of 'pre-compliance' in the success of these schemes and bringing forward the air quality benefits. Full updates on all these schemes will be published by the GLA in due course.

London Atmospheric Emissions Inventory update

An updated LAEI has been developed based on the latest available data from 2019 across the main pollution sources, including BEIS for domestic and industrial fuel consumption, the Environment Agency (large industrial sources) and the NAEI (National Atmospheric Emissions Inventory). Road transport assumptions are based on TfL's transport models.

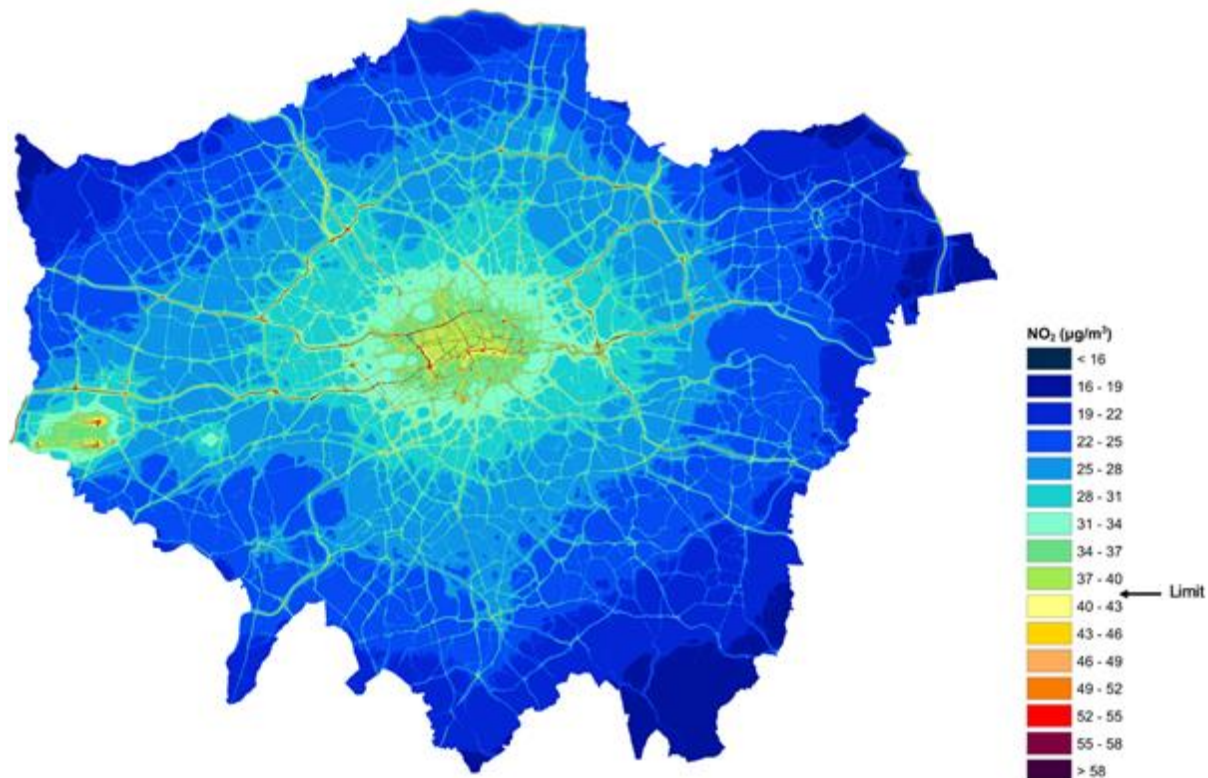
Vehicle fleet compositions reflect the changes brought about in 2019 on London's roads following the implementation of the ULEZ in central London. Figure 9 shows the NO₂ concentrations across the capital and whilst there has been significant progress, there is still more to do to achieve legal compliance.

Additional work is currently ongoing as part of the LAEI to forecast emissions and air quality concentration maps for 2025 and 2030. The results will take account of the impacts of the tougher standards for the London wide LEZ and the expansion of the ULEZ and will help inform what other measures may be needed to meet legal limits for NO₂ across London by 2025 at the latest. The full results will be published on the LAEI website together with the new 2019 baseline data in the new year.

¹ These figures have been updated following publication on 30 November 2021.

Comparing new figures for 2019 with previously published 2016 data (therefore, subject to a back casting amendment) indicates that London's NO_x emissions from road transport have reduced by 25 per cent. Although road transport is still the predominant source of NO_x across London, its proportion within total NO_x emissions has gradually decreased over time, from 54 per cent in 2013 and 50 per cent in 2016 to 43 per cent in 2019.

Figure 9 Concentrations of NO₂ in London, 2019.



Source: London Atmospheric Emissions Inventory, TfL City Planning.

Air quality, health and inequality

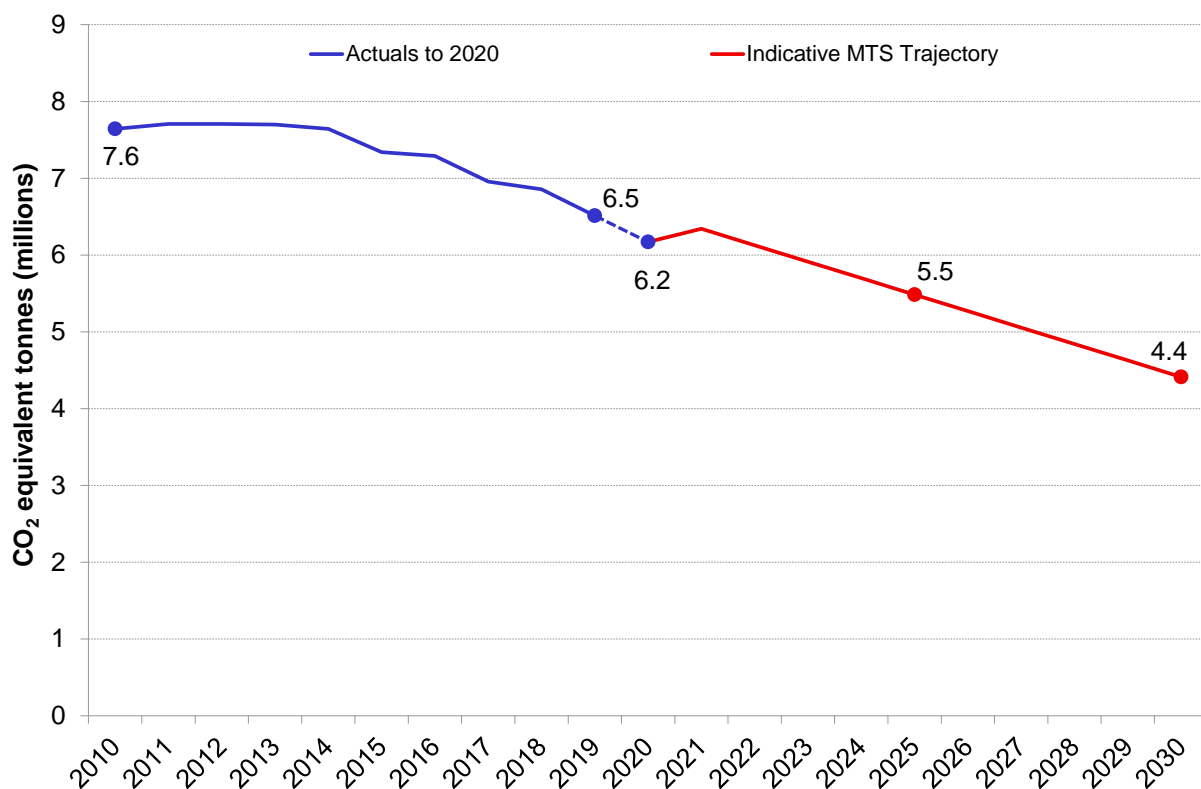
The significant health impacts of poor air quality and the imperatives to improve it have recently been highlighted by the World Health Organisation (WHO), which has suggested a lowering of existing health-based limit values for certain pollutants. A joint TfL/GLA study explored the relationships between air quality and inequalities, albeit based on a previous set of emissions estimates. The report confirmed earlier findings that communities with higher levels of deprivation, or higher proportions of people from non-white ethnic backgrounds, are more likely to be exposed to higher levels of air pollution. It is estimated that areas where the most deprived Londoners are likely to live experience average concentrations of NO₂ that are 13 per cent higher than the least deprived areas, with PM_{2.5} concentrations 6 per cent higher. The report also shows that, following policies to improve air quality in London, the gap in NO₂ exposure between the most and least deprived areas of London in this regard has narrowed by up to 50 per cent since 2013.

Towards zero carbon

The Mayor's Transport Strategy set a target for London to be a zero-carbon city by 2050. However, the Mayor has recently called for this to be brought forward to 2030, recognising the importance of the climate change emergency we face.

London's CO₂ emissions have been falling over recent decades, although at a pace commensurate with the 2050 rather than the 2030 target. Furthermore, the contribution of other sectors has fallen as the grid has decarbonised. Road transport is therefore responsible for an increasing proportion of total emissions – now estimated at 28 per cent. Figure 10 shows the need to significantly accelerate decarbonisation in London to meet the Mayor's ambition for 2030.

Figure 10 Historic trend and indicative trajectory in London's CO₂ emissions, 2010-2030.



Source: TfL City Planning.

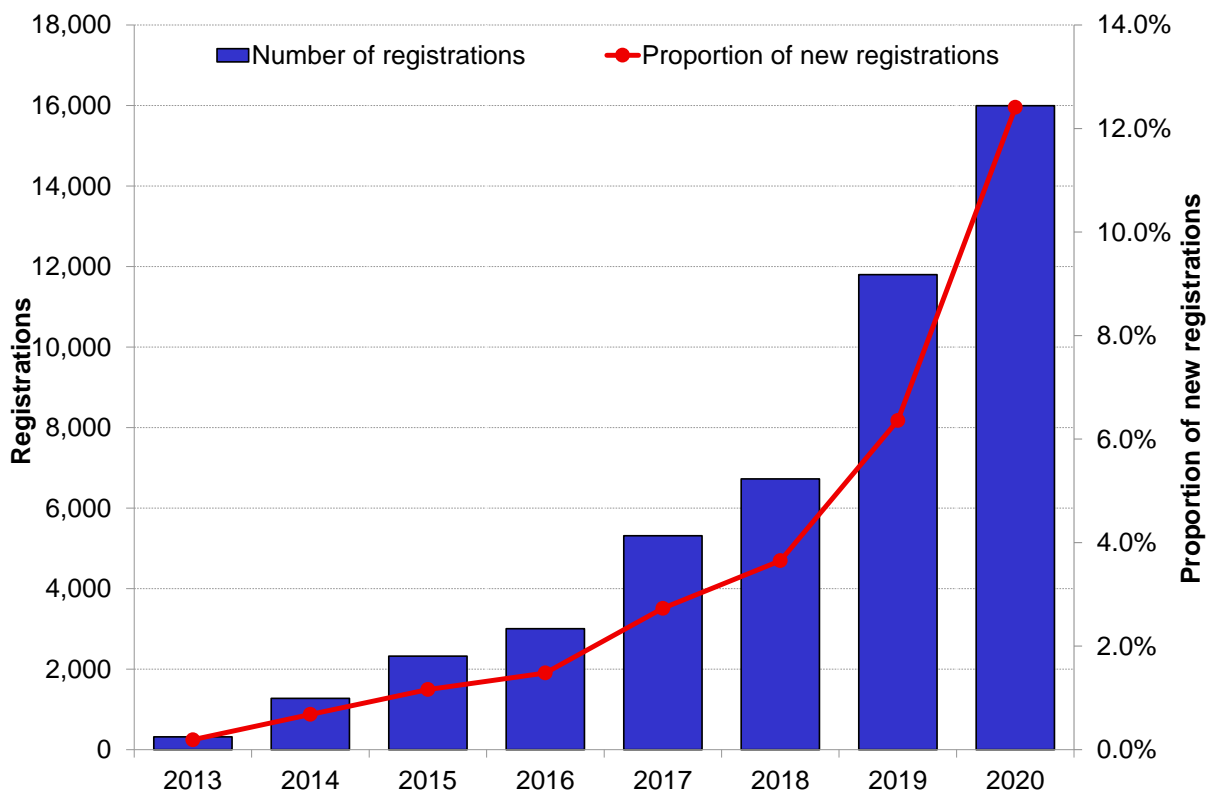
Recent initiatives have included:

- The early introduction of the ULEZ in central London in April 2019, which resulted in an estimated 6 per cent reduction in CO₂ emissions in the central zone.
- The recent expansion of the Ultra Low Emission Zone to inner London, estimated to reduce CO₂ emissions London wide by 4.6 per cent – the equivalent of taking 60,000 cars off the road.
- London has Western Europe's largest fleet of zero emission buses, currently 576 vehicles, alongside strict taxi and private hire licencing regulations for vehicle emissions, with 4,406 zero emission capable taxis registered in London as at October 2021.
- The Mayor launched a consultation on his updated Electric Vehicle Infrastructure summary in October 2021, the full document is to be published in December.

This presented an updated plan to help ensure that London has the infrastructure it needs to support a substantial shift to electric vehicles over the next decade. As at mid-2021, there were 7,600 public electric vehicle charge points in the Capital, this reflecting a mix of private and public sector investment, being one third of the UK total. However, it is estimated that as many as 60,000 charge points will be required by 2030 to fully support the necessary transition to electric vehicles, of which 4,000 would be rapid chargers.

- There were just short of 16,000 first time registrations of plug in vehicles in London in 2020, representing 12.4 per cent of all new vehicle registrations and a doubling of the share of new registrations compared to 2019 (figure 11). Data from 2021 is available for the first half of the year and it appears that the shift to electric vehicles is continuing to accelerate. However despite these recent trends, ultra-low emission vehicles only make up two per cent of London’s fleet of more than 2.9 million vehicles, showing the scale of the challenge in switching to electric vehicles.

Figure 11 First-time registrations of plug-in electric vehicles, 2013-2020.



Source: TfL City Planning.

