

Meeting: Board

Date: Wednesday 23 March 2022

Time: 10:00

**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

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

This meeting will be open to the public and webcast live on [TfL YouTube channel](#) and on the [GLA website Mayoral Webcast page](#), 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 15 March 2022

**Agenda
Board
Wednesday 23 March 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 2 February 2022

(Pages 1 - 14)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 2 February 2022 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority

(Pages 15 - 24)

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 25 - 62)

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 2 February 2022 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operational Readiness and Crossrail Update
(Pages 63 - 66)

Commissioner and Chief Executive, Crossrail

The Board is asked to note the paper.

7 TfL Budget 2022/23 and Finance Update - to follow

Chief Finance Officer

The Board is asked to note the paper and approve the TfL Budget for 2022/23.

8 TfL Scorecard 2022/23 (Pages 67 - 84)

Chief Finance Officer

The Board is asked to note the paper and approve the TfL Scorecard for 2022/23.

9 TfL Prudential Indicators 2022/23 to 2024/25 - to follow

Chief Finance Officer

The Board is asked to approve: the TfL Prudential Indicators for 2022/23 and the following two years; the Treasury Management Indicators for 2022/23 and the following two years; and the Annual TfL Policy Statement on Minimum Revenue Provision.

10 Establishment of Land and Property Committee (Pages 85 - 92)

General Counsel

The Board is asked to approve: the establishment, membership and terms of reference of Land and Property Committee to provide assurance and oversight for the Board on TfL's activities; related changes to Standing Orders and the terms of reference of the Finance Committee; and some other minor changes to Standing Orders.

11 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 24 February 2022 (Pages 93 - 96)

Panel Chair, Dr Lynn Sloman MBE

The Board is asked to note the report.

12 Report of the meeting of the Programmes and Investment Committee held on 2 March 2022 (Pages 97 - 100)

Committee Chair, Ben Story

The Board is asked to note the report.

13 Report of the meeting of the Finance Committee held on 9 March 2022 (Pages 101 - 106)

Committee Chair, Anne McMeel

The Board is asked to note the report.

14 Report of the meeting of the Audit and Assurance Committee held on 16 March 2022 (Pages 107 - 110)

Committee Chair, Mark Phillips

The Board is asked to note the summary report.

15 Report of the meeting of the Customer Service and Operational Performance Panel held on 17 March 2022 (Pages 111 - 112)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the summary report.

16 Any Other Business the Chair Considers Urgent

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

17 Date of Next Meeting

Wednesday 8 June 2022, at 10.00am

Transport for London

Minutes of the Meeting

**Conference Rooms 1 & 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 2 February 2022**

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Heidi Alexander
Cllr Julian Bell
Kay Carberry CBE
Prof. Greg Clark CBE
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Marie Pye (via Teams)
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE (via Teams)
Ben Story (up to and including Minute 09/02/22)
Peter Strachan

Government Special Representative

Becky Wood

Executive Committee

Andy Byford	Commissioner
Matt Brown	Director of Communications and Corporate Affairs
Howard Carter	General Counsel
Stuart Harvey	Chief Capital Officer
Simon Kilonback	Chief Finance Officer
Andy Lord	Chief Operating Officer
Gareth Powell	Chief Customer and Strategy Officer
Mark Wild	CEO, Crossrail Limited
Tricia Wright	Chief People Officer

Staff

Andrea Clarke	Director of Legal
Neal Clarke	Senior Divisional Financial Controller
Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Lorraine Humphrey	Director of Risk and Assurance
Marian Kelly	Head of Safety, Health and Environment (for Lilli Matson Chief SHE Officer)
Shamus Kenny	Head of Secretariat
Jonathan Patrick	Chief Procurement Officer
Shashi Verma	Chief Technology Officer and Director of Strategy
Alex Williams	Director of City Planning

01/02/22 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.

An apology for absence had been received from Bronwen Handyside and the Chair, Board and staff wished her a speedy recovery.

Members Marie Pye and Dr Lynn Sloman MBE were attending via Teams and were able to take part in the discussions but were not counted toward the quorum. Lilli Matson, Chief Safety, Health and Environment Officer was also unable to attend the meeting and Marian Kelly deputised for her.

