

Agenda

Meeting: Board

Date: Wednesday 2 February 2022

Time: 10:00am

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

Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Cllr Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

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

Government Special Representatives

Andrew Gilligan Becky Wood

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

This meeting will be open to the public and webcast live on [TfL YouTube channel](https://www.youtube.com/watch?v=000000000000) and on the [GLA website Mayoral Webcast page](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf), 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 25 January 2022

**Agenda
Board
Wednesday 2 February 2022**

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 8 December 2021
(Pages 1 - 16)**

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 8 December 2021 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 17 - 22)**

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 23 - 60)

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 8 December 2021 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operational Readiness and Crossrail Update
(Pages 61 - 64)

Commissioner and Chief Executive, Crossrail

The Board is asked to note the paper.

7 Finance Report (Pages 65 - 82)

Chief Finance Officer

The Board is asked to note the Finance Report.

8 TfL Viewpoint Survey Results 2021 (Pages 83 - 90)

Chief People Officer

The Board is asked to note the report on the staff survey results.

9 Appointments to TfL and its Committees and Panels (Pages 91 - 96)

General Counsel

The Board is asked to note the composition of the Board following the appointment of Seb Dance and approve the appointments to TfL's Committees and Panels.

10 Greater London Authority Group Corporate Governance Framework Agreement (Pages 97 - 116)

General Counsel

As part of TfL's governance arrangements, the Board is asked to note the paper and approve TfL as a signatory to the revised Greater London Authority Group Corporate Governance Framework Agreement, as set out in Appendix 1 to this paper, subject to its approval by the Mayor without any substantive changes. The Agreement is an overarching commitment in relation to the culture and individual behaviours of the GLA Group and contains specific corporate governance commitments and GLA commitments.

11 Report of the meeting of the Programmes and Investment Committee held on 15 December 2021 (Pages 117 - 120)

Committee Chair, Professor Greg Clark CBE

The Board is asked to note the report of the meeting held by Teams and the subsequent use of Chair's Action to take decisions.

12 Report of the meeting of the Elizabeth Line Committee held on 26 January 2022 (Pages 121 - 122)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

13 Any Other Business the Chair Considers Urgent

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

14 Date of Next Meeting

Wednesday 23 March 2022, at 10am.

Transport for London

Minutes of the Meeting

**Conference Rooms 1 & 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 8 December 2021**

Members

Sadiq Khan (Chair)
Heidi Alexander (Deputy Chair)
Cllr Julian Bell
Kay Carberry CBE
Prof. Greg Clark CBE (via Teams)
Anurag Gupta
Bronwen Handyside (via Teams)
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE (via Teams)
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE (via Teams)
Dr Lynn Sloman MBE
Ben Story
Peter Strachan

Government Special Representative

Becky Wood

Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director Customers, Communication and Technology
Stuart Harvey	Director of Major Projects (via Teams)
Simon Kilonback	Chief Finance Officer
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport
Shashi Verma	Chief Technology Officer and Director of Strategy (via Teams)
Mark Wild	CEO, Crossrail Limited
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

Staff

Andrea Clarke	Director of Legal (via Teams)
Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Lorraine Humphrey	Interim Director of Risk and Assurance (via Teams)
Shamus Kenny	Head of Secretariat
Emma Lucas	Chief of Staff, Chief Finance Officer (via Teams)
Rachel McLean	Chief Finance Officer Crossrail and Finance Director London Underground (via Teams)

Jonathan Patrick Chief Procurement Officer (via Teams)
Rajiv Sachdeva Group Finance Director (via Teams)

78/12/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and on YouTube to ensure the public and press could observe the proceedings and decision-making.

There were no apologies for absence. Members attending via Teams were able to take part in the discussions but were not counted toward the quorum.

The Chair welcomed Anurag Gupta, Marie Pye and Peter Strachan to their first meeting of the Board, following their appointment on 11 November 2021. The Chair thanked Heidi Alexander for her role in the extensive open recruitment campaign, which had produced a high-quality shortlist.

The 9 November 2021 marked the fifth anniversary of the tragic tram overturning at Sandilands, Croydon in 2016. The Board, and particularly the Safety, Sustainability and Human Resources Panel, had oversight of the actions taken to address the recommendations from the independent investigation reports to prevent such an accident from happening again, and of the support TfL had given to those affected who remained in everyone's thoughts.

TfL continued to closely monitor the public health situation due to the Coronavirus pandemic, particularly in relation to the Omicron variant. The Chair was pleased that the Government had reintroduced the requirement to wear face coverings on public transport, which would protect and provide assurance to passengers, and would help TfL to ensure compliance.

A total of 103 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.

The Chair confirmed that under section 100B(4)(b) of the Local Government Act 1972, he had agreed that the late item for the agenda on the Finance Report: Budget Submission and Capital Strategy (published on 6 December 2021) would be considered as a matter of urgency. The item was accepted as urgent as it was vital that Members had the most up to date information available, given TfL's funding settlement with Government expired on 11 December 2021.

The Chair thanked all staff and contractors who contributed to the successful launch of the extension of the Ultra Low Emission Zone (ULEZ) to the boundaries of the North and South Circular roads in October 2021. It was a mammoth task and would make a significant difference to the health of Londoners.

The Chair was pleased with the prominence and support for TfL's campaign to stamp out sexual harassment on public transport, which emphasised the zero-tolerance approach to all forms of unwanted sexual behaviour and sexual harassment on its transport networks. He thanked Andy Lord and his team for the resumption of the Night Tube service last weekend.

The Staff Network Group for Disability led TfL's celebrations for the International Day of People with Disabilities on 3 December 2021, with staff across the organisation wearing the colour purple to show their support and raise awareness. TfL's Action on Inclusion plan would be launched shortly.

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.

79/12/21 Declarations of Interests

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

80/12/21 Minutes of the Meeting of the Board held on 20 October 2021

The minutes of the meeting of the Board held on 20 October 2021 were approved as a correct record and the Chair was authorised to sign them.

81/12/21 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 or authority delegated by the Board, nor any Mayoral Directions to TfL.

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.

82/12/21 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, 103 colleagues had died as a result of Covid-19. TfL's thoughts and sincere condolences remained with those colleagues who had tragically lost their lives and TfL continued to offer any support it could to their families and friends. The Employee Assistance Programme and Sarah Hope Line were available to everyone impacted and provided support, guidance, and information on a range of topics, including bereavement.
- 2 TfL's current funding agreement expired on 11 December 2021 and regular discussions continued with the Government on securing a long-term funding deal.

TfL had been obliged to adopt a 'Managed Decline' scenario for its Budget submission, which would be disastrous for London and for the UK as a whole. A national recovery from the Coronavirus pandemic hinged on a London recovery. There was tremendous support for a funding package from business, accessibility groups, charities that advocated for different passengers and road users. They all recognised the importance of TfL being properly funded to enable customers to travel around London easily and safely, and to secure jobs and businesses in the supply chain throughout the UK that were reliant on TfL's business. The Commissioner was determined to get a good deal for TfL, London and in the best interests of the British public. There was a dedicated paper on the agenda to go through the funding position in more detail.

- 3 On 9 November 2021, the seven people who lost their lives in the Croydon tram overturning at Sandilands in 2016 were remembered in a memorial service held in Croydon town centre. TfL suspended services on the tram network for a short period in the morning, to allow colleagues to take a moment to reflect. A minutes silence was also observed at 11am at its head office buildings. TfL's thoughts remained with those who lost their lives, their families and friends, and all the other people affected by the tragic incident. It would continue to offer support to those people directly affected as well as the wider community.
- 4 On 30 November 2021, the Government reintroduced the compulsory requirement to wear a face covering on public transport and in shops to help prevent the spread of the new Omicron variant of Covid-19. TfL's staff and ambassadors handed out face coverings at stations with key interchanges and high levels of passenger traffic to help reinforce the message. The requirement had made an impact, with most passengers now wearing face coverings.
- 5 On 15 November 2021, TfL published its Vision Zero action plan progress report, which had been discussed in detail by the Safety, Sustainability and Human Resources Panel. Members welcomed the report, which highlighted the significant achievements made to date, shared new insight and understanding, and outlined the new priorities and challenges for Vision Zero over the new Mayoral term. The report was endorsed and supported by the Metropolitan Police and London Councils in a coalition of partners that were fundamental to making progress toward the Vision Zero intention to eliminate deaths and serious injuries from London's streets.
- 6 On 27 November 2021, Night Tube services returned on the Central and Victoria lines. The reintroduction of the service had been impacted by strikes by the National Union of Rail, Maritime and Transport Workers (RMT) as 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. The changes to driver rosters were agreed with all other recognised union parties in May 2021. TfL had met with the RMT through the Advisory, Conciliation and Arbitration Service (Acas) many times over the last few months and previous strike action was suspended while constructive discussions continued. TfL hoped to resolve the issue without any further disruptive industrial action.
- 7 The Night Overground service would be reintroduced on 17 December 2021, which would complement the return of the Night Tube, providing a convenient interchange with the Victoria and Central lines and opening large parts of London and the city

centre for all-night rail travel. This was another huge boost in helping the recovery of the Capital and enabling Londoner's to enjoy the festive celebrations.

- 8 On 22 November 2021, the Waterloo & City line resumed a full weekday service providing an important commuter link between Waterloo and Bank stations. Saturday services would not be reintroduced for the foreseeable future but customer demand would continue to be monitored and services adapted accordingly.
- 9 Andy Lord confirmed that TfL was working hard to overcome the underlying issues for reopening the three remaining Piccadilly, Northern and Jubilee Night Tube services. The recent extension of the Northern line to Battersea Power Station and the Bank blockade and branch closure, from January 2022, added complexity to timetabling and scheduling. The Piccadilly and Jubilee lines were also impacted by engineering works linked to the Four Lines Modernisation programme. Members would be updated in the new year on opening dates for the three remaining lines.
[Action: Andy Lord]
- 10 The results of TfL's annual Viewpoint employee survey were shared with staff on 25 November 2021. The survey responses would provide a clear idea of what it was like to work at TfL, pinpointing what exactly needed to improve to make TfL a great place to work and for everyone to thrive. The detailed analysis of the responses was being worked through and a full update report would be provided to the Board in February 2022.
[Action: Tricia Wright]
- 11 As part of the wider Bank station capacity upgrade programme, the Northern line would close between Kennington and Moorgate stations for 17 weeks from 15 January 2022. This would allow essential works to take place and ultimately increase station capacity by 40 per cent and reduce journey times. On 8 November 2021, a Northern line closure communications campaign was launched to raise awareness of the closure, manage travel demand and mitigate the significant impact on the network. The campaign would continue until the works finished in mid-May 2022 and further door drops would be undertaken in advance of the closure, to provide local residents with specific travel advice.
- 12 On Crossrail, Trial Operations had begun, as planned and on schedule, on the Elizabeth line which edged closer to opening what would be an amazing new railway for London. The Trial Running phase had also now ended in the Central Operating Section and, in the initial period since the software update, there had been a significant improvement in performance of the 12 trains per hour timetable. The central section stations were currently at an advanced stage, with eight out of the 10 now under the care of TfL and ready to support Trial Operations. Canary Wharf station would be transferred to TfL in December 2022, which was another significant programme milestone and demonstrated the hard work of the team to get the railway open in the first half of 2022.
- 13 The Commissioner thanked his Executive Committee team and all colleagues at TfL for their fantastic hard work over the last year. Despite the many challenges TfL faced and continued to face, they had been a credit to the organisation and to the Capital. He looked forward to working with the Board and everyone throughout the organisation to make 2022 a successful year.

- 14 Andy Lord updated the Board on an incident at Tottenham Court Road station late on 3 December 2021. A woman had suffered a medical episode, prior to falling onto the tracks. The emergency services arrived within eight minutes and she was taken to hospital and expected to make a full recovery. The station had been fully staffed with no overcrowding on the platform and no one else was involved. An investigation was underway and Members would be kept informed of the outcomes.
[Action: Andy Lord]
- 15 Members welcomed the work and associated campaign to stamp out sexual harassment on public transport and TfL's zero-tolerance approach to all forms of unwanted sexual behaviour and sexual harassment on its transport networks.

The Board noted the Commissioner's Report.

83/12/21 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. With the project in the final complex stages of delivering the railway, the focus remained on ensuring that it was completed safely. The overall Health and Safety indicators remained within the parameters set by the programme. The number of coronavirus cases across sites had generally remained constant and continued to be closely monitored. Existing measures remained in place and would be re-assessed following the commencement of Trial Operations.

A 15-day blockade from 10 October 2021 saw the successful commissioning of the ELR100 software and the tunnel ventilation system (TVS) to be updated. The TVS and other key works to the rolling stock and signalling were almost complete. During December 2021, there would be further changes to the TVS to complete the outstanding functionality of the system software for passenger service and a smaller scale software update (ELR110) to sweep up any new issues identified during Trial Running.

On 20 November 2021, the programme entered Trial Operations, a significant milestone and the final phase of the programme before the Elizabeth line opened for passenger services between Paddington and Abbey Wood in the first half of 2022. Trial Operations involved operational exercises to ensure the safety and reliability of the railway for public use and to fully test the timetables. More than 150 scenarios would be carried out over the coming months, including exercises to check that all systems and procedures worked effectively, and staff could respond to incidents, such as customers being unwell or signal failures. In the new year, a series of more complex exercises would include evacuations of trains and stations using thousands of staff. The final step would see a period of 'shadow running', operating timetabled services ahead of the Elizabeth line opening.

It would take several months to complete this final phase. The Elizabeth line was an immensely complex railway and Trial Operations would continue until it was clear that it could operate at the highest levels of safety and reliability before the start of passenger services. Only then would a specific opening date for the railway be announced. Trial Operations would also involve several organisations, including TfL, MTR Elizabeth line,

Network Rail and the emergency services, working together to respond to the trial scenarios.

The central section stations were 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 from Farringdon, Tottenham Court Road and Woolwich stations had started to demobilise from site, along with those at Paddington and Liverpool Street stations. The next station to be transferred to TfL would be Canary Wharf, with final modifications to the safety systems being carried out before transfer expected by the end of 2021.

Bond Street station achieved its readiness to support Trial Operations on 8 October 2021, which was a significant milestone for the station and for the wider programme. The team at Bond Street was working on a plan for the earliest opening date for the station. The possession of the oversite development and urban realm had 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 on the west were largely completed. A significant benefit was that passengers were now able to make step-free journeys across TfL Rail between Paddington, Reading and Heathrow. Enhanced station upgrade works were progressing in the east at Ilford and Romford. The glass façade was completed at Ilford and lift cars were installed at both sites. The target for entry into service of the new station buildings was February 2022 and Network Rail continued to monitor this to drive performance.

Since resuming train movement in the central operating section following the October 2021 blockade, there had been a significant improvement in performance of the 12 trains per hour timetable. Sustained delivery of the timetable was critical to allow for the Trial Operations phase. The improved reliability enabled the operational teams to increase their understanding of how to manage the service, utilise the infrastructure available and deal with issues as they arose more effectively.

A series of project gates had been established as decision points to move throughout Trial Operations towards revenue service. A gate was scheduled for December 2021 to provide the conditional go-ahead for the more complex Trial Operations exercises, subject to the successful completion of the TVS works. Once approved, the planned evacuation exercises would be carried out in January 2022 involving the emergency services.

TfL Rail operations continued to deliver a good service with the public performance measure beating target during Period 7, which compared favourably against the rest of the industry; only Merseyrail and London Overground performed better. The eastern section of the line achieved 97.5 per cent and the western section achieved 93 per cent of trains meeting their reliability target. The overall trend also continued to be better than target at 95.3 per cent.

The Board noted the paper.

84/12/21 Finance Report: Budget Submission and Capital Strategy

The Chair had agreed to the late publication of the paper so that it could reflect the latest position with the discussions with Government on TfL's funding, as the current settlement expired on 11 December 2021.

Andy Byford and Simon Kilonback introduced the paper, which set out TfL's draft Budget submission to the Greater London Authority (GLA) consolidated budget, which was open to consultation from December 2021 and would be finalised in February 2022. The submission included an updated forecast for 2021/22 and a forward look from 2022/23 to 2025/26. It was an update and extension of the Revised Budget approved by the Board on 28 July 2021. It also included TfL's 20-year Capital Strategy.

At the meeting of the Finance Committee on 24 November 2021, TfL set out what could happen to London's transport network if the structural funding gap of £1.5 - £2bn per annum, identified in its Financial Sustainability Plan, continued. The Government confirmed as part of its Comprehensive Spending Review (CSR) that TfL would not receive any capital funding for 2022/23 – 2024/25, beyond the £1bn per annum devolved business rates already received, and that it did not intend to provide any further revenue support beyond March 2023. Without adequate funding over the coming years, TfL faced a period of 'Managed Decline'.

TfL's submission to the GLA budget built in further headwinds, which included slower recovery of passenger demand, higher than expected Ultra Low Emission Zone (ULEZ) compliance and high inflation and fuel prices. It also reflected the lack of an agreement between the Mayor and Government on proposed revenue raising options for the £500m-£1bn that London and TfL were expected to raise from 2023/24. After moving to 'Managed Decline' and assuming service reductions of 18 per cent on the bus network and nine per cent on the Tube, TfL still had a funding gap in 2022/23 of £1.1bn and around £400-500m in 2023/24 and 2024/25.

Since the meeting of the Finance Committee, the technical elements of the funding discussions with Government had continued. TfL had submitted a report to Government, as committed to in the 1 June 2021 funding agreement, which proposed a range of revenue generating options to close the funding gap and to avoid the worst effects of a 'Managed Decline' scenario, such as even deeper service reductions. TfL was committed to finding a solution on longer-term, stable and sustainable funding so it could plan and deliver most effectively, support decarbonisation, and continue to bring growth, job and skills to London and around the UK through its supply chain.

Passenger demand saw further growth this year with journeys around 69 per cent of pre-pandemic levels. The rate of demand increase, since the Stage 4 reopening in July 2021, had more recently started to plateau, partly due to a lower number of people returning to work following the lifting of restrictions on social distancing. This slower recovery meant passenger income was £170m (nine per cent) below Budget.

Overall operating costs were lower than Budget, and like-for-like operating costs were in line with previous years, with TfL's savings programme and one-off savings currently mitigating inflationary pressures. Lower spend on operating costs and capital renewals reflected the further tightening of spend controls and curtailing of activity until there was greater clarity on funding. This impacted the capital programme as the short-term and stop-start nature of funding agreements meant TfL was unable to plan sufficiently far

ahead to get projects approved and agreed with contractors, which risked costs increasing in the meantime.

The £1.4bn net deficit was supported with Government funding of £1.3bn base funding received to date, and almost £200m of revenue top-up funding. Without Government support this year, TfL would have a cash deficit of £121m in Period 8, which would decline further to below the minimum level of £1.2bn after the current funding agreement expired on 11 December 2021.

The 1 June 2021 funding settlement required TfL to deliver at least £300m savings in 2021/22 through non-fares revenue and cost savings. TfL had exceeded this target as, excluding £50m central contingency, £404m savings had been delivered year-to-date, which included some savings delivered earlier than expected. This was mainly driven by higher business rates and lower operating costs. Cost reductions across TfL included staff costs by removing all pay uplifts that were not already contractually agreed, as well as high attrition, recruitment challenges in the market and a backlog in all divisions. More staff cost savings were likely due to cutting back on all but essential recruitment.

There had also been an improvement in operating income, largely as a result of higher ULEZ income. Income from the expansion of ULEZ had been lower than expected due to greater compliance than anticipated. These factors combined meant TfL expected to deliver £375m savings by the end of year, which exceeded the target set by Government.

Over the course of 2021/22, TfL reduced its funding gap by almost £1.2bn, from £3bn in December 2020's GLA Budget to £1.9bn in the July 2021 Revised Budget. Of this reduction, £884m was due to management action through additional savings, reduced renewals and capital investment, and use of own cash and working capital management.

This reduction was possible as TfL held higher cash balances from improved prior year cost performance, high passenger income from increased journeys, a successful savings programme and over £400m of reductions in capital expenditure, due largely to deferrals in light of the financial constraints.

In the Revised Budget, TfL needed £1.87bn funding for the financial year 2021/22, with approximately £1.3bn until December and £500m after December 2021. Since the June 2021 funding settlement, TfL had received an additional £238m from Government via the true-up mechanism for the Periods 1-9, due to ridership being lower than expected. TfL had taken further measures to control costs and slow down expenditure, so had exceeded the £300m in year savings target by over £100m in that period.

This meant TfL only required £245m to maintain minimum cash levels for the remainder of the year. The overall funding ask for the full year remained at around £1.83bn, although this amount could increase if passenger income deteriorated further during the winter, which would need to be topped up via an ongoing revenue true-up mechanism. TfL continued to ask for funding of up to £500m to mitigate these risks.

The Budget submission built in the latest assumptions on economic indicators, with inflation at its highest level in almost a decade, driven partly by a sharp increase in gas and electricity prices. TfL was one of the largest consumers of electricity in the UK, as its passenger rail services were electrically powered, so this had a significant impact on its cost base with no clarity if prices had peaked. This was covered by TfL's purchasing programme this year but created cost pressures in 2022/23 and beyond.

Operating costs were forecast to increase by £682m between the end of 2021/22 and 2022/23. Around £480m (almost 70 per cent) of this was due to introducing new services, such as the Elizabeth line, the Northern line extension and the expansion of ULEZ. Of the remainder, £235m was due to inflation and the new National Insurance Levy. While new recurring savings and service reductions would partly mitigate pressures, they would not be enough to offset inflation.

TfL's long-term savings programme had removed almost £1.1bn from its cost base since 2016/17, before inflation. Opportunities to make operating cost savings were becoming increasingly limited and took time to deliver. In 2022/23, TfL would have to consider service reductions to further reduce costs.

With the lifting of most pandemic restrictions and a gradual return to normal activity, autumn/winter 2021 was a critical time for London's recovery. The end of the school holidays had increased the pace of people returning to the office, although employers had been cautious to mandate a full return and were experimenting with hybrid working plans. As forecast, the week on week growth had tapered and was expected to continue until January 2022.

Tube demand had a larger share of office worker passengers compared to buses. Fewer office workers had led to reduced numbers of those working in retail and leisure travelling into central London via the Underground. Demand in the weekday morning commuter peak was lagging relative to other times of the day, reflecting a tentative return to work and commuting partially shifting to less busy services. This trend was paralleled on London-centric National Rail services. Typical weekday morning peak Tube demand fluctuated between 50 and 60 per cent of pre-pandemic levels across the week.

Weekend demand on the Tube was notably stronger at 73 per cent of pre-pandemic demand on Saturdays and 71 per cent on Sundays, with trends indicating a leisure led recovery. The biggest increase in demand for bus services was seen in early October 2021 in the Central Activities Zone (CAZ) and some weeks had regularly exceeded 90 per cent of pre-pandemic levels, although peak CAZ journeys only represented four per cent of bus journeys on the network.

A high level of uncertainty continued in the pace of demand recovery. TfL's scenario modelling indicated that revenue could be impacted by approximately £100m for both this and next financial year. This excluded potential coronavirus response measures such as working from home guidance and supported the need for a continuation of the revenue true-up mechanism beyond 11 December 2021.

The Budget reflected Scenario 4, which represented a more pessimistic outlook in comparison to July's Revised Budget, and on average was predicted to be 82 per cent of demand in 2022/23 when compared to 2018/19. Every one per cent equated to roughly £50m income. Demand was recovering but not as quickly as hoped at the time of setting the Revised Budget, so TfL needed to adopt a more prudent demand profile and revenue projection for future years.

A temporary suppression in demand was expected over winter due to the cold and flu season and possible impacts resulting from the Omicron variant. Since the 2019 Business Plan, due to demand not forecast to recover back to pre-pandemic levels at all in the GLA Budget period, TfL had lost £1.5bn of passenger income each year which highlighted a structural longer-term issue.

TfL's submission to the CSR was based on its 'policy consistent' scenario, which proposed an investment plan to achieve national and local objectives around decarbonisation, supporting new homes and jobs around the UK and renewing and maintaining assets and service levels, with a funding gap of around £1.2 to £2bn.

With no further funding forthcoming in the CSR, adopting the 'financially constrained' scenario reduced the funding gap by £800m to £500m in the latter two years, and in turn reduced the level of outcomes of the original submission. This reduction was offset by the headwinds outlined, which increased the funding gap in 2022/23 and 2023/24 by around £500m, and £200m in 2024/25, with the funding gap around £1.8bn per annum on average. Without certainty of funding for 2022/23 and beyond, or commitment of new revenue from the Mayor, TfL would have to begin implementation of 'Managed Decline' almost immediately.

'Managed Decline' would mean only projects already underway, or those required to be compliant with safety and other statutory regulations, would continue, with no new investment by TfL at all in the transport network. Major outcome areas would be impacted, with no proactive progress by TfL towards Vision Zero safety, decarbonisation, improving air quality or active travel to support a shift towards more sustainable modes.

The combined Rail till included London Underground, the Elizabeth line, TfL Rail and Rail services. London Underground remained significantly below its pre-pandemic target of achieving a direct operating surplus of £1bn, as passenger journeys were expected to only reach around 84 per cent of pre-pandemic levels by 2024/25. This assumption excluded service cuts of nine per cent, predicted as part of the service level assessment.

Including all the Rail services, this till would not be able to break even including capital renewals, so TfL needed to consider options on how to close the gap through changes in fare structure and service offering. Due to the high fixed cost, business rates funding would be directed first and foremost to maintaining a safe and operable rail and tube network, so would no longer be able to subsidise buses and streets' structural deficit. The impact of 'Managed Decline' meant the funding gap of over £1.5bn would be reached by 2025/26.

Enhancements across the Rail till were reduced by roughly 40 per cent compared to the Revised Budget, whilst renewals were reduced by 12.5 per cent. Key projects would continue where external funding was available or, if already underway, it would either be too costly to stop or they were near completion, examples being the Barking Riverside Extension and Bank station upgrade.

The scenario accepted a worsening in asset performance, while maintaining safety. There would be no new step-free access schemes, no signalling upgrades after Four Lines Modernisation, no new station capacity upgrades, and a delay in new fleet for Tube lines, other than the Piccadilly line. Existing contracts, including the Docklands Light Railway and Piccadilly lines rolling stock, would presumably continue but might need to be revisited if some of the savings were not deliverable or the headwinds intensified.

Deferring renewals would mean an increased risk to reliability and increased maintenance costs to keep life expired assets operable. This would lead to customer disruption, also due to a slowdown in routine works such as improving lifts and escalators. By reducing expenditure in this area, London Underground works, which had a substantial supply chain in delivering these renewals, would expect a direct impact on jobs in this sector of the economy.

The new station box at Elephant & Castle would be constructed by the developer but TfL would be unable to fit it out to turn it into an operational station.

The Buses, Streets and Other Surface operations till showed a net operating deficit of around £1bn per annum on average across the years. This was despite factoring in a significant reduction to services and investment under the 'Managed Decline' scenario, including an 18 per cent reduction to bus service levels. Reducing bus services impacted TfL's ability to introduce new electric buses, which delayed the target to make the entire fleet zero emission by 2034, and negatively impacted London's environmental footprint.

ULEZ income was expected to initially reduce this deficit, although as compliance further increased, revenue was expected to fall. This reinforced the case for a new source of funding or income so TfL could become financially sustainable.

As the contracted services transport, which included buses, was more flexible than the fixed costs of running the Tube and rail, without a new funding source, the bulk of service reductions would fall on buses and streets, which could more quickly be withdrawn or cancelled.

The Group operating and capital account positions together showed that the overall funding requirement across the years was expected to be around £1.1bn in 2022/23, as ridership returned to only 82 per cent of pre-pandemic levels, excluding the Elizabeth line. This drop, from the 90 per cent projected at the time of the July Budget, reflected the high level of uncertainty and volatility. Thereafter, the funding requirement would be around £400 to 500m per annum even after moving to 'Managed Decline' and service cuts on the Tube, buses and other measures. TfL's CSR submission would see adequate funding and therefore better outcomes for the whole of the UK.

Members would continue to be kept informed of any progress and outcomes of the funding negotiations as required. **[Action: Andy Byford/Simon Kilonback]**

The Board noted the paper and:

- 1 noted the presentation given in Appendix 1, which was based on TfL's Budget and Capital Strategy submission to the GLA Budget;**
- 2 noted Appendix 2, which was TfL's Budget submission to the GLA (including Capital Strategy); and**
- 3 noted that the reporting baseline would continue as the Revised Budget approved by the Board on 28 July 2021.**

85/12/21 Annual Travel in London Report

Alex Williams introduced the item, which presented an Overview of Travel in London 14, with the full report to be published in December 2021. The Annual Travel in London reports provided 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.