A good public transport experience

Long-term trends in public transport demand

A long-term trend of increasing demand on public transport has reflected the growth of London and progressive enhancements to many aspects of connectivity and service delivery. Between 2009/10 and 2019/20, the number of public transport journeys on the principal modes increased by 11 per cent, while the number of

kilometres travelled increased by 26 per cent, suggesting an overall shift towards longer journeys. This growth, stronger in the first half of the last decade compared to the second half, has contributed towards the historic shift to active, efficient and sustainable modes, although the long-term positive trend was dramatically interrupted by the pandemic in 2020.

At the time of writing, overall public transport patronage has recovered to an estimated 70 per cent of pre-pandemic levels. This is made up of over 60 per cent of normal on the London Underground, and 75 per cent of normal on buses (weekly averages), reflecting an intermediate stage in the return to a post-pandemic 'settled' state, and in the context of a rapidly evolving picture.

With the approaching Christmas period, the tentative return of some domestic and international tourism, and the further consolidation of 'return to office' plans by employers, demand over the coming months should give a better pointer to longer term pandemic impacts. Our focus at the time of writing is to understand the key features of how these patterns are developing, and these aspects are considered in detail throughout this report.

Service provision and operational performance

Recent years have seen progressive improvement to public transport in London, including the development of new and enhanced services improving connectivity, alongside improvements to the customer experience, such as increased operational reliability and physical accessibility. These improvements have underpinned the growth in public transport demand over the last decade. The total capacity provided by the public transport networks in London increased by 28 per cent between 2009/10 and 2019/20.

In 2020 and into 2021 the operational focus shifted to meet the pandemic emergency, with an emphasis on continuing to provide a safe and reliable service for essential journeys. Despite the challenges of the pandemic, including, tragically, the deaths of more than 100 transport workers from coronavirus, our services kept London moving, and broader improvements to the networks continued.

In the latter half of 2021, services are moving back to pre-pandemic levels, and the focus is on reassuring Londoners that public transport continues to offer a safe, attractive and sustainable way to move around the Capital as normal activity resumes. Our Customer Plan sets out how we must continue to deliver the core customer expectations: safe, frequent, reliable services; value for money and real time information, to help recover ridership and contribute to the Mayor's transport aims as the recovery continues to unfold.

Crowding is a key factor in customer comfort and an essential element of the wider customer experience, but it also has important operational implications since it can affect dwell times, reliability and journey times, and is both cause and consequence of poor service performance.

The pandemic, despite 'objectively' reducing crowding levels with the substantial reduction in patronage, has added a new dimension to this complex problem, namely the need and general desire to maintain a certain level of separation from fellow passengers above what was acceptable beforehand. We are closely monitoring detailed demand patterns and customer attitudes as the recovery gathers pace to

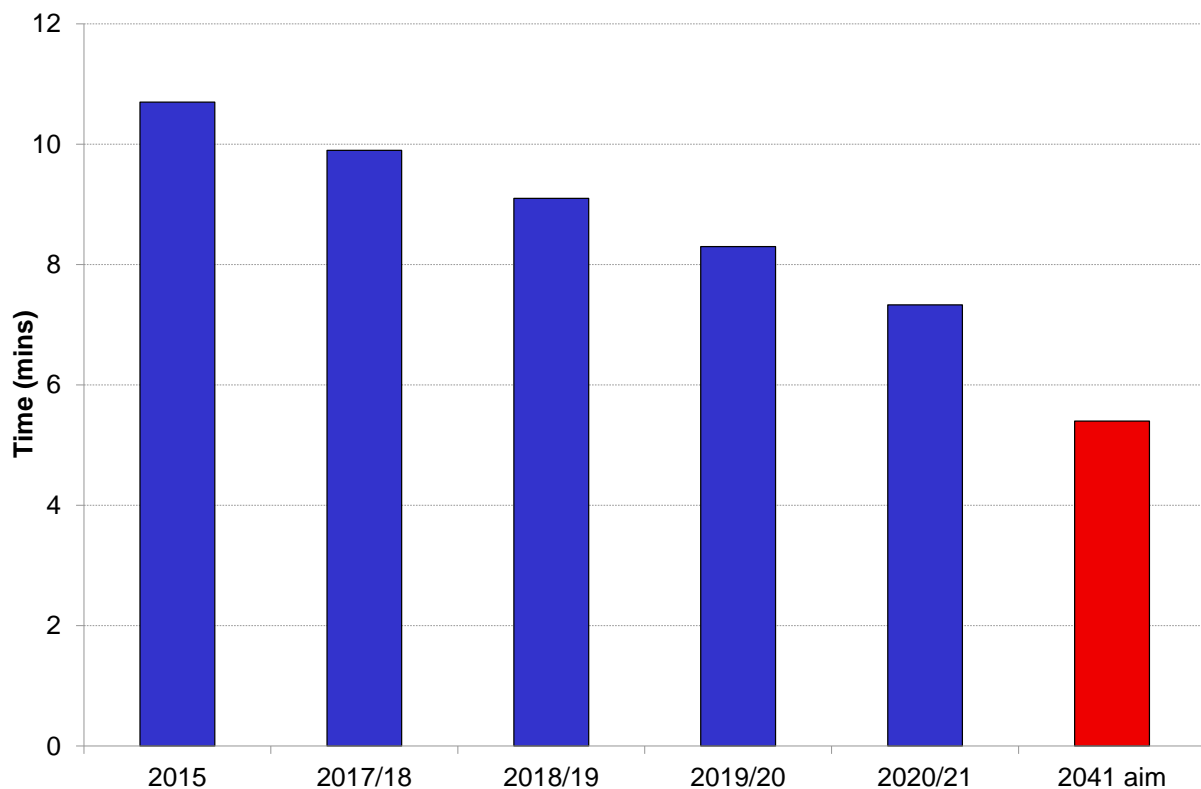
further understand the nature and implications of public transport crowding over the next period.

Physical accessibility to public transport

Over half (51 per cent) of the TfL rail network – spanning London Underground, DLR, London Overground, London Trams and TfL Rail services – is now step-free. Since 2016, 21 London Underground stations have been made step free as part of the London Underground accessibility programme, the Elizabeth line and the Northern line extension. The recent completion of work at Osterley station brings the total number of step-free stations on the London Underground to 89 – close to 33 per cent of the whole network.

The average additional journey time required through using only the step-free network, compared to the whole network, reduced to 7.3 minutes in 2020/21, a reduction of 12 per cent over the previous year and continuing the trend of recent years towards the Mayor’s aim of halving the differential by 2041 (figure 12).

Figure 12 Relative additional journey time using the step-free network, 2015 baseline to 2041 transport strategy target.



Source: TfL City Planning.

Public transport customer safety

With fewer customers travelling on our network, there was a corresponding fall in the number of customer and workforce injuries in 2020/21. However, seven customers were tragically killed on the public transport network through accidental causes. There were 91 serious customer injuries.

At the end of the 2020-21 financial year we had 455 buses that met the first generation of the Bus Safety Standard, with new vehicles meeting the second generation entering the fleet from late 2021.

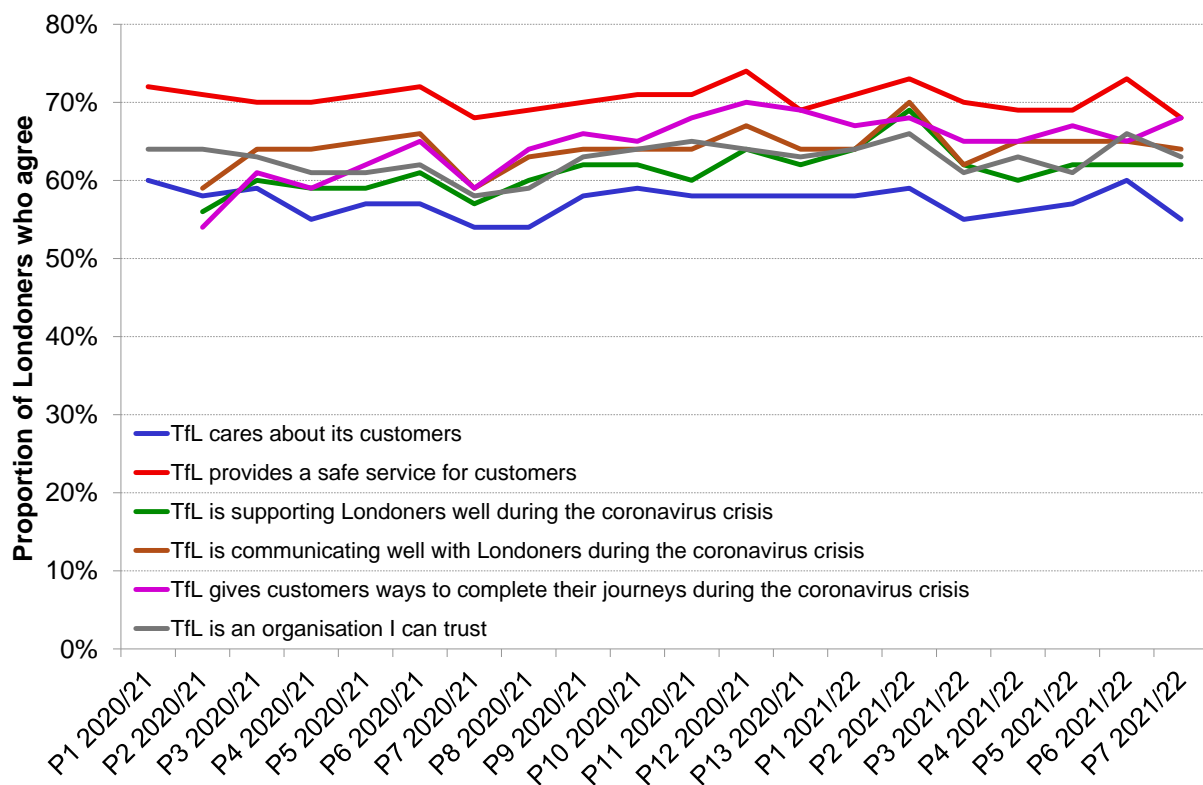
Crime and antisocial behaviour on public transport

Public transport in London continues to offer a low crime environment and a safe way to travel. These low levels of crime have been driven by a range of initiatives undertaken by TfL in partnership with the police forces in London. In recent years there has been an upturn in reported crime levels, which has partly reflected better enforcement, and in particular, successive campaigns to encourage people to report crime. Although absolute reported crimes fell across all networks in 2020/21, the crime rate increased due to the dramatic fall in public transport passenger volumes because of the pandemic.

Customer evaluation of TfL services

We have adapted well during the pandemic to meet rapidly changing needs and expectations. The relatively consistent customer evaluation scores shown by figure 13 are encouraging, given the extreme challenges brought by the pandemic. The stability of the score for 'TfL cares about its customers', broadly consistent with pre-pandemic values, and the consistently high scores for 'TfL providing a safe service' during the pandemic, are particularly noteworthy.

Figure 13 Customer evaluation scores during the pandemic, 2020/21-2021/22.



Source: TfL Customer Insight.

Supporting New Homes and Jobs

New London Plan

The transport network has a crucial role to play in supporting people to live and work in London. New public transport connections can make parts of London viable places to build new homes and create new jobs. Using the Healthy Streets Approach to plan new developments around walking and cycling for local trips, and public transport where walking and cycling takes too long or is impractical, enables people to live active and healthy lives and the city to function effectively as it recovers and grows.

The new London Plan aims to deliver far more new homes, with a target of 52,000 a year including 12,000 a year from small sites. Transport priorities, including mode shift, Vision Zero and the Healthy Streets approach, are fully reflected in the London Plan policies. This means that new homes in well-connected locations should be car free, the area around development sites should be designed to prioritise walking and cycling and land for public transport should be protected. The London Plan also allows for financial contributions to be secured from developers to support the walking, cycling and public transport improvements needed to enable growth.

New transport infrastructure to support housing delivery

In September 2021, the Northern line extension opened, improving connectivity and opportunities for sustainable travel in the rapidly growing Vauxhall, Nine Elms, Battersea Opportunity Area. At the time of writing there are over 100,000 trips per week on the new extension.

The extension is key to regeneration of the local area and delivering much needed new homes. The original planning framework for the area indicated that the Northern Line Extension could support 16,000 new homes and the latest estimate is that now over 20,000 new homes (including 4,500 affordable) will be delivered. The target of 25,000 new jobs, unlocked by the project, also remains on track to be delivered.

During 2022, TfL is looking forward to opening the central section of the Elizabeth line. The new line will add 10 per cent to London's public transport capacity. Once open we will review the planned benefits of the scheme and compare this with the actual benefits the scheme has delivered.

TfL Growth Fund

TfL's Growth Fund is designed to unlock homes and regenerate areas of London where transport acts as a constraint. Over the past year, despite a pause on several projects due to the pandemic and funding uncertainty, progress has been made to deliver schemes funded by the programme which support Good Growth. These include:

- Tottenham Hale station upgrade (currently in construction and due to open late 2021) is supporting the delivery of 5,000 new homes and 4,000 new jobs in the Tottenham area.
- The new step-free Barking Riverside Overground station will support the delivery of 10,800 new homes, schools, and community space. Construction of the station and 1.5km Viaduct is nearing completion and the new line is due to open in 2022.

- Construction work on the new southern entrance at Ilford Station for TfL Rail, which was completed successfully in January 2021. This will support the development of 2,000 new homes, accommodating the new demand and benefiting bus passengers alighting at stops along Ilford Hill.

Housing on TfL land

Prior to the pandemic, TfL had a target to start on site for 10,000 homes across the capital by March 2021 (not 2020), including 50 per cent affordable housing on average across its sites brought to the market since May 2016. This was always a challenging target and the pandemic and multiple lengthy lockdowns has had a significant impact on our ability to build more homes, as it has for housebuilders across the country.

Construction work has already either started or completed on more than 1,500 homes and we have planning approval for a further 6,500 homes across 21 sites. We have schemes submitted for planning approval, pending decisions, that should be capable of delivering 1,300 more new homes, and up to a further 4,000 homes are due to be submitted for planning approval.

Recent approvals at planning committee have included:

- 139 homes (40 per cent affordable) at Montford Place (Lambeth) including 29,000 sqft of 'makers space' for small local businesses.
- 454 homes (40 per cent affordable) at Wembley Park (Brent).
- 852 homes (50 per cent affordable) at Bollo Lane (Ealing).
- 479 homes (40 per cent affordable) at Nine Elms.