The Chair had accepted the Budget update as a late item on the agenda as it was vital that Members knew the most up to date information. The item would be considered (and is recorded in these Minutes) immediately after the Finance Report.

The Chair welcomed Seb Dance to his first meeting following his appointment as Deputy Mayor for Transport and Deputy Chair of TfL. His appointment followed the decision of Heidi Alexander to step down from those roles at the end of December 2021. Heidi Alexander had made a significant impact on supporting TfL to improve London's air quality and to make cycling safer and had intended to step down earlier but had remained in place to secure the last funding settlement in December 2021. The Chair thanked Heidi Alexander for her leadership as she helped lead TfL through the most difficult period in its history and commended her as one of the most dedicated, resilient, and respected people he had ever worked with. He and the Board thanked her for her outstanding service and for agreeing to remain on the Board and as Chair of the Elizabeth Line Committee until the central tunnel section opened.

The Commissioner had made changes to his executive leadership team to ensure TfL remained an efficient organisation, focussed on financial sustainability and supporting London's recovery from the coronavirus pandemic. As a result of the reorganisation, Vernon Everitt, TfL's Managing Director for Customers, Communication and Technology, left TfL on 25 January, after 14 years of service. The Chair paid tribute to his work, which was central to transforming TfL into a truly customer service focussed business. He had been involved in the development and delivery of research, customer proposition, and award-winning marketing and communications and innovation in open data, ticketing and customer information and made a significant contribution to driving forward equality, diversity and inclusion objectives. On behalf of the Board, the Chair thanked him for his work and wished him every success for the future. Matt Brown was welcomed as the new Director of Communications and Corporate Affairs.

In January 2022, Simon Kilonback, TfL's Chief Finance Officer (CFO), had also announced that he would leave TfL in April 2022, after 12 years, to take up an exciting new challenge as CFO of a broadband provider. Rachel McLean, the CFO for Crossrail and Finance Director for London Underground and Engineering would succeed him as interim CFO until a permanent appointment was made. Rachel McLean had a wealth of experience in both the private and public sectors and would continue the work on securing long-term capital funding from the Government and setting TfL on a path to future financial sustainability.

The Chair welcomed the decision by the Government to ease coronavirus restrictions, though the requirement to wear face coverings on public transport remained a condition of carriage on TfL services.

A total of 105 transport staff had sadly lost their lives to coronavirus, an increase of two since the last meeting. The families and loved ones of those who had died remained in everyone's thoughts at TfL.

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.

02/02/22 Declarations of Interests

All Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no additional interests that related specifically to items on the agenda.

03/02/22 Minutes of the Meeting of the Board held on 8 December 2021

The minutes of the meeting of the Board held on 8 December 2021 were approved as a correct record and the Chair was authorised to sign them.

04/02/22 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. Since the last meeting, there had been no use of Chair's Action nor any Mayoral Directions to TfL. Delegated authority had been exercised to approve funding settlements with the Government and the appointment of the Director of Risk and Assurance.

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

The Board noted the paper.

05/02/22 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, 105 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 was available to everyone impacted.