The report considered the broad impact of the Coronavirus pandemic on the Mayor's transport aims. It also provided 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 the report were used across TfL to help guide short- and longer-term planning in the post pandemic era.

A key issue from the report was the risk of a car led recovery, as the overall percentage of journeys by sustainable transport had decreased, despite an increase in walking and cycling trips. While London remained ahead of the rest of the UK in the shift to electric vehicles, accelerated by the Ultra Low Emission Zone, this still represented only two per cent of overall vehicle numbers.

In 2022, TfL would publish an analysis of progress against meeting legal air quality measures in low emission zones. A joint Greater London Authority (GLA) and TfL report had shown that following the implementation of 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. The GLA and TfL study estimated that the improvements in air quality had resulted in £5bn NHS healthcare savings, which Members suggested required more publicity.

The Board noted the Travel in London 14 Overview Report.

86/12/21 Appointments to TfL and its Committees and Panels

Howard Carter introduced the item, which covered the recent reappointments and new appointments to the Board. The proposed changes to the membership of the Board's Committees and Panels, from 1 January 2022, had been updated after the publication of the paper, following further discussions with Members.

In anticipation of the changes being agreed, the Chair thanked all Members who were leaving Committees and Panels, on which they had served for several years, for the impact they have made individually and collectively. Meetings were being arranged with the new Chairs and Vice-Chairs, who would be supported by the outgoing post-holders. An induction programme was also being arranged for new Board Members.

All Members of the Board were welcome to attend any meeting of a Committee or Panel.

The Board noted the paper and:

- 1 noted the composition of the Board following the appointments of Anurag Gupta, Marie Pye and Peter Strachan;**
- 2 approved the appointment of Members to TfL's Committees and Panels, as set out in Appendix 2 to the paper, with the addition of Kay Carberry as a member of the Safety, Sustainability and Human Resources Panel and Anne McMeel as a member of the Customer Service and Operational Performance Panel, with effect from 1 January 2022; and**
- 3 noted the proposed appointment of Members to a new Land and Property Committee of the Board, as set out in Appendix 3 of the paper, with the**

addition of Anne McMeel, subject to the establishment of such a committee by the Board at a future Board meeting.

87/12/21 Board Effectiveness Review 2021

The Chair thanked Heidi Alexander for undertaking the review and all Members for their contribution to the effective running of TfL, particularly given how difficult the last two years had been. An externally led review would take place in 2022.

Heidi Alexander introduced the item, which set out the outcome of the annual review of the effectiveness of TfL's Board and its decision-making structure. The review concluded that the Board continued to make a significant contribution to TfL and its decision-making structure was robust and effective. During the year, TfL had continued to address the desire for more informal engagement and stakeholder events, despite the continuing impact of the Coronavirus pandemic. Technological innovations had helped with the conduct of meetings, with the introduction of hybrid arrangements allowing people to meet in person or contribute to discussion via videoconference. The webcasting of meetings had improved the transparency of TfL's decision-making and this practice would continue.

The recruitment campaign for the new Board Members had produced a very high calibre field with a real interest in supporting TfL, reflecting its status as a key public sector organisation in the UK.

The Board noted the Board Effectiveness Review 2021.

88/12/21 Report of the meeting of the Remuneration Committee held on 10 November 2021

The Chair of the Committee, Ben Story, introduced the item. The Committee had discussed TfL's new approach to strategic workforce planning, which sought to identify talent and capabilities to enable TfL and its staff to thrive. This focussed on critical roles, succession planning and apprenticeship and graduate pipelines. Significant progress had been made in this area in recent years, matching best practice in the private sector.

The Committee also discussed the Pay Gap Analysis papers and the comprehensive plans to address these. The plans recognised the major structural issues and constraints and focussed on the issues that TfL could address over the next five years.

The Board noted the report.

89/12/21 Report of the meeting of the Finance Committee held on 24 November 2021

The Chair of the Committee, Ben Story, introduced the item. The main issues had been covered earlier in the meeting and considered in detail by the Committee.

The Board noted the report.

90/12/21 Report of the meeting of the Elizabeth Line Committee held on 25 November 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 and considered in detail by the Committee.

The Board noted the report.

91/12/21 Report of the meeting of the Audit and Assurance Committee held on 1 December 2021

The Chair of the Committee, Anne McMeel introduced the item. The meeting was held after the papers for this meeting had been published. All items on the agenda were considered and noted.

A highlight from a busy meeting was a constructive discussion of the report on the work of the Task Force on Climate-related Financial Disclosures and its application to TfL. TfL had done a lot of work in this area and a gap analysis would be undertaken to determine what had been done, what needed to be done and best practice from other large complex organisations. The outcomes would be shared with the Board as they would affect the work of other Committees and Panels.

The Board noted the report.

92/12/21 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 2 December 2021

The Chair of the Panel, Kay Carberry CBE, introduced the item. The meeting was held after the papers for this meeting had been published. All items on the agenda were considered and noted.

The Panel congratulated staff working in safety as all the Scorecard measures for quarter 2 had been met, with bus safety measures exceeded. There was no complacency in any of the teams as the persistent occurrence of slips, trips and falls remained a key risk for customer safety. The Panel also discussed in detail the Vision Zero Action Plan update.

The Board had previously congratulated the Human Resources team for its response to the challenges of the Coronavirus pandemic. The Panel was pleased to note that the team had just been recognised publicly as the joint winner of the Best Crisis Management Strategy award at the HR Excellence Awards 2021.

The Board noted the report.

93/12/21 Report of the meeting of the Customer Service and Operational Performance Panel held on 7 December 2021

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The meeting was held after the papers for this meeting had been published. All items on the agenda were considered and noted.

The Panel welcomed the continued improvement in customer satisfaction metrics, especially around customer care for disabled people. The half-yearly report on Assisted Transport Services showed a significant improvement as part of its transformation programme.

The Panel also considered an extensive report on tackling violence and sexual abuse on TfL's network. The Chair and Panel thanked staff for their focus on this important issue.

The Board noted the report.

94/12/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

95/12/21 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 2 February 2022 at 10.00am. The venue for the meeting would be confirmed.

The meeting closed at 12.50pm.

Chair: _____

Date: _____

Board



Date: 2 February 2022

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 8 December 2021.
- 1.2 There has been no use of Chair's Action, nor any Mayoral Direction to TfL, since the last meeting.
- 1.3 There have been three uses of Chair's Action by the Chair of the Finance Committee, two in relation to approving extensions of TfL's funding settlement with the Government and one to approve changes to the Santander Cycles – 2022 Scheme Tariff Change
- 1.4 There has been one use of a specific delegation from the Board by Anne McMeel, to appoint Lorraine Humphrey as the permanent Director of Risk and Assurance.
- 1.5 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 have been three uses of authority relating to matters reserved to the Board.

Funding Arrangements

- 4.2 At the meeting of the Board on 8 December 2021, Members were updated on the progress of discussions with Government on the extension of the funding arrangements that were in place from 29 May to 11 December 2021. Members noted that they would be consulted ahead of the Chair of the Finance Committee exercising Chair's Action to approve any extension or changes to the funding arrangements.
- 4.3 On 11 December 2021, the Chair of the Finance Committee in consultation with available Members of the Board approved the extension by one week of the extraordinary funding package for the period 29 May to 11 December 2021.
- 4.4 On 17 December 2021, following further discussions with the Government, the Chair of the Finance Committee in consultation with available Members of the Board approved the extension of the funding package to cover the period 29 May 2021 to 4 February 2022.
- 4.5 The use of Chair's Actions to approve the funding arrangements have been published on tfl.gov.uk.
- 4.6 A further use of Chair's Action is anticipated ahead of the current funding package expiring on 4 February 2022.

Appointment of the Director of Risk and Assurance

- 4.7 The appointment of the Director of Risk and Assurance is a matter reserved to the Board. On 20 October 2021, the Board 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 (Minute 66/10/21).
- 4.8 Following an external recruitment campaign, interviews for a permanent appointment were held in December 2021. The Panel included the then Chair of the Audit and Assurance Committee, Anne McMeel and the Chair from 1 January 2021, Mark Phillips and was supported by the General Counsel and the statutory Chief Finance Officer.
- 4.9 On 20 December 2021, following the recommendation of the interview panel, Anne McMeel exercised the authority delegated by the Board to appoint Lorraine Humphrey to the role of Director of Risk and Assurance.

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.

Funding Settlement Chair's Actions papers dated 11 and 17 December 2021

Contact Officer: Howard Carter, General Counsel
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Board Actions List (to be reported to the meeting on 2 February 2022)

Actions from the meeting held on 8 December 2021

Minute No.	Item/Description	Action By	Target Date	Status/Note
82/12/21 (1)	Commissioner's Report – Night Tube Services Members would be updated in the new year on opening dates for the three remaining lines (Northern, Piccadilly and Jubilee).	Andy Lord	2022	TBC
82/12/21 (2)	Commissioner's Report – Viewpoint employee survey The detailed analysis of the responses was being worked through and a full update report would be provided to the Board in February 2022.	Tricia Wright	2 February 2022	On agenda.
82/12/21 (3)	Commissioner's Report – passenger incident at Tottenham Court Road station 3 December 2021 An investigation was underway and Members would be kept informed of the outcomes.	Andy Lord	2022	Once the investigation is completed, Members will be updated via the Commissioner's Report and through the Safety, Sustainability and Human Resources Panel.
84/12/21	Finance Report: Budget Submission and Long Term Capital Strategy – Funding discussions Members would continue to be kept informed of any progress and outcomes of the funding negotiations as required.	Andy Byford / Simon Kilonback	December 2021	Completed. Members were consulted on the two short-term extensions of the funding settlement agreed in December 2021.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/01/20 (2)	Commissioner's Report – Bus Safety Standard Visit Members would be offered a visit to see a bus that met the new Bus Safety Standard.	Andy Lord and Lilli Matson	TBC 2022	The visit was delayed due to lockdown measures. Members will be consulted on availability.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/01/20 (8)	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.	Simon Kilonback and Graeme Craig	TBC	On the forward plan for Finance Committee, date to be scheduled.
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.	Lilli Matson and Matt Brown	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.	Lilli Matson and Andy Lord	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.

Board



Date: 2 February 2022

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 8 December 2021.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – 2 February 2022

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

February 2022



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Introduction

We are supporting London's recovery as we respond to the Omicron variant and work towards a long-term funding settlement

As we begin the year, I am incredibly proud of the work that everyone has done to keep London moving in such difficult and demanding circumstances. These challenges have not diminished since my last report. In that time, we have seen the government's introduction of Plan B measures, responding to the huge increase in the Omicron variant. This has had a significant impact on our employees as well as the demand in our services, which were recovering well after summer.

Nonetheless, we rose to these challenges as we have done throughout the past few years. We continue to run safe, reliable services, adapt to meet the new restrictions and protect our people, and make vital improvements to our network. I want to highlight in particular the seminal and extensive renovation and upgrade work at Bank station, set to increase capacity by 40 per cent once complete. In addition, 2021 saw the highest ever use of Santander Cycles, with a record breaking 10.9 million individual hires.

But none of this is possible without funding. In December 2021, the Government confirmed an extension of its funding support for our transport network through to 4 February, for which we remain grateful. The Mayor has also set out a range of proposals that will help support our financial sustainability. As I have said time and again, there is no UK recovery from the pandemic without a London recovery, and there is no London recovery without a properly funded transport network in the Capital.

It is therefore essential that discussions with the Government continue so that we can agree the sustained funding that is so vital for the coming years, and avoid a period of 'managed decline' of London's transport network. Working together, we must achieve this longer-term funding settlement to ensure London's transport network can remain reliable and efficient, support the jobs and new homes that rely on it and contribute to the economic recovery of the Capital and the country as a whole. This crucial job is far from done.

Work to prepare the Elizabeth line for opening in the first half of this year continues at pace as the teams oversaw an extremely successful blockade over Christmas, making key software and infrastructure installations and upgrades which will set us up for revenue service. We continue with Trial Operations, the process of conducting exercises to test the railway's readiness to start accepting passengers, which is the final phase of the programme before the line opens. And in January, I was very proud to see Canary Wharf become the penultimate station to be handed over to us to be fully integrated within the operational network. I am so excited for you all to see it in action.

I want to thank Simon Kilonback, our Chief Financial Officer, who this month made the tough decision to leave the business in April. Simon will go on to an exciting new challenge but his incredibly hard work will not be forgotten here, and was vital in steadying our finances during the unprecedented months of lockdown in 2020, through to today. I also want

to thank Vernon Everitt, our Managing Director for Customers, Communication & Technology, who will also be leaving the organisation. Vernon has played an integral role in steering us through the significant challenges of the last few years. His work has made him one of the most respected, innovative and effective public executives in the country.

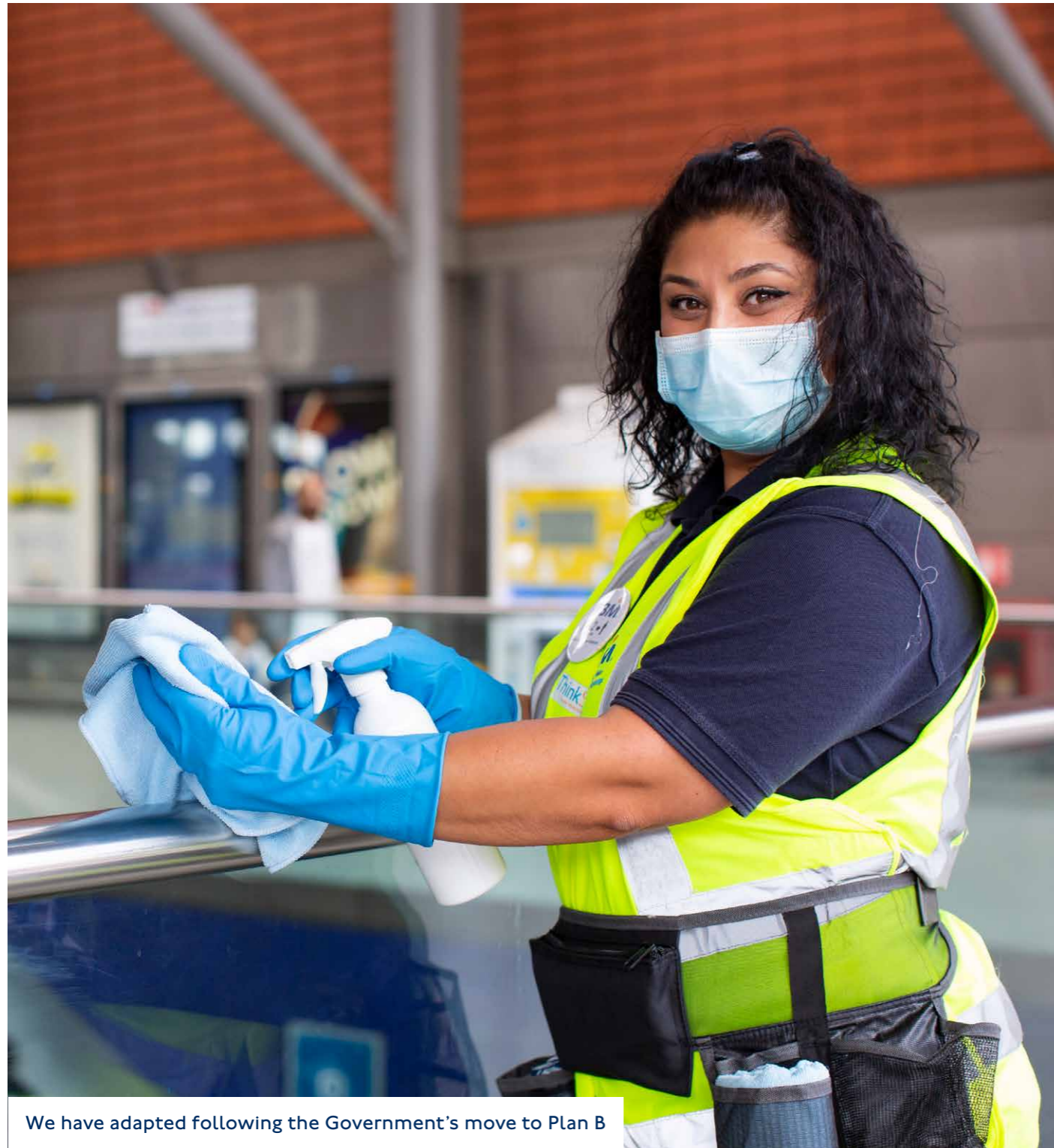
I know you will join me in thanking them both for all their work and wishing them the best of luck. The new structure of my executive team is set out in further detail later in this report.



We have risen to the challenges of the Omicron variant

Safety and security

We continue to make our network as safe as possible for our people and our customers



We have adapted following the Government's move to Plan B

Rapid COVID-19 testing pilot scheme

We continue to offer employees our rapid testing services at facilities in our office at Palestra. On 1 November, we introduced a new 'mobile test assistants' initiative to enable the team to reach as many colleagues as possible. The team is visiting depots and 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. By the beginning of January, we had completed more than 7,300 tests, with the number testing positive averaging less than 0.6 per cent.

Over the Christmas period there were changes in Government guidance, with colleagues who were in close contact with anyone testing positive being advised to complete a lateral flow test to minimise any possible spread of the virus. Due to a shortage of test kit availability, we had to ensure that critical areas within our business had enough test kits to see us over this critical period. The team issued kits to all control centres and operational staff to maintain business resilience.

The precautionary testing initiative that started on 10 January included transport workers and advises colleagues to test every time they attend work if they are working in close proximity to other colleagues. We have identified 6,000 colleagues that fall into this category, so have procured enough test kits for the business to adhere to this guidance. This precautionary testing scheme will continue for a five-week period.

Together with Westminster City Council, we have managed to arrange six vaccine clinics for colleagues to get their first, second or booster dose of the vaccine.

Plan B response

Following the Government's move to Plan B restrictions in England to help limit the spread of coronavirus/the Omicron variant, announced on 8 December, face coverings once again became compulsory in most public indoor venues, including on public transport and in retail. We had already led the way by continuing to make wearing face coverings a requirement on our network after the Government had removed it as a national control in July.

Following the reintroduction of mandatory face coverings, our enforcement teams along with the British Transport Police (BTP) and Metropolitan Police Service (MPS) engaged with those who were not wearing face coverings, while our ambassadors handed out free face coverings in hotspots to support the requirement. We reinforced messaging for our employees and encourage them to wear face coverings at work, reminding them to lead by example, including when moving around office areas. Staff who could work from home were advised to do so in line with the Government's updated guidance.

We continue to monitor changes to Government guidance and to reinforce advice to our employees to reduce the risk of transmitting the virus at work. This support and guidance included arranging a 'Vaccine Q&A with an NHS doctor' session for our colleagues in November. This enabled our colleagues to ask any vaccine related questions and get up to date information from a trusted source.

Face-covering enforcement on the network

From Tuesday 30 November, the Government re-introduced national regulations making the wearing of face coverings compulsory on public transport to help prevent the spread of the coronavirus Omicron variant in the UK. This means 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. We increased our focus on face covering enforcement activities throughout December and January across our transport network.

Between 30 November and 19 January, our enforcement officers intervened with 53,693 customers who were not wearing a face covering. A total of 2,614 people were prevented from boarding our services or entering our stations, and 1,030 were directed to leave one of our services or stations. A total of 1,352 Fixed Penalty Notices have been issued by our Investigation and Prosecutions Team. The overwhelming majority of the penalties

that have been issued to date are for offences under the health regulations for face coverings on public transport services. A total of 437 of these have been paid within 14 days, and 24 of these have been paid within 28 days.

Imperial College London sampling

Further air and surface sampling in customer areas by Imperial College London took place in December. No trace of coronavirus has been found on the public transport network since we started monthly sampling in September 2020. Our Occupational Health and Wellbeing team continues to liaise with academic institutions to ensure our approach to safety remains at the cutting edge.

Croydon tram overturning

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

As reported previously, we 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. We provided our response 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 completed this study at the end of January.

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 still awaited.

Safety incidents on our network London Overground collision with buffer stop

On 12 October, a London Overground train hit the buffer stops at Enfield Town at slow speed causing the first carriage of the train to partially derail and damaging the infrastructure.

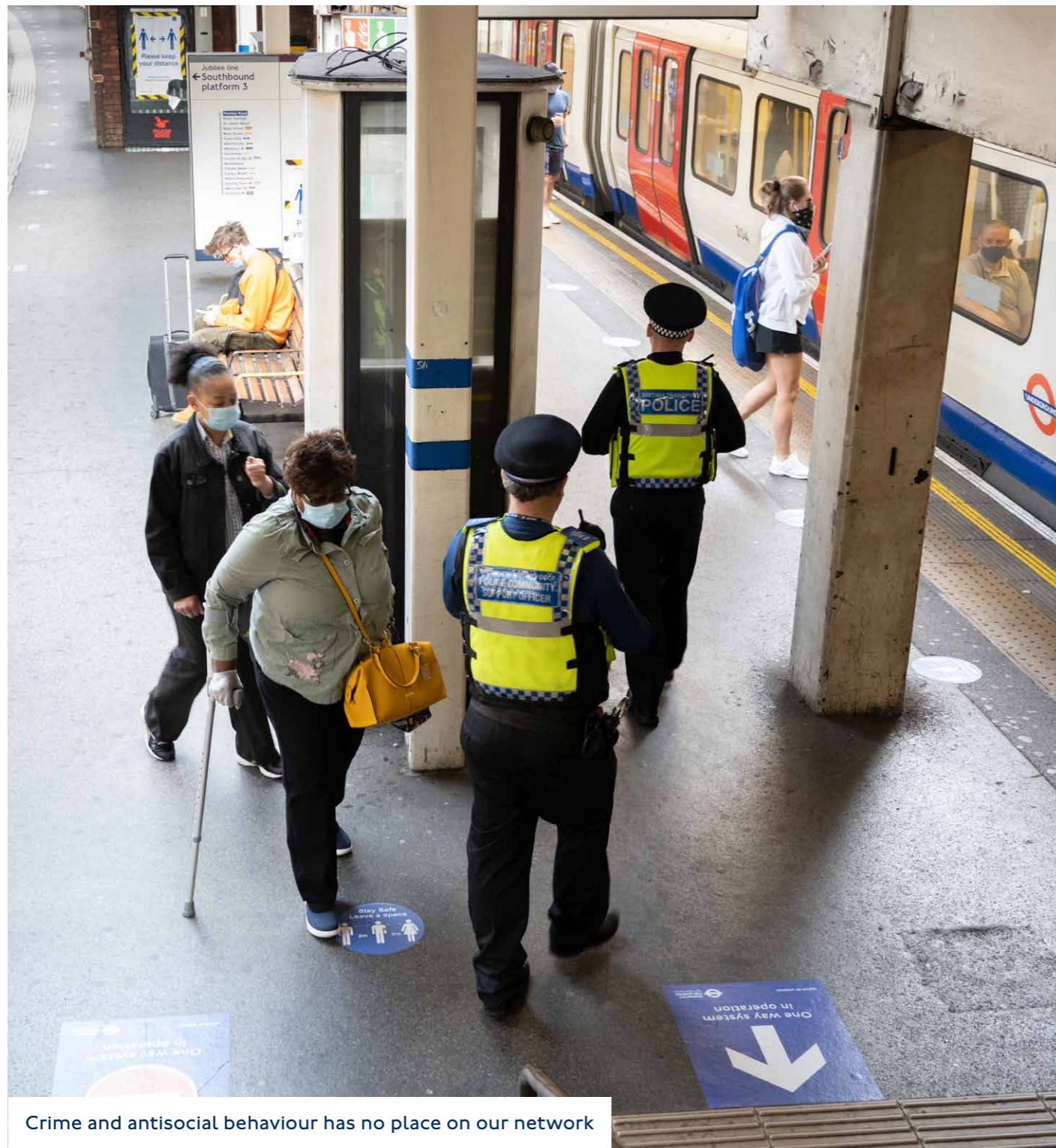
The driver of the train was treated for shock and one passenger for minor injuries, neither of which required hospital treatment. The Rail Accident Investigation Branch (RAIB) and the Office of Rail and Road (ORR) were notified by Arriva Rail (which operates London Overground services on our behalf), and we are working closely with Arriva Rail, the ORR and Network Rail following the incident. An investigation was completed by Arriva Rail London on 22 December 2021. A review panel, consisting of all key stakeholders including TfL and Network Rail, agreed the nine recommendations.

The RAIB is also undertaking its own investigation and we are awaiting its report.

Upcoming inquests

On 26 May 2020, a passenger fell between the platform and the train at Waterloo station and was struck by a train while trying to get back onto the platform. In October 2020, the ORR issued London Underground with an Improvement Notice which we responded to in December 2020. The ORR confirmed it had closed the Improvement Notice on 22 December 2020. The RAIB carried out an investigation and published its report in September 2021 and we are in the process of considering the RAIB's recommendations.

The inquest in relation to this matter is currently scheduled to take place before a jury between 19 and 28 September 2022. Three pre-inquest review hearings have taken place, with a fourth scheduled for 14 April 2022.



Crime and antisocial behaviour has no place on our network

Crime and antisocial behaviour on public transport

We continue to work in close partnership with the MPS and BTP to ensure that our public transport network feels and remains safe, for both our customers and employees. Our policing partners work with us, using our insights and data, to conduct operations and activities aimed at preventing, deterring, and detecting crime and antisocial behaviour on public transport. Since the last Board meeting in December, the BTP and MPS have maintained their focus on reducing the risk of robbery and keeping young people safe on our network.

The RTPC Winter Nights Plan ran from 1 December to 9 January. Each Safer Transport Team created intelligence-led robbery and violent crime reduction plans for the bus network in their area and provided robust policing of hot spot areas. Over a five-week period, RTPC officers conducted around 8,000 targeted high visibility patrols at bus stations, hubs and on buses. Officers stopped and searched 1,267 individuals, resulting in 427 people being arrested, charged or receiving a sanction. Alongside proactive policing to deter and detect potential offenders, RTPC officers promoted the Look Up, Look Out crime prevention message to raise awareness with members of the public.

On London Underground, London Overground and our rail networks, BTP continued to run Operation Themis to address robberies and violent crimes. The combination of proactive policing, solid detective work, CCTV imagery and good

intelligence from London Underground and Rail staff and systems has led to the successful identification of a number of linked series, with 27 suspects in total arrested for a total of 104 crimes. One suspect identified was charged and remanded for 10 offences. A series of 15, sometimes intimidated, knifepoint robberies on our services were investigated and led to the arrest of four defendants. A casefile is currently being prepared relating to seven defendants and 34 offences of conspiracy to commit robbery. One suspect arrested for a series of knife intimidated robberies stealing phones and earphones on the north and west of our networks will be charged with ten offences. A group of seven suspects are facing conspiracy to commit robbery for at least thirty-four offences on London Underground.

We work closely with the police and night-time industry to get everyone, particularly women, home safe at night. Operation Safer Travel at Night (STaN), is a joint operation aimed at reducing the risk of violence against women and girls, and promoting safer travel options. High-visibility officers are used to provide reassurance and travel safe advice. Activities are focused on key locations, major hubs and sites identified through intelligence information. These took place from 1 to 23 December. In total, we conducted 312 deployments leading to 1,112 customer interactions. The STaN operation was well received and the vast majority of customers had made plans on how to get home in advance. Our operations officers reviewed driver and journey records at 17 different private hire operators, and

assessed complaints, ensuring that all allegations of sexual harassment or sexual offences are reported to the police. On the street, our officers stopped and checked 5,612 taxis and private hire vehicles and drivers. A total of 116 reports for traffic and vehicle offences were issued by policing partners. We continue to provide safer travel at night messaging across our transport network and increase social media and marketing activity.

The MPS Taxi and Private Hire Policing Team worked across hotspots for sexual assault pick-ups and other related violent crime. They engaged with drivers and passengers to provide advice on safer travel and encourage reporting of crime and incidents of concern. They enforced against identified offences and non-compliance..

Ending violence against women and girls

The safety of women and girls remains one of our top priorities. We have established a comprehensive programme of activities to tackle violence against women and girls and improve their confidence in travelling. This programme was presented to the Customer Service Operational Performance Panel on 7 December 2021.

A key element of our programme is our partnership with the police to tackle sexual harassment and sexual violence in all its forms on public transport and across public space. In November, we kicked off our refresher training for frontline customer-facing staff on sexual harassment, using material drawing on insights from key women's safety organisations including

Suzy Lamplugh Trust, Survivors UK, Hollaback and Plan UK. This training will be rolled out to all our frontline teams this year. The content is being incorporated into training for bus drivers and taxi and private hire drivers.

We recognise that while we look to provide safe services for women and girls and challenge male violence, we must also look at behaviour within our own organisation.