During the pandemic, we had to work with the GLA, London boroughs and our development partners to fully understand the effect of the outbreak on our housing programme and review the timescales for it accordingly. It was vital that we continued to ensure that there was and is transparent and robust public consultation on all of our proposals and planning applications, as the public must have a full opportunity to scrutinise plans and make representations, so that we can deliver homes and schemes that work for and benefit each local community. Critically, because of the wider impact of the pandemic on TfL's funding, all new expenditure on property development in TfL has been effectively paused since March 2020, with the only exceptions being expenditure that was contractually committed or required for health and safety reasons. For this reason, TfL is now working with both Government and banks to allow TfL to access commercial funding to accelerate the development programme to allow 20,000 homes to be built on TfL land over the next ten years.

Since 2016, more than 50 per cent of the homes bought have been affordable housing.

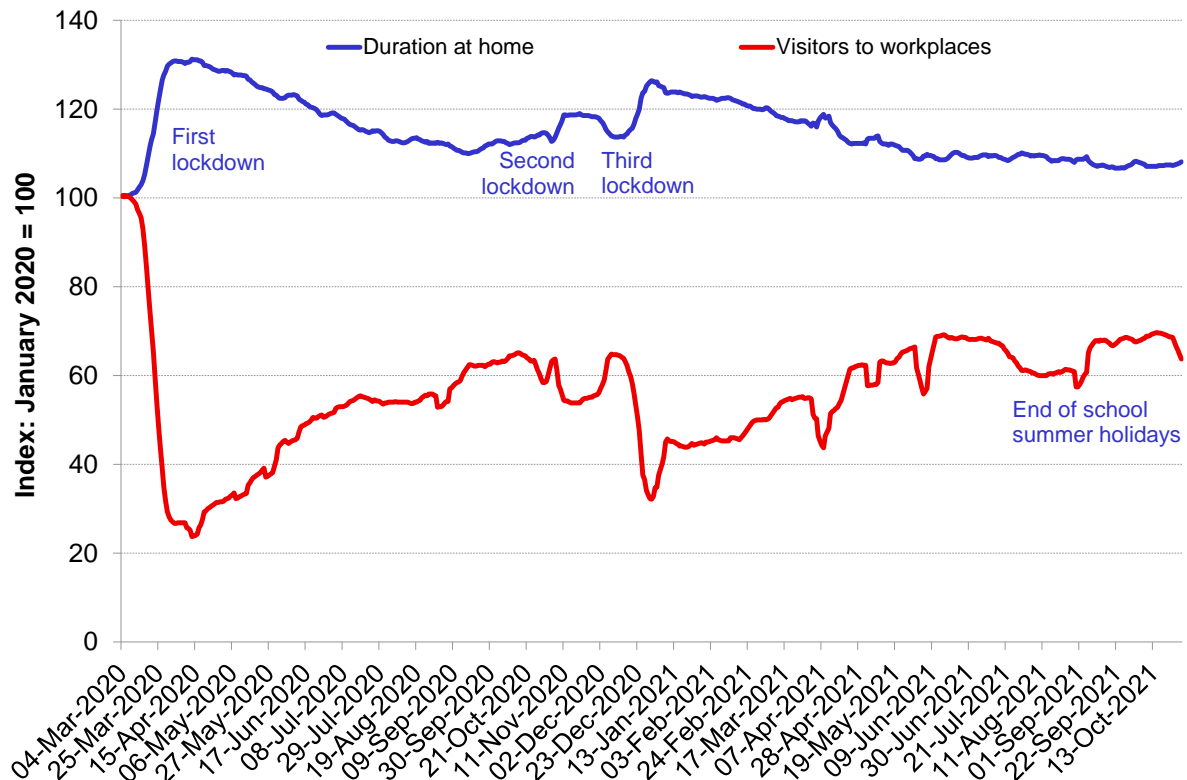
Perspectives on future travel demand in the context of the pandemic recovery in London

The pandemic has had an unprecedented impact on travel demand in London and on other aspects of the Mayor's transport aims. As the recovery progresses, we can start to monitor some of the potential longer term impacts of the pandemic and try to understand the extent to which some of these changes may become embedded or persist at some level in the future.

Perspectives on travel behaviour and the 'return to office'

- The lifting of all pandemic restrictions in July 2021 was not the catalyst for the swift return to normal that many expected. Several factors contributed to this, including, at the time, a surge in case numbers, the imminent start of the school summer holidays and the continued requirement for contacts of people who had tested positive to self-isolate.
- Since July, and particularly since the end of the school summer holidays (from September onwards) there has been a steady and sustained return to work among office workers, however Google activity data suggests that the number of people travelling to workplaces in London remains at around 70 per cent of the pre-pandemic baseline (figure 14).
- The evidence so far suggests that there is appetite among individuals and businesses for flexible working to continue in the long term and many businesses have already begun changing their work practices. Results from the LTDS indicate that 84 per cent of employees who are able to work from home would like to split their working time between home and their usual workplace and 81 per cent of those employees think that their employer will encourage a flexible or hybrid working arrangement in the future.

Figure 14 Change in duration of home working and number of visitors to workplaces in London, 7-day rolling average, Mar 2020-Oct 2021 vs 5-weeks baseline from 3 Jan 2020.



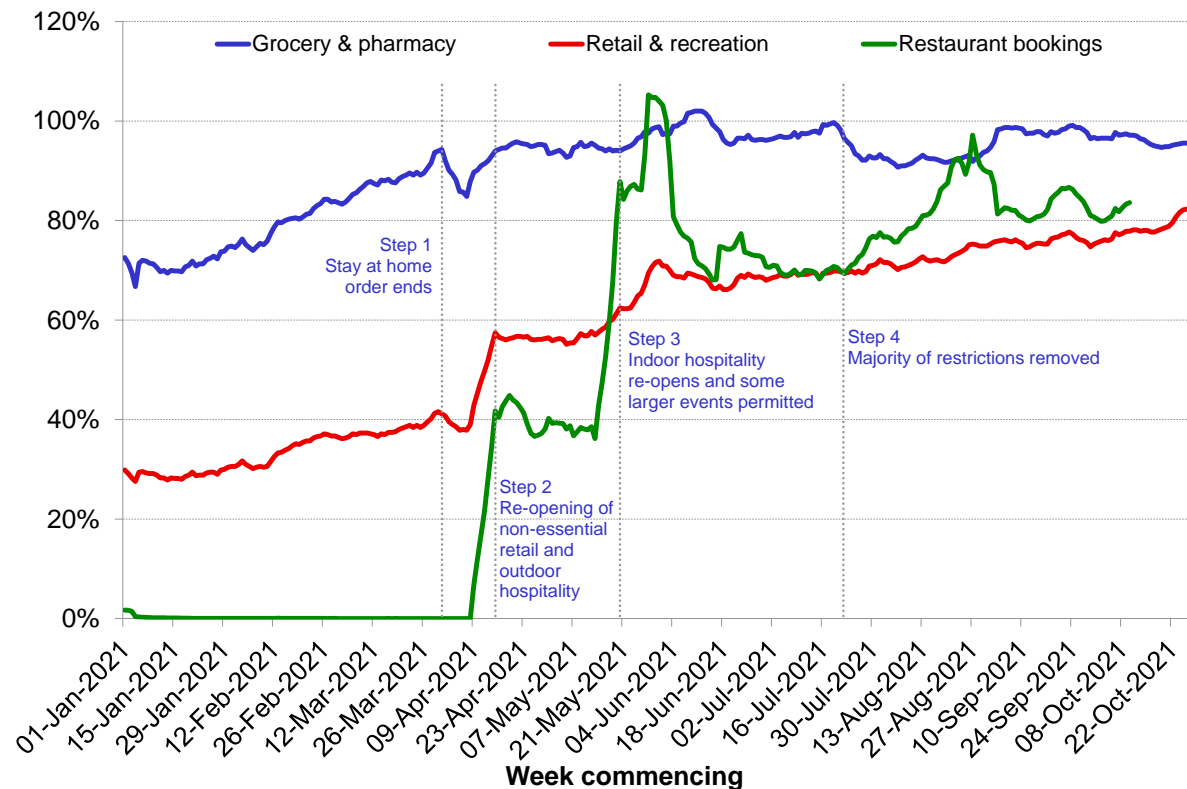
Source: Google COVID-19 Community Mobility Reports.

Perspectives on travel behaviour for shopping and leisure

Travel for shopping and leisure purposes recovered strongly through the re-opening of retail and hospitality, though remains below pre-pandemic levels (figure 15). Several factors are impacting on the recovery of discretionary travel – changing work patterns, increased online shopping and a significant fall in tourism.

- There has been a strong recovery of public transport demand on weekends, compared to weekdays, indicating a return to leisure and shopping activity. Weekends also have the greatest recovery in seated diners in London restaurants, however this remains below the UK average.
- The proportion of shopping undertaken online continues to be higher than before the pandemic and has begun to level off around 7 percentage points above pre-pandemic levels. However, LTDS shows that Londoners expect to return to in-person shopping once coronavirus risk is reduced, though at lower levels than before the pandemic.
- Spatially, a return to shopping and leisure activity in central London is lagging, likely due to changing work patterns leading to fewer employees in central London during the week, and the virtual absence of international tourism.

Figure 15 Recovery of retail and leisure activity compared to pre-pandemic baseline, 7 day rolling average, Jan-Oct 2021.



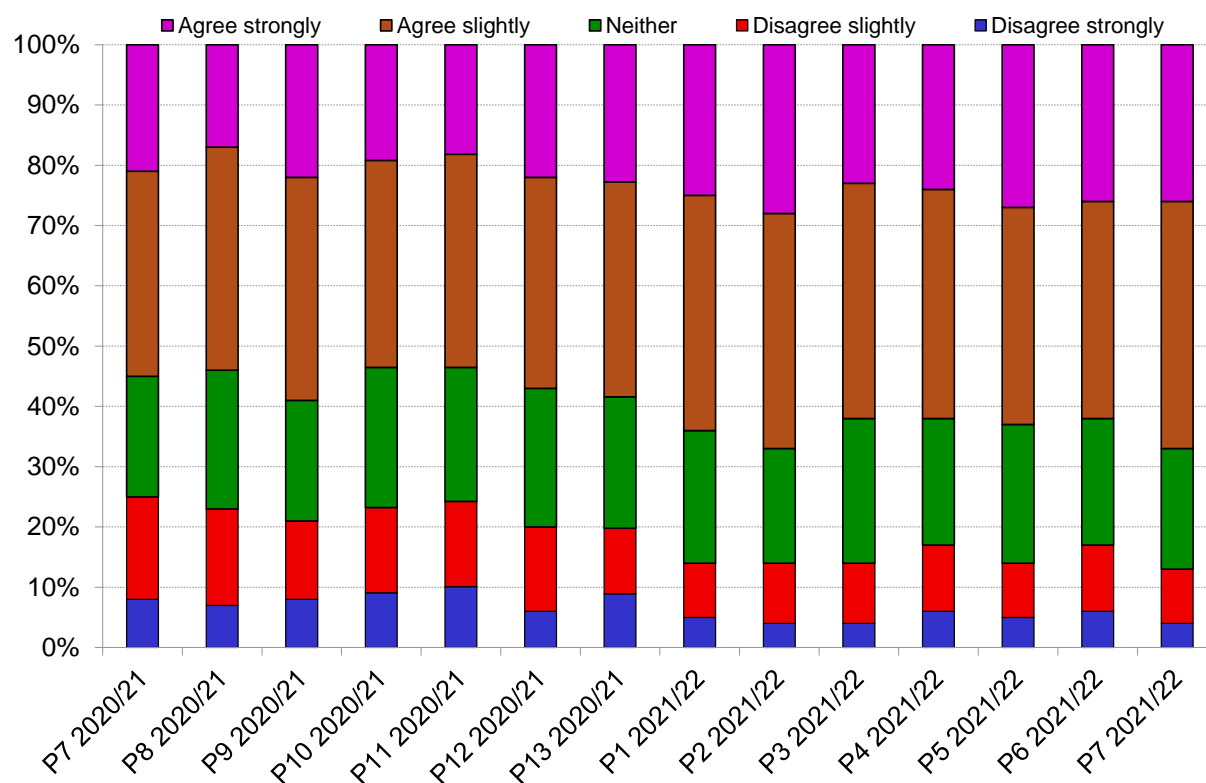
Source: OpenTable, Google Mobility Reports and GLA Coronavirus Mobility Report.
 Note: Restaurant bookings baseline is 2019, Google Mobility baseline is 3 Jan to 7 Feb 2020.

Perspectives on personal safety

As we recover from the pandemic, it is crucial that public transport continues to offer a safe, reliable and sustainable means of travel.

- The percentage of Londoners who agree with the statement ‘I feel confident to travel around London’ gradually increased in 2021 and reached 67 per cent in the latest period up to mid-October 2021 (figure 16)
- The perceived importance of pandemic safety measures, such as increased cleaning, ventilation, face coverings, ability to keep a distance from other passengers and visible staff has been decreasing slowly among our customers as the recovery progresses. Ventilation continues to be the most important factor in Londoners’ decision to use public transport.
- The latest evidence suggests that most Londoners feel that TfL is welcoming them back to the network and fewer Londoners were uncertain about when they will return to the network.

Figure 16 Agreement with the statement ‘I feel confident to travel around London’, Customer Pulse, period 7 2020/21–period 7 2021/22.



Source: TfL Customer Insight, Strategy & Experience.
 Note: Sample size is 1,000 respondents per financial period.