- 2 After the publication of the paper, an operational incident occurred on 30 January 2022 where a car collided with a tram on Oaks Road in Croydon. There were no injuries to the passengers on the tram and TfL was working with the police and the operator, Tram Operations Limited, to urgently investigate what happened. The Safety, Sustainability and Human Resources Panel would be updated when the investigation concluded. **[Action: Andy Byford / Lilli Matson]**
- 3 The Government had introduced tighter Plan B coronavirus restrictions to manage the spread of the Omicron variant. The variant had a significant impact on TfL's employees and customers including a drop in demand for its services, which had been recovering well after the summer. In limited cases, TfL had made changes to services but continued to operate a safe, reliable transport network. The Plan B restrictions had just been lifted, though TfL still required face coverings to be worn as a condition of carriage on TfL's networks and had a high level of compliance. As London emerged from the Plan B restrictions, there were some early signs that service demand was once again improving and TfL was beginning to welcome colleagues back to the office.
- 4 The Commissioner had simplified the structure of his executive leadership to lead a single, unified organisation, with a centrally set strategic framework that further embedded TfL's Vision and Values. Gareth Powell was the Chief Customer and Strategy Officer and Deputy Commissioner. Andy Lord was the Chief Operating Officer, with all TfL's operations together in one place for the first time. Stuart Harvey was the Chief Capital Officer. Tricia Wright, Lilli Matson, Howard Carter and Mark Wild remained in their existing roles. Matt Brown would work alongside the team as advisor and Director of Communications and Corporate Affairs.
- 5 Arising from the restructure, the Commissioner thanked Vernon Everitt who had left TfL. As the former Managing Director for Customers, Communication and Technology, he had played an integral role in steering TfL through the significant challenges of the last few years. The Commissioner also thanked Simon Kilonback, Chief Finance Officer (CFO), who would leave TfL in April 2022, for his incredible contribution to steadying TfL's finances during the unprecedented months of lockdown in 2020 and to date. He wished them both the best of luck in the future.
- 6 Excellent progress continued to be made on Crossrail, in preparation for the Elizabeth line opening in the first half of 2022. Canary Wharf station had transferred to TfL at the end of January 2022, which was an important milestone and represented a remarkable turnaround in the stations programme under TfL's direction. Trial Operations had entered its second phase with large-scale exercises with volunteers about to be conducted to test passenger flows and evacuation routes. Once Trial Operations concluded, a period of Shadow Running would start to run the trains up and down the line uninterrupted to iron out any final issues and ensure the service could reliably open to accept passengers.
- 7 TfL's current funding settlement expired on 4 February 2022, following its extension from 11 December 2021. Regular discussions continued with Government on securing a long-term funding settlement to avoid a period of managed decline of London's transport network. A longer-term settlement would ensure the network

remained reliable and efficient, supported the jobs and new homes that relied on it and contributed to the economic recovery of the Capital and the country.

- 8 Simon Kilonback confirmed that research showed that short-term settlements and consequential deferral of work were significantly more expensive than carrying out maintenance at the optimal time in the asset lifecycle. Operational costs were increased as the state of the assets required more frequent inspections and more preventative and reactive action. The constant cycle of short-term funding and funding uncertainty was highly inefficient. A huge amount of work had been done from the 2019 Business Plan on understanding underlying asset condition and the mature data would be considered at the next meeting of the Programmes and Investment Committee as part of a significant piece of work on the renewals programme. **[Action: Stuart Harvey]**
- 9 Members noted the challenges faced by the current funding uncertainty and TfL's responsibilities for asset maintenance and also safety improvements. Many safety interventions, such as speed limits and safer junctions, had opportunity costs from greater investment. Members requested a briefing on the balance between asset maintenance and safety improvements in the TfL Budget. **[Action: Lilli Matson]**
- 10 Andy Byford confirmed that the results of the recently launched consultation to help shape future step-free access priorities and improvements on the London Underground network would be submitted to the Customer Service and Operational Performance Panel for feedback and then to the Board. **[Action: Andy Lord]**
- 11 Tricia Wright confirmed that 168 graduates and apprentices were due to start over three staggered periods throughout the year. Statistics were still being collected and data on the diversity composition of the cohorts would be presented to the Safety, Sustainability and Human Resources Panel. **[Action: Tricia Wright]**
- 12 The extensive renovation and upgrade work at Bank station, which would increase capacity by 40 per cent once complete, required a 17-week closure of the Northern line between Kennington and Moorgate. Several actions had been taken to mitigate the impact on passengers, including a full-scale, pan-London communications campaign since summer 2021 informing customers of the works, plus additional cycles, an additional bus route and signposting for walking routes from key locations.
- 13 The Commissioner thanked Heidi Alexander, who had stepped down as Deputy Mayor for Transport and Deputy Chair of TfL, for her friendship, guidance and good counsel. He welcomed Seb Dance who had been appointed to those roles and was passionate in delivering transport for the Capital.
- 14 The Commissioner also thanked all TfL colleagues for their hard work over the Christmas period and who had met the challenges of a tough situation. He was confident that the future would be bright and successful for TfL.

The Board noted the Commissioner's Report.

06/02/22 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 project remained vigilant to the recent coronavirus developments, which were not currently affecting the programme

Works successfully undertaken during the festive period included 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 provided further increases in operational reliability of the routeway and signalling systems. Alstom had uploaded the train fleet software update which provided improved fleet reliability. These fixes brought the system close to the intended configuration for revenue service and supported the pivot to reliability and focus on wider system issues.