White Ribbon UK supports organisations to understand and demonstrate their commitment to ending violence against women and girls. We have submitted a three-year action plan to improve our workplace and organisational culture, and enable us to play a leadership role in London through this work. Twenty-four male leaders from across the business, spanning operational and head office roles, from frontline staff to the executive team, have volunteered to become White Ribbon Ambassadors. Ambassadors make a promise to never commit, excuse or remain silent about violence against women and girls. They commit to engaging with men and boys in their day-to-day lives to take a stand on abusive and sexist behaviour among their friends, colleagues, and communities, and promote a culture of equality and respect. On 9 December, White Ribbon Ambassadors took part in a launch event as part of our 16 days of action to eliminate violence against women and girls. The number of ambassadors is growing, and they will work to foster a positive and safe organisational culture.

We have developed our first domestic abuse policy to improve the safety of our colleagues and customers. This policy draws on guidance and insight from domestic abuse organisations, trade unions and partners in the transport industry. We started a trade union consultation on 20 December. The workplace can be a place of safety for those experiencing abuse, providing financial independence, enabling access to specialist domestic abuse services and providing practical tools and measures to enable a victim to leave an abusive relationship, such as paid leave and emergency loans. We recognise that we can play a vital role in destigmatising domestic abuse for both our staff and our customers. We are working with colleagues in our Technology and Data team to explore options to add a widget to our website to enable safe access to domestic violence support services.

Tackling work-related violence and aggression

Our Workplace Violence team collaborated with colleagues in Buses at White City Bus Station to create a DNA-evidence kit training video so that bus drivers feel more confident and comfortable to report incidents of spitting to support police investigations where a passenger has spat at the driver. Bus drivers participated in the recording and shared their first-hand experiences of assault. The video will be used in bus driver training and to encourage victims to support police investigations.

Training and guidance has also been delivered to each mode on improving the quality of witness statements, to increase the likelihood of perpetrators being charged and convicted in court. A new programme of Workplace Violence Staff Engagement Sessions ran throughout December and January. These informal and interactive sessions were delivered across 16 areas of London Underground to encourage frontline staff to support victims of workplace violence. Participants discussed assaults and related issues directly with stakeholders. This helps us better target and deliver ongoing support, focussing on inclusivity and identifying priorities.

Police activity to support Vision Zero

Throughout December, our policing partners issued a total of 2,245 traffic offence reports for risky, dangerous and antisocial driving such as inappropriate speed, distraction, drink and drugs, no insurance and non-compliance with road rules. The National Police Chiefs' Council's drink and drug driving campaign in the run up to Christmas resulted in 239 arrests. Speed remains a key focus for the MPS's TfL-funded RTPC. New mobile speed enforcement equipment for use on residential roads and roads with a 20mph or 30mph speed limit is being trialled. This equipment can be used at the roadside by Police Community Support Officers, freeing up police officer's time. Our intention is to deploy these new cameras in response to community concerns through the London borough speed reporting process.

Banning e-scooters on our services

From Monday 13 December, privately owned e-scooters and e-unicycles were banned from our network. Customers in possession of these will not be permitted to enter any premises on our network or travel on any of our services. This follows two incidents on our network:

- On 26 October 2021, an e-unicycle which had been identified as an item of lost property on a Jubilee line train spontaneously ignited while being stored in the Stanmore station control room
- On 1 November 2021, an e-scooter spontaneously ignited on a District line train between Putney Bridge and Parsons Green. Toxic fumes engulfed the saloon cars and the flames damaged the train flooring. There were no serious injuries

Following these incidents, we considered the risk to our customers and our colleagues. Our observation of fires with lithium-ion batteries show they accelerate rapidly and produce large plumes of toxic smoke. We concluded that if these fires occurred in an enclosed space such as a train, tram or bus these toxic fumes would have the potential to cause significant harm to customers and staff. Such an event could also cause panic which could result in secondary injuries as customers attempt to escape from the danger area. As a result, privately owned e-scooters and e-unicycles have now been banned across our services and premises. The ban came into effect on 13 December 2021, with a communications campaign to our colleagues and customers starting on 9 December.

Following the ban, our enforcement officers, including Compliance, Policing, Operations and Security (CPOS) Operational Officers and London Underground's Revenue Control inspectors, and enforcement staff employed by our rail and sponsored services operators have been engaging with passengers informing them of the new ban.

Enforcement of the ban has been undertaken during business-as-usual enforcement activity alongside face coverings, fare evasion and work-related violence and aggression deployments. Since the implementation of the ban the Transport Support and Enforcement Teams, who work across all modes, have engaged with more than 200 passengers and one passenger has been reported to the Prosecution Team.

CPOS continue to monitor compliance, enforcement and associated crime and antisocial behaviour and work with our Policing Partners to establish any hot spot locations which will feed into future deployment strategies.

Bus Safety Standard

We are continuing the roll out of Intelligent Speed Assistance (ISA) in 2022, with one in five of our buses currently benefitting from this technology and helping drivers comply with the increasing number of 20mph speed zones in London. ISA is one of several enhancements that form part of the Bus Safety Standard – a requirement all new buses must meet when they come into service on the Capital's 670 bus routes.

Around 1,750 buses have now been fitted with this function, alongside better visibility mirrors, more slip-resistant floors and toggling to help drivers differentiate the brake from other pedals. We continue to aspire to upgrade a further 3,000 mid-life buses subject to funding and the ability of suppliers to provide this equipment. The Bus Safety Standard will also 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- and some second-generation features, around 425 are equipped with the Acoustic Vehicle Alerting System (AVAS) to make vulnerable road users more aware of the presence of 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.

Increased penalty charge proposal

Last August, we ran a six-week public consultation to take views on increasing the penalty charge for breaching the rules of our road network, such as no stopping, no parking, banned turns, bus lane compliance and loading restrictions, from £130 to £160. The penalty charge level for breaking the rules has not increased for more than ten years. This increase is in line with inflation and brings the charge for non-compliance with red route rules

level with non-payment of the Congestion Charge. The increase will provide a more effective deterrent, reduce the number of contraventions, and help manage the road network to ensure it runs safely and reliably. Increased compliance with the rules is expected to boost bus reliability, reduce congestion, improve air quality, and encourage more people to walk and cycle.

The Mayor approved the change and the one month notice period during which the Secretary of State could reject the proposal elapsed with no challenges. System changes at Capita and SEA (for on-street handheld devices) were then implemented and a notice was posted in the London Gazette. The new charge value was implemented on 17 January.

Taxi and private hire vehicles

Taxi and private hire driver assessment centre

A review has been undertaken of all taxi and private hire operational areas following the Government's announcement of Plan B restrictions in response to concern over the spread of the coronavirus Omicron variant. No changes are required in the way Knowledge of London or private hire driver assessments are carried out at our driver assessment centres. We continue to operate in line with Government guidance, with appropriate safety measures in place, including hand sanitising points and the wearing of face coverings while in the centres.

Taxi and private hire vehicle licensing service

Our vehicle licensing inspection sites also continue to operate in line with Government guidance, with appropriate safety measures in place, including hand sanitising points, personal protective equipment for staff, ventilation of vehicles and limits on contact between staff and customers who are asked to wear face coverings.

E-scooters in taxi and private hire vehicles

Following our decision to ban privately-owned e-scooters on the public transport network, a taxi and private hire notice has been issued to all licensees to inform them that drivers should also consider whether it would be appropriate to carry e-scooters or e-unicycles, and be aware that they are not compelled to transport them. Drivers have the right to refuse

carriage of anything that may pose a risk to their safety and the safety of the travelling public. We also encouraged private hire operators to consider whether they wish to carry e-scooters and e-unicycles and to make passengers aware, during the booking process, that these items may be refused carriage in licensed private hire vehicles.

Private hire driver shortage

Recent media activity has suggested that the current demand for private hire vehicle services in London exceeds supply. This is despite more than 101,000 private hire drivers being licensed in London. This shortage increases the risk to those vulnerable, in particular women travelling at night.

We are engaging with private hire stakeholders and large operators to better understand this complex issue. We are also urging operators to think about how they can encourage more drivers to return to the industry. We will shortly be undertaking a survey with private hire drivers to better understand any changes to their working patterns.

Taxi vehicle shortage

There are also reports that some taxi drivers may be unable to return to work because of a lack of taxis available to rent. The number of licensed taxis has reduced due to the change in taxi age limits in November and the taxi delicensing scheme. This has meant that there are more than 14,000 taxis currently licensed as opposed to about 19,000 in March 2020. As an interim measure, we have written to all owners of

taxis that were previously licensed in the last four months but have yet to renew their license to encourage them to do so.

To ensure passenger safety, we have shaped our Safer Travel at Night messaging to encourage passengers to plan. As part of this activity our operational officers will also engage with passengers at night to inform them of the alternative travel arrangements available if they are unable to secure a taxi and or minicab.

Published Department for Transport Statutory Standards report

On 20 December we published a detailed response to the Department for Transport's (DfT's) Statutory Taxi and Private Hire Vehicles Standards report. Many of the recommendations are already within our current policy and practice. However, we have identified several recommendations that will have a significant impact on either users or the industry in London. We are therefore planning to undertake a public consultation on our proposed approach to implementing the remaining measures before proceeding further.

Published updated driver and vehicle policy documents that reflect the DfT Statutory Standards

Our published licensing policies have been revised and updated to reflect legislative and regulatory changes as well as the recommendations in the DfT Statutory Standards report. Our private hire vehicle operator policy document will be published early this year, following amendments which are required due to a recent High Court decision.

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 of 9 August 2020 to grant a London private hire vehicle operator's licence to Transopco UK Ltd, trading as Free Now. Free Now was named as an Interested Party.

UTAG's grounds of challenge included 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 at Uber London Limited's claim (see below) because they raised some of the same issues, and on 6 December 2021 the Court dismissed the claim that private hire vehicles made available via the Free Now app were plying for hire on the basis that the issue had already been decided in a separate High Court case relating to an app-based operator. However, the Court acknowledged the importance of the issue and gave leave to appeal to the Court of Appeal. It also made a declaration in relation to the contractual arrangements between private hire vehicle operators and passengers (see below). UTAG lodged an appeal to the Court of Appeal on 21 December 2021 in relation to the plying for hire issue and also sought permission to appeal to recover their costs in relation to the claim. We responded on 4 January, resisting the appeal and arguing that the

High Court was right to dismiss the claim, and that UTAG should not therefore recover their costs.

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 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 and Free Now was added as an intervenor. A hearing took place on 23 and 24 November 2021 at the same time as the hearing of UTAG’s claim (above). On 6 December 2021 the Court confirmed that an operator accepting a booking from a passenger was required to enter into a contract with that passenger to provide the journey. All parties agreed no order for costs and no appeal has been made.

We have ensured that London private hire operators are aware of the need to comply with the Court’s judgment and are including consideration of the issues raised in our operational notices to the trade and licensing processes.

Travelling safely during the festive period

We know that travelling after drinking alcohol can influence our customers’ perception of risk so, during the festive period, we took extra actions to help our customers stay safe when travelling on the Underground.

We worked closely with the London Ambulance Service who recorded safety messages for our customers about the importance of looking after yourself and others during this time. These were played regularly at our busiest stations from 13 December to 5 January.

As we have done in previous years, we teamed up with Southwark Council to have a mobile team of three medics, funded by Southwark Council, patrol London Bridge and Canada Water stations to assist and engage with vulnerable customers to prevent accidents on the stations and to treat injuries, should they occur, over the festive period. The medics also worked with our colleagues to share best practice on what to look out for to keep our customers safe.

Improving safety at Waterloo station

On 26 May 2020, a customer travelling on our network fell into the gap between the train and the platform at Waterloo station and tragically died. Since the fatality, we’ve been working to make changes to improve safety on the platform – including the introduction of new cameras.

One of the recommendations in our Formal Investigation Report was to improve the cameras on the platform to give train drivers a better view of the platform. The new One Person Operation cameras were installed on the Bakerloo line platforms at Waterloo station in September and October 2021. These cameras provide a clearer view of the train doors and platforms for the train drivers.

In addition to the improved cameras at Waterloo, the cameras at other London Underground stations are being improved, where we have identified an opportunity to improve the driver’s view of the platform. We have also changed our approach to assess and documenting risks associated with the Passenger Train Interface which will help us identify and make any necessary infrastructure changes to reduce risk and consequences of potential incidents. We have provided better information for customers and staff in our station and trains to make sure that they are aware of the risks. This will help our colleagues provide the right support to our customers and will improve customers’ awareness around these risks. These changes will make the network safer for our customers.

Remembering the King’s Cross fire

On 18 November, we marked the 34th anniversary of the devastating fire which took place at King’s Cross Underground station in 1987, killing 31 people and injuring 100 others.

While the tragic accident at Kings Cross station happened more than 30 years ago, we believe that it is important that we never forget the lessons we have learned because of the accident. We recently reviewed the 157 recommendations of the Fennell investigation report again to ensure that we continue to provide a safe travelling environment for our customers and a safe working environment for our colleagues.

We have come a long way since this tragedy and keep learning and improving our fire safety. Following the King’s Cross fire and, more recently, the Grenfell Tower disaster, the London Fire Brigade has increased its levels of intervention on buildings, including ours and, where they have identified areas for improvement, we have taken action to do this.

Adaptation Reporting Power

At the end of December, we provided our third Adaptation Reporting Power submission to the Department for Environment, Food and Rural Affairs. This preliminary report sets out our main climate risk governance, strategy, and approach to risk management. The final report will be submitted later this year and will include a high-level asset climate risk assessment.

Supporting the recovery

Enabling the Capital's recovery as schools return, while remaining vigilant in the face of the Omicron variant



Night Overground services returned on 17 December

Focus over the period has been on our staffing challenges within the operational areas due to the rise in the Omicron variant. Despite these challenges we have continued to deliver our services and ensure our network continues to operate safely for our customers.

At this time of year, we expect an increase in adverse weather and need to be ready for when this happens. Our established winter weather plans and procedures continue with a daily, 5-day look-ahead forecasts with defined triggers relating to temperature, rain, wind, and snow. Our 5-4-3-2-1 Adverse Weather Plans were implemented and worked well with the command and control procedures, ensuring operational areas had mitigations in place.

The lead up to Christmas and the seasonal sales saw the traditional increase of activity around key shopping districts, with a focus on the two Westfield and Brent Cross shopping centres that have significant road network access. The ongoing industrial relations dispute between London Underground and the RMT trade union continued during this time, and we ensured we were able to support London Underground's plans to mitigate the impact on our customers as best we could. Protest activity continued over the period by anti-vaccine groups as well as protestors opposed to COVID-related measures, which caused some disruption due to their refusal to engage with the MPS and inform us of their plans (including protest location, route and times). The groups have become

more aggressive in some situations, which has caused concerns from our policing partners, and this activity is expected to continue in 2022.

The Hyde Park Winter Wonderland finished in early January, with the event being ticketed because of the pandemic helping keep visitor numbers down. This also helped minimise the impact on the network in relation to the number of visitors exiting. The New Year's Eve event, sponsored by the Mayor, was scaled back again this year. A small event was initially planned in Trafalgar Square, but this was cancelled two weeks before New Year's Eve due to the potential impact and spread of the Omicron variant.

Some venues, bars and clubs remained open across London and we ensured there were enhanced services across relevant modes to help people get home safely.

Night Overground

Friday 17 December saw the successful return of Night Overground services between Highbury & Islington and New Cross Gate. Restoring this service provides another safe transport option for thousands of Londoners to get around, including the 1.6 million people who work at night.

The service, which was suspended in 2020 due to the impact of the pandemic, returned in time for the festive period and now runs every 15 minutes throughout the night on Fridays and Saturdays.

The return of Night Overground services is another milestone in London's recovery, offering people a quick, easy, and safe way to get around. It has also been a boost to the city's night-time economy as the service provides an easy interchange with Night Tube services on the Victoria line at Highbury & Islington station, linking key areas such as Shoreditch, Hoxton, and Upper Street in Islington.

New permanent 24-hour bus lanes

In December we announced that we intend to make our trial of 24-hour bus lanes permanent, after finding that extending bus lane hours on London's busiest roads reduced journey times and helped reliability.

Improvements in bus journey times were particularly noticeable in central and inner London, especially in the mornings and evenings, and throughout Sundays.

The 24-hour bus lanes are also expected to improve service reliability in the long-term which, combined with the reduced journey times, will make bus use more attractive and help encourage more Londoners to use buses and reduce journeys by car.

Before the pandemic 1.15 billion journeys were made each year on the bus routes that have benefited from the changes, out of a total of around 2.2 billion journeys. These improvements are also expected to benefit cyclists as they can ride in bus lanes without traffic.

The changes will be made permanent in 2022 subject to a final statutory consultation with emergency services, local authorities, and other statutory consultees.

High-speed mobile connectivity across the Tube network

In December, another major step in improving the Capital's mobile connectivity was made as mobile networks Three and EE joined the BAI Communications (BAI) network to provide 4G and 5G-ready mobile connectivity across London Underground.

The deal between the two networks and BAI, which was awarded a 20-year concession with us to deliver mobile connectivity on the Underground, will give customers on the networks access to uninterrupted high-speed connectivity while on the Tube and within the stations.

The Tube is one of the world's largest underground networks and providing uninterrupted mobile connectivity will enable customers to check the latest travel information, keep on top of their emails, catch up on social media, live stream videos or make calls wherever they are on the Underground.

By partnering with BAI to deliver connectivity to their customers, Three and EE will help lead London's transformation into a truly smart city.

All mobile operators will be able to sign up to access the London Underground WiFi as well as BAI's neutral host mobile network, which will also be made available to the Emergency Services Network. The infrastructure will also be 5G-ready, enabling seamless upgrades in the future.

Travel in London Report

Following a presentation at the last Board meeting on 15 December, we published our annual Travel in London Report. This fourteenth edition, which covers the period up to autumn 2021, provides a summary and evidence base of key trends and developments affecting travel in London, in the context of the key aims of the Mayor's Transport Strategy. This year's report is heavily impacted by the pandemic and looks at the travel trends, patterns of travel demand and mode shares as London recovers from the impact of the pandemic.

The report looks at the impact that new schemes such as Streetspace for London, or changes to existing schemes such as the Ultra Low Emission Zone and Congestion Charging, has had on people's behaviour and perception of public transport. As London's recovery continues, this report will help plan future projects and policies.

Our people

We continue to support and recognise the incredible work our people have done to keep London moving throughout the pandemic



Our teams were rewarded for their work

Our new Executive Team

In January, we set out how a new executive team structure for TfL will be introduced to best meet the coming challenges and opportunities as London prepares for a new phase of recovery from the pandemic.

The new structure is designed to ensure that we are in the best possible shape to become an even more efficient organisation focussed on financial sustainability and on supporting London's recovery.

The structure of the Executive Team will be simplified, reducing from 11 to seven. The new team, which will represent reduced costs at the executive level, will lead a single unified organisation with a centrally set strategic framework that further embeds our vision and values.

Gareth Powell, currently Managing Director of Surface Transport, will become the Chief Customer and Strategy Officer for the whole of TfL. He will also serve as the nominated Deputy Commissioner. Stuart Harvey, currently Director of Major Projects, will become our Chief Capital Officer. Andy Lord, currently Managing Director of London Underground, will become our new Chief Operating Officer, bringing all of our operations together in one place for the first time.

Tricia Wright remains our Chief People Officer, Lilli Matson remains our Chief Safety, Health and Environment Officer, and Howard Carter remains our General Counsel. Mark Wild will continue to be Chief Executive Officer of Crossrail. Matt Brown will work alongside the Executive Team as advisor and Director of Communications & Corporate Affairs.

After Simon Kilonback, TfL's Chief Finance Officer, leaves us in April, Rachel McLean will succeed him as interim CFO thereafter. Rachel is currently the CFO for Crossrail and Finance Director for London Underground and Engineering, having re-joined TfL in January 2020 from the Ministry of Housing, Communities, and Local Government where she was a Board Member and the Director General - Chief Financial Officer.

Awards for best intranet and best digital communication

We recently won two awards at the 2021 Digital Impact Awards, Gold for Best intranet, and Silver for Best digital employee communication. We were delighted to celebrate the success with colleagues from our Employee Communications and Engagement, Digital Workplace, and Information Governance teams.

Platform, our first-ever business-wide intranet, was launched towards the start of the pandemic and has been pivotal in keeping colleagues informed and engaged during these challenging times. Our investment in our Digital Workplace tools, including Platform, has enabled me to connect with colleagues through my regular video updates and Q&A sessions.

Our digital employee communication tools have been vital during this pandemic. They've enabled us to engage with colleagues from anywhere: from running NHS-led vaccine Q&A sessions on Teams to answering colleagues' questions on Yammer. We are incredibly proud to have been recognised for these awards and look forward to seeing the future of these tools.

Best Crisis Management Strategy award winners

Our Human Resources (HR) team recently won Best Crisis Management Strategy at the HR Excellence Awards 2021. This award, won jointly with the Government of Jersey, recognises the incredible commitment shown by our HR colleagues in responding to the pandemic.

The pace of change which we experienced during the initial stages of the pandemic was unlike anything we had seen before. Our HR teams needed to rapidly adapt to a changing situation for which there was no precedent or template.

From the outset, the team focused on supporting the business through responding to a dramatic loss of revenue, changing policies, developing management

guidance and employee communications, implementation of a furlough scheme, and decisions surrounding testing and PPE for our people.

We will now ensure that the recovery from the pandemic maintains the learning and improvements that took place during this period, and that these are carried forward into new ways of working and future employment practices.

Anchor Institutions Charter

As part of the Mayor's coronavirus London Recovery Plan, we have committed to the Anchor Institution pledges to maximise employment opportunities and help young people to flourish. We have joined other key institutions from across London, such as the NHS and MPS, to help the Capital recover from the pandemic by targeting job opportunities and support to Londoners most impacted by the virus and the economic fallout of the last eighteen months.

We will help to deliver on these pledges by committing to increase apprenticeship and work placement offers to women and those from Black, Asian and other minority ethnic backgrounds, and will identify a further 150 young people to be supported by our volunteer mentors by 2024. We have also pledged £1m annually of our unspent Apprenticeship Levy fund to support apprenticeships at small and medium sized businesses with a proven track record of diverse hires. We will prioritise funds to those organisations that create opportunities in the growth of digital or green skills across the Capital.

The first £300,000 transfer of our levy fund has been agreed to Vorboss, a fibre optic installation company that has made great strides in improving access to installation apprenticeships for those without previous experience, and which is close to achieving gender parity in its recruitment intakes. Our transfer supported the creation of 20 new installation apprenticeships in November 2021, enabling the increase of fast internet access across London.

Welcoming our latest graduate and apprentice cohort

On the 17 January we welcomed our latest apprentice cohort, with a further 25 apprentices joining apprenticeships across Tech and Data, Major Projects Directorate, City Planning, Surface, and Rail for London (Infrastructure) Limited. A further 33 apprentices will be joining our London Underground Engineering apprenticeship at the end of February. This is in addition to the 46 graduates and 64 apprentices who joined in September 2021, bringing the total number of graduates and apprentices joining us in 2021/22 to 168.

We held nine virtual events over the course of last summer's recruitment campaign for those interested in applying to hear from current apprentices and take part in Q&A sessions, with 322 people attending in total. We started using Virtual Assessment Centres last September, offering virtual guidance and preparation sessions to people before they attended the assessment centre.

Steps into Work

We were delighted to welcome our latest cohort of 12 new students onto our Steps into Work programme on 10 January. We are now working with a new provider, Shaw Trust, to deliver the programme, having concluded a tender process in the autumn. The students had an induction period and started placements across the business on a phased basis from 31 January.

Responding to changing Government guidance

We continue to adapt to the latest Government guidance to help keep our employees safe. On 8 December, the Government announced further steps to help keep the public safe, which involved a return to working from home where appropriate to do so.

In support of this, employees that had been returning to the office were advised to work from home once again.

We will continue to observe the changing Government guidance and ensure that we protect our people as best we can.

New disability equality training

On 23 November, we launched a new virtual classroom training course to provide both our frontline and Professional Services staff with the skills and knowledge to better support our disabled colleagues and customers.

Our vision is to create a fully integrated transport network that provides inclusive, accessible and seamless end-to-end journeys for everyone. To achieve this, we need to carefully consider the potential (often inadvertent) negative impacts that decisions might have on disadvantaged groups when travelling. We have the power to help do something about the barriers people face and play our part in creating a more inclusive London.

Wellbeing initiatives

Long COVID rehab programme

Our Occupational Health and Wellbeing team continues to support the business through the pandemic, and this includes providing specific advice on rehabilitation for individuals who are experiencing symptoms of long COVID. Managers can refer employees for assessment by a medical advisor who will provide workplace advice and decide whether the rehab programme is suitable. The occupational health physiotherapist provides support and sets goals for participants of the programme around mobility, muscle weakness, pain, sleep, and wellbeing. So far, there have been more than 45 referrals to the service.

Mini health checks offered

To support the three New Ways of Working initiatives held in December, the occupational health physiologist visited each of our Head Office buildings to offer mini health checks, with a total of 36 colleagues taking up the offer. The 15-minute health checks included cholesterol, blood glucose and blood pressure checks, as well as height, weight, BMI, waist circumference measurements. The feedback from colleagues who took part has been excellent.

World AIDS Day

The Occupational Health and Wellbeing team, in conjunction with the OUTbound Staff Network Group, promoted World AIDS Day on 1 December by sharing a candid anonymous blog from one of our colleagues on their experience of HIV/AIDS. A new SharePoint page was also launched to provide information on the support we offer to those living with HIV and to those managing a colleague with HIV/AIDS.

Well@TfL

The first phase of the Acton Depot pilot project has concluded, with more than 100 colleagues taking up the offer to attend a health check to support their health and wellbeing. The team is currently reviewing the pilot project data, for example on levels of obesity. This data will help drive bespoke wellbeing initiatives to support our colleagues' wellbeing, as well as to explore ways to move the project forward in the coming year.

Improving transport and generating growth

We continue to invest in and improve London's transport infrastructure, with several major projects under way



Work continues on our landmark capacity-boosting project at Bank

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 this year.

The closure of the Northern line between Kennington and Moorgate started on 15 January as planned and will be in place for 17 weeks. Since summer 2021, we have been running a full-scale, pan-London communications campaign to give customers the tools and advice they need to retime, reroute or use alternative public transport or active travel for their journeys, minimising the impact of the closure. It will enable us to complete the intricate and safety-critical work needed to connect the new southbound tunnels to the existing railway, as well as fit out the new station, install the final sections of track, complete work in the tunnels constructed during the project and integrate all the new systems installed in the station. It will also enable Tube staff to prepare to operate the new areas of the station safely. At the end of the closure, a new platform and central concourse will relieve congestion on the Northern line platform.

Station wall cladding finishes and floor tiling continue to progress despite supply chain

challenges. The installation of 12 escalators, two moving walkways, power, lighting, fire, and communications systems is progressing to plan. The testing and commissioning of all systems is being worked on at the same time to prepare for handover to operations for passenger use. These will be introduced in stages after the planned closure. Works at the station are due to be completed by the end of this year.

We have also provided additional cycles at all cycle hire hubs in the affected areas, and this is being continually monitored to ensure that demand is met. An additional bus route, route 733, has also been operating along the route of the closure to support additional demand on the bus network, with a new bus stand for this service in Finsbury Square. Walking routes from key locations have been signposted, and ambassadors and enforcement officers were on the network at the beginning of the closure to assist customers with directions and provide alternative routes.

Contingency plans are in place within our 24/7 Network Management Control Centre, with works being monitored via CCTV and by staff on the ground. Adjustments can be made to pedestrian timings on key junctions if required to avoid crowding and keep our customers safe. Ongoing engagement with the affected boroughs and developers will continue to ensure that the network, in key impacted areas, is kept as clear as possible from road and footway works. The scheme is scheduled to complete in May.

Hammersmith Bridge

While Hammersmith Bridge is owned and maintained by the London Borough of Hammersmith & Fulham, we have been supporting the borough 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. Consultants Mott MacDonald are now developing the detailed 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 ensure motor vehicles, including buses, can safely use the bridge again.

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

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. The Barking Riverside

extension will add 4.5km to the London Overground line from Gospel Oak to Barking and take it from Barking to a new station at Barking Riverside. The work includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of about 1.5km. A four-carriage London Overground service is planned to run at 15-minute intervals.

Around the site, the first compound used for construction has been dismantled and reinstatement works have started. Fencing installation has been completed on the north viaduct and has started on the south viaduct.

The rail systems team has progressed the installation of telecoms, signalling and overhead line equipment on the viaduct, and continued preparations for the final signalling stage commissioning that is planned across a series of weekends in March and April this year.