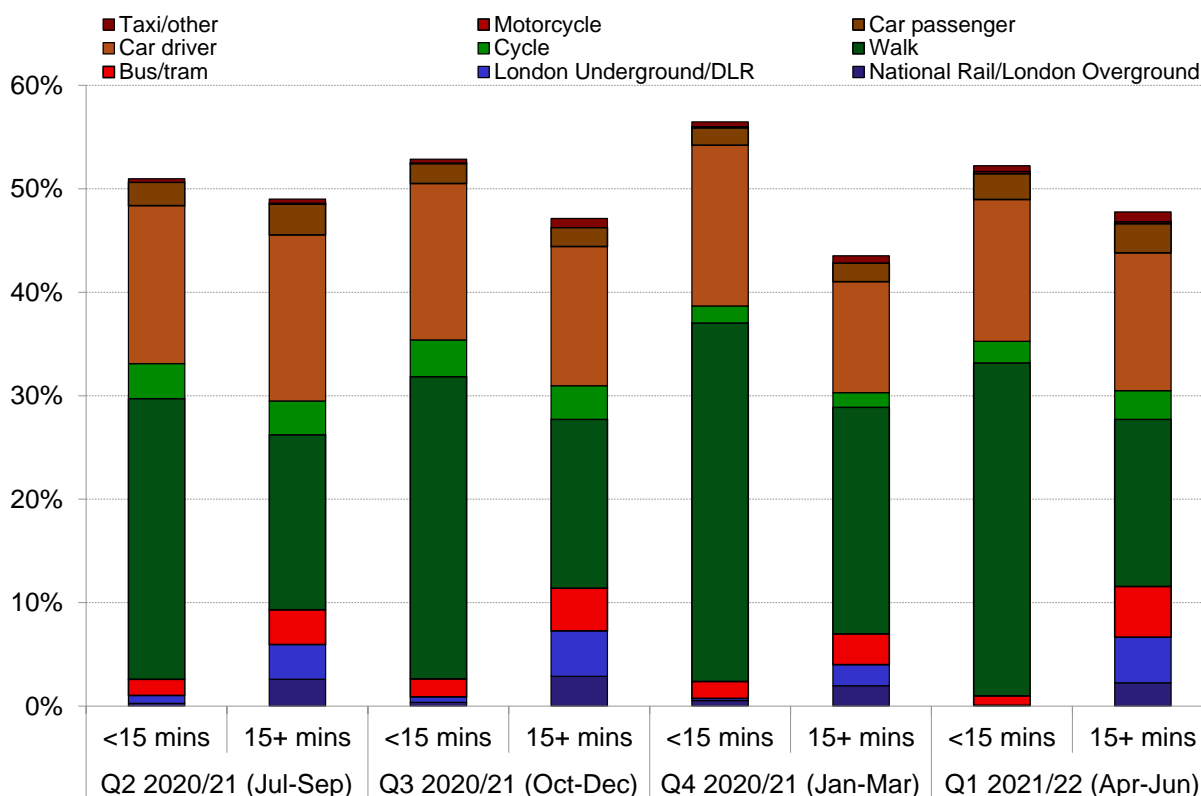
Perspectives on London as a ‘15-minute city’

During the pandemic Londoners’ travel patterns became more localised as a result of formal restrictions and informal adaptations. An increase in working from home also reduced the need to travel and meant that many Londoners were spending more time in their local area for discretionary activities as well as for employment. Given this, there has been an increasing focus on localism, notably the concept of the 15-minute city. Comparing pre-pandemic LTDS data with data collected during the pandemic:

- Prior to the pandemic, 47 per cent of all trips made by Londoners were undertaken in 15 minutes or less. Although 55 per cent of these trips were made by active modes, some 39 per cent were made by car – reflecting the greater distance that can be covered in that time.
- Trips during 2020/21 were more localised than before the pandemic, although not dramatically so. In Q2 (July to September 2020), when restrictions were limited, just over half of trips (51 per cent) made by Londoners were 15 minutes or less. This increased through the pandemic as the tier system and a second lockdown was introduced in Q3, and a third lockdown through Q4 (figure 17), and fell slightly in Q1 2021/22, as restrictions eased. Walking comprised the highest proportion of trips made both within 15 minutes, and longer than 15 minutes.
- Travel during the pandemic, particularly during periods of lockdown, was more localised – as restrictions on travel, and closure of shops and hospitality businesses limited travel demand.

- It remains to be seen whether, as we recover from the pandemic, these trends will persist. In terms of the Mayor’s transport goals, there are both positive implications (for example, more active travel), as well as potentially negative ones (for example, the health of the central London economy).

Figure 17 Proportion of daily trips made by Londoners by duration and mode, LTDS, Q2-Q4 2020/21.



Source: TfL City Planning.
 Note: Total number of trips varies in each quarter.

Update on our scenario-based planning for London

Previous Travel in London reports introduced the concept of scenario-based planning for future projects and policies, reflecting (what was at the time) a sense of growing uncertainty about the future. The pandemic threw this into sharper relief, and there remains uncertainty about London’s recovery with implications about when London will see a return to pre-pandemic levels of demand, and indeed overtake them. It is vital that we have a mechanism for articulating and understanding this uncertainty that enables us to continue to plan for London’s future.

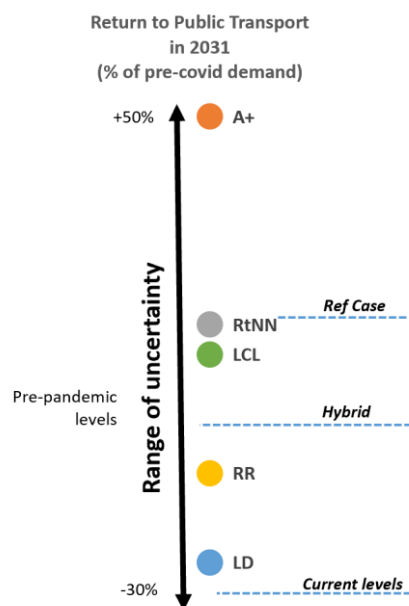
Our five scenarios describe a range of plausible futures for London post pandemic. They range from a relatively optimistic ‘Agglomeration plus’, which describes a vigorous rebound, through more ‘central’ scenarios including ‘Return to Nearly Normal’, describing a return to previous trajectories with a lingering pandemic impact, ‘Low Carbon Localism’, where the emphasis is on reducing climate impact, and ‘Remote Revolution, where the rapid take up of new technologies impacts travel, to the relatively more pessimistic ‘London Fends For Itself’, where a combination of the pandemic and external forces constrain growth. They conceptually ‘bound the envelope of uncertainty’ in relation to future trends in the key drivers of travel

demand, such as London’s population. To underpin the planning of major projects and schemes it is necessary to consider how these scenarios should be reflected in our assessment and forecasts of future travel demand.

We have recently undertaken a review of the ‘relative likelihood’ of each of the five scenarios materialising, in terms of evidence that is emerging about the actual pace, nature and direction of London’s pandemic recovery. It is important to note that this scenario-planning work does not take into account of the cuts to services that would be required if TfL does not get the Government funding support it requires to address the ongoing impact on its fares revenue. This review concluded that the emerging evidence about the recovery tended towards the three more central scenarios, with the more extreme scenarios (Agglomeration Plus and London Declines) looking less likely at this point than they did at the height of the pandemic.

As a result of this work, we have generated a revised Hybrid travel demand forecast, which should be used alongside our established Reference Case demand forecasts (based on pre-pandemic planning assumptions). It is not the case that either forecast should be considered ‘right’; the reality is we need to appreciate the full range of uncertainty, which continues to be reflected through the five scenarios (figure 18).

Figure 18 Relative position of current demand, Reference Case and Hybrid Forecast within the ‘envelope of uncertainty’ defined by our scenarios.



Source: TfL City Planning, Strategic Analysis.
 Note: A+: Agglomeration plus // RtNN: Return to Nearly Normal // LCL: Low Carbon Localism // RR: Remote Revolution // LD: London Declines.

In both the Hybrid and the Reference Case forecasts demand for travel increases well beyond levels currently seen so far in the recovery but the pace and point at which they hit pre-pandemic levels differs, as do elements of detail such as the spatial distribution of travel across London.

It should be stressed that in terms of the full range of uncertainty expressed by the scenarios there is potential for demand to exceed even that in the Reference Case. Principal features of the Hybrid Forecast, and implications for our investment programme, are summarised below.

- There is lower growth in travel demand in the Hybrid Forecast compared to the Reference Case, using 2031 as a future benchmark. This is driven by a lower growth in London's population (-5 per cent, relative to the Reference Case assumption at 2031), amplified by lower trip making, particularly for office-based commuting. This means that, overall, there are 14 per cent fewer trips in the Hybrid Forecast at 2031 compared to the Reference Case.
- Because the growth in trips is lower across all modes in the Hybrid Forecast compared to the Reference Case, the impact on overall active, efficient and sustainable mode share in 2031 is modest. However, without further investment beyond current commitments, it would take up to a decade to recover the lost ground towards the Mayor's aim of an 80 per cent active, efficient and sustainable mode share by 2041.
- Uncertainty in growth by mode increases with time into the future. Modes most closely aligned with pre-pandemic commuting patterns, in particular rail and cycling, see the greatest range of potential demand outcomes.

This potential change in trip patterns means that TfL will need to consider the focus of its future investments. For example, the risk of a 'car led' recovery would seem to be highest for trips between inner and outer London where the longer journey lengths make these trips less suitable for mode shift to active modes, and bus investment is likely to play a key part in mitigating this risk.

We will continue to monitor trends that influence travel demand and keep our forecasts under regular review. However, it is important to note that the pandemic has highlighted how important it is to be aware of uncertainty when planning for the future. This context is likely to continue especially as we consider major issues such as the changing global climate.

Improving our statistics for the post-pandemic period

Improvements to monitoring technologies and, in particular, new policy questions and priorities arising from the pandemic mean that it is opportune to review how we assess, track and summarise, at the top level, progress towards the Mayor's transport strategy aims. It is also appropriate to revisit some of our key statistics in the post-pandemic/improved technology context, to ensure that they are fit for purpose to inform future policy challenges.

A new framework for tracking progress towards Mayoral transport strategy aims

Previous Travel in London reports presented a consolidated view of progress towards Mayoral transport aims using a summary qualitative categorisation. The pandemic has revealed a particular limitation, in that many of the otherwise positive trends in London have been set back, hopefully temporarily but in many cases materially, by force majeure. This has created a need to 'take stock' of where we are with each of the aims, perhaps in terms of a new post-pandemic 'baseline', to guide priorities for post-pandemic policy. We have therefore identified a need for a more informative presentation that places contemporary developments in the context of the longer term trend, and sets out a clear trajectory of what progress is required to

achieve the Mayor’s vision, the trajectory for which can be revised in future according to actual progress, as detailed in these reports.

Each of the Mayor’s key aims are shown in figure 19 and one or more quantified indicators are given for each of the aims, and information relating to each indicator will be published in Travel in London reports.

Figure 19 General framework for tracking progress against Mayoral transport strategy aims.

Outcome	Proposed measure	MTS 2041 aim
Mode share	Proportion of trips undertaken by active, efficient and sustainable modes	80 per cent of trips
Active	Proportion of Londoners doing 20 minutes of active travel per day	70 per cent of Londoners
Safe	Number of people killed or seriously injured on London’s roads	Zero
	Number of people killed on or by a bus	Zero by 2030
Efficient	Number of car trips in central, inner and outer London	3 million fewer daily trips overall
Green	All CO ₂ emissions from London’s transport network	72 per cent reduction from 2015 ¹
	Average roadside concentration of NO ₂ at key locations	In development
	Average roadside concentration of PM ₁₀ and PM _{2.5} at key locations	In development
Connected	Proportion of Londoners living within 400 metres of a bus route (or specifically those served by high frequency routes)	Not in the MTS, but assumes it is maintained at very high level
Accessible	Additional journey time by step-free routes	50 per cent reduction from 2015
Quality	Proportion of kilometres travelled by rail in crowding conditions with density above 2/3/4 people per square metre (threshold to be confirmed)	10-20 per cent reduction from 2015
	Average bus speed (within safety and speed limits)	Increase by 5-15 per cent from 2015
Sustainable growth / unlocking	Proportion of new homes that do not have access to a parking space ²	Not available

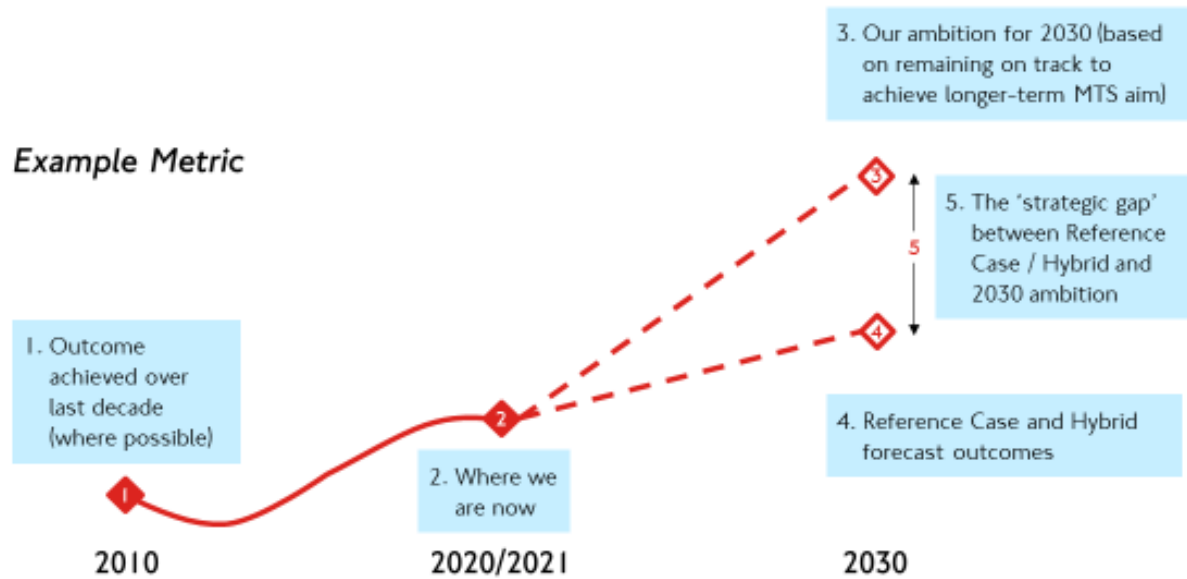
Source: TfL City Planning.

1: This target is likely to be revised soon and replaced by a more ambitious one.

2: Other alternative measures for this outcome are still being explored, including some based on connectivity for new developments.