At the station, the installation, testing and commissioning of mechanical and electrical equipment has continued, with a focus on handover preparation and producing and reviewing assurance documentation. The plans and programme for delivering the public realm areas around the station, required for the start of passenger services, have been instructed and agreed. We continue to work with the local authority and developer, Barking Riverside Ltd, to finalise plans to deliver the remaining scope for the public realm. Our most likely start of service remains this autumn.

Rotherhithe Tunnel refurbishment

The design work and preparation of tender documents for the detailed design and build procurement stages of the project is now complete. However, due to the funding and financing challenges we currently face, it is not possible at this stage to commit to progressing these works and therefore the tendering process is currently paused. 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 a height restrictions barrier to improve compliance of vehicles using the tunnel is currently nearing completion, with installation due to start at the end of January.

A40 Westway

The A40 Westway is a key strategic route and one of the busiest on our road network. We have completed three back-to-back weekend-long closures of 55 hours of the eastbound carriage way on 28 to 30 November, 3 to 5 December and 10 to 12 December. The remaining weekend closures on the eastbound carriageway took place on 9, 16, 23 and 31 January, and further closures are scheduled on 6, 14 and 21 February and 7 March 2022, before switching to the westbound carriageway later in March. In the meantime, we are working on the structure using single-lane closures to minimise disruption. This work is planned to continue until the summer.

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 from the pandemic.

Construction work continues in both Greenwich and Silvertown to prepare for the tunnel boring machine. The boring machine completed its Factory Acceptance Testing in Germany in November 2021 and is on schedule to be delivered in early 2022 with a series of barges being used to transport the components to minimise the use of construction vehicles and carbon emissions. Community engagement remains a focus, with regular Community Liaison Groups on both sides of the river and with the Silvertown Tunnel Implementation Group.

London Overground

We have continued to develop concept designs as part of the East London Line Enhancements Programme for infrastructure projects associated with significant housing growth in this area of the Capital that are funded by both the Housing Infrastructure Fund and developer contributions. The concept designs are due to be completed by the end of February this year.



We are continuing phase one of the Piccadilly line upgrade

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 high-voltage power (design and build) recommendation was awarded on 30 November as planned. This key milestone will enable the project to enter the final negotiation phase of the tendering process, leading to the contract award.

The DC Cable Route Management System contract was awarded to Lowery Ltd in December. The contract will deliver the cable route carrying new power cables and providing power to the new sidings at South Harrow, which are required for the introduction of the new fleet of trains.

In January, train design assurance work was completed with our supplier Siemens. This provides confidence that the design of the train is advanced enough for the next stage of manufacturing to begin.

Installation in Northfields Depot has now started with new points and crossings. During Christmas, we worked to maximise the opportunity for installation works while London Underground essential renewals were taking place at Northfields.

DLR

Our rolling stock programme will deliver 54 trains, to replace the oldest trains on the DLR and to expand capacity across the network to support housing and employment growth in east London. This programme also includes an expanded depot at Beckton to stable and service the new fleet, and enable 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 two trains are now assembled, which means we have been able to begin static testing.

At Beckton, work on the northern sidings continues and the project has started an intensive period of track work in the lead up to the changeover to the new signalling control system this spring. Site works on the substation project began in November. There are some challenges around the depot programme, but these are not expected to impact the train introduction schedule. Meanwhile, signalling software development for the new trains continues to progress to programme, with the first software releases due in spring.

We have now exchanged contracts for the acquisition of the land at Beckton adjoining the current depot which is required for the construction of the additional sidings funded by the Housing Infrastructure Fund.

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.

Planning continues for the delivery of Northern line signalling software updates targeted for commissioning on the railway in later this year. This includes the software changes required at the end of the temporary closure of the Bank branch in May.

The Northern line power supply enhancement work continues and is due for completion in spring. This will provide system capacity and resilience for reliable services during planned or unplanned outages.

Works to enable increased entry and exit speeds at Neasden depot are on target for completion in spring. This will support Metropolitan line service improvements.

The Jubilee line enhanced signalling and fleet improvements to enable a peak service of 32 trains per hour have been deferred. Further signalling software updates on the Jubilee line are currently in the initial planning stages.

Step-free access on our Underground network

Sudbury Hill Underground station on the Piccadilly line became the 90th step-free Tube station on 30 December, helping customers with reduced mobility to access the station and the wider transport network.

The Grade-II listed station now has two new lifts and improved signage, giving customers step-free access from the street to the station platforms. In addition to these upgrades, boarding ramps will continue to be available to assist customers to board or alight the train, as well as with tactile paving along the full length of both platforms. Our staff will be on hand to assist customers with their journeys, as part of the turn-up-and-go service.

The ticket hall has also been modernised with the removal of the redundant ticket office, which has improved the ticket hall environment, and care has been taken throughout the work to reflect the look and feel of the original Charles Holden-designed 1930s station. For example, bricks consistent with the rest of the building were used to construct the new lift shafts and a new window was specified to match the style of the existing ones.

The two new lifts will greatly improve access within the station for customers with reduced mobility, including people travelling with heavy luggage or buggies and young children. The completion of works at Sudbury

Hill follows the delivery of step-free access at Osterley Tube station, also on the Piccadilly line, in October 2021 and the opening of two new step-free stations on the Northern Line Extension at Nine Elms and Battersea Power Station in September. Step-free access was also introduced last year at Underground stations at Wimbledon Park (in August), Ickenham (in June), Debden (in April) and Amersham (in February). Work continues to make Harrow-on-the-Hill Tube station step-free.

In addition, Ealing Broadway station was made step-free in May in preparation for the Elizabeth line, and Whitechapel station became step-free when the original entrance on Whitechapel Road re-opened in August last year.

On 2 November, we launched a consultation to help shape future step-free access priorities and improvements on the London Underground network, the first of its kind in 15 years. The consultation, which will run until 10 February, is designed to help identify which aspects of making London Underground stations more accessible should be prioritised. This will be subject to available funding following our ongoing discussions with the Government for long-term funding to enable sustained investment in London. Such investment is essential to future accessibility improvements and to ensure an efficient and reliable public transport service for all Londoners.

High Speed 2

High Speed 2 (HS2) is a new high-speed railway connecting London to the West Midlands and the North of England. The new railway has several interfaces and implications for our networks, and our work consists of assuring the design and delivery of new assets, infrastructure, and operational facilities at Euston and Old Oak Common and protecting operational networks and services.

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. We have worked closely with HS2 Ltd and its construction partner to facilitate the construction of tunnels for the new traction power substation and ventilation building at Euston. These achieved breakthrough on two fronts into the piled box structure for the new building and into the existing TfL infrastructure at the other end.

We have completed our review of the RIBA stages 3 and 4 designs for the new London Underground station at Euston and await resolution of several issues raised to protect our operational requirements. 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 have put in place mitigation measures to protect the operation of bus services, while HS2 Ltd undertakes major utilities diversions in the area.

We are actively working with HS2 Ltd, Network Rail, London Borough of Camden and Lendlease, under the umbrella of The Euston Partnership, to ensure our requirements are met, especially in connection with Network Rail's, for the redevelopment of the existing Euston main station. This includes assurances on the provision of a new bus station and a station entrance for Crossrail 2.

West Ham

At the new West Ham TwelveTrees Park development, civils works associated with two new pedestrian bridges, a road bridge and a new station entrance are under way, with piling works for the new station entrance bridge completed in early December. These works are fully funded by Berkeley Homes, which is building close to 4,000 new homes in addition to retail and community facilities on a brownfield site next to the Jubilee line eastbound track. Construction works associated with both the bridges and new station entrance will continue throughout this year.

Elephant & Castle

A new station entrance and Northern line ticket hall will be provided as part of a private sector redevelopment of the Elephant & Castle shopping centre, significantly increasing station capacity to meet 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 nearing completion, and we signed the development agreement on 23 December. The agreement gives us authority to go ahead with the stage I works, working with Delancey on the station box from March.

Station fitout and decommissioning the existing Northern line entrance remain unfunded currently. We will be making a request to secure funding for the station fitout at a future date. The project team is currently working up suitable schemes to achieve a station fitout to bring into use.

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

We are transforming the Circle, District, Hammersmith & City and Metropolitan lines to reduce journey times and run a more frequent and reliable service. The next section of new signalling, between Sloane Square, Paddington, Fulham Broadway, and Barons Court stations, is due to go live in spring. This phase, called Signalling Migration Area 5, will involve upgrading the highly complex junction at Earl's Court and, when complete, will mean the entire Circle line will have been upgraded to the new signalling system.

Software development continues for future signalling migration areas covering the eastern end of the District line and the Metropolitan line between Finchley Road and Preston Road, including the interface with Neasden Depot and the Jubilee line. Work has recently been completed to install new signalling equipment between Moor Park, West Harrow and Preston Road stations, and is now being carried out on the north end of the Metropolitan line.

Station retail

A new retail unit at White City Bus Station opened to the public on Boxing Day. Chai Ada is a new independent business selling chai tea, coffee and Indian food. At King's Cross Tube station, Gramos Coffee and the Savanna are now open for business in the northern ticket hall. At Baker Street, Tart Modern opened in January, as did Zeus Coffee in Parsons Green. These units will provide an additional revenue stream to the business, while improving customer experience on the network.

The unit at White City is one of the 38 we uncovered as part of our historic 'void mobilisation' programme in early 2020, aiming to discover forgotten retail units belonging to us and bring these back into use to generate additional income. As the unit had been empty since 2018, we had to restore it, including carrying out fire safety and asbestos checks, to ensure it now meets health and safety standards.

We have worked hard to identify vacant units via historic documentation and site visits, where possible given restrictions in place during the pandemic. Despite gaps in records and access issues, including broken locks, shutters and lost keys, we have located and analysed 148 void property records since the start of the project. Removing properties that had been demolished or were in operational use, we confirmed 86 commercially viable units, 48 of which the team were aware of and are already attempting to let once again, with a further 38 that were not currently being actioned. These 38 were properties that had been mothballed or taken out of retail use for various reasons and had never been reactivated. We have valued the projected income of these 38 units at more than £560,000 per year plus turnover. Of these historic voids, seven are now let and generating £163,000 per year plus turnover, 11 are under offer and 20 are being marketed.

Bus action plan

In the December report it stated that the Bus Action Plan had been published at the end of November. Although this was our original plan, the decision had been made to defer this until we had greater certainty on our future funding.

As we continue with our recovery from the pandemic, buses play a central role in connecting people across the Capital, and we must continue to improve and modernise our services. Many stakeholders play a vital role in the action plan, so content from the plan has been discussed with and presented to them. We will continue to maintain dialogue with stakeholders as we await clarity on the funding settlement with the Government.

Bus consultation

Public consultation on two central London bus restructuring schemes closed on 9 January, having been launched on 22 November last year. We continuously review the bus network to ensure services reflect changing demand and deliver value for money. In central and inner London, increased rail capacity and improved active travel options continue to change the way people travel, and so we have been reviewing bus services to ensure they reflect current and projected usage, while ensuring key links across the city are maintained. To do this, some structural changes to routes are required and our proposals help to make the bus network simpler, more efficient and well connected, as well as ensure resources are better invested and linked to passenger demand.

One of these consultations was for a proposal to merge route 1 (currently Tottenham Court Road to Canada Water) and route 168 (currently Hampstead Heath to Old Kent Road), and introduce a new route operating between Hampstead Heath and Canada Water (provisionally numbered route 1) as well as divert route 188 (currently North Greenwich to Russell Square) to Tottenham Court Road to maintain passenger links currently provided by route 1. The rest of route 188 would remain the same, running to North Greenwich. The night service provided by the NI would be retained on its current route between Tottenham Court Road and Thamesmead.

The other consultation was for a proposal to withdraw 24-hour route 271 (currently Moorgate to Highgate) and restructure routes 21, 143 and 263. The 263 would still run between Highbury Barn and Barnet Hospital but would be rerouted through Highgate Village instead of via Archway Road to retain existing passenger links on route 271 between Highgate Village and Highbury Corner. Route 143 would be rerouted via Archway Road to replace passenger links on Archway Road currently provided by route 263. Additionally, route 21 would be cut back from Newington Green to New North Road and extended to Nags Head so it would operate between Holloway and Lewisham Shopping Centre to cover links now provided by route 271. Passengers could still use route 141 between Newington Green and London Bridge in place of route 21. A new night service, N271 would be introduced to run between Moorgate and North Finchley via

Highgate Hill. All roads currently served by a bus will continue to be served by a route under the proposals.

New Homes

Building our property business

Our land holdings are a significant part of how we build our financial sustainability in the long term. We have been working to create a new property business, wholly owned by us, which will oversee the development and management of our land. This new business will be independently funded, by commercial lenders, and will require no investment from the wider organisation, helping us achieve our financial sustainability goals.

We have established our Investment Strategy and approached lenders to access commercial debt. The Board also agreed to establish a new Land and Property Committee from April to oversee the new property business. The committee and its membership will include members of the Board as well as a range of experts and specialists with housing and development experience, subject to further approvals.

With access to new sources of funding, our wholly owned property company can support the Mayor and the Government in delivering their ambitions to tackle the housing crisis in London and deliver more genuinely affordable homes that Londoners need, as well as generating vital revenue to reinvest back into the transport network.



Consultation continues for our housing scheme at Hounslow West

Hounslow West

Consultation is now back under way on our scheme to deliver 358 affordable homes at Hounslow West Underground station. As part of the development, we are working closely with the London Borough of Hounslow to jointly fund station upgrades, including modernising the ticket hall, provide step-free access and better connectivity.

We held a station pop-up event on the 2 December and will hold a series of webinars and in-person consultation events in early February. We are hoping that our partner A2Dominion will submit the planning application in spring. We

continue to work closely with the senior stakeholders and community groups to make sure that we deliver a robust and inclusive community engagement process.

Earls Court

Earls Court is our largest development site, which we are jointly delivering with Delancey as part of Earls Court Development Company. Over the summer, more than 114,000 people visited the London Wonderground events – a temporary use for the site, including live music and comedy – and we have now started more formal community engagement on future development. Site tours have been organised with senior

politicians for the two neighbouring local authorities, the Greater London Authority (GLA), and local community and campaign groups. These have been well received and given people a real insight into the size of the site and the challenges it brings. We also ran three public engagement events throughout December, two in-person and one online.

Additionally, we had the first visit by the Earls Court Development youth panel, which will give a way of understanding and developing the site with young people in mind. During the second session, on 27 November, the group was taken to the new developments around King's Cross to get a better understanding of what works and what does not.

Engagement will continue throughout 2022, with more design-led sessions. These will be organised geographically, with residents encouraged to have a say on the areas closest to their homes.

Edgware

Working with the Broadwalk shopping centre owners Ballymore, we are engaging with the local community to understand their aspirations for Edgware town centre. During the past year we have spoken to hundreds and thousands of people who gave their views via our dedicated engagement website. We have held drop-in sessions at the Broadwalk shopping centre in The Meeting Room, our dedicated consultation shop, to hear people's views on what matters to them in Edgware. We have held two sessions a month at the beginning of each month during the past

year to help us form an idea of what makes the Edgware area unique.

We will continue to hold drop-in sessions throughout this year, and we will also be showcasing our developing plans in The Meeting Room. We will then give people another opportunity to comment on these to help us draw these into a planning application that will improve the area for shoppers and residents alike. Our ambition is to increase the amount of open space, provide new routes through the town, encourage people to walk and cycle, and raise the profile of Edgware, putting the town centre on the map as a visitor destination.

Skills

We were delighted to announce in December that we have trained almost 2,500 people as part of our Construction Skills Programme, with more than 37 per cent going into full-time sustainable employment in the construction sector. Most of our trainees are from ethnic minority communities, with the number of women also increasing.

During the past two years, colleagues in Commercial Development have worked to help under-represented groups and young people from low socio-economic backgrounds get into the industry.

Alongside the transport sector, the property and construction industries are lacking in diversity and are facing a significant skills challenge with a shortfall of people joining the sector.

Sharing lessons with our suppliers

Our Construction and Projects business area held its first Zero Harm sharing event on 11 November. These are quarterly events to support the annual Zero Harm conference and keep our Safety, Health and Environment conversations focused all year round.

By facilitating the event, we provided a platform to our supplier community to share lessons learned from incidents and industry best practices. Each event is themed on the performance trends of the quarter and enables the sharing of information followed by discussions where questions can be asked.

Our first session focused on people, and plant interface and lifting operations.

Improving safety culture

We continue to focus on improving our safety culture, including holding a series of safety workshops designed to explore safety culture and its impacts on performance and behaviours. In November, we ran sessions using the Boeing 737 Max and its two fatal crashes as a case study to drive discussions, including a reflection on unforeseen safety consequences that were particularly relevant to us.

Themes from the workshops have been noted, with plans for improvement in place where required. The sessions were hugely popular, with further dates added and a planned roll out across our capital delivery community.

Construction, projects and Safety, Health and Environment governance

A quarterly Safety, Health and Environment governance meeting has been established by our Construction and Projects Capital Improvement Group (CIG) framework. The CIG brings together all Construction and Project activity across the business and the governance sessions will provide a platform for pan-capital Safety, Health and Environment decisions. These include strategic assurance and performance reporting, setting direction for improvements and reviewing progress against our five year Construction Design and Maintenance Safety, Health and Environment strategy.

CEEQUAL 'Excellent' award

The Northern Line Extension project was awarded an 'Excellent' rating for its sustainability performance by the Building Research Establishment under its internationally renowned Civil Engineering Environmental Quality (CEEQUAL) scheme. The award was achieved through the hard work and commitment of our and the Ferrovial Laing O'Rourke team working on the project, who together ensured that sustainability was at the heart of the programme.

This was major project that involved the construction of two new Underground stations, two ventilation shafts and two 3.2km-long tunnels extending the existing Northern line to Battersea. The CEEQUAL framework was used to drive sustainable design and construction. Sustainability

was considered at all stages of project delivery, from efficient use of materials and responsible procurement responsibly to the use of barges to remove construction materials from the site via the River Thames, set to be used in land reclamation.

Poems on the Underground

Throughout November and December, we ran the latest series of Poems on the Underground. Continuing the celebration of Keats on the bicentennial anniversary of his death, the poems included his verse 'To Autumn'. Other nature-themed poems in this series include Gerard Manley Hopkins' 'Inversnaid', Seán Hewitt's 'Leaf' and 'Hot Bright Visionary Flies' by Sean Borodale. To mark the holiday season, two of the poems focused on reunions and reconnections. These were 'Beacon of Hope (for John La Rose)' by Linton Kwesi and 'Promise' by Jackie Kay.

Working with our stakeholders

On 8 December, along with the charity Age UK London, we hosted an online meeting to discuss age-friendly access on London Underground. This session forms part of our engagement on the Step-Free Access consultation. A total of 36 attendees, from both Age UK London and Greater London Forum for Older People, took part raising issues such as interchange stations, level access, toilet availability and extensive walking times.

On 10 December, we held a session on wayfinding for the visually impaired with representatives from charities representing people living with sight loss. The session focused on the Elizabeth Line and the Barking Riverside Extension and what we need to consider as we prepare to open these new lines.

On 16 December, our Youth Panel met for the third time in 2021. Our Youth Panel consists of about 25 volunteers, aged 16 to 25, who regularly travel in London. They play an important role in helping create a transport network that works for them and other young people across our city. At the meeting, the panel discussed London's recovery, the challenges facing young people, and opportunities for us to better involve young people and tackle the challenges they face.



Our partnership with Dettol has been extended

Creating partnerships

We continue to create great partnerships with brands and other external organisations, engaging with our customers and generating revenue to reinvest into our network. Highlights of recent partnerships include the extension of Dettol's

sponsorship of hand sanitising points across the entire network, including the Elizabeth line. This deal will continue for another year, until January 2023, generating an income of £710,000. A brand refresh was undertaken and funded by Dettol over and above the rights fee.

A six-month deal with energy supplier E.ON Next has also been agreed to sponsor our Tiny Parks from January to July this year. Tiny Parks will be displayed in various stations, including St James Park, Belsize Park, Wood Green and Kilburn Park. This has generated an income of £30,000.

On 20 January we launched a collaboration with adidas and Arsenal to celebrate the historic connection between the football club and the London Underground.

The collection of clothing released as part of the collaboration celebrates Arsenal station, the only Underground station to be named after a football club, following its change from Gillespie Road in 1932. This came after concerted lobbying from manager Herbert Chapman, who wanted to make it easier for supporters to locate the stadium and see the team, and to cement the identity of the club into the local area.

The collection is inspired by the seat pattern, or moquette, which appears on the Piccadilly line trains that run through Arsenal Tube station. The bold full-cover print is seen on the prematch jersey and warm top, which the players will wear to warm up ahead of games between now and the end of the season.

As part of the campaign, adidas also teamed up with London-based artist and Arsenal fan Reuben Dangoor to create and design a special, limited-edition Oyster card.

We look forward to seeing fans pass through the station wearing this eye-catching pre-match range on their way to and from the stadium.

We completed a two-day partnership with the BBC to promote the new Green Planet series, which took place at Green Park station on 10 January. The partnership included Tannoy announcements voiced by Sir David Attenborough, as well as platform roundels temporarily being changed to a green colour and the name displayed reading Green Planet instead of Green Park. This deal generated an income of £135,000.

Tender documents for sponsorship of the London Cable Car have been published. We created a festive theme for all 34 cabins this year, showcasing its creative potential and helping draw in potential sponsors. The deadline for submissions February 2022.

Lastly, a festive partnership was agreed for December 2021 with Sony Music, with Mariah Carey voicing festive-themed Tannoy announcements. These played in Victoria station each weekend in December and generated an income of £30,000.

Healthy Streets

Making streets cleaner, greener and safer, as we continue to invest in improving street design and take steps to clean up London's air

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures continues, with almost 9km of cycle routes constructed in this financial year, and a further 23km 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 as well as 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 construction of some changes to the CS8 upgrade between Chelsea Bridge and Lambeth Bridge, which began on 13 December to support the scheme's transition to an experimental scheme. A public consultation will be launched once the works are complete. Bishopsgate also transitioned to an experimental scheme on 16 January 2022, supported by some alterations to signage and road markings on site. Further schemes are planned to transition to experimental or permanent, or be removed, in due course. Works also began on the Mansell Street London Service Permits scheme on 4 January 2022 and, when complete, the scheme will provide an important connection between Cycleway 2 and Cycleway 3.

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. Of the 163 Low Traffic Neighbourhood borough schemes funded under the Streetspace for London programme, 106 are operational, as are 371 school streets from a total of 480 that were funded. A further 22 new Low Traffic Neighbourhoods and six new school streets are proposed under the Active Travel Fund, alongside numerous improvements, and upgrades to existing schemes. Four of the new Low Traffic Neighbourhoods are now complete. The DfT has extended the deadline for completion, meaning the remainder will follow between now and March 2023.

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 operating hours of 85km of bus lanes on our road network to operate at all times. Monitoring of the trial has shown it has been a success and we have now started the process to make these changes permanent.

E-Scooter rental trial

On 17 January, the ninth operational period of the E-Scooter rental trial started, meaning the trial has now been operating for more than seven months. Ten participating boroughs make up one continuous trial area. Headline trip data from the first eight operational periods is available on our website, showing that a total of 585,000 rides were taken in the first 32 weeks of the trial, with a total of 3,585 vehicles available to hire

Old Street

Construction is progressing at Old Street Roundabout, with 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 drainage, paving and kerbing on the four approach arms to the junction. The roof strengthening works above the existing station in the peninsula area are now complete. Works are continuing with the infilling of the northeast entrance to the station, Subway 1. The southwest entrance to the station, Subway 3, remains open for public use until May. Similarly, works are continuing with the infilling of the northwest entrance ramp, Subway 4, and construction of the new passenger lift pit. Construction of the concrete shaft for the new goods lift was completed in January in readiness for installation of the new lift car from May.

Works on the new main station entrance is progressing well with the superstructure works now fully under way. Following the installation of the central column and internal stairs in November, temporary supports and propping are being installed ready to receive the four precast concrete arms and steel ring beams which hold up the green roof structure. These works are planned from March and will be followed by installation of the glazing and roof deck from spring. The new station entrance is scheduled to open for public use in late May, while work continues to the roof structure, referred to above.

On 11 December 2021, UKPN installed a new transformer and switch gear into the substation which will eventually provide the necessary electrical power for the newly built assets.

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. The new shop fronts, smoke grills and smoke detection systems will begin to be installed in February for the east side retail units.

Completion of the project is scheduled for winter 2022.



Santander Cycles had a record-breaking year in 2021

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 seen record usage. On 12 December, the scheme reached its highest ever number of hires in a calendar year, with a total of 10.94 million hires in 2021, surpassing the previous best of 10.57 million which has been achieved in 2018.

The month of November saw significantly more hires take place than any previous November. A total of 944,925 hires took place, almost 20 per cent more than the previous best November in 2017. The average daily hires in November was 31,498. This is the first-time daily hires in November have averaged more than 30,000. The first 12 days of December were also busier than any previous December up to this point. Since March 2020, we have offered free cycle-hire access codes to NHS staff and other key workers. So far, more than 150,000 promotion codes have been redeemed. The busiest location for NHS code redemption has been the docking station located at Lambeth Palace Road in Waterloo, near St Thomas's Hospital.

To encourage use, Santander Cycles engaged in several activities running through the festive period including a Black Friday discount offer, festive bike decals, and communications ran from 24 November until the end of December. All these activities were aimed at driving

emotional engagement and increasing revenue over the Black Friday weekend and through Christmas to capitalise on Santander Cycles being the only one of our modes of transport available on Christmas Day.

Over the Black Friday weekend in November, we offered a 25 per cent discount on annual memberships promoted through our social media channels, marketing emails and press releases. The activity resulted in 1,094 new memberships, which is a significant increase on the 176 memberships bought over the Black Friday weekend last year. Alongside this, we promoted the new London Riders reward scheme updates in the Santander Cycles app through our social channels and marketing emails. Furthermore, a celebratory festive advert ran on our on-system posters throughout December. Finally, on 8 December, we launched 50 Santa Cycles with special Christmas decals applied to their mudguards, accompanied by a social media competition offering prizes to those who enter and tag a friend they would cycle around London with.

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.

Cycleways

Our work to diversify cycling continues and on 8 December we jointly hosted the working group meeting to improve diversity and inclusion in cycling, with British Cycling. This followed events hosted by Will Norman and Brian Facer in August and the conference we held on 1 October. At the meeting, we began to map out where our respective organisations are best placed to contribute expertise to improve the diversity of people cycling in London.

Cycleway 4

Construction work along Evelyn Street is progressing despite delays from third party diversion works. Additional resources from the utility companies have been requested to mitigate some of these delays. The project is now 65 per cent complete and is planned for completion in summer. The Creek Road Bridge works section of the route, which will be carried out by the Royal Borough of Greenwich, and should start by spring this year.

Cycleway 9

Work to transform Hammersmith Gyrotory started on 29 November and is set to complete during spring, with most completed by April 2022. Work along Chiswick High Road from Chiswick Lane to Goldhawk Road, which is being delivered by the London Borough of Hounslow, is progressing well, and is also planned to complete in spring 2022.

Cycleway 23

Construction work at the Millfields Park section of the route is progressing well and on track for completion in spring. The detailed design for Lea Bridge Roundabout has now begun and construction is planned for the later this year. The London Borough of Hackney will also undertake design work for Lea Bridge Road eastbound and this design is due to start in spring.

Air quality and the environment

ULEZ one month on

On 25 October, the ULEZ was successfully expanded from central London up to the North and South Circular roads. The new zone is 18 times larger than before, covering a quarter of London and is the largest of its kind in Europe, bringing improvements in air quality to millions of Londoners. On 10 December we published our first monthly report and initial data shows that the scheme has been highly effective in driving down the number of older, more polluting vehicles on London's roads, with 92 per cent of vehicles in the zone complying with the ULEZ emission standards.

In the first four weeks of operation, we have seen a reduction of 37 per cent of older, more polluting vehicles in the expanded zone each day and are expecting a 30 per cent reduction of nitrogen oxides (NO_x) emissions. This is a huge achievement and supports the Mayor's aim of improving air quality and protecting the health of Londoners, as well as his ambition to make London a net zero carbon city by 2030. We will continue to monitor the impacts of the expanded ULEZ over the coming months and will prepare a six month and overall year report on our findings.