Each indicator will be assessed according to a common framework, the general form of which is shown by figure 20. Here, current quantified status is shown as (conceptually) a mid-point on a timeline that extends back several years, and forwards to an interim 2030 planning horizon, aligned to the Mayor’s aims for 2041.

Figure 20 Illustration of assessment of progress and improvement required to achieve the Mayoral vision for each indicator.



Source: TfL City Planning.

This framework will be used to summarise overall progress towards the Mayor's transport aims in future Travel in London reports. It will also underpin our own business planning, helping identify and prioritise needs, ensure best value for investment, and to provide a consolidated evidence base for policy discussion.

Board

Date Issued: 8 December 2021

Item: Appointments to TfL and its Committees and Panels

This paper will be considered in public

1 Summary

- 1.1 This paper sets out the new membership of the TfL Board, following the appointment of three new Members by the Mayor following an open recruitment campaign, and proposes changes to the membership of TfL's Committees and Panels.
- 1.2 In addition to himself as Chair of TfL and Heidi Alexander as Deputy Chair of TfL, the Mayor reappointed 10 existing Members to the Board in September 2021 for a three-year period to 8 September 2024. Cllr Julian Bell is appointed to 4 September 2022.
- 1.3 On 11 November 2021, following an extensive open recruitment campaign, the Mayor appointed three new Members, Anurag Gupta, Marie Pye and Peter Strachan to 8 September 2024. The appointments address the skills, knowledge and experience set out in the Greater London Authority Act 1999 (GLA Act) and recommendations from previous externally led Board Effectiveness Reviews.
- 1.4 The proposed membership of the Committees and Panels has been determined by matching the skills, knowledge and experience of the new Members along with those of current members together with their individual preferences and with a view to refreshing and rotating membership. The changes are proposed to take effect from 1 January 2022, the start of the next meeting cycle.
- 1.5 As proposed in the Board Effectiveness Review 2021 (elsewhere on the agenda), in early 2022 proposals to establish a Land and Property Committee will be submitted to the Board, following the outcome of the Lord Bob Kerslake Housing Delivery Review to further improve and streamline housing development across the wider Greater London Authority (GLA) Group.

2 Recommendations

2.1 The Board is asked to note the paper and:

- (a) **note the composition of the Board following the appointments of Anurag Gupta, Marie Pye and Peter Strachan;**
- (b) **approve the appointment of Members to TfL's Committees and Panels, as set out in Appendix 2 to this paper, with effect from 1 January 2022; and**

- (c) **note the proposed appointment of Members to a new Land and Property Committee of the Board, as set out in Appendix 3 to this paper, subject to the establishment of such a committee by the Board at a future Board meeting.**

3 Mayoral Appointments of Members to the TfL Board

Recruitment, size and composition considerations

- 3.1 Under the GLA Act, the Mayor appoints between eight and 17 Members to TfL, with reference to prescribed considerations in relation to the knowledge, skills and expertise of the Board and interests that must be represented. The Mayor has also considered the recommendations from the externally led Board Effectiveness Reviews in 2015 and 2019. The list of representative roles and knowledge, skills and experience considerations is set out in Appendix 1.
- 3.2 The 2015 recommendations included improving the diversity of the Board, reducing the size of the Board and consideration of additional knowledge, skills and experience beyond the GLA Act requirements. These were addressed in the appointments made from 2016 onwards with the most diverse Board TfL has ever had, a reduction in size to an average of 15 Members and a broader range of knowledge, skills and experience.
- 3.3 The 2019 external review recommended that the Mayor review the membership of TfL (following the Mayoral election) with a view to:
- (a) maintaining the progress made on gender diversity;
 - (b) further improving the progress made on ethnic diversity;
 - (c) improving age diversity on the Board and how to better engage in the Board's decision-making; and
 - (d) using staggered terms of appointment to facilitate this and future succession planning.
- 3.4 The coronavirus pandemic resulted in the Mayoral and London Assembly elections being deferred from May 2020 to May 2021 and had a significant impact on TfL's finances and operations. To ensure continuity, the Mayor extended to September 2021 the appointments of Members whose term of appointment was due to expire in September 2020. The appointments were made in the knowledge that two Members were likely to leave during or at the end of that period and this subsequently happened, with Ron Kalifa OBE leaving in May 2021 and Dr Alice Maynard leaving in September 2021.

Appointment of TfL Members

- 3.5 Following the deferred Mayoral election in May 2021, the Mayor reappointed himself as the Chair of TfL and, following a London Assembly Confirmation Hearing, reappointed the Deputy Mayor for Transport, Heidi Alexander, as the Deputy Chair of TfL.

- 3.6 In September 2021, the Mayor reappointed the following Members, whose terms of appointment expired on 5 September 2021, until 8 September 2024: 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 FEI, Dr Lynn Sloman MBE and Ben Story. Cllr Julian Bell's appointment to the Board is until 4 September 2022.
- 3.7 After an extensive and open recruitment process, a high-quality short list of candidates were selected for interview. Following interviews, the Mayor appointed the following new Members to the Board on 11 November 2021 until 8 September 2024:

Anurag Gupta

Anurag has strong global transport experience covering the energy and infrastructure sectors (e.g. transport, rail, social, health) including experience of LA Metro, Crossrail, Saudi Arabia's metro and Thames Water. He has strong finance experience and is currently Chief Risk Officer and Chief Operating Officer at Sequoia Investment Management Company, UK. His experience includes hands on experience working on the Indian railway. He has extensive experience in infrastructure investment, finance and management. He is an experienced Board member and has contributed to Canada's National History Society as its Audit Committee chair.

Marie Pye

Marie is a previous member and chair of TfL's Independent Disability Advisory Group (IDAG) and as a Labour councillor was a member of the cabinet at the London Borough of Waltham Forest. She has a broad range of experience covering transport and infrastructure in addition to inclusion and accessibility. Marie is currently a member of the Consumer Expert Panel for the Office of Rail and Road and a member of the London Legacy Development Corporation. She has extensive experience including the Premier League, the Department for Environment, Food and Rural Affairs and as the Women's Local Government Commissioner.

Peter Strachan

Peter has over 40 years' experience in transport across all modes: rail, light rail, bus, ferry and roads. He has held senior positions leading train operating companies and in Railtrack and Network Rail and has been responsible for infrastructure and system operations. He has strong global experience as CEO of TransLink in Brisbane and South East Queensland. Peter has extensive non-executive experience and is currently the chair of North East Ambulance Service NHS Foundation Trust, serves on the Boards of Merseyrail and Caledonian Sleeper for Serco plc, is a non-executive Board member for Transport for Wales Rail and is a non-executive Director on the Board of UKROEd, the National Driver Offender Retraining scheme.

- 3.8 As part of the appointments, the Mayor is appointing Peter Strachan (alongside Prof Greg Clark CBE) as one of the two Members to represent the interests of those living, working and studying in areas outside Greater London who use railway passenger services operated by TfL. These Members will be involved in helping to take forward the Mayor’s rail devolution agenda.
- 3.9 Biographical information and a declaration of interests for each Member is published on <https://tfl.gov.uk/corporate/about-tfl/how-we-work/corporate-governance/board-members>.
- 3.10 The appointments take the size of the Board to 16 Members, one more than the average of 15 since 2016. TfL generally appoints Members for a maximum of eight years and, as most Members will have served eight years by September 2024, the increased size is intended to provide the Mayor elected in May 2024 with the opportunity to retain some continuity of Membership from September 2024.

Board Effectiveness Review 2019 Recommendations – diversity

- 3.11 The Mayor is committed to maintaining and improving the diversity of TfL and this includes its Board. Although the Board is drawn from people wider than London, he aspires for it to match the profile of economically active Londoners. The first Board that he appointed in 2016 created the most diverse Board that TfL had ever had. Following the recent reappointments and new appointments, the diversity of the Board is set out in the table below.
- 3.12 The appointments made from September 2016 greatly increased the diversity of the Board from the previous Mayor’s appointments, though they still fell short of the London aspiration for BAME and disabled people. The changes in membership in 2021 and the increase in the size of the Board mean the women/men ratio almost matches the London target. BAME representation almost matches the 2016 appointments but is below the London aspiration. There has been a decrease in the representation of disabled people to the pre-2016 level, though the Board has sought more information on and engagement with IDAG. The 2019 Board Effectiveness Review suggested a review of the age profile of Members. This remains a challenge, due to the broad range of knowledge, skills and experience required from the Board to provide the strategic oversight required for an organisation the size and complexity of TfL. Further consideration is being given as to how the views of younger people can be considered in Board decisions.

Diversity	London 2021	Board pre-2016	Board 2016	Board 2021
Women	51%	23%	60%	50%
Men	49%	77%	40%	50%
BAME	39%	0%	27%	25%
Disabled	18%	6%	13%	6%

Board Effectiveness Review 2019 Recommendations – Member support

- 3.13 The final outstanding recommendation from the review is that TfL should consider whether additional buddying arrangements between Members and management could be put in place (particularly across differing portfolio areas) to further enhance the use of Member skills within the Board environment. Good and regular engagement exists between Members and the Executive Committee outside of the meeting structure – this was particularly evident during the pandemic – including through regular briefings and site visits.
- 3.14 Each of the new Members has received induction materials and arrangements are being put in place to meet with members of the Executive Committee and other key staff and for other briefings and visits as appropriate.

Terms of appointment and remuneration

- 3.15 The terms of appointment of Members are published on tfl.gov.uk. Members remuneration has been held at the reduced rates set in 2016. The base fee is £16,000 with additional fees for membership of Committees and Panels at £1,000 per appointment and £2,000 if appointed as the Chair of a Committee or Panel. The maximum amount paid to a Member each year is capped at £20,000.

4 Appointments to Committees and Panels

- 4.1 Board Effectiveness Reviews have shown the decision-making structure agreed in 2016 to be robust and effective. Apart from the two Committees discussed below, there are no proposals to change the structure at present, but it will continue to be kept under review.

(a) Elizabeth Line Committee

- 4.2 A special purpose Elizabeth Line Committee was established in October 2020 as TfL and the Department for Transport agreed changes to the governance to help drive the delivery of the Crossrail project and the Elizabeth line into service. The future of the Committee will be reviewed in autumn 2022.

(b) Establishment of a Land and Property Committee

- 4.3 The Mayor is committed to tackling the housing crisis in London and has appointed Lord Bob Kerslake to lead a Housing Delivery Review to further improve and streamline housing development across the wider GLA Group and deliver more of the genuinely affordable homes Londoners need. The review is expected to report shortly.
- 4.4 The effective use of TfL's land to generate income and to contribute to the Mayor's housing ambition are an important contribution to TfL's Financial Sustainability Plan.

- 4.5 Further to discussions between the Deputy Mayors for Transport and Housing, and assuming any recommendations from the Kerslake review are in alignment, it is proposed that TfL establish a Land and Property Committee from April 2022. The Committee will be supported by the Commercial Development Advisory Group and its membership is likely to include non-voting external members with specialist housing and development experience.
- 4.6 Proposals to establish a Land and Property Committee, including its membership, Terms of Reference and consequential changes to Standing Orders and the Terms of Reference of the Finance Committee, will be submitted to the Board for approval in 2022.

Proposed appointments to Committees and Panels

- 4.7 The Membership of the Committees and Panels has remained generally unchanged since 2016. In line with good practice to occasionally refresh and rotate appointments to ensure a diversity of views, a number of changes are proposed, in addition to appointments that reflect the skills, knowledge, expertise and preferences of the three new Members.
- 4.8 The proposed Committee and Panel membership is set out in Appendix 2. Indicative membership of a new Land and Property Committee is set out at Appendix 3 but will be subject to a formal decision by the Board in 2022, when non-voting external members of this committee will also be confirmed.

List of appendices to this report:

Appendix 1: GLA Act requirements and Deloitte Review recommendations
Appendix 2: Proposed appointments to TfL's Committees and Panels
Appendix 3: Indicative membership of the proposed Land and Property Committee

List of Background Papers:

GLA Act
Deloitte Board Effectiveness Review 2015 (submitted to the Board on 17 December 2015) and 2019 (submitted to the Board on 18 September 2019)

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

GLA Act requirements and Deloitte Review recommendations

1.1 Under the GLA Act the Mayor is required when appointing Members:

- (a) to secure that at least two members are able to represent the interests of those living, working and studying in areas outside Greater London who use railway passenger services operated by TfL
- (b) to have regard to the desirability of ensuring Members between them have experience of:
 - (i) transport (including in particular the impact of transport on business and the environment);
 - (ii) finance and commerce;
 - (iii) national and local government;
 - (iv) the management of organisations; and
 - (v) organisation of trade unions or matters relating to workers generally; and
- (c) to ensure that the membership of TfL represents the interests in relation to transport of women and of persons who require transport which is accessible to persons with mobility problems.

1.2 The 2015 Deloitte review recommended that the Mayor also consider the following broad range of experience and skills:

- (a) major infrastructure and regeneration;
- (b) train engineering and manufacturing;
- (c) urban space planning;
- (d) environment and sustainability;
- (e) business and consumer experience;
- (f) digital technology;
- (g) marketing and communications;
- (h) big data, analytics and mobile communications;
- (i) retail and customer service;
- (j) treasury and government funding;
- (k) health and safety; and
- (l) change management.

- 1.3 The 2019 Deloitte review recommended that the Mayor review the membership of TfL with a view to:
- (a) maintaining the progress made on gender diversity;
 - (b) further improving the progress made on ethnic diversity;
 - (c) improving age diversity on the Board and how to better engage in the Board's decision-making;
 - (d) using staggered terms of appointment to facilitate this and future succession planning; and
 - (e) consider the appointment of a member of London Councils (appointment made 26 February 2020).