We have made Congestion Charge changes to ensure its effectiveness

Congestion Charge changes

Since its implementation in 2003, we have made changes to the Congestion Charge to ensure it remains effective in meeting policy objectives, including changes to discounts and exemptions, charge levels, and days and times of operation. In 2020, we made temporary changes to the Congestion Charging scheme in response to the transport challenges presented by the pandemic, including operating daily

until 22:00. A ten-week consultation was held in the summer and a number of permanent changes were announced on 16 December. These changes are part of the commitment by the Mayor to reduce traffic and congestion in central London. The changes will improve London's air quality and encourage more journeys to be made by walking, cycling or public transport. The first phase of changes was implemented on 20 December.

These changes included:

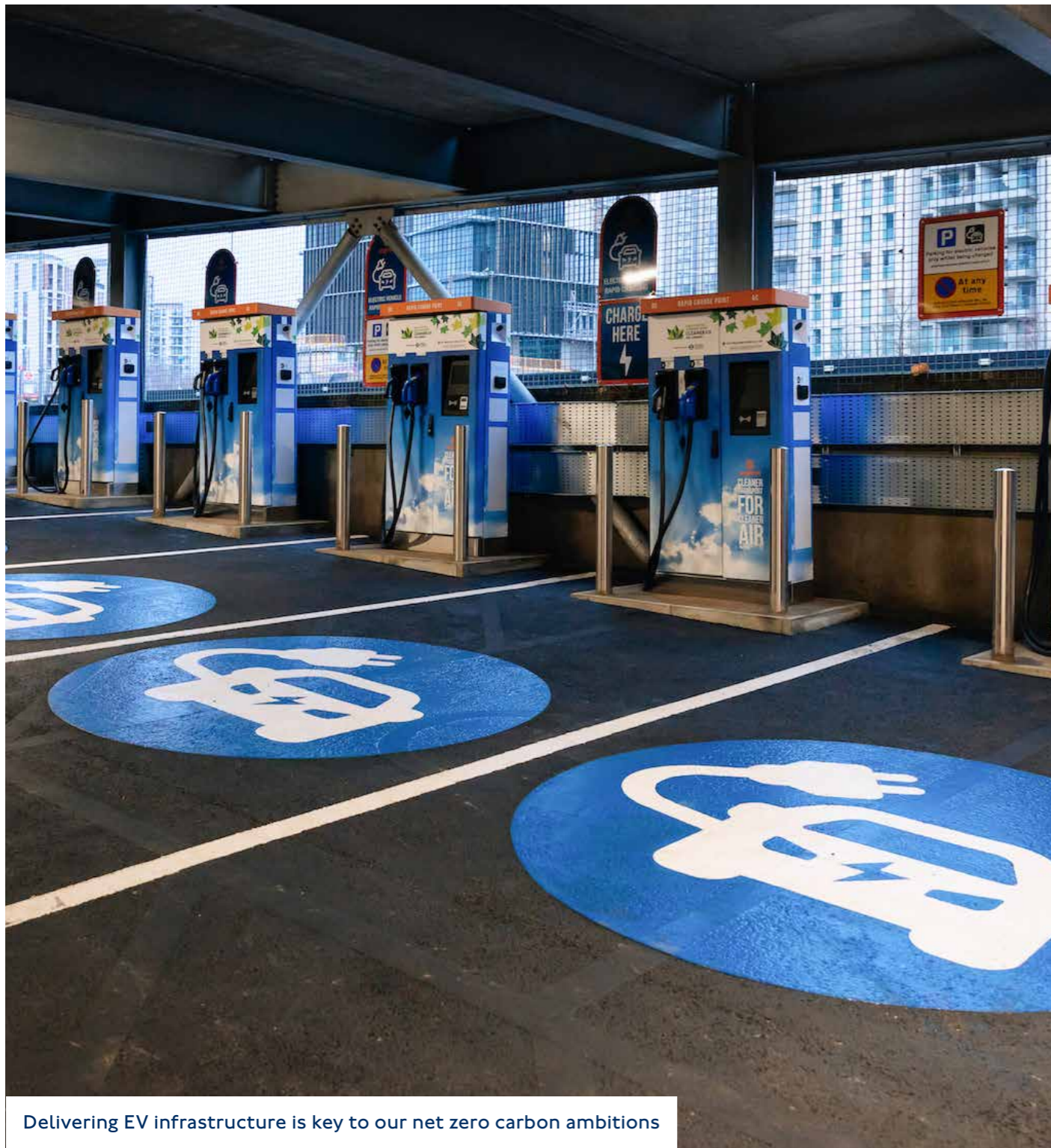
- A daily charge of £15
- No charge applied between Christmas Day and New Year's Day Bank Holiday inclusive. This meant the period from Saturday 25 December 2021 to Monday 3 January 2022 (inclusive) did not carry a charge
- The 90 per cent residents' discount was re-opened for all eligible residents to register for the discount
- The delayed payment charge is £17.50, and the deadline has been extended to three days after the day of travel
- The Auto Pay and Fleet Auto Pay discount is removed
- The reimbursement arrangements that were introduced as part of the temporary changes are retained or adapted to ensure the most vulnerable people and those involved in caring for them will continue to be protected during epidemics and pandemics. This will also facilitate essential trips made by NHS staff in times of exceptional or extraordinary circumstances including for commuting purposes
- The ability for residents to pay by app or online for multiple consecutive charging days was removed

The second phase of changes will be implemented from 21 February. This phase will see the change in operating hours from 07:00 to 18:00 on weekdays and 12:00 to 18:00 on weekends and Bank Holidays.

Electric Vehicle Infrastructure Strategy

On 16 December we published London's 2030 Electric Vehicle (EV) Infrastructure Strategy. Following on from the 2019 Electric Vehicle Infrastructure Plan, the strategy sets out our vision, addresses recent trends and policy changes, and estimates infrastructure needs up to 2030, including how this could be delivered. Supporting the Mayor's ambition for the Capital to be a net zero carbon city by 2030, the Strategy outlines what London can do using electrification and how we must ensure that infrastructure delivery keeps up with demand, as well as the roles and responsibilities of the public and private sectors in facilitating this.

There are now more than 8,600 public charge points installed across the Capital, which is a third of the UK's total. Through our modelling, we estimate that London will require around 40,000 to 60,000 charge points by 2030. The latest EV national sales figures released by the Society of Motor Manufacturers and Traders on 6 January are very encouraging, showing more than 18 per cent of new vehicles purchased as plug in or EV which, when estimated at the London level, fall to the higher end of our EV sales forecasts used in our modelling.



Delivering EV infrastructure is key to our net zero carbon ambitions

Electric Vehicle Infrastructure Delivery

The Electric Vehicle Infrastructure Delivery Programme is the Mayor's keystone commitment within the strategy, designed to unlock access to land across London for charge point operators to install necessary infrastructure.

Recent focus has been on conducting a detailed market engagement exercise, to help shape specific delivery models and commercial relationships that members of the GLA family (as landowners) could have with the suppliers of EV infrastructure. This is with a view to finalise a recommended approach in the new year, ahead of tendering out sites for delivery. Substantial progress has also been made on reviewing a long list of sites, to determine whether they can progress to the next stage of assessment, in advance of being proposed to the market as viable locations to accommodate charge points.

Zero-emission buses

London continues to see increasing numbers of zero-emission buses joining the overall fleet as we aim for an entirely zero-emission bus fleet by 2034, three years earlier than our original timeframes, subject to additional Government support. The fleet currently has about 600 zero-emission buses and we hope to get up to 800 in the first half of this year, subject to vehicle delivery and the essential power upgrades at bus garages across the Capital. This is an important stepping-stone to helping the

Government combat the climate change emergency and contribute towards the UK's targets of a 68 per cent cut in CO₂ emissions by 2030, rising to a 78 per cent net reduction by 2035.

We are keeping an open mind towards the technologies we might need between now and 2034, including hydrogen fuel-cells – 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 most promising options available for now and later. With appropriate funding support, around 10 per cent of London's fleet will be zero emission by spring 2023, supporting British manufacturing and jobs, and reducing reliance on fossil fuels.

Bus Priority Programme

London boroughs have submitted their plans for bus priority schemes for the next three years, with more than 130 projects suggested. Their submissions have been reviewed against the strategic bus corridors which we identified in 2020/21, their deliverability and intervention type and then prioritised. From the priority list, we will be able to allocate funding to those projects which deliver the greatest benefit to buses across the network.

Working across the Healthy Streets programme, the target of delivering 5km of new and improved bus lanes across London by 31 March 2022 remains on-track.

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 373 signalised junctions have been reviewed to improve bus services. Detailed analysis of eight bus routes has been undertaken. From this analysis, we can identify where signal changes can be made and where highway improvements can be undertaken.

The detailed design of a key junction in the Royal Borough of Kensington and Chelsea is nearing completion which, once built in March, will enable route 49 (which operates between Northcote Road and White City Bus Station) to be serviced by electric buses.

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, and construction expected in spring and summer this year, respectively, and subject to funding.

Works to introduce a new pedestrian crossing over Battersea Bridge, where a pedestrian was tragically killed at the beginning of last year, were completed on 26 November 2021, with phase 2 to follow in summer. Subject to funding, we propose to engage on 10 further Safer Junctions by 2024, which could then progress to delivery, depending on the outcome of engagement with local stakeholders.

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, and as detailed in the recently launched Vision Zero Action Plan Progress Report, this seeks to reduce 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, including a new 20mph speed limit on the A3220 Battersea Bridge and A3212 Chelsea Embankment. A further 17km is already in the detailed design stage. The continuation of the programme will be subject to funding.

The following roads should see a reduction in speed limits to 20mph by April: A13 Commercial Road; A10/A503 corridors in Haringey; A107 corridor; and A23 London Road.

The City of Westminster will also see a reduction in speed limits on our road network, 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. We are also reducing the A10 Great Cambridge Road, Gants Hill town centre and A4180 Ruislip Road to 30mph, all subject to funding.

London Atmospheric Emissions Inventory publication

The 2019 London Atmospheric Emissions Inventory was published on 16 December and provides an update to the previous inventory in 2016 and a new baseline for 2019. Data from the inventory is publicly available on the London Data Store and is used as an evidence base for air quality policy work. The 2019 baseline includes the impacts of the central ULEZ but predates the pandemic. Some key findings from the update include:

- Compared to 2016, NO_x emissions have reduced by 18 per cent in Greater London and 17 per cent in central London. Road transport NO_x emissions reduced by 31 per cent across London, and 43 per cent in central London, reflecting the impact of the central London ULEZ with the rate of reduction doubling between 2016 and 2019

- Compared to 2016, road transport PM10 emissions reduced by 9 per cent across London and 23 per cent in central London, again reflecting the impact of the central London ULEZ
- Compared to 2016, total PM2.5 emissions reduced by 5 per cent in Greater London and one per cent in central London. The largest reduction of PM2.5 emissions was from road transport in both Greater London and central London, with reductions of 14 per cent across London and 36 per cent in central London. However, little change was seen in other sources

This analysis includes the impacts of the central London ULEZ scheme and in the next few months we will publish our analysis on projections of air quality data for 2025 and 2030. These projections will include the likely impacts of the expanded ULEZ to inner London and the changes to the London-wide Low Emission Zone and will set out when we are likely to achieve compliance with current legal limits for NO_x.

In 2021 the World Health Organisation (WHO) updated its recommended guidelines for air pollutants with significant reductions in these health-based recommendations. The Government is currently in the process of preparing secondary legislation following the passing of the Environment Act to amend existing legally binding air quality limits, and the Mayor has made the case for these to be aligned with the new interim WHO guidelines. The updated inventory

publication provides evidence to support the adoption of these lower guidelines, and also underpins the need for the Mayor to be given additional powers to tackle emissions from non-transport sources, which contribute an increasing proportion of total emissions given the steps that have been taken to reduce emissions from transport sources.

Road technology

We are leading the way in delivering innovative new road management systems. These are delivered within the Surface Intelligent Transport Systems (SITS) programme and will enable a multi-modal approach to managing the road network, while effectively increasing capacity by improving situational awareness and more efficient decision making. All road users will benefit from the efficiencies of this programme, including those people walking, cycling, using the bus, or working in the freight industry or emergency services. The programme remains on track to deliver several vital systems.

Work continues on the predictive element of the SITS programme. This aims to revolutionise our approach to managing incidents with small to medium impact which currently cause delays for those travelling on London's roads. The predictive element will enable us to respond to incidents much more quickly, using innovative modelling technology. This element alone could reduce the cost of delay to people travelling in London by up to £0.4bn over the coming 15 years (about one-third of the overall benefits of the

SITS programme). Work is continuing to provide a baseline for the scope to ensure the system can contribute to overall SITS journey time benefits.

The Real-Time Optimiser (RTO) will replace the legacy Urban Traffic Control system and will optimise signal timings at almost 6,000 signal-controlled junctions in London. It will also enable us to prioritise different modes, in line with the Healthy Streets approach. The latest milestone was successfully met in December, with 12 additional junctions now using RTO. The Common Operational View Incident Management System has completed its fourth deployment in our Network Management Control Centre, and now includes information on Santander Cycle hires, tunnels, Highways Management contract areas, charging zones such as the ULEZ and rail and sponsored services. This improved situational awareness enables our control centre to better assess the impacts of an incident across different modes and use effective management strategies, including working with highways management contractors, to minimise disruption. Future releases will deliver a step change in incident detection, significantly reducing this from its current average of more than ten minutes.

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 enables us to provide live information to customers, supports bus priority at more than 1,800 junctions and enables 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 have now submitted their proposals and the team is now evaluating the responses received. The evaluation and consensus period will continue until March. Following that, successful bidders will be shortlisted to progress through to the Competitive Dialogue phase, set to start in April 2022, where the project team will clarify their technical and commercial proposals with bidders to ensure that any final proposal submitted at Invitation to Submit Final Tender represents the best value for money for us.

Procurement is progressing for a replacement booking and scheduling system for Dial-a-Ride, which will give passengers the option to book online and enable us to deliver more trips with the same number of vehicles. A further round of negotiation is now under way to clarify the value for money. Shortlisted bidders will be invited to submit final tender shortly, with contracts expected to be awarded in summer.

Compliance, enforcement, and safety technology

We are continuing to progress the roll-out of deployable enforcement cameras, which will play a vital part in helping us meet our Vision Zero goal of eliminating death and serious injury on the road network by 2041. A trial of cameras carried out in 2020 saw an improvement in compliance of up to 60 per cent in six months. We introduced the first of these cameras to the network in January and expect to have delivered 50 operational units by the end of May. We will be closely monitoring how successful the cameras are at cutting road danger, reducing congestion, and improving bus journey reliability. Any money we recover from penalty charge notices will be reinvested in maintaining a safe and efficient road network for everyone travelling in the Capital. The cameras are used for enforcement of civil traffic rules only and are fully compliant with data protection legislation.

We are continuing to develop new and improved enforcement and compliance back-office systems using in-house teams. This will let us replace and improve digital capability, which underpins operations in our Compliance, Policing, Operations and Security directorate, enabling officers to record contraventions through mobile devices on the street, and delivering a case management solution to enforce regulations through prosecutions and advisory notices.

Crossrail

Trial Operations are now under way, with the Elizabeth line set to open in the first half of this year

I am pleased to report that Canary Wharf Elizabeth line station was transferred to us in January, which meant the station could be fully integrated with the operational network ahead of the Elizabeth line opening in the first half of this year. This incredibly important milestone makes Canary Wharf the penultimate station to be transferred from Crossrail to us and this represents a remarkable turnaround in the stations program under our direction.

Bond Street station has been decoupled from the opening of the railway and the team is working on a plan to get the earliest opening date for the station.

We are coming to the end of the first phase of Trial Operations that started on 20 November ahead of starting the next phase, including large-scale exercises across the new railway. Passenger services will start in the first half of this year, with initial services between Abbey Wood and Paddington stations.

Over the Christmas period, we successfully undertook an extensive programme of works, including the commissioning of the remaining tunnel ventilation system software upgrades, latest signalling software update, commissioning of

the latest control and communications software and the replacement of voltage transformers earlier this month. These upgrades provide further increases in operational reliability of the routeway and signalling systems.

Trial Operations has begun with scenarios such as testing the response to an unwell passenger and an obstruction on the line. Before Christmas, we completed a third of the total tests planned for the whole Trial Operations period. The second phase of Trial Operations will involve a series of more complex exercises, including evacuations of trains and stations. Once complete, this will be followed by a period of shadow running, operating timetabled services ahead of the line opening. I will only give the go ahead for revenue service when I am satisfied that the railway has reached a very high level of reliability.

Performance of the railway has generally been positive, following the completion of the latest blockade for tunnel ventilation system works and commissioning of ELR110 signalling software. The central section is currently running at 12 trains per hour, the initial level of service on the Elizabeth line, with the new signalling software to test reliability and build mileage.

The focus for Network Rail on the east continues to be on the enhanced station upgrade works at Ilford and Romford. Delivery continues to progress at both sites, however, a structural issue has been identified at Ilford. The target for entry into service and step-free access at both stations is early 2022, depending on the resolution of the structural issue at Ilford.

TfL Rail delivered a Public Performance Measure of 91.7 per cent during Period 9, from 14 November to 11 December. The eastern section of the line achieved 90.7 per cent, with the western section achieving 92.9 per cent. There were several service impacting incidents on the eastern section, largely related to the infrastructure on the Anglia route. The overall Moving Annual Average trend continues to be better than target at 94.9 per cent

Finance

We continue our efforts to secure long-term government funding beyond our extended deadline of 4 February 2022

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 at a deficit of £1,507m, which is £232m better than Budget. This upside is driven by lower operating costs (£281m lower than Budget), lower capital renewals (£119m lower), partly offset by lower passenger income (£181m lower than target).

Journey growth largely stalled throughout the latest quarter. Earlier growth in Quarter 2 has not continued throughout Quarter 3, which has seen journeys remain broadly flat since the start of the quarter. There was growth in first week of the quarter in mid-September, with journeys increasing from 65 per cent of pre-pandemic levels to 68 per cent, but journeys have averaged 69 per cent over the remaining quarter. Tube journeys increased from 59 per cent to 64 per cent of pre-pandemic levels in the first week of the quarter, averaging 65 per cent over the quarter. Bus journeys increased from 68 per cent to 70 per cent over the same timeframe, averaging 72 per cent.

In the year to date, total TfL journeys were 1,689 million, 121 million lower than Budget. Year-to-date passenger income is £2,126m, (£181m lower than Budget), but almost double that of last year. The variance to

Budget is mainly driven from fewer Tube journeys, with income (£194m) lower than expected, which is partly offset by higher bus income (£6m higher), which has seen a slight increase in ticket yield. As provided for the 1 June 2021 funding agreement, we receive a top up on passenger revenue to a pre-determined level. The Government funding and financing support has provided £1,544m to date, which includes £1,405m of base funding and £139m of net revenue top up.

Operating costs are £281m lower than Budget: core costs are £85m better, from efficiencies, lower staff costs, and lower Tube traction power costs, with exceptional costs £170m lower, from central contingency held to mitigate high risk uncertainties, and timing of provisions.

Total capital expenditure (including capital renewals and new capital investment) is £847m in the year to date, £257m lower than Budget. The variance to Budget is a result of project slippage and deferrals, partly driven from the short-term and stop-start nature of current funding agreements.

Our cash balances, excluding balances committed to Crossrail construction, are £1,623m at the end of the quarter, £106m lower than at Quarter 2. Cash balances

are £116m higher than Budget, a result of the timing of the extraordinary revenue grant, and lower operating and capital costs. Our cash position has stabilised following funding agreements with the Government, although we expect this to reduce significantly by year end. The 1 June funding agreement expired on 11 December 2021, with an extension covering the period to 4 February 2022. The new agreement provides revenue top up, up to an agreed limit, during this time and will help mitigate future income risk.

It is essential that discussions with the Government continue so that we can agree the sustained long-term funding that is vital for our network.

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.

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Board



Date: 2 February 2022

Item: Elizabeth Line Operational Readiness and Crossrail Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the status of the remaining work on the Crossrail project (or Crossrail) and of the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the Elizabeth line railway after handover from Crossrail.
- 1.2 We are coming to the end of the first phase of Trial Operations, which started on 20 November 2021, ahead of starting the next phase including large-scale exercises across the new railway. Passenger services will commence in the first half of 2022 with initial services between Abbey Wood and Paddington Elizabeth line stations.

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 project remains vigilant to the recent coronavirus developments and will continue to closely monitor the situation across the programme. Access to our sites has been restricted to protect our workforce and to limit disruption to the programme.
- 3.2 During the festive period the programme successfully undertook works, including the commissioning of the remaining tunnel ventilation system software upgrades, the latest signalling software update, the commissioning of the latest control and communications software and the replacement of voltage transformers. These upgrades provide further increases in operational reliability of the routeway and signalling systems. Alstom also uploaded the train fleet software update, which has provided improved fleet reliability. These fixes bring the system close to the intended configuration for revenue service and support the pivot to reliability and focus on wider system issues, which are important in the final completion of the railway for revenue service.
- 3.3 The success of the commissioning of the software over the festive period and the transfer of Canary Wharf station are critical to commencing the second phase of Trial Operations. Final modifications to the safety systems were carried out at Canary Wharf station, which transferred to TfL on 21 January 2022. The team is

making good progress at Bond Street station and the decision has been made to decouple the completion of the station from the opening of the railway. This allows the best opportunity for the earliest opening of the railway and the earliest completion of the station and the team is working on a plan to achieve the earliest opening.

- 3.4 All Network Rail station enhancement works on the west of the central section have been successfully completed with the new station buildings and step-free access already bringing benefits to customers. The completion of the remaining construction activities and snagging works are also on track for completion in early 2022.
- 3.5 The focus for Network Rail on the east continues to be on the enhanced station upgrade works at Ilford and Romford. Delivery continues to progress at both sites, however, there is a structural issue at Ilford. While carrying out the station upgrade work, Network Rail identified a damaged concrete slab in the concourse area and are working up options for its resolution. Network Rail is working hard to confirm the revised dates for bringing the facilities at these two stations into use.

4 Elizabeth Line Operational Readiness

- 4.1 The first phase of Trial Operations commenced on 20 November 2021, in line with the earliest forecast dates. A phased approach to Trial Operations has been adopted to build greater resilience into the railway and to allow for the earliest commencement of passenger services.
- 4.2 Trial Operations has begun with scenarios such as testing the response to an unwell passenger and an obstruction on the line. Prior to the festive period a third of the total tests planned for the whole Trial Operations period were completed. The second phase of Trial Operations will involve a series of more complex exercises, including evacuations of trains and stations. Once complete, this will be followed by a period of shadow running, operating timetabled services ahead of the Elizabeth line opening.
- 4.3 Performance of the railway has generally been positive since the works over the festive period. The central section is currently running at 12 trains per hour (the initial level of service on the Elizabeth line) with the new signalling software to test reliability and build mileage. The focus is to establish consistently reliable performance to develop confidence in the railway for the start of revenue service.
- 4.4 The operations training and assessment programme continues with further recruitment for Traffic Managers and initial assessments completed. A detailed tracking programme for each successful applicant is in place to monitor their progress to full competence. The strengthening of Incident Response Manager resources is also underway with the aim to recruit into an additional four posts.
- 4.5 The opening of the Elizabeth line has always been planned to take place in stages to ensure the new central London stations, signalling and infrastructure can run safely and reliably before it fully links in with services out to the east and west.

- 4.6 Following the opening of the central section between Paddington and Abbey Wood, and until the next phase of opening in autumn 2022, the Elizabeth line will operate as three separate railways. The services on the east and west will continue to run into the mainline stations and passengers wishing to continue their journey to one of the new Elizabeth line central London stations will need to change to the Paddington or Liverpool Street Elizabeth line station.
- 4.7 Opening the Elizabeth line (Stage 3) during the first half of 2022 will enable the later stages (5b and 5c) to be delivered in line with our earlier forecast and achieve much of the benefit to passengers of a through running service on the railway.
- 4.8 TfL Rail delivered a Public Performance Measure of 91.7 per cent during Period 9 (14 November – 11 December 2021). The eastern section of the line achieved 90.7 per cent with the western section achieving 92.9 per cent. There were several service impacting incidents on the eastern section largely related to the infrastructure on the Anglia route. The overall Moving Annual Average trend continues to improve at 94.9 per cent in Period 9.
- 4.9 Passenger services from Paddington are now being operated by nine-car (to Heathrow and Reading) and seven-car (to Reading) class 345 trains. The seven-car trains will be progressively converted to nine-car trains for the start of Stage 5b. The Liverpool Street to Shenfield service transitioned to a full nine-car class 345 operation at the end of December 2021.

List of Appendices to this report:

None

List of Background Papers:

None

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Board

Date: 2 February 2022

Item: Finance Report – Quarter 3, 2021/22

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of Quarter 3, 2021/22 - the year-to-date ending 11 December 2021.

2 Recommendation

- 2.1 **The Board is asked to note the Finance Report.**

3 Financial Reporting to the Board

Finance Report – Quarter 3, 2021/22

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

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report

Quarter 3, 2021/22

Management results from 1 April 2021 – 11 December 2021

Board

2 February 2022



Section 1 Quarter 3, 2021/22 results: divisional performance

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Divisional performance	1
TfL Group performance	2



London Underground

Tube journeys are 64% of pre-pandemic levels in Period 9, down 2% from the prior period. Passenger income is £1,043m, (£194m) lower than Budget, driven by 77 million fewer passenger journeys. However, this is still more than double the value we saw last year.

Operating costs are (£1,397m) in the year to date, lower than at the same point last year, and £34m below Budget. This is mainly driven by lower staff costs and direct coronavirus related spend.

London Underground

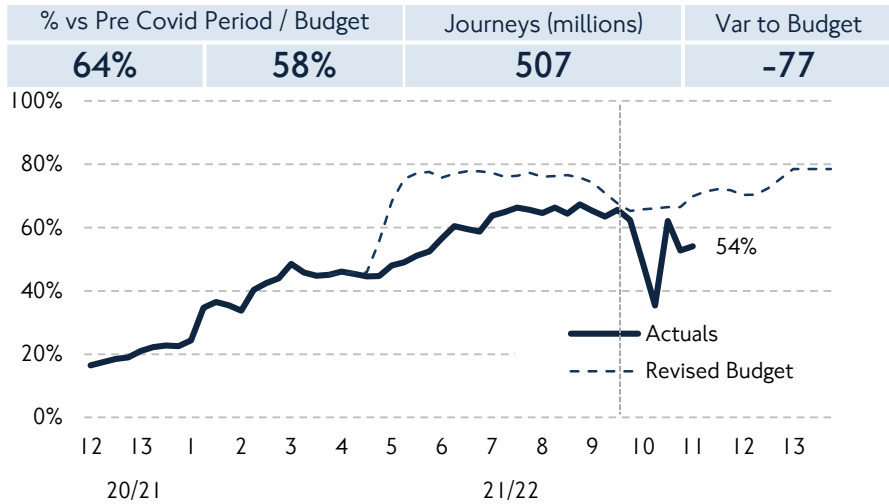
Operating account (£m)

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

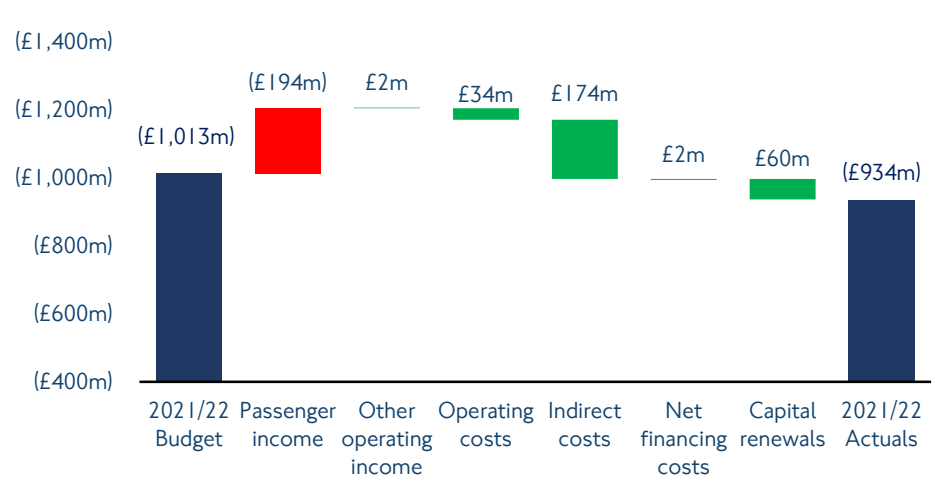
Actuals	Q3 Year to date, 2021/22		
	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
1,043	1,237	(194)	-16%
17	15	2	13%
1,060	1,252	(192)	-15%
0	0	0	N/A
1,060	1,252	(192)	-15%
(1,397)	(1,431)	34	-2%
(338)	(180)	(158)	88%
(213)	(388)	174	-45%
(197)	(199)	2	-1%
(186)	(247)	60	-24%
(934)	(1,013)	79	-8%
(14)	(18)	4	-23%

Q3 Year to date, 2020/21		
Last year	Variance to last year	% variance to last year
482	561	116%
11	6	51%
493	566	115%
38	(38)	-100%
531	529	100%
(1,400)	3	0%
(870)	532	-61%
(202)	(11)	6%
(195)	(2)	1%
(106)	(81)	76%
(1,373)	439	-32%
(21)	7	-31%

Tube journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Elizabeth line

Elizabeth line journeys are 58% of pre-pandemic levels in Period 9, down from 63%. Passenger income is (£8m) lower than Budget primarily due to 4 million fewer passenger journeys, but £32m higher than last year.

Operating costs are £22m lower than Budget, mainly driven by lower rolling stock maintenance costs and lower regulatory charges (the latter offset in other operating income).

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Elizabeth line

Operating account (£m)

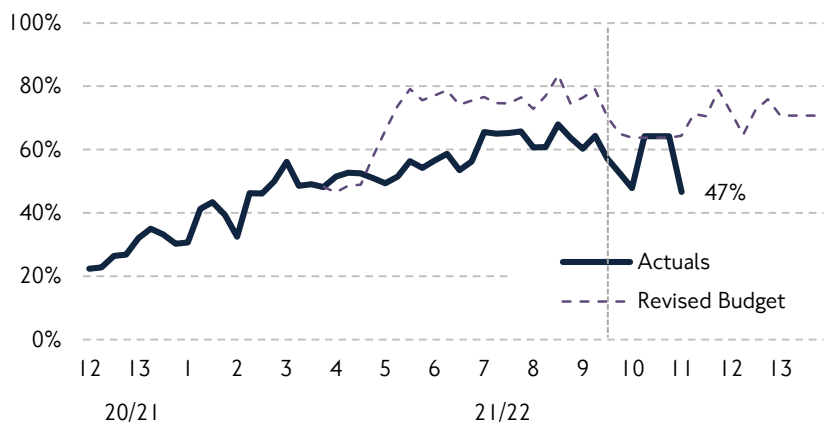
Passenger income
Other operating income
Total operating income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations
New capital investment
Crossrail construction
New capital investment

Actuals	Q3 Year to date, 2021/22		
	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
61	69	(8)	-12%
16	24	(8)	-32%
77	93	(16)	-17%
(289)	(311)	22	-7%
(211)	(218)	6	-3%
(6)	(12)	6	-48%
(66)	(67)	1	-1%
(1)	(2)	1	-70%
(284)	(298)	14	-5%
(9)	(10)	1	-14%
(438)	(504)	67	-13%
(447)	(515)	68	-13%

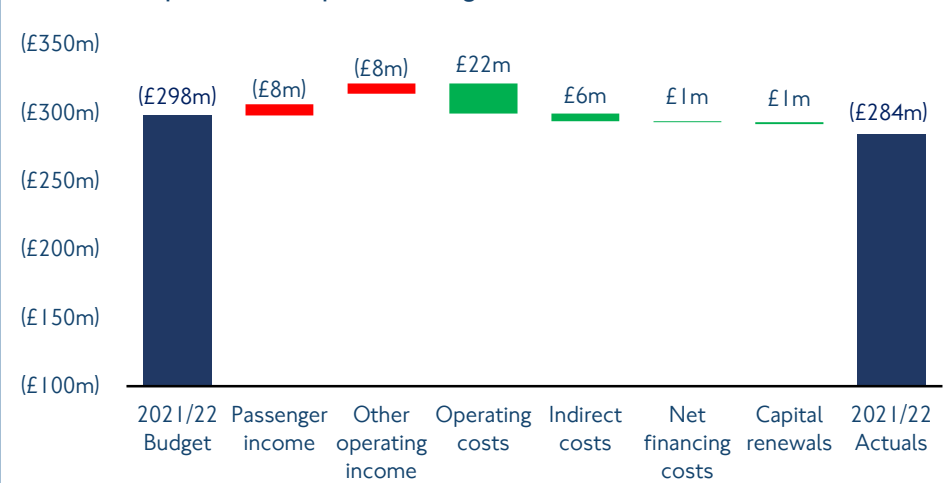
Q3 Year to date, 2020/21		
Last year	Variance to last year	% variance to last year
29	32	111%
5	12	250%
34	43	127%
(222)	(66)	30%
(188)	(23)	12%
(5)	(1)	28%
(65)	(1)	1%
0	(1)	N/A
(258)	(26)	10%
(22)	13	-59%
(522)	85	-16%
(544)	98	-18%

EL journeys compared to pre-pandemic baseline

% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
58%	62%	27	-4



Net cost of operations compared to Budget



Buses, Streets & Other operations

Bus journeys are 73% of pre-pandemic levels in the latest period, up from 71%. Journeys until Period 9 were tracking close to target. Passenger income is £6m higher than Budget despite 24 million fewer journeys, a result of better than expected yield.

Other operating income is £506m, (£6m) lower than Budget driven by higher Congestion Charge income offset by lower ULEZ expansion income, the latter a result of higher than expected compliance levels.

Operating costs are £13m lower than Budget due to staff cost savings and lower bus related payments.

Buses, Streets & Other operations

Operating account (£m)

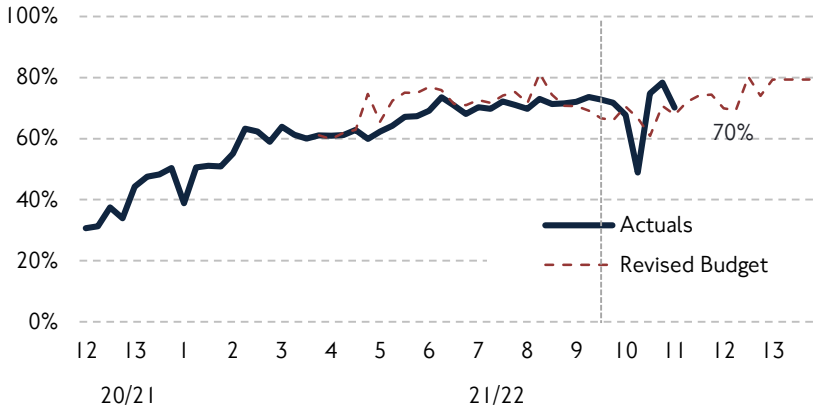
Passenger income
Other operating income
Total operating income
Government furlough grant
Total income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations
New capital investment

Q3 Year to date, 2021/22				
Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	
753	748	6	1%	
506	511	(6)	-1%	
1,259	1,259	0	0%	
0	0	0	N/A	
1,259	1,259	0	0%	
(1,949)	(1,961)	13	-1%	
(690)	(702)	13	-2%	
(64)	(97)	33	-34%	
(19)	(19)	0	-1%	
(70)	(81)	11	-14%	
(842)	(899)	57	-6%	
(74)	(101)	27	-27%	

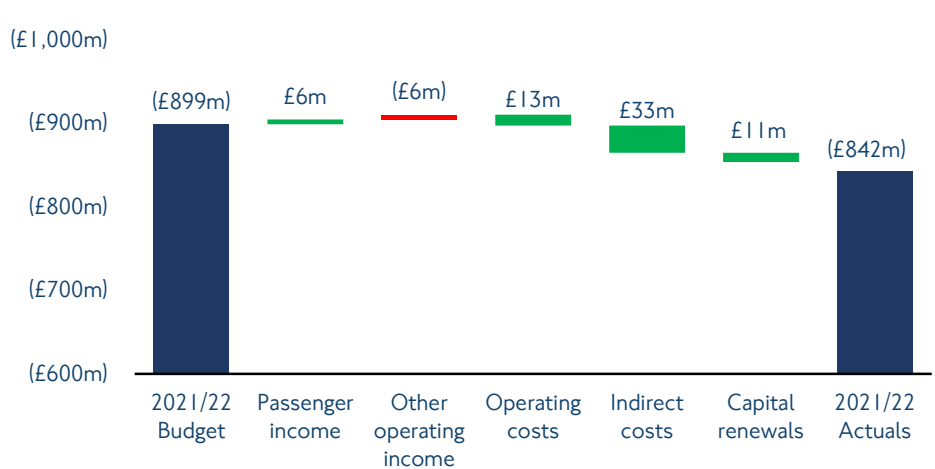
Q3 Year to date, 2020/21		
Last year	Variance to last year	% variance to last year
491	262	53%
358	148	41%
850	409	48%
9	(9)	-100%
859	400	47%
(1,931)	(18)	1%
(1,072)	383	-36%
(80)	16	-20%
(19)	(0)	1%
(61)	(9)	15%
(1,232)	390	-32%
(81)	7	-8%

Bus journeys compared to pre-pandemic baseline

% vs Pre Covid Period / Budget		Absolute m	Var to Bud m
73%	67%	1014	-24



Net cost of operations compared to Budget



Rail

Rail journeys – including London Overground, DLR and Trams – are 63% of pre-pandemic levels in Period 9. Passenger income is (£13m) lower than Budget due to 17 million fewer journeys to date.

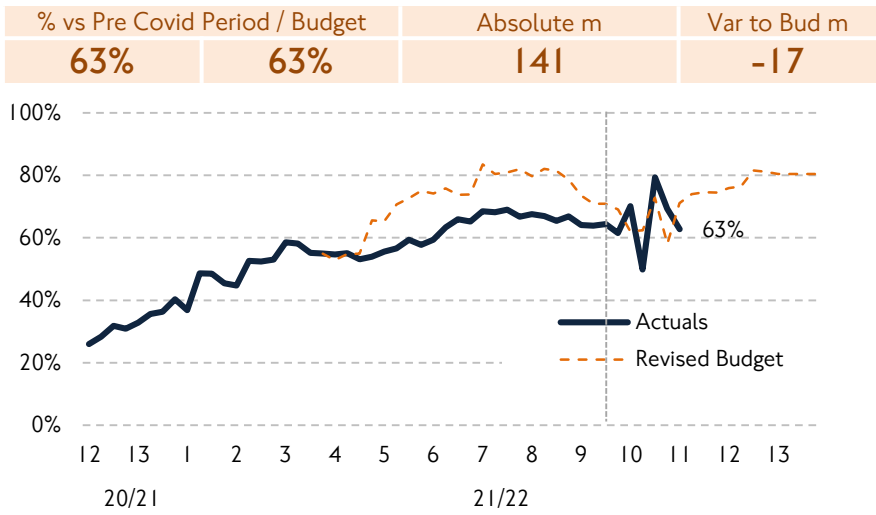
Operating costs are marginally down on Budget and similar to last year.

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Rail

Operating account (£m)	Q3 Year to date, 2021/22				Q3 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Passenger income	200	213	(13)	-6%	101	99	99%
Other operating income	14	10	4	40%	4	11	299%
Total operating income	214	223	(9)	-4%	104	110	105%
Operating costs	(327)	(333)	7	-2%	(324)	(3)	1%
Net operating surplus	(113)	(111)	(2)	2%	(219)	107	-49%
Indirect costs	(11)	(17)	5	-32%	(13)	2	-13%
Net financing costs	(28)	(28)	0	-1%	(28)	(0)	1%
Capital renewals	(25)	(32)	7	-21%	(21)	(4)	18%
Net cost of operations	(177)	(188)	10	-5%	(282)	105	-37%
New capital investment	(7)	(9)	2	-21%	(15)	8	-53%

Rail journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Major Projects Directorate

Year to date capital spend is £31m lower than Budget, driven by £21m in-year slippage for land purchase required for the DLR HIF project; forecast later this year following delays to funding from government. Spend also lower due to resource shortages for Piccadilly line rolling stock infrastructure work as well as delays to Elephant & Castle station Development Agreement, which has not yet been signed.

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Major Projects Directorate

Operating account (£m)	Q3 Year to date, 2021/22				Q3 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Other operating income	6	7	(2)	-23%	5	1	15%
Total operating income	6	7	(2)	-23%	5	1	15%
Government furlough grant	0	0	0	N/A	2	(2)	-100%
Total income	6	7	(2)	-23%	7	(2)	-23%
Operating costs	(9)	(13)	4	-31%	(33)	24	-74%
Net operating surplus	(3)	(5)	2	-41%	(26)	23	-88%
Indirect costs	(18)	(24)	6	-25%	(23)	6	-24%
Net financing costs	0	0	0	N/A	0	0	N/A
Capital renewals	(5)	(6)	1	-17%	(2)	(3)	196%
Net cost of operations	(26)	(35)	9	-26%	(51)	25	-50%
New capital investment	(370)	(401)	31	-8%	(319)	(51)	16%

Four Line Modernisation



The programme achieved a major milestone on 12 September 2021 when the first timetable change enabled by the new signalling system was introduced. Journey times have been reduced by 10 per cent and reliability of the timetable has since improved.

Software development and infrastructure works for the future migration areas continued. Notably, during weekend closures in November 2021, the programme continued Upminster depot installation works and completed commissioning of the Harrow on the Hill plate rack required for signalling migration area (SMA) 9.

In December 2021, the programme's ongoing commitment to the highest standards of safety led to the achievement of over four million hours worked since the last RIDDOR reported incident.

Barking Riverside



Delivery of the physical works is well advanced with the installation of track on the viaduct completed as planned in October 2021. The focus is now on installing the remaining rail systems on the viaduct ahead of the final signalling stage commissioning planned for April 2022.

At the station, the installation, testing and commissioning of systems continues ahead of completing the quality assurance activities that ramp up towards the end of this year.

Our most likely date to enter into service remains autumn 2022.

Bank Station Upgrade



The works and preparation activities leading to the start of the 17-week closure of the Bank branch of the Northern line from Kennington to Moorgate are progressing to plan.

The closure will allow the completion of the intricate work needed to connect the new tunnels to the existing railway, as well as to fit out the new station, install the final sections of track, complete work in the tunnels constructed during the project and integrate all the new systems installed in the station.

Section 2 Quarter 3, 2021/22 results: TfL Group performance

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Divisional performance 1

TfL Group performance 2



Headlines

Passenger journeys and income saw growth up to Q2, but have remained broadly flat throughout Q3. Total TfL journeys are 68% of pre-pandemic levels in Period 9. Passenger income is nearly £1bn higher than last year, but 66% of historical levels.

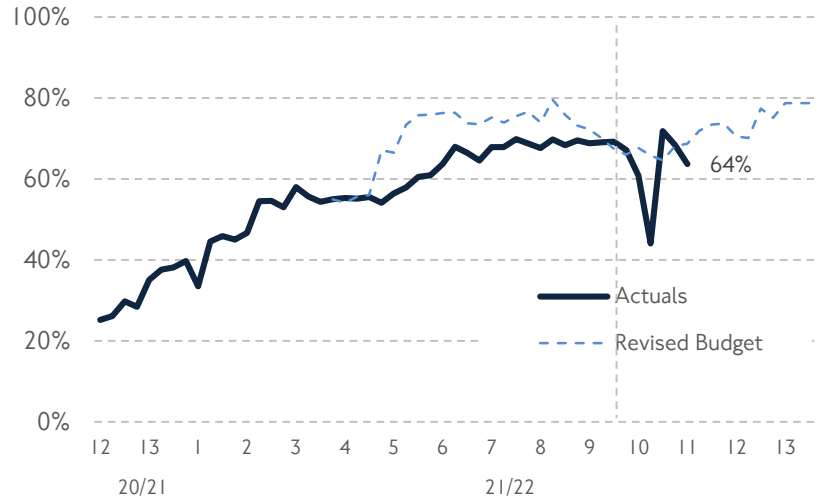
Journeys declined at the end of the period, following the introduction of the government's Plan B, including guidance to work from home where possible. Journeys rebounded in the first full week of January 2022, but the outlook remains uncertain.

Since the end of Q3, we have agreed a new funding agreement with government covering the period to 4 February 2022. Cash balances remain broadly in line with expectations - with recent balances close to £1.2bn - although we expect these to dip below minimum cash levels by year end.

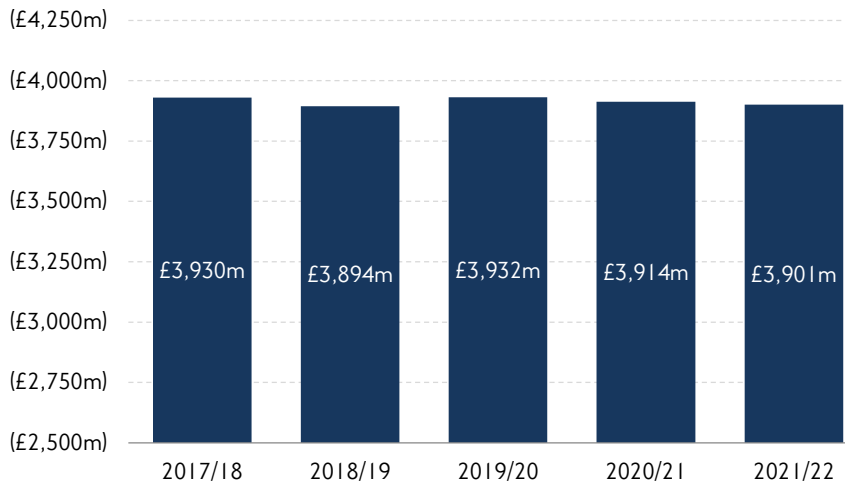


Headlines

Total passenger journeys 64% of pre-pandemic levels and below target after the festive period

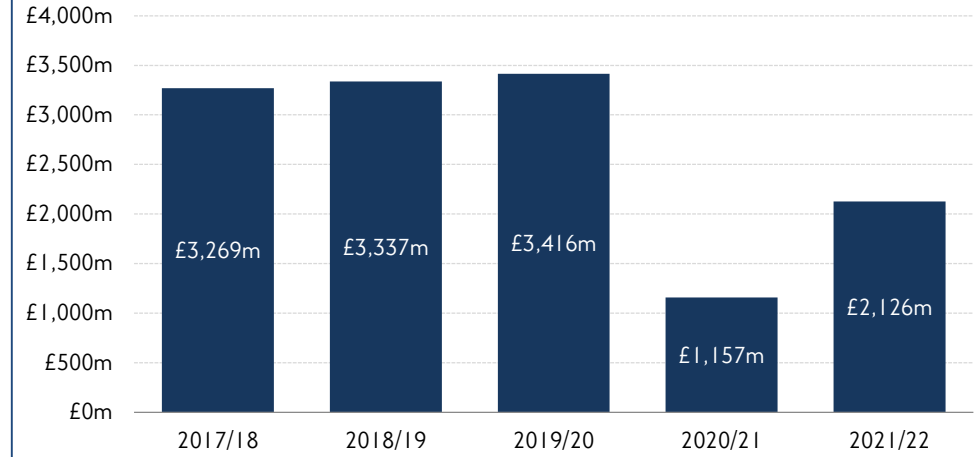


Like-for-like operating costs lower than last year, with our savings programme mitigating impacts of inflationary pressures



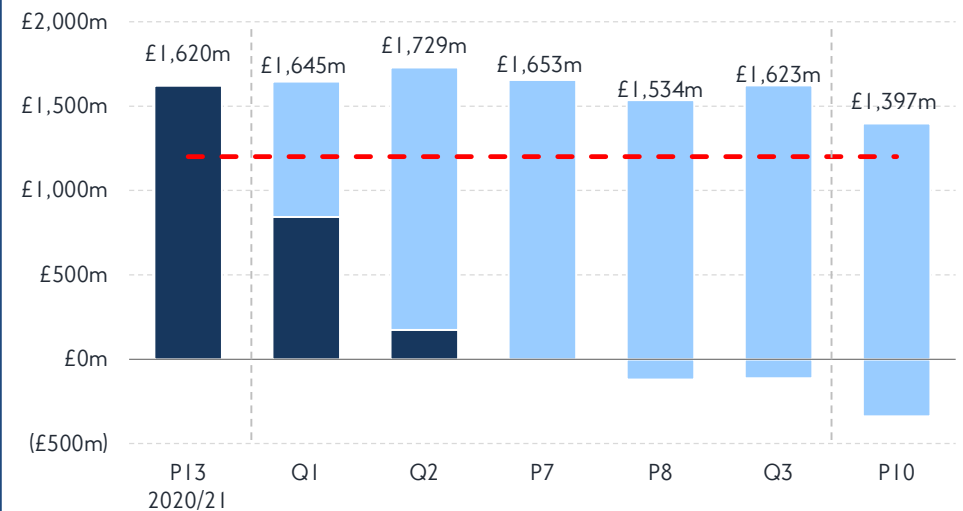
Individual years show year-to-date passenger income to end of Period 9.

Passenger income is nearly £1bn higher than last year, but £181m lower than Budget and 66% of pre-pandemic levels



Individual years show year-to-date passenger income to end of Period 9.

Cash balances temporarily high, but beginning to reduce as government funding declines



Passenger journeys

Total passenger journeys are 68% of the pre-pandemic levels in Period 9, which is above target. Throughout Q3, passenger demand was plateauing. However, following the Government announcement of Plan B restrictions, journeys declined throughout the festive period.

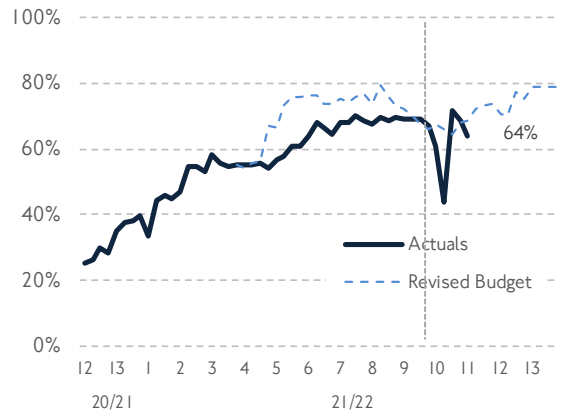
Buses and Tube journeys are at 73% and 66% of pre-pandemic levels respectively at the end of Period 9.

We had originally budgeted for journeys to increase during Q4; however, as we continue through winter with the Omicron variant, the outlook remains highly uncertain.

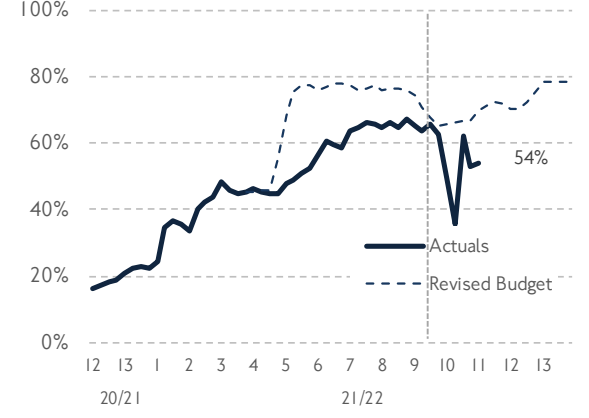
Passenger journeys

Journeys compared to pre-pandemic baseline (adjusted 2018/19 journeys)
 Target is budgeted demand against this baseline; 'P' denotes latest period; 'Y' denotes year-to-date performance

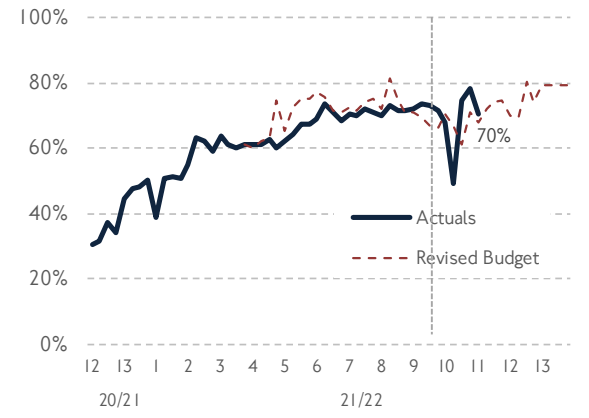
TfL	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	68%	63%	P	228	-1
			Y	1689	-121



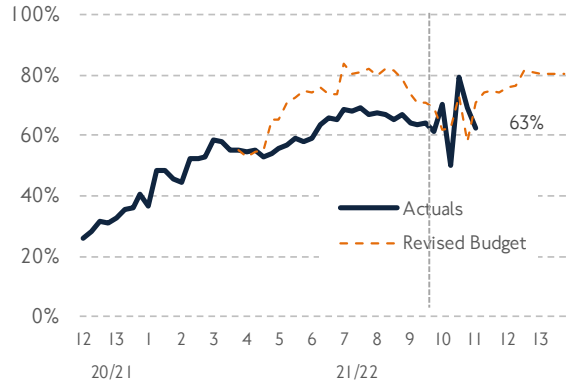
LU	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	64%	58%	P	76	-6
			Y	507	-77



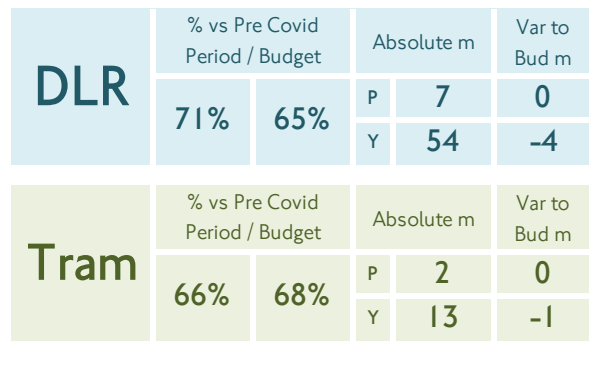
Bus	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	73%	67%	P	131	8
			Y	1014	-24



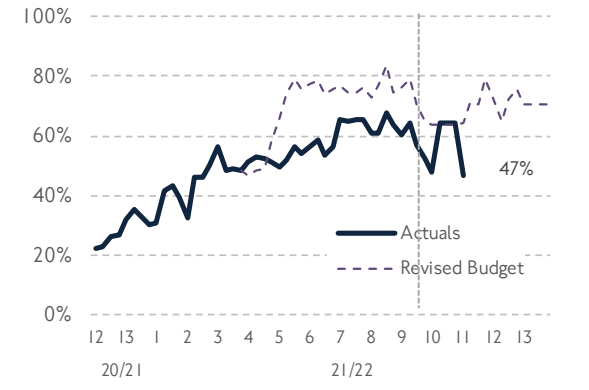
Rail	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	63%	63%	P	18	-2
			Y	141	-17



LO	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	59%	61%	P	9	-2
			Y	75	-12



TfLR	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	58%	62%	P	3	-1
			Y	27	-4



Operating account

Passenger income is £2,126m year to date, which despite being nearly £1bn higher than last year, is (£181m) below Budget. This is driven by lower journeys across all modes. Other operating income is £10m higher than Budget, driven by higher Congestion Charge, advertising and property income, offset by lower ULEZ expansion income.

Operating costs are £281m below Budget: lower underlying costs (£96m), timing differences (£131m), and from the release of contingency (£60m) held to mitigate high risk uncertainties.

Extraordinary revenue grant is £196m higher than Budget, a result of higher revenue top up, which offsets lower passenger income.