Membership of TfL's Committees and Panels

From 1 January 2022

TfL Board

Sadiq Khan (Chair)	Dr Mee Ling Ng OBE
Heidi Alexander (Deputy Chair)	Dr Nelson Ogunshakin OBE
Cllr Julian Bell	Mark Phillips
Kay Carberry CBE	Marie Pye
Prof Greg Clark CBE	Dr Nina Skorupska CBE
Anurag Gupta	Dr Lynn Sloman MBE
Bronwen Handyside	Ben Story
Anne McMeel	Peter Strachan
Government Special Representatives (2)	
Andrew Gilligan	Becky Wood

Audit and Assurance Committee	Elizabeth Line Committee
Mark Phillips (Chair)	Heidi Alexander (Chair)
Anurag Gupta (Vice Chair)	Anne McMeel (Vice-Chair)
Cllr Julian Bell	Prof Greg Clark CBE
Kay Carberry CBE	Dr Nelson Ogunshakin OBE
Dr Mee Ling Ng OBE	Mark Phillips
	Sarah Atkins (non-voting)
	Government Representative
	Kathryn Cearns OBE

Finance Committee	Programmes and Investment Committee
Anne McMeel (Chair)	Ben Story (Chair)
Ben Story (Vice Chair)	Dr Nelson Ogunshakin OBE (Vice Chair)
Heidi Alexander	Heidi Alexander
Prof Greg Clark CBE	Cllr Julian Bell
Anurag Gupta	Dr Lynn Sloman MBE
Dr Nina Skorupska CBE	Peter Strachan
Government Special Representative	Government Special Representative
Becky Wood	Becky Wood

Remuneration Committee	Customer Service and Operational Performance Panel
Kay Carberry CBE (Chair)	Dr Mee Ling Ng OBE (Chair)
Peter Strachan (Vice Chair)	Marie Pye (Vice Chair)
Heidi Alexander	Bronwen Handyside
Dr Nelson Ogunshakin OBE	Dr Lynn Sloman MBE
	Peter Strachan

Safety Sustainability and Human Resources Panel
Dr Lynn Sloman MBE (Chair)
Nina Skorupska (Vice Chair)
Bronwen Handyside
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye

Rail User Representatives

Members appointed to represent the interests of those living, working and studying in areas outside Greater London who use railway passenger services operated by TfL

Prof Greg Clark CBE (south of London)
Peter Strachan (north of London)

Indicative Membership of proposed Land and Property Committee

Land and Property Committee
Prof Greg Clark CBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Heidi Alexander
Ben Story
+ Non-voting external specialist housing and development experience members

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Board



Date: 8 December 2021

Item: Board Effectiveness Review 2021

This paper will be considered in public

1 Summary

- 1.1 In line with good corporate governance practice, we review the effectiveness of our Board and its decision-making structure periodically. The 2021 review was led by the Deputy Chair of TfL. It considered progress made against the items for consideration from the 2019 and 2020 reviews and assessed the Board's performance and contribution to TfL during 2021.
- 1.2 Like 2020, the previous year had been a very challenging year for TfL given the impact of the coronavirus pandemic on staff, services and finances. The review report is attached as an Appendix.
- 1.3 Highlights from the year include:
 - (a) changes to the Board, including the appointment of three new Members;
 - (b) the return to holding meetings in-person, while using technology to retain the flexibility and transparency benefits of the meetings that were held by videoconference;
 - (c) Members being able to re-engage in informal discussions and briefings to enhance their knowledge of TfL and to pass on their knowledge and experience to shape service delivery; and
 - (d) proposals to refresh the membership of the Committees and Panels so that they continue to support the Board's effective stewardship of TfL.
- 1.4 The Board is invited to consider the review and the issues raised and to suggest any further actions.
- 1.5 It is proposed that the 2022 review be an externally led review by a specialist provider in accordance with good governance practices.

2 Recommendation

- 2.1 **The Board is asked to note the Board Effectiveness Review 2021.**

3 Background

- 3.1 In line with good corporate governance practice, we review the effectiveness of our Board and its decision-making structure periodically, including regularly commissioning an external review. The review reports are submitted to the Board for discussion.
- 3.2 The 2020 review was led by the Deputy Chair and was submitted to the Board on 9 December 2020. For comparative purposes, the 2021 and 2020 reviews used the same themes as the externally led 2019 review, which are designed to assess the boards of complex organisations. Like 2020, the outcomes of the 2021 review recognise the continued significant impact that the coronavirus pandemic has had on TfL's staff, services and finances.
- 3.3 TfL proposes to appoint a specialist provider to lead the next Board Effectiveness Review in 2022, in accordance with good governance practice which recommends that externally led reviews are held every three years.

4 Outcome of the 2021 Board Effectiveness Review

- 4.1 The 2021 review covered the following themes:
 - (a) the role of the Board – particularly its engagement and focus in a time of national and organisational crisis caused by the coronavirus pandemic;
 - (b) Board composition;
 - (c) Board culture and relationships; and
 - (d) Board committees, panels and reporting.
- 4.2 A copy of the review report is attached as an appendix to this paper.
- 4.3 The review concludes that the Board is operating effectively and has continued to add real value to TfL during the year. Like all reviews, it seeks to identify areas where further improvements could be made. For the most part, these relate to issues raised in the 2019 and 2020 Review:
 - (a) Board composition was progressed but more work will be required in future recruitment process to fully meet the aspiration of having a Board that reflects the economically active composition of London; and
 - (b) continued focus on stakeholder engagement, which was impacted by staff time and resource being focussed on managing the impact of the coronavirus pandemic, managing finances and engaging in negotiations on funding.
- 4.4 The Board is asked to consider the outcome of the review.

Appendices to this paper

Appendix 1: Board Effectiveness Review Report 2021

Background Papers

Board Effectiveness Review papers and updates 2019 and 2020.

[Mayor of London press release on Lord Kerslake Housing Delivery Review](#)

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Board Effectiveness Review 2021

1 Introduction

- 1.1 In line with good corporate governance practice, we review the effectiveness of our Board and our decision-making structure periodically, including regularly commissioning an external review. The last external review was conducted by Deloitte's Board Advisory team in 2019. It recognised positive changes in the Board's effectiveness across all areas of review scope, particularly in contrast to the external review in 2015. While most of the recommendations in that review were implemented, some were outstanding due to the impact of the coronavirus pandemic, including the deferral of the Mayoral election in relation to Board composition changes.
- 1.2 This report covers progress on addressing the remaining actions from the 2019 and 2020 reviews, an evaluation of Board effectiveness during the year and suggestions of areas for consideration to seek to achieve ever better practice.
- 1.3 2020 and 2021 have been among the most challenging years ever for our organisation, due to the impact of the coronavirus pandemic on staff, services and finances.
- (a) **managing the impact of the coronavirus pandemic on staff and services.** At the start of the first national lockdown, TfL focussed on retaining the connectivity of services, albeit with some reduced frequency, to ensure that NHS and other key workers were able to get to work. Many of TfL's staff were directly impacted by the virus, with many staff having to isolate and, at the time of writing, 103 staff and contractor deaths. The Board has engaged on how TfL has responded to the impacts of the pandemic on customer safety and service provision, staff safety, both mental and physical and lessons learned;
- (b) **managing the impact of the coronavirus pandemic on TfL's finances.** Prior to the lockdown in late March 2020, our net cost of operations (our net deficit after considering financing and capital renewals costs) was on track to be £100m better than our revised budget for 2019/20 and almost £220m better than 2018/19. We had built up our cash reserves to just over £2bn to enable us to be more agile in our investment programme spend and to strengthen our financial resilience against the challenges we faced from a continued subdued economy and uncertainty around the final terms of the UK's exit from the European Union. The lockdown had a devastating impact on our main sources of income, the farebox and revenue from advertising and leasing, while our cost of operation remained substantially the same. Considerable time and effort has been invested in supporting staff in a series of short-term funding negotiations to ensure TfL remains a going concern and with how TfL can address the new conditions attached to each settlement;

- (c) managing decision-making and Board engagement remotely, under the period we were covered by the flexibility of meetings regulations and then as we have moved into holding hybrid and in-person meetings.

1.4 I have conducted this review through:

- (a) personal observation of Board meetings and briefings;
- (b) discussions with Members, particularly in 1:1 discussions, and when seeking the views of members on possible reappointment and with the Chairs of the Committees and Panels;
- (c) discussions with the most senior staff; and
- (d) a desktop review of key Board governance documentation, which included minutes and papers for meetings of the Board, committees and panels and their Terms of Reference.

1.5 The 2021 review covered the following themes, which match the themes of the 2019 (externally led) and 2020 reviews:

- (a) the role of the Board – in particular, its engagement in relation to the coronavirus pandemic and funding;
- (b) Board composition;
- (c) Board culture and relationships; and
- (d) Board committees, panels and reporting.

2 Role of the Board

2.1 The 2020 review listed two items from the 2019 review that had been impacted by lockdown and should be addressed as we moved into recovery:

- (a) time to be allocated for informal engagement, including on the Business Plan;
- (b) Members will be invited to TfL stakeholder engagement events once they restart and investment programme approval papers (and papers more generally) will include more information on engagement with and the view of stakeholder to TfL's proposals and services.

Informal engagement

2.2 The 2019 review suggested we consider more opportunities for the Board to provide strategic guidance and to have a wider stewardship role. This was to be addressed through more specific time set aside for informal briefings and open discussions, which were included in the 2020/21 meeting calendar, and more opportunities for site visits.

- 2.3 For most of 2020, lockdown meant site visits were put on hold and informal briefings concentrated on discussions on financial matters. The bandwidth of senior staff was almost entirely focused on the welfare of staff and service users and discussions with Government to support short term funding settlements. From September 2020, we made greater use of Teams to actively engage Members on a wide range of topics. During 2021, the number of briefings outside of funding substantially increased and covered a range of topics including:
- (a) Viewpoint (staff) Survey outcomes and University College London report on bus driver deaths from Covid-19;
 - (b) Strategic issues: Taxi and Private Hire Regulations, High-Speed 2 issues and challenges for TfL, input into the key documents such as our Sustainability Report, Corporate Environment Plan and Energy Purchasing Procurement and the work and impact of our Independent Disability Advisory Group and our plans for pandemic recovery; and
 - (c) Crossrail: deep-dive briefings on issues key to the successful delivery of the project and the future operation of the Elizabeth line.
- 2.4 Members also actively engaged with and addressed events to celebrate the Steps Into Work graduations, the International Women’s Day Gala Event and a Black History Month event celebrating contributions made by black engineers throughout history. Feedback from staff attending these events was very positive on the contribution and engagement of Members.
- 2.5 From September 2021, we restarted attendance at in-person events with a visit to the new stations at Nine Elms and Battersea Power Station on the Northern line before the extension opened and a demonstration of the benefits of the Direct Vision Standard from the cab of a five star rated vehicle.
- 2.6 The Board’s engagement on these topics, as well as through the usual business of its Committees and Panels, has added real value to the organisation and ensured that members continue to have a broad understanding of the operation of the organisation.
- 2.7 Members individually and collectively continued to support senior staff and the organisation in reviewing finances and reducing costs and progress against funding conditions. There were two funding settlements during the year with a third imminent in December, with considerable input from Members.
- 2.8 The Board remains keen to regularly engage on strategic discussions, although long-term planning is difficult in the absence of a longer-term funding settlement.
- 2.9 Members have also been involved in interview panels to make appointments to senior roles including the Group Finance Director and Statutory Chief Finance Officer and the Director of Risk and Assurance.

Members will be invited to TfL stakeholder engagement events once they restart and investment programme approval papers (and papers more generally) will include more information on engagement with and the view of stakeholder to TfL's proposals and services.

2.10 Our meeting papers, including those relating to the investment programme, increasingly contain information on engagement with and the views of stakeholders and we will continue to improve this. We will also invite Members to Stakeholder events as they occur.

2.11 Issues for further consideration:

- (a) We will continue to allocate more time for informal engagement, including on the Business Plan and risk management; and
- (b) We will invite Members to TfL stakeholder engagement events as they occur and continue to provide more information on engagement with and the view of stakeholders on TfL's proposals and services.

3 Board composition

Board appointments

3.1 The 2019 Review recommended that:

- (a) following the 2020 Mayoral Election, the Mayor should review the membership of TfL with a view to:
 - (i) further improving the progress made on ethnic diversity;
 - (ii) maintaining the progress made on gender diversity;
 - (iii) improving age diversity on the Board and how to better involve young people in the Board's decision-making; and
 - (iv) using staggered terms of appointment to facilitate this and future succession planning; and
- (b) the Deputy Chair and Chairs of the committees and panels will review ways in which the role of a Vice Chair could be enhanced.

3.2 The coronavirus pandemic resulted in the Mayoral and London Assembly elections being deferred from May 2020 to May 2021 and had a significant impact on TfL's finances and operations. To ensure continuity, the Mayor extended to September 2021 the appointments of Members whose term of appointment was due to expire in September 2020. The appointments were made in the knowledge that two Members were likely to leave during or at the end of that period with Ron Kalifa OBE leaving in May 2021 and Dr Alice Maynard leaving in September 2021.

3.3 Following the deferred Mayoral election in May 2021, the Mayor reappointed himself as the Chair of TfL and, following a London Assembly Confirmation Hearing, reappointed the Deputy Mayor for Transport, Heidi Alexander, as the Deputy Chair of TfL.

- 3.4 In September 2021, the Mayor reappointed the following Members, whose terms of appointment expired on 5 September 2021, until 8 September 2024: 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 FEI, Dr Lynn Sloman MBE and Ben Story. Cllr Julian Bell's appointment to the Board is until 4 September 2022.
- 3.5 After an extensive recruitment process, on 11 November 2021, the Mayor appointed Anurag Gupta, Marie Pye and Peter Strachan to the Board until 8 December 2024.
- 3.6 The Mayor is committed to maintaining and improving the diversity of TfL and this includes its Board. Although the Board is drawn from people wider than London, he aspires for it to match the profile of economically active Londoners. The first Board that he appointed in 2016 created the most diverse Board that TfL had ever had. Following the recent reappointments and new appointments, the diversity of the Board is set out in the table below.

Diversity	London 2021	Board pre-2016	Board 2016	Board 2021
Women	51%	23%	60%	50%
Men	49%	77%	40%	50%
BAME	39%	0%	27%	25%
Disabled	18%	6%	13%	6%

- 3.7 The gender balance on the Board is very close to the London metric. While the BAME and Disabled representation on the Board is still below the London metric, the BAME representation is close to the highest position achieved for the Board in 2016. To address the underrepresentation of disabled people, the Board will continue to seek more information on and engagement with the Independent Disability Advisory Group.
- 3.8 The 2019 Board Effectiveness Review suggested a review of the age profile of Members. This remains a challenge, due to the broad range of knowledge, skills and experience required from the Board to provide the strategic oversight required for an organisation the size and complexity of TfL. Further consideration will be given as to how the views of younger people can be considered in decision-making.