Operating account

Operating account (£m)

Passenger income	Other operating income	Total operating income	Business Rates Retention	Revenue grant	Government furlough grant	Total income	Operating cost	Net operating surplus	Net financing costs	Net cost of operations after financing	Capital renewals	Net cost of operations	Extraordinary revenue grant	Net cost of operations after extraordinary revenue grant
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Q3 Year to date, 2021/22			
Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
2,126	2,308	(181)	-8%
741	731	10	1%
2,868	3,039	(171)	-6%
656	660	(5)	-1%
51	47	4	9%
0	0	0	N/A
3,575	3,746	(172)	-5%
(4,462)	(4,742)	281	-6%
(887)	(996)	109	-11%
(309)	(313)	4	-1%
(1,196)	(1,309)	113	-9%
(310)	(429)	119	-28%
(1,507)	(1,738)	232	-13%
1,544	1,348	196	15%
37	(390)	427	-110%

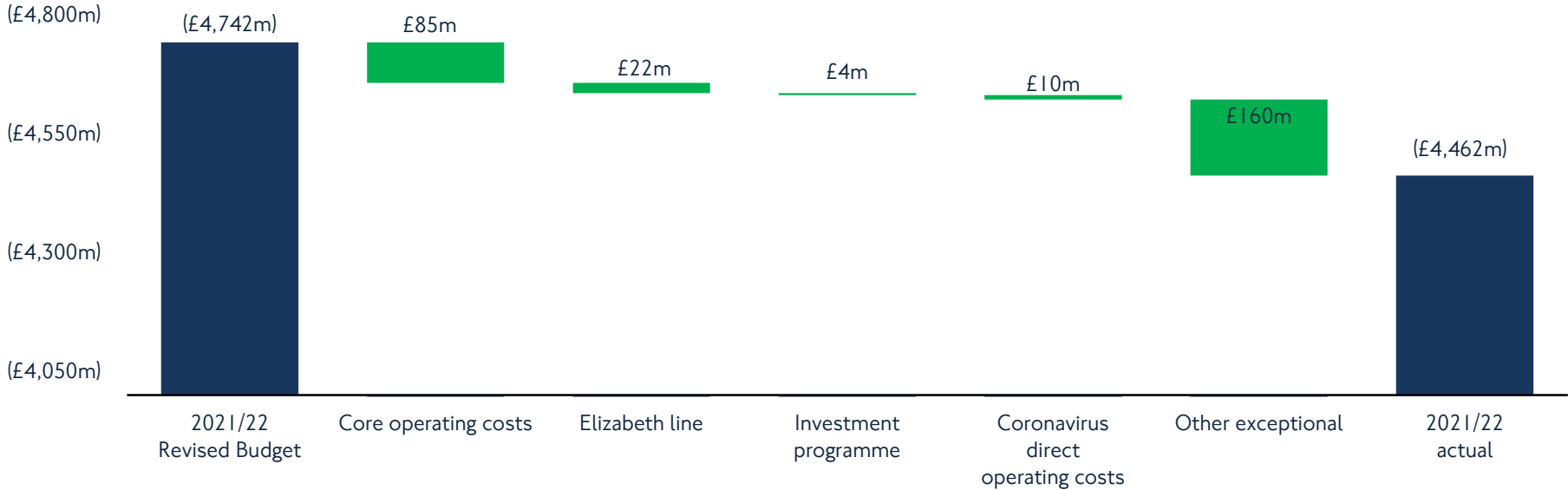
Q3 Year to date, 2020/21		
Last year	Variance to last year	% variance to last year
1,157	969	84%
522	219	42%
1,679	1,189	71%
659	(3)	-1%
22	29	130%
58	(58)	-100%
2,419	1,156	48%
(4,414)	(47)	1%
(1,996)	1,109	-56%
(307)	(2)	1%
(2,303)	1,107	-48%
(202)	(108)	54%
(2,505)	998	-40%
1,497	47	3%
(1,008)	1,045	-104%

Operating costs

Total operating costs £281m lower than Budget. Underlying costs are £96m better than expected, driven by new efficiencies (including staff cost savings), and cost reductions from lower bus performance payments, lower LU traction costs, and lower maintenance costs in Rail.

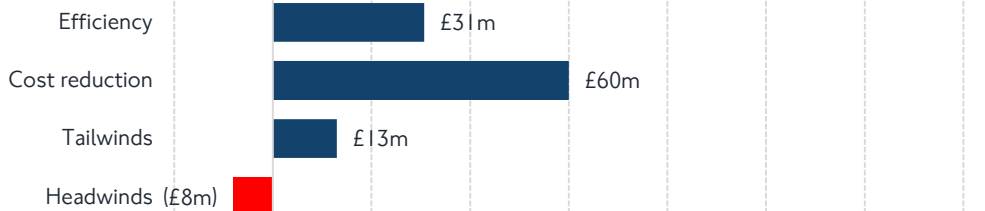
Operating account contingency release of £60m in the year to date, in place to offset high risk operating account uncertainties e.g. Congestion Charge and Ultra Low Emission Zone revenues.

Operating costs



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

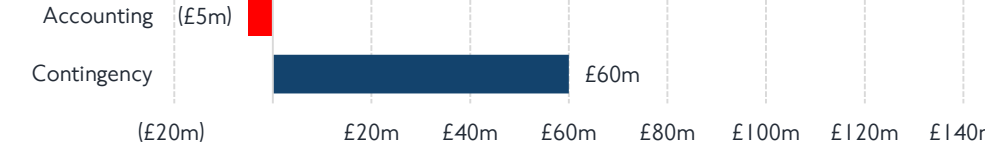
Underlying costs £96 better



Timing differences of £131m



Accounting and contingency £55m favourable



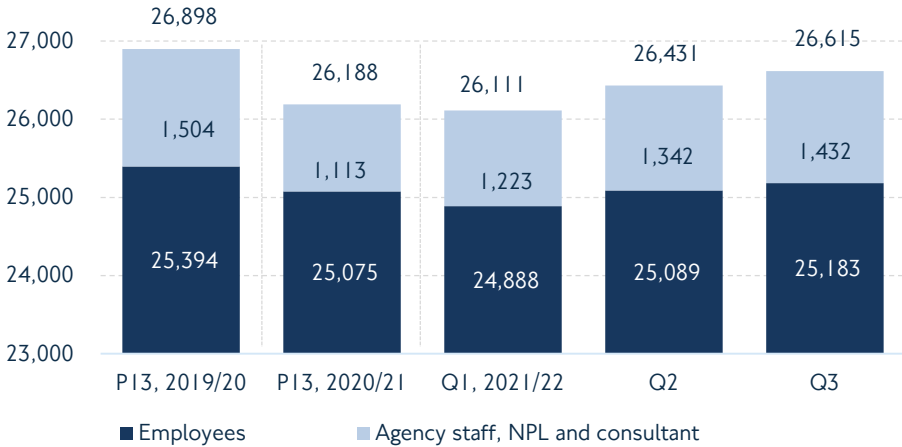
Staff

TfL staff levels are just over 280 lower than pre-pandemic levels. We have increased staff levels this year by around 420 FTE, following the introduction of Northern Line Extension operations, as well as ramping up preparations for Elizabeth line services.

Permanent employee numbers are just over 100 higher than last year; agency and NPL staff have increased by over 300, offering the organisation greater flexibility in the face of continued funding uncertainty.

Staff excl. Crossrail construction

Headcount trends since 2019/20

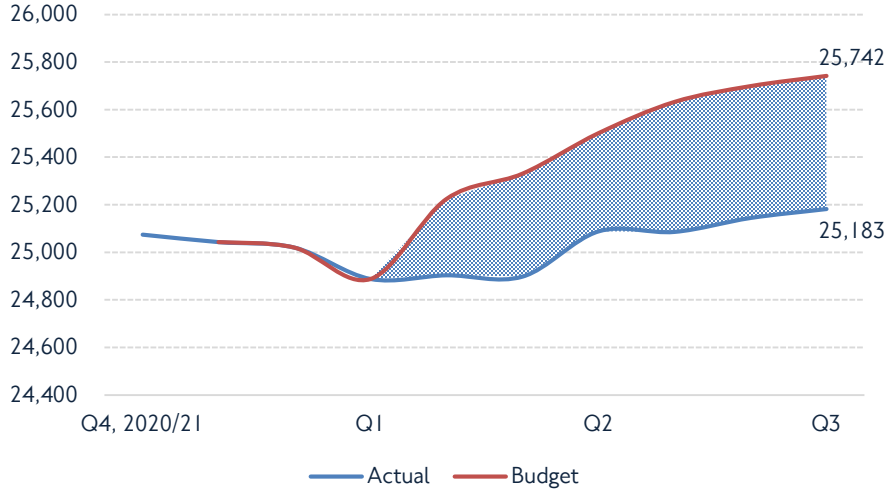


Total staff over 280 lower than pre-pandemic levels

- Agency, NPL and consultants down by over 70 FTE; increases this year to provide greater organisational flexibility
- Permanent employees down by over 200 since 2019/20 and broadly in line with last year

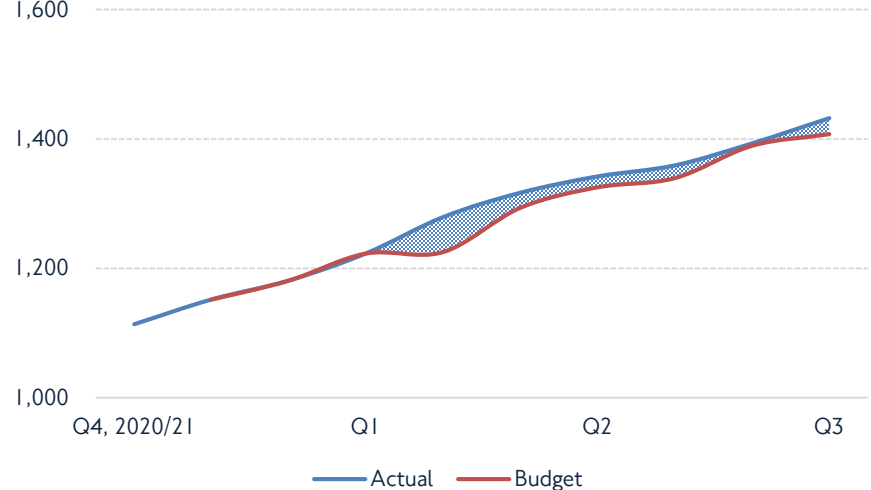
Permanent staff (FTE): actuals and Revised Budget

Permanent employees broadly higher than the end of 2020/21, but over 550 lower than Budget from recruitment delays, a competitive external market and leavers averaging 170 per period.



Agency and NPL staff (FTE): actuals and Revised Budget

Agency and NPL FTE up by over 300 since the end of 2020/21, and broadly in line with Budget. In context of economic and funding uncertainty, greater use of agency employees provides organisational flexibility.



Capital account

Total TfL capital expenditure (excluding Crossrail construction) is £257m lower than target, largely a result of project slippage and deferrals driven by short term and stop-start nature of funding agreements, and increased spend controls.

Property and asset receipts are (£90m) lower than Budget, driven by later than expected property disposals including 1 Oxford Street and Lillie Bridge depot.

Capital account

Capital account (£m)	Q3 Year to date, 2021/22				Q3 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
New capital investment	(536)	(674)	138	-20%	(513)	(23)	4%
Crossrail	(438)	(504)	67	-13%	(522)	85	-16%
Total capital expenditure	(974)	(1,179)	205	-17%	(1,036)	62	-6%
Financed by:							
Investment grant	633	686	(53)	-8%	619	14	2%
Property and asset receipts	51	140	(90)	-64%	8	43	548%
Borrowing	1	1	(0)	-26%	507	(506)	-100%
Crossrail borrowing	74	74	0	0%	473	(399)	-84%
Crossrail funding sources	400	445	(45)	-10%	68	333	492%
Other capital grants	26	47	(21)	-45%	100	(74)	-74%
Total	1,184	1,393	(209)	-15%	1,774	(590)	-33%
Net capital account	210	214	(4)	-2%	738	(528)	-72%
Capital renewals	(310)	(429)	119	-28%	(202)	(108)	54%
New capital investment	(536)	(674)	138	-20%	(513)	(23)	4%
Total TfL capital expenditure	(847)	(1,103)	257	-23%	(715)	(131)	18%

Capital expenditure

Total capital expenditure is £257m lower than Budget, driven by slippage and deferrals as well as the release of capital contingency (£20m) held to mitigate high risk uncertainties.

The stop-start nature of the funding agreements alongside associated project approval and contractual delays are partly responsible for the underspend.

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

Capital renewals and new capital investment (£m)	Q3 Year to date, 2021/22				Q3 Year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Major projects	(374)	(406)	32	-8%	(320)	(54)	17%
Northern Line Extension	(48)	(48)	0	1%	(74)	26	-35%
Four Lines Modernisation	(95)	(96)	1	-1%	(63)	(32)	51%
Major Stations	(44)	(53)	9	-18%	(50)	6	-13%
Railway Systems Enhancements	(4)	(5)	1	-17%	(8)	4	-53%
Piccadilly line trains	(98)	(98)	0	0%	(59)	(39)	68%
DLR Rolling Stock	(52)	(72)	20	-28%	(30)	(22)	74%
Barking Riverside	(26)	(26)	0	0%	(32)	6	-17%
Silvertown Tunnel	(8)	(9)	1	-12%	(5)	(3)	60%
Elizabeth line - infrastructure	(10)	(13)	3	-23%	(22)	12	-56%
LU	(201)	(265)	64	-24%	(127)	(74)	58%
Capital renewals	(186)	(246)	60	-24%	(105)	(81)	76%
New capital investment	(14)	(18)	4	-23%	(21)	7	-31%
Surface Transport	(177)	(223)	46	-21%	(178)	1	0%
Healthy Streets	(29)	(44)	15	-33%	(27)	(2)	6%
Surface - assets	(61)	(65)	4	-6%	(49)	(12)	24%
Surface Tech	(19)	(28)	9	-32%	(9)	(10)	99%
Public Transport	(36)	(47)	11	-24%	(41)	5	-13%
Air Quality and environment	(31)	(38)	7	-18%	(50)	19	-37%
Corporate programmes	(63)	(99)	36	-36%	(40)	(23)	55%
Professional Services	(63)	(100)	37	-37%	(50)	(13)	27%
Media	0	0	0	-7767%	9	(9)	-104%
Commercial Development	(22)	(75)	53	-71%	(26)	4	-16%
Estates and facilities	(1)	(2)	1	-47%	0	(1)	2912%
Property development	(21)	(74)	53	-71%	(26)	5	-20%
Total TfL	(847)	(1,084)	237	-22%	(716)	(131)	18%
Capital contingency	0	(20)	20	-100%	0	0	N/A
TfL incl. capital contingency	(847)	(1,104)	257	-23%	(716)	(131)	18%



Cash balances

Total cash balances are just above £1.6bn at the end of Period 9, £116m higher than Budget, a result of timing of extraordinary revenue grant and lower operating and capital costs.

Our latest cash forecast for the year gradually declines as we receive lower levels of government funding. The current funding agreement with government covers the period to 4 February 2022, and includes top up funding (up to an agreed limit) for passenger income.

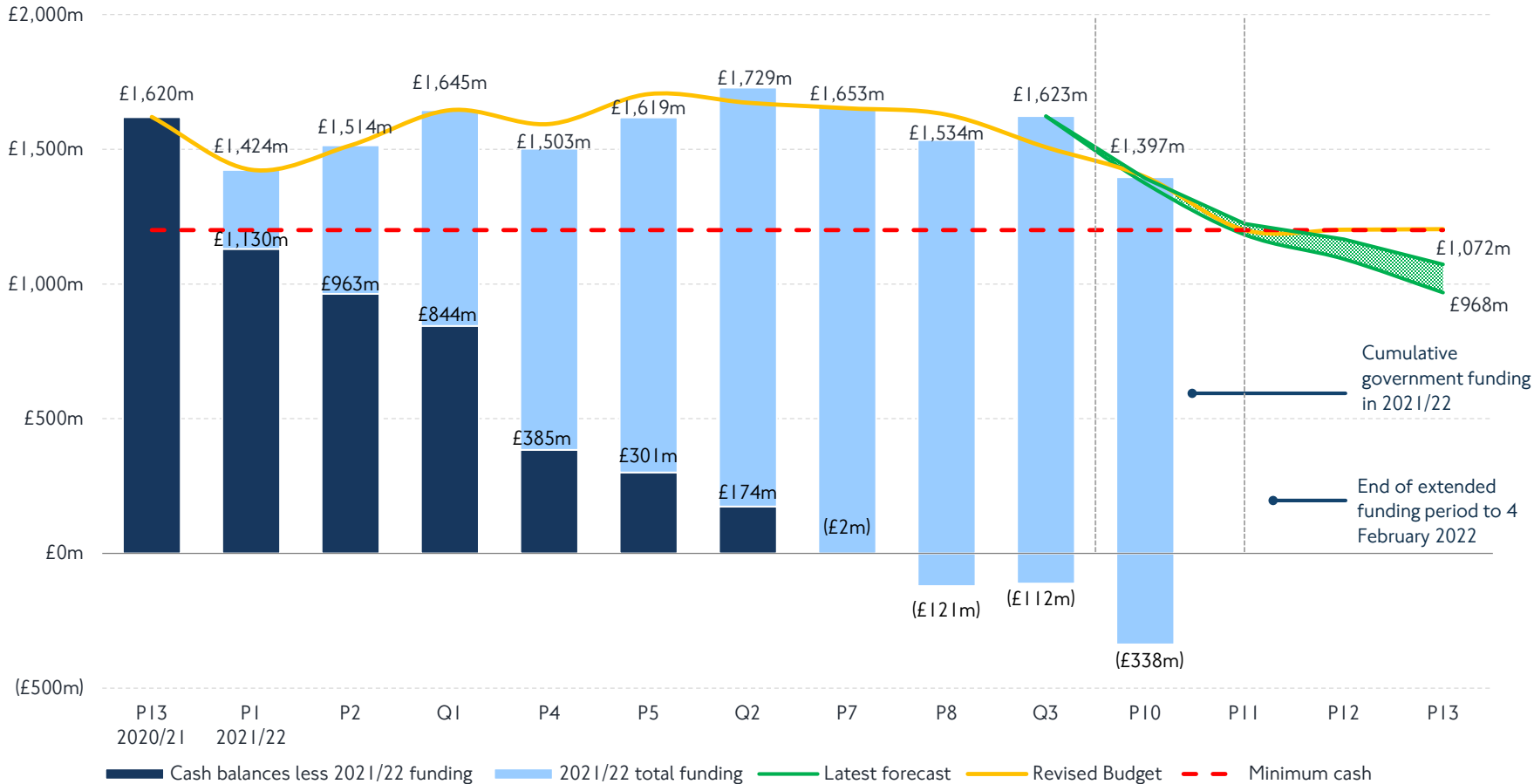
The latest cash forecast includes £136m of revenue true up as part of the latest funding agreement. From this point, we expect cash balances to further decline to between £968m-£1,072m at year end.

Cash balances and latest forecast

TfL closing cash balances

2020/21	2021/22 cash movement	Q3, 2021/22 closing cash	Q3, 2021/22: variance to Revised Budget
1,620	4	1,623	116

Cash balances and latest cash forecast, 2021/22



Board

Date: 2 February 2022

Item: TfL Viewpoint Survey Results 2021

This paper will be considered in public

1 Summary

1.1 This paper provides an update on the key findings from our annual Viewpoint employee survey in 2021 and next steps.

2 Recommendation

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

3 Background

3.1 Our annual Viewpoint survey took place between 27 September and 24 October 2021, providing all employees with the opportunity to give us their views on what working at TfL is like. Total Engagement, Inclusion Index and Wellbeing at Work Index included on the TfL Scorecard are measured from this survey.

3.2 Our Total Engagement score for 2021 was 61 per cent, which is down from 63 per cent recorded in 2020, however this is still four per cent higher than in 2019. This score is calculated by averaging the total number of positive responses received to the questions which make up the index.

3.3 Employee engagement matters, as an engaged workforce directly correlates with improved performance in safety, reliability and customer service for our customers, along with increased productivity and retention of our employees.

3.4 Our inclusion index was 51 per cent in 2021, down one per cent on 2020, however up from 47 per cent in 2019. Our wellbeing at work index was 57 per cent, down from 59 per cent. These measures differ slightly from our Total Engagement index, as they focus on questions within the survey which help to identify the culture of the organisation and the wellbeing of our employees.

3.5 The response rate to this survey was 54 per cent, with nearly 15,000 employees completing the survey. This is down from 64 per cent who completed the survey in 2020.

4 Current Status and Next Steps

4.1 The results of survey were shared with all TfL colleagues on the 25 November 2021. We have also shared and discussed these with our Company Councils in December 2021.

- 4.2 We are now in the process of holding listening sessions, where our colleagues have an opportunity to provide feedback on their local area survey results and suggest ways to improve these results on a macro and micro level.
- 4.3 The outputs of these listening sessions will directly feed into local area People Plans as well as developing the TfL People Strategy which is scheduled for publication in spring 2022. This will be tabled at the next meeting of the Safety, Sustainability and Human Resources Panel.

List of appendices to this report:

Appendix 1: Viewpoint 2021 Results

List of Background Papers:

None

Contact Officer: Tricia Wright, Chief People Officer
Email: TriciaWright@tfl.gov.uk

Viewpoint 2021 results

TfL Board

Wednesday 2 February

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Version:	Date:	By:	Comments:
1.1	25.01.2022	Tom Sutton (ECE)	New document



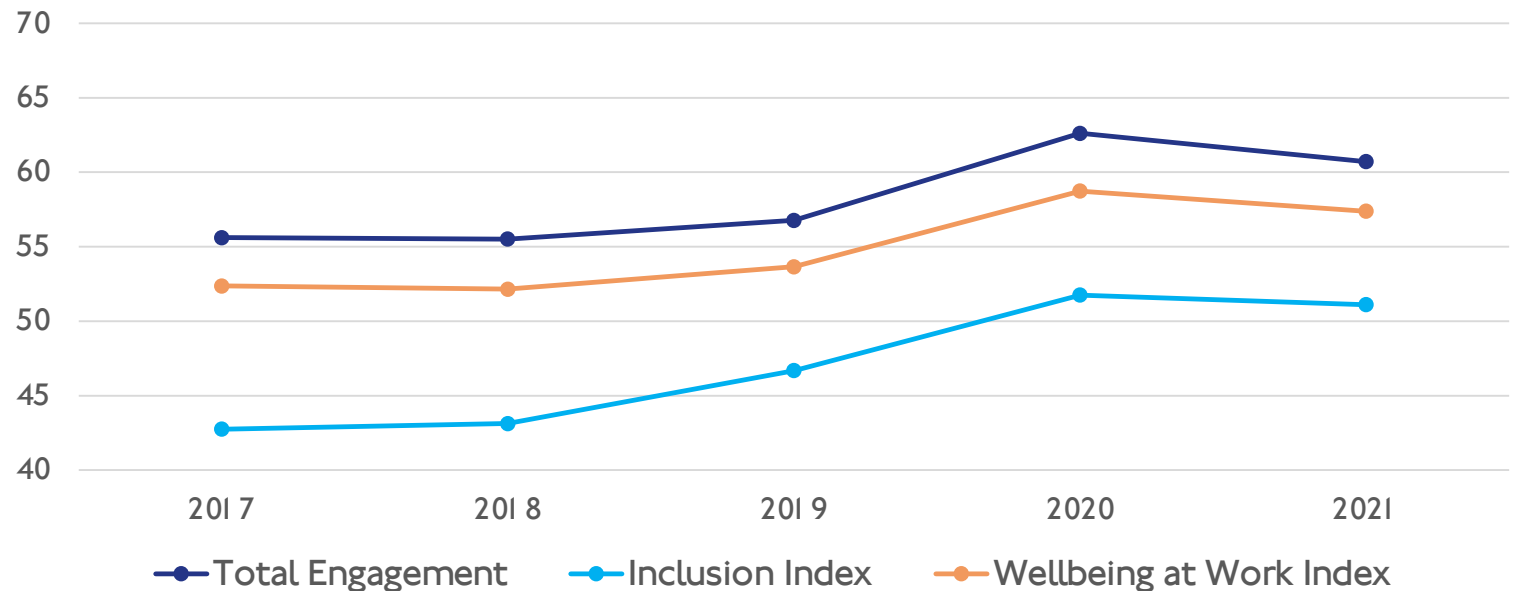
Results summary

This year's results were mixed

- Just under 15,000 colleagues completed this year's survey
- Across TfL, colleagues were slightly less positive than they were in 2020
 - Our operational and financial challenges, and the uncertainty this has created, has had a negative impact.
 - Our people perceive a conflict between reducing costs and delivering a quality service.
- However, they are more positive than they were in 2019 and previous years

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Measure	2021	2020	(+/-)	2019	(+/-)
Total Engagement	61	63	-2	57	4
Inclusion Index	51	52	-1	47	4
Wellbeing at Work Index	57	59	-1	54	4



Groups comparison

Across TfL the picture is mostly consistent

Area	Total Engagement		Wellbeing at Work		Inclusion	
TfL (14,868/26,895)	61	-2	57	-1	51	-1
LU and TfL Engineering (9,157/18,630)	57	-3	53	-2	45	-2
LU (8,092/17,082)	56	-3	53	-2	44	-2
TfL Engineering (1,064/1,546)	62	-2	59	-2	56	1
CCT (1,933/2,620)	71	-2	68	-1	66	0
Surface Transport (1,808/2,788)	63	-1	60	0	54	1
CFO (740/1,057)	58	-5	57	-4	54	-3
MPD (453/670)	72	0	69	1	66	1
General Counsel (341/526)	66	-2	64	0	59	1
HR (275/375)	73	-1	71	0	68	-1
SHE (158/225)	69	0	67	0	66	2

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Colleagues **most positive** include:

- Colleagues with the shortest length of service
- Young people
- Senior managers
- Colleagues working office hours
- Colleagues working from home and the office
- NPL colleagues

Colleagues **least positive** include:

- Colleagues with the longest length of service
- Colleagues in operational/frontline roles
- Colleagues with a disability
- LGBT+ colleagues



2020 comparison

Colleagues are more positive about a **clear vision for the future**, **communications from senior managers** and **working conditions** – these are areas that are historically low. They also feel **less worried and tense** compared to last year

Measure	2021	2020	(+/-)	2019	(+/-)
How much of the time has your job made you feel each of the following: Worried*	58	52	7	-	-
I am satisfied with my physical working environment**	63	56	7	55	8
I have confidence that there is a clear vision for the future of this organisation	34	29	5	33	2
Senior managers are open and honest in their communication with me	41	37	4	32	9
There is good collaboration between my team and others***	65	63	2	63	2

Colleagues were less positive about their **commitment to TfL** and **recommending TfL as a great place to work** – these results were the same or slightly higher than 2019. They were also less satisfied with **pay and benefits**, but more positive than 2019

Measure	2021	2020	(+/-)	2019	(+/-)
There are opportunities for me to grow and develop in TfL****	46	56	-10	54	-8
I feel a strong sense of commitment to this organisation	69	77	-8	69	0
Considering the work I do, I feel my pay is fair	50	58	-7	47	3
I would recommend this organisation as a great place to work	70	76	-6	69	1
I am satisfied with my employee benefits	81	86	-5	80	0

* Numbers are the proportion of responses considered positive (for this question it's 'occasionally' and 'never') ** Changed in 2021 from 'I am satisfied with the accommodation and facilities at my workplace' *** Changed in 2021 from 'I am encouraged to collaborate with others outside my team' **** Changed in 2021 'My manager understands and supports my development and career aspirations'



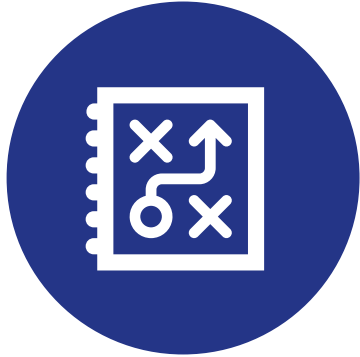
Next steps



Resolving uncertainty
Overcoming our operational and financial challenges



Achieving our Vision and embedding our Values
Delivering our Colleague Roadmap and making our Vision and Values a reality



People plans and strategies
Delivering our new People Strategy and incorporating feedback into People Plans



Resolving local issues
Managers have discussed the results with their teams and are addressing local issues



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Board

Date Issued: 2 February 2022

Item: Appointments to TfL and its Committees and Panels

This paper will be considered in public

1 Summary

- 1.1 On 8 December 2021, the Board considered a paper on appointments to TfL and approved substantive changes to the membership of its Committees and Panels.
- 1.2 Following the decision of Heidi Alexander to step down as Deputy Chair of TfL, this paper sets details of the appointment of Seb Dance to the Board as the Deputy Chair of TfL and proposes consequential changes to the membership of TfL's Committees and Panels.

2 Recommendations

2.1 The Board is asked to note the paper and:

- (a) **note the appointment of Seb Dance as a Member of TfL from 1 January 2022 and as the Deputy Chair from 19 January 2022;**
- (b) **note the resignation of Heidi Alexander as the Deputy Chair of TfL from 31 December 2021 and that she remains a Member of TfL;**
- (c) **approve the appointment of Seb Dance as a member of the Finance Committee, the Programmes and Investment Committee, the Remuneration Committee and the Elizabeth Line Committee, and note the intention to appoint him to the Land and Property Committee, when established;**
- (d) **note that Heidi Alexander will stand down as a member of the Finance Committee, the Programmes and Investment Committee and the Remuneration Committee; and**
- (e) **subject to (c) above, note the composition of the Board from 1 January 2022 and the membership of its Committees and Panels from 3 February 2022, as set out in appendix 1 and the indicative membership of the Land and Property Committee, as set out in appendix 2.**

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.

Appointment of Deputy Chair

- 3.2 Heidi Alexander resigned as Deputy Mayor for Transport and as Deputy Chair of TfL with effect from 31 December 2021. She remains a Member of TfL.
- 3.3 The Mayor appointed Seb Dance as his Deputy Mayor for Transport and to the TfL Board from 1 January 2022. Following the London Assembly's Confirmation Hearing, the Mayor appointed Seb Dance as the Deputy Chair of TfL from xx January 2022. Each appointment is until the Mayoral election in May 2024. As the Deputy Mayor for Transport, Seb Dance is remunerated by the Greater London Authority and not by TfL.
- 3.4 Biographies and the declarations of interests of all Members are published on the TfL website: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/corporate-governance/board-members>.