Member support

- 3.9 The 2019 review suggested we consider if additional buddying arrangements between Members and management could be put in place (particularly across differing portfolio areas) to further enhance the use of Member skills within the Board environment. Good and regular engagement exists between Members and the Executive Committee outside of the meeting structure – this was particularly evident during the pandemic – including through regular briefings and site visits. In 2020 we committed to a review of buddying/lead member roles in 2021, following any changes to the Board.

- 3.10 Appointments to the Board have just been concluded in November 2021. Alongside that, changes are proposed to most of the Chairs and Vice-Chairs of our Committees and Panels. To facilitate the induction of new Members and to support the new Chairs and Vice Chairs opportunities for Members to support each other will be encouraged.
- 3.11 Each of the new Members has received induction materials and induction meetings and visits are being arranged.
- 3.12 In relation to the action to enhance the role of Vice-Chairs, all Vice-Chairs are invited to attend agenda planning and pre-meetings and to deputise in the absence of the Chair, both at the meeting and when presenting the report of the meeting to the Board. Further discussions are proposed with new Chairs and Vice Chairs early in 2022 to ascertain if they have further suggestions on how their roles could be enhanced and supported.
- 3.13 **Issues for further consideration:**
- (a) We will maintain the aspiration for the Board to match the profile of London for all future recruitment and appointment processes; and
 - (b) Existing Members are encouraged to provide support and guidance to the new Members and to all fellow Members in the transition to the new membership arrangements for the Committees and Panels.

Government Special Representatives

- 3.14 As part of the first funding package in 2020, the Government nominated two Special Representatives to attend meetings of the Board and one to attend all meetings of the Finance Committee and the Programmes and Investment Committee. We are confident that we are a well governed organisation and welcomed these appointments while we are in receipt of Government support for operational funding. We believe they bring greater Government understanding of our work and the seriousness with which we take our responsibilities.
- 3.15 In April 2021, Clare Moriarty DCB stood down, due to new work commitments. In June 2021, Becky Wood was appointed as her successor and has engaged actively in the meetings of the Finance Committee and Programmes and Investment Committee as well as at the Board.

4 Board culture and relationships

- 4.1 The 2019 review commended the improvement in the Board's culture since the 2015 external review. The 2020 review discussed how the benefit of the improved culture was demonstrated through the Board's response and support to staff on the pandemic and consequential impact on staff, services and finances. This support was continued throughout 2021.

- 4.2 A key issue for the Board in 2020 and in 2021 was not being able to meet in-person, which impacted both decision-making and the informal engagement and discussions that help to build and maintain relationships.
- 4.3 From August 2020 TfL benefitted from the flexibility of meeting regulations that enabled decisions to be taken by meetings held using videoconference. From September 2021, once social distancing requirements allowed, meetings were again held in person unless we were not able to achieve a quorum of Members in the room. During the periods that the regulations did not apply, TfL held meetings as if they did, save that decisions were taken under Chair's Action following the wider discussion of each item with Members. All meetings were recorded and available to view – and from August 2020 were contemporaneously webcast using enhanced technology – on TfL's YouTube Channel (and London.gov.uk for the Board) to ensure transparency in our decision making.
- 4.4 The 2020 Review recommended:
- (a) that we incorporate greater use of technology and remote access into our meeting arrangements as social distancing restrictions are lifted;
 - (b) a continuous focus on reducing the time spent “presenting” papers (particularly at the Board) to allow more time for discussion, including Members submitting general information type requests offline or in advance of meetings; and
 - (c) the summaries in reports will aim to provide better signposting of key issues.

Incorporate greater use of technology and remote access into our meeting arrangements as social distancing restrictions are lifted

- 4.5 The return to in-person meetings required a significant amount of work and testing to equip our Palestra office meeting rooms with audio-visual technology of the quality required to hold and broadcast live meetings. This has, however, resulted in significant improvements to the technology, flexibility and accessibility of meetings.
- 4.6 The meetings held to date have run well. We have retained the technology and transparency improvement through the contemporaneous webcasting of our meetings and enabling Members to join the meetings via Teams, subject to a quorum of Members being present in the meeting room. To maintain the efficiency and flexibility of meeting arrangements, we have also retained the option for staff to participate in and support meetings using Teams.
- 4.7 The return to in-person meetings has enabled Members to reconnect through the informal engagement that occurs immediately before and after meetings, which will continue to develop its strong and supportive culture.
- 4.8 The Government has committed to reviewing and updating meeting legislation, which was written before the arrival of the internet and remote

meeting technology, with a view to permitting Members to join meetings via videoconference and we will look to make use of such flexibility, as and when regulations are put in place.

A continuous focus on reducing the time spent “presenting” papers (particularly at the Board) to allow more time for discussion, including Members submitting general information type requests offline or in advance of meetings

- 4.9 Staff have been increasingly encouraged to treat papers as read with focus on highlighting the key issues for consideration and any updated information following the publication of the papers. For example, the Commissioner’s report to the Board now has a sharp focus on two or three key highlights, which has allowed more time for questions and discussion.

Summaries in reports will aim to provide better signposting of key issues

- 4.10 As part of this process, we continue to improve the executive summaries in papers to signpost the key issues for consideration.

4.11 Issues for further consideration:

- (a) We will continue the focus on reducing the time spent presenting papers to allow more time for discussion;
- (b) We will continue to explore the use of technology to enhance Member engagement and the efficiency and transparency of our decision-making; and
- (c) We will continue refining the summaries in reports to provide better signposting of key issues.

5 Board committees, panels and reporting

Effective meetings

- 5.1 Following the national lockdown in March 2020, flexibility of meeting regulations were introduced that enabled some local authorities to continue meeting and make decisions through videoconference (the meetings legislation is from the period before the internet and wide-spread use of videoconferencing). TfL was included in the regulations from 1 August 2020 until they expired in May 2021, when the Government chose not to renew them.
- 5.2 From April 2020, TfL held its meetings as if the regulations applied, except that decisions were taken by Chair’s Action when required. The meetings of the Committees and Panels were also recorded and made available on TfL’s YouTube Channel for the first time. Following significant work, TfL was able to contemporaneously webcast the meetings of its Committees and Panels from August 2021, in line with the usual practice for meetings of the Board.

- 5.3 Since September 2021, meetings have again been held in-person. Members can also attend remotely but will not count toward the quorum of the meeting.
- 5.4 Despite the changes to the ways that meetings have had to operate, we have continued to be able to meet in public, thoroughly discuss issues and take decisions in a timely, transparent and accountable manner.

Meeting structure

- 5.5 The meeting structure introduced in 2016 has remained effective.
- 5.6 We implemented a significant change in 2020 as part of the transition of Crossrail governance into TfL. We established a special purpose Elizabeth Line Committee, to provide Board oversight of the project. The Committee has quickly bedded down into an effective forum that provides oversight and constructive challenge to the delivery of the project. The need for this Committee will be kept under review as the construction of Crossrail comes to an end and the operation of the line is integrated into TfL's other operational activities.
- 5.7 One further change to the meeting structure is proposed for 2022.
- 5.8 The Mayor is committed to tackling the housing crisis in London and to build on his record-breaking delivery of genuinely affordable homes during his first term as Mayor. In October 2021, he appointed Lord Bob Kerlake to lead a housing delivery review to further improve and streamline housing development across the wider Greater London Authority (GLA) Group and deliver more of the genuinely affordable homes Londoners need. The review will examine housing delivery across the GLA Group and make recommendations to enable the Group to work together more effectively and benefit from collective experience and expertise. The review will also inform the best way to approach piloting a "City Hall developer" to further expand the supply of much-needed low-cost homes for Londoners. The review is expected to report shortly.
- 5.9 The effective use of TfL's land to generate income and to contribute to the Mayor's housing ambition are an important contribution to TfL's Financial Sustainability Plan.
- 5.10 Further to discussions between the Deputy Mayors for Transport and Housing, and subject to any recommendations from the Kerlake review being in alignment, it is proposed that TfL establish a Land and Property Committee from April 2022. The Committee will be supported by the Commercial Development Advisory Group and its membership is likely to include non-voting external experts.
- 5.11 **Issues for further consideration:**
- (a) Proposals to establish a Land and Property Committee, including its membership, Terms of Reference and consequential changes to

Standing Orders and the Terms of Reference of the Finance Committee, will be submitted to the Board for approval in 2022.

6 Conclusion

- 6.1 The impact of the coronavirus pandemic on TfL has been significant. The robustness of our decision-making structure and clarity of our role, along with the calibre and diversity of our Members and the strength of our culture, has enabled the Board to step-up to the challenges posed over the last two years.
- 6.2 The Board has shown great fortitude and flexibility during this difficult period and despite the challenges has continued to add tremendous value. The Mayor and I would like to acknowledge that and thank each Member for their contribution, as well as the staff and our contractors.

Heidi Alexander
Deputy Mayor for Transport and Deputy Chair of Transport for London
December 2021

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Board



Date: 8 December 2021

Item: Report of the Meeting of the Remuneration Committee held on 10 November 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 10 November 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 10 November 2021 were published on 2 November 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: the use of delegated authority; the approach to strategic workforce planning; and the Pay Gap Analysis.
- 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 3 March 2022.

4 Issues Discussed

Matters Arising, Actions List and Use of Delegated Authority

- 4.1 The Committee noted seven uses of Chair's Action, in consultation with the Committee: five in relation to the approval of salaries of £100,000 or more; one in relation to an exit payment; and one in relation to approving the implementation of Senior Management Performance Award Scheme arrangements for 2021/22 and 2022/23 in accordance with the design outlined in the paper.

Approach to Strategic Workforce Planning

- 4.3 The Committee noted the proposed methodology for strategic workforce planning, short and medium-term risks to TfL's ability to recruit and retain key

skills and the mitigating actions being put in place to ensure TfL could effectively plan its resourcing strategy.

- 4.4 The Committee discussed the mitigations currently being taken to mitigate risk, which focussed on succession planning and identification of critical roles, the graduate and apprentice pipeline, managing talent and reward.

Pay Gap Analysis

- 4.5 The Committee noted an update on the 2020 Gender and Ethnicity Pay Gap reports and the work taking place to reduce these, including the development of a four-year Pay Gap Action Plan.
- 4.6 The 2020 Gender Pay Gap report showed a reduction in the median pay gap, from 19.5 per cent to 18.8 per cent. The mean pay gap also reduced from 9.7 per cent to 9.4 per cent. The 2020 Ethnicity Pay Gap report showed an increase in the median pay gap, from 9.2 per cent to 9.6 per cent. The mean pay gap also increased from 11.4 per cent to 12.1 per cent.
- 4.7 The Committee discussed the reasons for the results and the initiatives to reduce pay gaps including equality objectives, scorecard and dashboards, recruitment activity, mentoring, equality impact assessments and graduate and apprenticeship schemes.
- 4.8 The new four-year Pay Gap Action Plan would cover three key areas: Governance and data; policies, systems and processes; and leadership, culture and behaviour. It would be developed in discussion with TfL's Staff Network Groups and trade unions. It will also be underpinned by local diversity and inclusion plans.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Remuneration Committee on 10 November 2021

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Board



Date: 8 December 2021

Item: Report of the Meeting of the Finance Committee held on 24 November 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 24 November 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 24 November 2021 were published on 16 and 17 November 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) Implications of Reduced Funding for TfL;
 - (c) Finance Report;
 - (d) Build to Rent Joint Venture Agreement;
 - (e) TfL Energy Purchasing: Crown Commercial Service; and
 - (f) Enterprise Risk Update – Changes in Customer Demand (ER09).
- 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 9 March 2022.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting on 6 October 2021, there had been: no use of Chair's Action; no use of authority delegated by the Board; four uses of Procurement Authority granted by the Commissioner or the Chief Finance Officer but no use of Land Authority; and no Mayoral Directions to TfL.

Implications of Reduced Funding for TfL

- 4.2 The Committee noted the paper, which provided an updated view of TfL's financial position. It considered recent developments and gave an updated outlook over the medium-term period covered by the recent Government Comprehensive Spending Review (CSR), 2022/23 to 2024/25.
- 4.3 TfL was required to make a submission to the Greater London Authority Budget process on 26 November 2021. As a local authority for statutory financial purposes, it was obliged to prepare a budget that was balanced over both the short and medium-term. Therefore, the budget submission had to demonstrate a credible path to closing the funding gap and maintaining a balanced budget. The paper considered what actions were required to close the current funding gap, in the absence of any further external support, and what the wider impacts of such actions would be.
- 4.4 There remained significant uncertainty on the level of available funding over this time period, which would be determined by the pace and level of recovery of passenger demand and the final level of Government funding. The Independent Panel report, published in December 2020, highlighted a long-term funding gap of £2bn per annum, which had since been proven through updated work on TfL's funding gap through the Financial Sustainability Plan (FSP) and its submission to the CSR. Since the 2019 Business Plan, the structural shift in demand due to the coronavirus pandemic meant a significant loss of passenger revenue in future years with hybrid working and reduced tourism, compounded by Brexit.
- 4.5 The Government stipulated in the last TfL emergency financial agreement that the Mayor and TfL had to raise an additional £500m-£1bn per year from 2023/24. As yet there had been no agreement between the Mayor and Government on proposed revenue raising options and therefore no budget assumptions could be made based on TfL having this extra revenue.
- 4.6 The potential required savings necessitated by TfL's legal requirement to balance its budget represented the 'Managed Decline' scenario first laid out in the FSP. TfL had been clear about the severe impacts to services and the wider economy, were Managed Decline to take place. In the absence of capital and revenue funding pledges from Government, it had to move to planning for this scenario. TfL would need to start enacting some changes immediately to start realising the financial savings in future years.

- 4.7 TfL would continue to make the case for additional Government funding and to support the recovery of passenger demand, which would help mitigate the need to take all the actions set out in the paper and allowed TfL to play its role in supporting the economic recovery, decarbonisation and levelling up across the country.

Finance Report

- 4.8 The Committee noted TfL's financial results to the end of Period 7, 2021/22 – the year-to-date period ending 16 October 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.
- 4.9 Journey numbers had improved and were 68 per cent of pre-pandemic levels. Passenger income was £1.5bn in the year to date, which was 10 per cent below budget due to slower demand. This time last year, income was almost £1.8bn down on pre-pandemic levels and was now £1bn down.
- 4.10 Current funding condition savings target were ahead of plan by £127m, including lower staff costs at over 500FTE below budget, due to high attrition in all areas, recruitment challenges in the market and a backlog of vacancies in all divisions. TfL had cut back on all but essential recruitment so the gap was likely to increase.
- 4.11 Through the ongoing savings programme and further one-off savings last year and this year, like for like costs had held stable, absorbing inflation and rebased for service changes, the Elizabeth line, Ultra Low Emission Zone and exceptional costs.
- 4.12 Cash balances were at £1.635bn, which represented a point in time. Closing cash balances on 22 November 2021 were £1.354bn. TfL would have run out of cash in Period 7 had it not received the level of Government funding this year

Build to Rent Joint Venture Agreement

- 4.13 The Committee noted the paper and approved the proposed amendments to the Connected Living London Joint Venture Agreement (JVA) and the incorporation of the associated Funding Condition within the site-specific agreements for lease.
- 4.14 The amendments to the JVA represented a 'backstop' mechanism that would only apply if TfL was unable to provide the required funding. They were not expected to be required but were considered reasonable provisions to adopt to ensure continued progress on sites and delivery of homes.

TfL Energy Purchasing: Crown Commercial Service

- 4.15 The Committee noted the paper and approved Procurement Authority of £402m for the purchase of electricity and natural gas across TfL during the

2024/25 and 2025/26 financial years, via the existing frameworks competitively procured by the Crown Commercial Service (CCS). It also noted that future TfL Business Plans would need to continue to make provision for the supply of energy updating each year to the latest forecast based on TfL's requirements.

- 4.16 TfL had developed an Energy Purchasing Strategy in line with the Mayor's Transport Strategy, the London Environment Strategy and TfL's own carbon ambitions as set out in the Corporate Environment Plan.
- 4.17 Extending the existing arrangements with CCS allowed the continuation of the current energy purchasing arrangements and risk management strategy, albeit reduced to allow for energy volume to be purchased through a Power Purchase Agreement (PPA). This approach ensured the ongoing supply of cost competitive electricity and gas supplies for TfL's operations in the near term, while also enabling the transition over coming years to renewable energy, in line with TfL's commitment to run a zero carbon railway by 2030. Continued use of CCS also supported planned future PPA procurements.

Enterprise Risk Update – Changes in Customer Demand (ER09)

- 4.18 The Committee noted the paper, which sets out TfL's current understanding and control measures on Enterprise Risk 09 – Changes in Customer Demand. This was a very broad risk, with huge potential implications for TfL's financial and transport strategy. The coronavirus pandemic had seen the risk realised in an unprecedented way, creating uncertainty for the medium and long-term.
- 4.19 The risk sat at the heart of TfL's business so scored extremely highly. The financial impact it could create was exceptionally high, as had been experienced over the past 18 months. It also had a fundamental influence over TfL's relationship with customers and stakeholders and the long-term prosperity outlook for London.
- 4.20 Given the current exceptional circumstances, all four risk impact categories were considered to be outside tolerance. However, through the management actions described in the paper, there was much TfL could do, and was doing, to control and mitigate the risk.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 24 November 2021

Contact Officer: Howard Carter, General Counsel
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Board



Date: 8 December 2021

Item: Report of the Meeting of the Elizabeth Line Committee held on 25 November 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 25 November 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 25 November 2021 were published on 17 November 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) Matters Arising, Actions List and Use of Delegated Authority;
- (b) Safety Update;
- (c) Project Status Update;
- (d) Elizabeth Line Readiness Update;
- (e) Finance and Risk Update;
- (f) Project Representative Report;
- (g) Elizabeth Line Programme Assurance Update; and
- (h) Enterprise Risk Update – Opening of the Elizabeth Line (ER14).

- 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 26 January 2022.

4 Issues Discussed

Matters Arising, Actions List and Use of Delegated Authority

- 4.1 There was one use of Chair's Action since the meeting on 30 September 2021, which was the proposed novation of contracts, as part of a corporate restructuring within the Siemens group. Approval was sought for the Signalling Contract and the Communications Contract to be novated to Siemens Mobility, and following consultation with the Committee, this was approved by the Chair, to ensure that any delay did not adversely impact on the programme and handover dates.

Safety Update

- 4.2 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 6 and 7, 2021/22 covered by the report and the safety performance for the calendar year had been the most positive historically across the project.
- 4.3 In November 2021, the Safety and Health Executive Leadership Team would be standing down and revised arrangements agreed, including the Elizabeth Line Safety Board. A more detailed note on the new arrangements would be provided to Members.

Project Status Update

- 4.4 The Committee noted the update on the status of the Crossrail project, including the successful completion of Trial Running and entry to the next phase of Trial Operations.
- 4.5 It was agreed that performance data, including Trial Operations, would be included in the weekly Crossrail dashboard circulated to Members.

Elizabeth Line Readiness Update

- 4.6 The Committee noted the updates on the performance of the TfL Rail operational service and the status of the transition and readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.

Finance and Risk Update

- 4.7 The Committee noted the update on Crossrail's financial performance up to Period 7, 2021/22 and on risk management progress. The current P50 Anticipated Final Crossrail Direct Cost remained unchanged from the Delivery Control Schedule 1.2.

Project Representative (P-Rep) Report

- 4.8 The Committee noted the latest periodic reports from the P-Rep on the Crossrail project and the management responses to these reports, for Periods 6 and 7, 2021/22. Copies are available on the TfL website, with commercially sensitive material redacted.
- 4.9 Trial Operations reliability, software upgrades and tunnel ventilation and communications remained challenging.

Elizabeth Line Programme Assurance Update

- 4.10 The Committee noted progress with programme assurance activity across the Elizabeth line three Lines of Defence Integrated Assurance Framework and approved the assurance activities as set out in the report.
- 4.11 All actions arising from the audit reports issued during Quarter 2 had been addressed. The Committee welcomed the Independent Investment Programme Advisory Group assurance report.

Enterprise Risk Update – Opening of the Elizabeth Line (ER14)

- 4.12 The Committee noted the key risks to the timely opening of the Elizabeth line, as part of TfL's Risk Management process.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 25 November 2021

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Board



Date: 8 December 2021

Item: Report of the Meeting of the Audit and Assurance Committee held on 1 December 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 Audit and Assurance Committee at its meeting on 1 December 2021 (after the date that the papers for this meeting of the Board are published).

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 1 December 2021 were published on 23 November 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) EY Annual Audit Report;
- (b) External Audit Plan TfL, TTL and Subsidiaries - Year Ending 31 March 2022;
- (c) EY Report on Non-Audit Fees for the Period of 1 April - 30 November 2021;
- (d) Task Force on Climate-related Financial Disclosures;
- (e) Risk and Assurance Quarter 2 Report 2021/22;
- (f) Independent Investment Programme Advisory Group Quarterly Report;
- (g) Elizabeth Line Programme Assurance Quarter 2 Report 2021/22;
- (h) Finance Control Environment Trend Indicators;
- (i) Annual Tax Compliance Update;
- (j) Legal Compliance Report (1 April - 30 September 2021);

- (k) Register of Gifts and Hospitality for Members and Senior Staff; and
 - (l) Enterprise Risk Update – Major Security Incident (ER4).
- 3.3 A summary of the items to be considered and decisions to be taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 16 March 2022.

4 Issues Discussed

EY Annual Audit Report

- 4.1 The Committee is asked to note the status of the Annual Audit Report issued by Ernst & Young (EY).

External Audit Plan TfL, TTL and Subsidiaries - Year Ending 31 March 2022

- 4.2 The Committee is asked to note EY's plan for the audit of the financial statements for TfL, Transport Trading Limited (TTL) and its subsidiaries.

EY Report on Non-Audit Fees for the Period of 1 April - 30 November 2021

- 4.3 The Committee is asked to note the details of fees billed by EY for non-audit services.

Task Force on Climate-related Financial Disclosures

- 4.4 The Committee is asked to note the report from EY on the work of the Task Force on Climate-related Financial Disclosures and its application to TfL.

Risk and Assurance Quarter 2 Report 2021/22

- 4.5 The Committee is asked to note the report on work completed by the Risk and Assurance Directorate during Quarter 2 of 2021/22, work in progress and planned to start.

Independent Investment Programme Advisory Group (IIPAG) Quarterly Report

- 4.6 The Committee is asked to note the IIPAG quarterly report and work undertaken since the last meeting.

Elizabeth Line Programme Assurance Quarter 2 Report 2021/22

- 4.7 The Committee is asked to note the overview of programme assurance activity in relation to the Elizabeth line during Quarter 2 of 2021/22.

Finance Control Environment Trend Indicators

- 4.8 The Committee is asked to note the report on Quarter 2 Financial Control Environment Trend Indicators for Finance, Business Services and Procurement.

Annual Tax Compliance Update

- 4.9 The Committee is asked to note the Anti-Tax Evasion Policy and the Anti-Tax Evasion Statement, the TfL Annual Tax Strategy and the Senior Accounting Officer Policy.

Legal Compliance Report (1 April - 30 September 2021)

- 4.10 The Committee is asked to note the report summarising information provided by each TfL Directorate for the Legal Compliance Report for the period 1 April to 30 September 2021.

Register for Gifts and Hospitality for Members and Senior Staff

- 4.11 The Committee is asked to note the quarterly update on the register of gifts and hospitality for Members and senior staff.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 1 December 2021

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Board



Date: 8 December 2021

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 2 December 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 Safety, Sustainability and Human Resources Panel at its meeting on 2 December 2021 (after the date that the papers for this meeting of the Board are published).

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 to be held on 2 December 2021 were published on 24 November 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 Panel are:

- (a) CIRAS Presentation;
- (b) Safety, Health and Environment Report;
- (c) Safety, Health and Environment Assurance Report;
- (d) Vision Zero Action Plan Progress Report;
- (e) Air Quality Update;
- (f) Responsible Procurement Update; and
- (g) Human Resources Quarterly Report.

3.3 A summary of the items to be 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 24 February 2022.

4 Issues To Be Discussed

CIRAS Presentation

- 4.1 The Panel is asked to note the presentation from the Confidential Incident Reporting Service (CIRAS), which provides an annual comparator with other sectors, examining trends and themes which point to lessons that can be learnt by TfL.

Safety, Health and Environment Report

- 4.2 The Panel is asked to note the safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) for Quarter 2 2021/22 (27 June 2021 to 18 September 2021).
- 4.3 The quarter had seen steadily increasing numbers of customer injuries, against an increase in passenger numbers as the recovery from the coronavirus pandemic continued. Measures to improve our short- and long-term safety, health and environmental performance continued to be implemented.

Safety, Health and Environment Assurance Report

- 4.4 The Panel is asked to note the paper, which sets out the key second line of defence safety, health and environment assurance activities in the last quarter and any trends or significant findings identified. The report provides an overview of the effectiveness of the risk controls for Enterprise Risk 1 – Major safety, health or environmental incident or crisis (ER1). The report also set out a list of audits undertaken in the last quarter as part of the second line of defence.

Vision Zero Action Plan Progress Report

- 4.5 The Panel is asked to note the paper, which provides an update on the Action Plan following its publication on 15 November 2021. The report outlines the required new activity to respond to new trends and help reach the Vision Zero target, subject to securing the necessary funding.

Air Quality Update

- 4.6 The Panel is asked to note the paper, which provides an update on TfL's implemented and forthcoming key proposals to improve air quality. This included work on emission control zones, the vehicle scrappage schemes, the Electric Vehicle Infrastructure Strategy, conversion of bus and taxi fleets to zero emission and work on monitoring and reporting transport emissions.

Responsible Procurement Update

- 4.7 The Panel is asked to note the paper, which provides an update on Responsible Procurement programme activity undertaken in the year. This included work in the following areas: Skills and Apprenticeships; Ethical Sourcing and Modern Slavery; Environmental Sustainability; Fair and inclusive

employment practices; Supplier Diversity; and Contracts and Tenders. The Greater London Authority Group Responsible Procurement Implementation Plan was also in the final stages of approval.

Human Resources Quarterly Report

- 4.8 The Panel is asked to note the paper, which provides an update on key Human Resources led activities and performance for the period September – December 2021.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 2 December 2021

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Board



Date: 8 December 2021

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 7 December 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 Customer Service and Operational Performance Panel at its meeting on 7 December 2021 (after the date that the papers for this meeting of the Board are published).

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 to be held on 7 December 2021 were published on 29 November 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 Panel are:

(a) Customer Services and Operational Performance Report - Quarter 2, 2021/22;

(b) Assisted Transport Services Update; and

(c) Customer Safety and Security Update.

3.3 A summary of the items to be 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 17 March 2022.

4 Issues To Be Discussed

Customer Services and Operational Performance Report - Quarter 2, 2021/22

4.1 The Panel is asked to note the quarterly report for Quarter 2, 2021/22, covering the period from 27 June to 18 September 2021.

- 4.2 The report outlines performance and our priorities and provides additional information requested by Members at the previous meeting.

Assisted Transport Services Update

- 4.3 The Panel is asked to note the report, which outlines the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 24 February 2021.
- 4.4 The report provides an update on how ATS continues to adapt to support Londoners with reduced mobility during the ongoing coronavirus pandemic, as well as information on Demand Responsive Bus Trials and the emerging work with London Councils around Taxicard.

Customer Safety and Security Update

- 4.5 The Panel is asked to note the report, which provides an overview of the key elements of TfL's work to improve the safety of women and girls while travelling on the TfL network and outlines patterns and trends in customers' personal safety and security.
- 4.6 The report sets out the work TfL has done to improve the safety of women and girls on the TfL network and how TfL works with stakeholders to achieve this.

List of appendices to this report:

None

List of Background Papers:

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

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