Seb Dance

Before joining the Mayor's team, Seb served as a Member of the European Parliament for London from 2014 to 2020, during which time he was Vice Chair of the Environment Committee, Co-ordinator for the S&D Group on vehicle emissions, and spokesperson for the S&D Group on air quality. He was also Deputy Leader of the European Parliamentary Labour Party.

Previously Seb worked for the charity ActionAid UK and was Special Adviser to the Secretary of State for Northern Ireland.

4 Appointments to Committees and Panels

- 4.1 On 8 December 2021, the Board approved changes to the membership of its Committees and Panels with effect from 1 January 2022.
- 4.2 Following the appointment of Seb Dance as Deputy Chair, it is proposed that he replace Heidi Alexander as a Member of the Finance Committee, the Programmes and Investment Committee and the Remuneration Committee.
- 4.3 It is also proposed that Seb Dance be appointed to the Elizabeth Line Committee, with Heidi Alexander remaining as a member and its Chair.
- 4.4 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 later in 2022. It is proposed that Seb Dance and Heidi Alexander will be members of that Committee, when established.
- 4.5 The proposed Committee and Panel membership is set out in Appendix 1. Indicative membership of a new Land and Property Committee is set out at Appendix 2, 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: Proposed appointments to TfL's Committees and Panels

Appendix 2: 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)

Board paper on Appointments to TfL and its Committees and Panels, 8 December 2021

Contact Officer: Howard Carter, General Counsel

Email: HowardCarter@tfl.gov.uk

Membership of TfL's Committees and Panels

TfL Board from 1 January 2022

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

Membership of Committees and Panels from 3 February 2022

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	Seb Dance
Dr Mee Ling Ng OBE	Dr Nelson Ogunshakin 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)
Prof Greg Clark CBE	Cllr Julian Bell
Seb Dance	Seb Dance
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)
Seb Dance	Bronwen Handyside
Dr Nelson Ogunshakin OBE	Anne McMeel
	Dr Lynn Sloman MBE
	Peter Strachan

Safety Sustainability and Human Resources Panel
Dr Lynn Sloman MBE (Chair)
Nina Skorupska (Vice Chair)
Kay Carberry CBE
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
Seb Dance
Ben Story
+ Non-voting external specialist housing and development experience members

Board



Date: 2 February 2022

Item: **GLA Group Corporate Governance Framework Agreement**

This paper will be considered in public

1 Summary

- 1.1 As part of its governance arrangements, the Greater London Authority (GLA) and its functional bodies are signatories to a GLA Group Corporate Governance Framework Agreement (the Agreement). The Agreement is an overarching commitment in relation to the culture and individual behaviours of the GLA Group and contains specific corporate governance commitments.
- 1.2 The functional bodies of the GLA are: Transport for London (TfL), the Mayor's Office for Policing and Crime (MOPAC), the London Fire Commissioner (LFC), the London Legacy Development Corporation (LLDC) and the Old Oak and Park Royal Development Corporation (OPDC).
- 1.3 The Agreement has recently been updated for this Mayoral term, and the London Assembly and each of the functional bodies of the GLA are asked to sign up to the revised Agreement, subject to its approval by the Mayor.

2 Recommendations

- 2.1 **The Board is asked to note the paper and:**
 - (a) **agree to sign up to the Greater London Authority Group Corporate Governance Framework Agreement, as set out in Appendix 1 to this report, subject to its approval by the Mayor without any substantive changes;**
 - (b) **authorise the Commissioner to sign the final version of the Agreement on behalf of TfL.**

3 Background

- 3.1 TfL has a range of rules and guidelines in place which can be viewed on the governance pages of its website: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>.
- 3.2 The key Governance documents are:
 - (a) the GLA Act 1999 (as amended) which established the GLA and TfL and subsequent legislation which impacts on its remit and responsibilities.

(b) TfL's Standing Orders and the terms of reference of its Committees and Panels, which set out the decision-making processes and scheme of delegation.

(c) the GLA Group Corporate Governance Framework Agreement, the subject of this paper.

3.3 TfL reports on its compliance with its governance arrangements through the preparation of an Annual Governance Statement. That statement is submitted to its external auditor, reviewed by the Audit and Assurance Committee and included as part of the Annual Report and Statement of Accounts that are subject to approval by the Board each year.

4 Issues for Consideration

4.1 In 2009, following a review of the GLA's Corporate Governance, the Mayor and the Boards of the GLA's functional bodies signed up to a GLA Group Framework Agreement. The Agreement was reviewed again in 2016 and agreed by the Mayor, the London Assembly and the GLA's functional bodies.

4.2 The Agreement is a voluntary but firm commitment by all parties to be open, transparent and accountable for their actions and behaviour. It is also a commitment to hold to specific Mayoral and London Assembly expectations for the group to interact in a way that enhances accountability and service provision to Londoners. It is a high-level document that sets common principles that apply across the Group, with the methods of implementation left to each functional body to determine.

4.3 The Agreement has been reviewed by the GLA, TfL, MOPAC, LFC, LLDC and OPDC. Minor amendments have been incorporated to ensure the agreement is up to date. The updated Agreement is in Appendix 1. Appendix 2 shows the changes made in this new version.

4.4 Subject to approval of the Agreement by the Mayor, TfL, MOPAC, LFC, LLDC and OPDC have been asked to approve their participation through their own formal governance mechanisms, and to confirm in writing to the GLA's Monitoring Officer when this is done.

4.5 One change to the agreement is to remove the prescribed threshold for the declaration of gifts and hospitality. The GLA has set its threshold to £50, but it is proposed that TfL will retain its current threshold of £25.

4.6 TfL has in place protocols and processes that address all the requirements of the Agreement.

List of appendices to this report:

Appendix 1: Proposed updated Corporate Governance Framework Agreement
(clean version)

Appendix 2: Changes proposed to the Corporate Governance Framework Agreement

List of Background Papers:

None

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

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GLA Group Corporate Governance Framework Agreement

Date of approval and issue	Approved by GLA and each Group body within scope - February 2022
Changes from Previous version	Minor amendments to previous version dated May 2018
Review date	December 2024
Senior owner	Monitoring Officer
Document Owner	Monitoring Officer & Governance and Performance Manager

GLA Group Corporate Governance Framework Agreement

Preamble

This Agreement is made between the Greater London Authority (GLA) and its functional bodies, the London Legacy Development Corporation (LLDC), the Old Oak and Park Royal Development Corporation (OPDC), Transport for London (TfL), the Mayor's Office for Policing and Crime (MOPAC) and the London Fire Commissioner (LFC) – collectively known as the GLA Group.

It is a voluntary and firm commitment by the GLA's elected members, the Mayor's appointees, members of functional body boards, and officers, to be open, transparent and accountable for their actions and behaviour. It is also a commitment to hold to specific Mayoral and London Assembly expectations, set out below, and for the Group to interact in a way that enhances accountability and service delivery to Londoners.

This Agreement does not cover other organisations to which the GLA provides general grant funding (i.e. funding for core costs rather than just specific projects). These organisations are not functional bodies and not formally part of the GLA Group. However, the GLA sets out separate governance requirements in relation to each body within grant agreements where applicable.

Part A: Overarching commitment

Each organisation will ensure that it promotes a culture and individual behaviours that:

- demonstrates and supports the Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty, leadership).
- enhances openness, transparency and accountability.
- strengthens coordination across the GLA Group.
- ensures effective and efficient service delivery to Londoners.

Part B: Specific corporate governance commitments

Each organisation within the GLA Group will ensure that:

Decision-making

1. It has clear and codified decision making and reporting procedures, which include an explanation of how the organisation consults the Mayor on relevant decisions.
2. Decisions taken by the board and/or senior officers acting under delegated authority are recorded and published (while not all parts of the GLA Group are subject to The Openness of Local Government Bodies Regulations 2014, each

body should have an open and transparent approach, going beyond the basic statutory requirements)¹.

Openness and transparency

3. It meets the requirements embodied in the Local Government Transparency Code and seeks to go beyond them.
4. It has a codified openness and transparency policy similar in scope and approach to the GLA's *Openness and Transparency at the GLA* commitment² and based on the principle that all information should be accessible unless a relevant exemption applies or publication would be prohibitively costly.
5. Relevant papers should be provided at least five clear working days before committee meetings.
6. Establishes and maintains a transparency landing page on its website, through which regularly updated transparency information can be accessed, and ensures all documents falling within the terms of this Agreement are freely available and easy to find.
7. Publishes transparency data on the London Datastore.
8. Includes in its annual report information on how it has maintained and promoted transparency in the previous year.

Roles and responsibilities

9. Members and senior managers clearly understand the role and functions of other parts of the GLA Group and the proper process for interacting with the Mayor's Office.
10. A clear and robust process exists to handle any concerns arising regarding the conduct of the GLA officers appointed directly by the Mayor (the "11 plus 2").
11. Where the Mayor, Assembly Members, functional body members or officers have multiple roles within the organisation or across the GLA Group, they properly discharge their functions and avoid and manage conflicts of interests.

Codes of conduct

12. It has a code of conduct setting out the requirements for and governing the activities of its elected members and/or board members acting in their capacity as such.
13. It has a code of conduct setting out the requirements for and governing the activities of its staff.

¹ For the GLA, 'Decisions taken by the board and/or senior officers' includes decisions taken by the Mayor, Deputy Mayor and London Assembly members. For MOPAC, it includes the Mayor and Deputy Mayor for Policing and Crime

² <https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/openness-and-transparency>

14. It has clear, codified and robust systems to manage alleged breaches of either code.

Registration and declaration of interests, gifts and hospitality

15. It has a regime in place to register and declare interests and gifts and hospitality received by elected members, board members, independent persons, co-opted members, officers appointed by the Mayor and senior officers that is similar in scope and approach to the GLA's policy.
16. It makes use of the GLA Group template³ to register any interests, to aid consistency and transparency.
17. Registers are available to other Group bodies and the public via the organisations' websites. Gifts and hospitality are reported to the relevant audit body on a regular basis and in collated form.
[NOTE: This section (15 – 17) will also be applied to those bodies directly established by mayoral decision where the members of that body are appointed by the Mayor.]

Standards

18. It sets out and communicates widely details of the role of its Monitoring Officer (where it has one) and/or other statutory and senior officer responsible for corporate governance, as well as the systems in place to deal with Standards-related issues.
19. It will develop and maintain procedures to allow anyone to make complaints in relation to probity and conduct issues for office-holders, similar in scope and approach to the GLA's policy.

The London Assembly

20. It has a demonstrably proactive and positive approach to engaging with the London Assembly, including a proper allocation of resources to deal with Assembly queries from the London Assembly and its Members.
21. It has codified systems, made freely available, to deliver responses to priority matters (it will normally provide information requested by the Assembly and only in exceptional circumstances require it to use its statutory powers to request information).
22. A senior-level review is undertaken during each Mayoral term to assess and report on the body's approach to engaging with the London Assembly and meeting points 20 and 21 above.

Correspondence and questions

23. It has in place an effective and codified process for handling correspondence from the public, press and elected politicians.
24. Information requests from committees and Assembly Members should be fulfilled within 20 working days.
25. Answers to Mayoral Questions should always be made public, not sent to Assembly Members confidentially.

³ <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/register-interests>

Application and consistency across the Group

26. It has a specific senior post(s) with responsibility for ensuring compliance with the requirements of this agreement and maintaining and regularly reviewing related policies and procedures.
27. The codes, documents and procedures referenced in and flowing from this agreement are developed, maintained and revised in liaison with the GLA's Monitoring Officer to ensure consistency across the Group.
28. Its responsible officer will meet regularly with the other relevant officers from across the Group to promote consistency.
29. All policies and procedures falling within the terms of this Agreement are used as an integral part of the induction process for elected members, board members, independent members and officers, and that regular training on these areas is provided over time.

Mayoral Directions

30. Whilst there may be discussion and a divergence of opinion on some issues, once a statutory Direction (including any standing Governance Direction) has been issued the officers of each organisation subject to that Direction will engage with the GLA in a positive manner to fulfil the Direction's requirements promptly and in full, whilst still meeting their obligations to their own organisation.

PART C: GLA commitments

In addition, the GLA will ensure that:

1. A code of practice to govern the process for Mayoral appointments (the 13 positions under section 67(1) of the GLA Act 1999) and the Mayor's appointments to functional body boards is generally available.
2. Information on the lines of accountability for Mayoral appointments (including those that relate to the functional bodies and whether or not they are appointed under s67(1)(a) or (b) of the GLA Act) are freely and publicly available.
3. The roles and responsibilities of officers appointed by the Mayor, including their objectives and areas where there are particular constraints, are contained in relevant written documents and freely and publicly available as soon as is practicable following the appointment.
4. The detailed terms of any appointment by the Mayor of any elected GLA member, including objectives and any areas where there are particular constraints, are contained in relevant written documents and made freely and publicly available as soon as is practicable following the appointment.
5. The detailed terms of any appointment by the Mayor and London Assembly of the GLA's statutory officers, including specific objectives and general responsibilities, are contained in relevant written documents and made freely and publicly available.
6. The scheme of delegation of Mayoral functions set out in the 'Mayoral Decision-Making in the GLA' document is regularly reviewed, updated as necessary and published on the GLA's website.
7. The detail of each decision taken by the Mayor through the GLA's decision-making process is made freely and publicly available shortly following the Mayor's decision, except in cases where an exemption applies or deferral of its publication is justified.
8. The detail of each decision taken by the Mayor to provide a statutory Direction or guidance to the relevant functional bodies and/or other relevant agencies is, once issued, made freely and publicly available.
9. There is a GLA Group-wide review of this document during each Mayoral term, led by the GLA's Monitoring Officer.
10. The GLA's governance documents are available publicly and collectively on the GLA's website⁴.

⁴ <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/our-procedures-0>

Part D: Approval

Each body in scope is required to approve their participation through their own formal governance mechanisms, and to confirm in writing to the GLA's Monitoring Officer when this is done.

Organisation	Responsible officer (name & position)	Date confirmed
GLA	Mary Harpley, Chief Officer	
London Legacy Development Corporation (LLDC)	Lyn Garner, Chief Executive	
Old Oak and Park Royal Development Corporation (OPDC)	David Lunts, Chief Executive	
Transport for London (TfL),	Andy Byford, Commissioner	
Mayor's Office for Policing and Crime (MOPAC)	Diana Luchford, Chief Executive	
London Fire Commissioner (LFC)	Andrew Roe, Commissioner	

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GREATERLONDONAUTHORITY

GLA Group Corporate Governance Framework Agreement

<u>Date of approval and issue</u>	<u>Approved by GLA and each Group body within scope – February 2022</u>
<u>Changes from Previous version</u>	<u>Minor amendments to previous version dated May 2018</u>
<u>Review date</u>	<u>December 2024</u>
<u>Senior owner</u>	<u>Monitoring Officer</u>
<u>Document Owner</u>	<u>Monitoring Officer & Governance and Performance Manager</u>

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GLA Group Corporate Governance Framework Agreement

Preamble

This Agreement is made between the Greater London Authority (GLA) and its functional bodies, the London Legacy Development Corporation (LLDC), the Old Oak and Park Royal Development Corporation (OPDC), Transport for London (TfL), the Mayor's Office for Policing and Crime (MOPAC) and the London Fire Commissioner (LFC) – collectively known as the GLA Group.

It is a voluntary and firm commitment by the GLA's elected members, the Mayor's appointees, members of functional body boards, and officers, to be open, transparent and accountable for their actions and behaviour. It is also a commitment to hold to specific Mayoral and London Assembly expectations, set out below, and for the Group to interact in a way that enhances accountability and service delivery to Londoners.

This Agreement does not cover other organisations to which the GLA provides general grant funding (i.e. funding for core costs rather than just specific projects). These organisations are not functional bodies and not formally part of the GLA Group. However, the GLA sets out [separate](#) governance requirements in relation to each body within grant agreements where applicable.

Deleted: These include: London & Partners, Museum of London, MedCity, SME Wholesale Finance (London) Limited, Film London, London Design Festival and the London Waste and Recycling Board.

Part A: Overarching commitment

Each organisation will ensure that it promotes a culture and individual behaviours that:

- demonstrates and supports the [Principles of Public Life](#) (selflessness, integrity, objectivity, accountability, openness, honesty, leadership).
- enhances openness, transparency and accountability.
- strengthens coordination across the GLA Group.
- ensures effective and efficient service delivery to Londoners.

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Part B: Specific corporate governance commitments

Each organisation within the GLA Group will ensure that:

Decision-making

1. It has clear and codified decision making and reporting procedures, which include an explanation of how the organisation consults the Mayor on relevant decisions.
2. Decisions taken by the board and/or senior officers acting under delegated authority are recorded and published (while not all parts of the GLA Group are subject to The Openness of Local Government Bodies Regulations 2014, each body

should have an open and transparent approach, going beyond the basic statutory requirements¹.

Openness and transparency

3. It meets the requirements embodied in the Local Government Transparency Code and seeks to go beyond them.
4. It has a codified openness and transparency policy similar in scope and approach to the GLA's *Openness and Transparency at the GLA commitment*² and based on the principle that all information should be accessible unless a relevant exemption applies or publication would be prohibitively costly.
5. Relevant papers should be provided at least 5 clear working days before committee meetings.
6. Establishes and maintains a transparency landing page on its website, through which regularly updated transparency information can be accessed, and ensures all documents falling within the terms of this Agreement are freely available and easy to find.
7. Publishes transparency data on the London Datastore.
8. Includes in its annual report information on how it has maintained and promoted transparency in the previous year.

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Roles and responsibilities

9. Members and senior managers clearly understand the role and functions of other parts of the GLA Group and the proper process for interacting with the Mayor's Office.
10. A clear and robust process exists to handle any concerns arising regarding the conduct of the GLA officers appointed directly by the Mayor (the "11 plus 2").
11. Where the Mayor, Assembly Members, functional body members or officers have multiple roles within the organisation or across the GLA Group, they properly discharge their functions and avoid and manage conflicts of interests.

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Codes of conduct

12. It has a code of conduct setting out the requirements for and governing the activities of its elected members and/or board members acting in their capacity as such.
13. It has a code of conduct setting out the requirements for and governing the activities of its staff.
14. It has clear, codified and robust systems to manage alleged breaches of either code.

¹ For the GLA, 'Decisions taken by the board and/or senior officers' includes decisions taken by the Mayor, Deputy Mayors and London Assembly Members. For MOPAC, it includes the Mayor and Deputy Mayor for Policing and Crime

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Registration and declaration of interests, gifts and hospitality

- 15. It has a regime in place to register and declare interests and gifts and hospitality received by elected members, board members, independent persons, co-opted members, officers appointed by the Mayor and senior officers that is similar in scope and approach to the GLA's policy.
- 16. It makes use of the GLA Group template³ to register any interests, to aid consistency and transparency.
- 17. Registers are available to other Group bodies and the public via the organisations' websites. Gifts and hospitality are reported to the relevant audit body on a regular basis and in collated form.
[NOTE: This section (15 – 17) will also be applied to those bodies directly established by mayoral decision where the members of that body are appointed by the Mayor.]

Deleted: , with a £25 threshold for declarations. The option of additionally including offers of gifts and hospitality that were declined within the declarations policy is for each organisation to determine...

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Standards

- 18. It sets out and communicates widely details of the role of its Monitoring Officer ([where it has one](#)) and/or other statutory and senior officer responsible for corporate governance, as well as the systems in place to deal with Standards-related issues.
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The London Assembly

- 20. It has a demonstrably proactive and positive approach to engaging with the London Assembly, including a proper allocation of resources to deal with Assembly queries from the London Assembly and its Members.
- 21. It has codified systems, made freely available, to deliver responses to priority matters ([it will normally provide information requested by the Assembly and only in exceptional circumstances require it](#) to use its statutory powers to request information).
- 22. A senior-level review is undertaken during each [Mayoral](#) term to assess and report on the body's approach to engaging with the London Assembly and meeting points 20 and 21 above.

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Correspondence and questions

- 23. It has in place an effective and codified process for handling correspondence from the public, press and elected politicians.
- 24. Information requests from committees and Assembly Members should be fulfilled within 20 working days.
- 25. Answers to Mayoral Questions should always be made public, not sent to Assembly Members confidentially.

Application and consistency across the Group

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Mayoral Directions

30. Whilst there may be discussion and a divergence of opinion on some issues, once a statutory Direction ([including any standing Governance Direction](#)) has been issued the officers of each organisation subject to that Direction will engage with the GLA in a positive manner to fulfil the Direction's requirements promptly and in full, whilst still meeting their obligations to their own organisation.

PART C: GLA commitments

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10. The GLA's governance documents are available publicly and collectively on the GLA's website⁴.

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Part D: Approval

Each body in scope is required to approve their participation through their own formal governance mechanisms, and to confirm in writing to the GLA's Monitoring Officer when this is done.

Organisation	Responsible officer (name & position)	Date confirmed
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London Legacy Development Corporation (LLDC)	Lyn Garner, Chief Executive	
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Transport for London (TfL)	Andy Byford, Commissioner	
Mayor's Office for Policing and Crime (MOPAC)	Diana Luchford, Chief Executive	
London Fire Commissioner (LFC)	Andrew Roe, Commissioner	

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Board



Date: 2 February 2022

Item: Report of the Meeting of the Programmes and Investment Committee held on 15 December 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the members of the Programmes and Investment Committee on 15 December 2021 and the decisions taken by the Chair under Chair's Action. Decisions were required by Chair's Action as members were not able to meet in person.

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 on 15 December 2021 were published on 7 December 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) Investment Programme Report – Quarter 2 2021/22;
 - (c) Independent Investment Programme Advisory Group Quarterly Report;
 - (d) TfL Project Assurance Update;
 - (e) Barking Riverside Extension;
 - (f) London Underground Fleet Heavy Overhaul, Fleet and Engineering Vehicles Programmes;
 - (g) London Underground Railway System Enhancements Programme; and
 - (h) London Underground Lifts and Escalators Renewals Programme.
- 3.3 A summary of the items considered and the recommendations approved by the Chair under Chair's Action is provided below. The more detailed minutes

of the meeting and exercise of Chair's Action will be published ahead of the meeting of the Committee on 2 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 15 October 2021 there had been: two uses of Chair's Action in relation to approval of authority requests at the meeting of the Committee on 13 October 2021 and the Congestion Charge Changes Review; the Chief Finance Officer had approved one Programme and Project Authority request and five Procurement Authority requests; and the Commissioner had approved one Procurement Authority request. There had been no Mayoral Directions to TfL within the Committee's remit.

Investment Programme Report – Quarter 3 2021/22

- 4.2 The Committee noted the update on the progress and performance in Quarter 3 2021/22 of a range of projects that will deliver world-class transport services to London. Members welcomed the updates to the format of the report.

Independent Investment Programme Advisory Group Quarterly Report

- 4.3 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report.
- 4.4 No new cross cutting or systemic themes had been raised and IIPAG was following upon progress made on previously identified issues, such as the reporting of value for money and asset condition covered in papers previously considered by the Committee.
- 4.5 Work had progressed on cross cutting work, particularly on commercial matters, including the availability of commercial resource. TfL was implementing a procurement supply chain improvement initiative, designed to get the right leadership of the right resources.
- 4.6 Challenges around talent attraction and retention was also a recurring theme across TfL, which could impact the delivery of projects. The Commissioner and Remuneration Committee were considering how this could be addressed. On Major Projects, TfL was looking at how it could reprioritise resources and build in greater flexibility. Further information would be included in future updates on the Capital Efficiencies Plan.

TfL Project Assurance Update

- 4.7 The Committee noted the update on the project assurance work undertaken between 19 September and 8 November 2021 and the key findings from the reviews.

- 4.8 During that period, two programme reviews were undertaken, with IIPAG involved in both. Five project assurance reviews were undertaken, with IIPAG involved in two of these. The reviews resulted in a total of 27 recommendations, of which four were considered critical issues.

Barking Riverside Extension

- 4.9 The Committee noted the update on the project, which would deliver a 4.5km extension of the London Overground to the Barking Riverside housing development, which had planning permission for up to 10,800 new homes. The project had successfully managed issues with the Coronavirus pandemic, design coordination and unforeseen ground conditions and was now making good progress.
- 4.10 The Chair exercised Chair's Action to approve unbudgeted Financial Authority for the project and additional Procurement Authority for the Main Works Contract.

London Underground Fleet Heavy Overhaul, Fleet and Engineering Vehicles Programmes

- 4.11 The Committee noted the update on the London Underground (LU) Fleet Heavy Overhauls (FHO), Asset Performance & Capital Delivery (APCD) Fleet and Engineering Vehicles (EV) programmes. The FHO programme delivered essential, large scale maintenance of the passenger train fleets and rail adhesion trains as part of the train maintenance regime. The APCD Fleet programme delivered projects that renewed life expired or degraded components on passenger trains beyond the scope of FHO, or reconfigured trains to comply with legislation. The EV programme delivered projects related to the EV fleet that served and supported the track renewal programme.
- 4.12 IIPAG noted that good progress had been made in the reporting of asset condition and against previous IIPAG recommendations, but there was an issue around the availability of resource.
- 4.13 The Chair exercised Chair's Action to approve additional Programme and Project Authority to progress mandatory overhaul works within the FHO Programme, additional Programme and Project Authority for Central line train improvements and progress rectification of the underframe fatigue cracking issue on the Jubilee line fleet within the Fleet Programme and additional Programme and Project Authority to design a replacement fleet of locomotives, enhance the Mechanical Renewals Vehicle prototype into an on-track machine, and continue the Engineering Vehicles overhauls within the EV Programme.

London Underground Railway System Enhancements Programme

- 4.14 The Committee noted an update on progress with delivery of the LU Railway Systems Enhancements (RSE) Programme and sought a reduction in Programme and Project Authority.

- 4.15 The Programme sought to exploit new technology on the Jubilee, Victoria and Central lines to enable improvements in capacity, through the new to signalling systems.
- 4.16 In 2017, 36 trains per hour (tph) peak service capability on the Victoria line was delivered and, in 2018, 30tph peak services on the Jubilee line was delivered between Willesden and North Greenwich. The new working timetable would also deliver 31 tph on the northern branch of the Northern line. Improvements had been made to the rolling stock maintenance facilities to enable the trains to perform with higher frequency of service.
- 4.17 Following an analysis of the scope of the programme, specific elements did not represent good value for money. It was proposed to remove the requirement for the Jubilee line optimisation (JLO) to deliver 32tph between West Hampstead and North Greenwich stations in the peak periods, and to remove an enhancement scheme originally included as part of the Northern line capacity optimisation to provide a new 'scissors' crossover at East Finchley.
- 4.18 The Chair exercised Chair's Action to approve a reduction in Programme and Project Authority for the RSE Programme.

London Underground Lifts and Escalators Renewals Programme

- 4.19 The Committee noted an update on the LU Lifts and Escalators Renewals Programme and a request for authority for essential renewals to existing Secondary Means of Vertical Transport lift assets providing step-free access. The works involved nine replacement and 36 smaller interventions, with a target of 99 per cent availability because of the essential nature of the assets to TfL's accessibility commitments.
- 4.20 The Chair exercised Chair's Action to approve additional Programme and Project Authority and Procurement Authority for the programme

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 15 December 2021

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

Board



Date: 2 February 2022

Item: Report of the Meeting of the Elizabeth Line Committee to be held on 26 January 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items to be considered by the Elizabeth Line Committee at its meeting on 26 January 2022 (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 26 January 2022 were published on 18 January 2022 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 were:

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

- 3.3 A summary of the items to be considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 24 March 2022.

4 Issues Discussed

Safety Update

- 4.1 The Committee is asked to note the update on safety on the Crossrail project

for Period 9 2021/22. There were no significant operational safety incidents during Period 9.

Elizabeth Line Readiness

- 4.2 The Committee is asked to note the updates on the performance of the TfL Rail operational service and the status of the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.

Project Status Update

- 4.3 The Committee is asked to note the update on the status of the Crossrail project.

Finance and Risk Update

- 4.4 The Committee is asked to note the update on Crossrail's financial performance for Period 9, 2021/22 and on risk management processes.

Project Representative (P-Rep) Report

- 4.5 The Committee is asked to note the latest periodic reports from the P-Rep on the Crossrail project and the management responses to these reports, for Period 9, 2021/22. Copies are also available on the TfL website, with commercially sensitive material redacted.

Elizabeth Line Programme Assurance Update

- 4.6 The Committee is asked to note progress with Programme Assurance activity across the Crossrail three Lines of Defence Integrated Assurance Framework.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 26 January 2022.

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