Final modifications to the safety systems were carried out at Canary Wharf station, which transferred to TfL on 21 January 2022. The team was making good progress at Bond Street station and was working on a plan to achieve the earliest opening.

All Network Rail station enhancement works on the west of the central section were 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 were on track for completion in early 2022. Works on the east continued to progress on the enhanced station upgrade works at Ilford and Romford. Network Rail was working hard to confirm the revised dates for bringing the facilities at these two stations into use.

The first phase of Trial Operations commenced on 20 November 2021, in line with the earliest forecast dates, with scenarios testing the response to an unwell passenger and an obstruction on the line. The second phase involved a series of more complex exercises, including evacuations of trains and stations. Once completed, there would be a period of Shadow Running, operating timetabled services ahead of the Elizabeth line opening. The central section of the railway was currently running at 12 trains per hour with the new signalling software to test reliability and build mileage.

The opening of the Elizabeth line was always planned to take place in stages to ensure the new central London stations, signalling and infrastructure ran safely and reliably before it fully linked in with services out to the east and west. Following the opening of the central section between Paddington and Abbey Wood in the first half of 2022, and until the next phase of opening in autumn 2022, the Elizabeth line would operate as three separate railways.

TfL Rail operations continued to deliver a high 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 and the western section achieved 92.9 per cent of trains meeting their reliability target. There were several incidents impacting service on the eastern section, largely related to the infrastructure on the Anglia route. The overall trend continued to improve at 94.9 per cent in Period 9.

The Board noted the paper.

07/02/22 Finance Report – Quarter 3, 2021/22

Andy Byford and Simon Kilonback introduced the report, which set out TfL's financial results to the end of Quarter 3, 2021/22, the year-to-date ending 11 December 2021. The Finance Report presentation provided a summary of financial performance against the Revised Budget approved by the Board on 28 July 2021 and last year.

Passenger journeys overall remained largely flat throughout most of the quarter, at around 68 per cent of pre-pandemic levels. The final weeks of Quarter 3 saw the spread of the Omicron variant, which had a small impact on journeys overall, ahead of the Plan B working from home guidance introduced on 13 December 2021, just after quarter end. Tube journey trends continued from earlier in the year, with journeys stronger across inner and outer suburbs at around 70 per cent and city weekday journeys at just over 50 per cent.

The first week following the end of Quarter 3 saw overall journeys drop to 62 per cent of pre-pandemic levels, followed by a further decline to 44 per cent in Christmas week. The largest reductions on the Tube saw journeys move from an average of 64 per cent in Period 9, the final period of Quarter 3, to 35 per cent in Christmas week; buses declined from 73 per cent to just under 50 per cent. For the week ending 15 January 2022, there was some ramp up in total TfL demand at around 64 per cent, with Tube demand at 54 per cent and buses at 70 per cent, which was still below the post summer and pre-Omicron peak.

Passenger income was just over £2.1bn in the year to date, almost £1bn higher than last year. Income remained around £1.2bn lower than historical year-to-date levels. Against Budget, income was just over £180m lower, with journeys 121 million lower than expected. Period 9 journeys were, however, broadly in line with expectations as reduced demand was assumed from a possible winter wave of the coronavirus pandemic from late October 2021.

Overall income was lower against Budget due to lower demand but costs had outperformed, leaving net cost of operations at a deficit of £1.5bn, which was £232m better than Budget before Government support funding.

Other operating income was £741m in the year to date, over £200m higher than last year when TfL temporarily halted the Congestion Charge and saw lower traffic volumes during the first wave of the pandemic. Income had also increased this year, since the introduction of the Ultra Low Emission Zone expansion scheme in October 2021, with income up on 2020/21 by around £25m.

Total operating costs were £281m lower than Budget as a result of underlying cost improvements from efficiencies, cost reductions and tailwinds such as lower staff costs, timing differences and accounting and contingency. Through TfL's savings programme and strong cost control, like-for-like operating costs had remained broadly flat over the past five years, meaning TfL had mitigated inflationary pressures.

Staff levels were around 26,600 at the end of Quarter 3, almost 500 higher than at the end of last year, although levels remained lower than before the pandemic.

Permanent staff levels were broadly in line with the end of last year. TfL continued to recruit for critical roles, but the funding uncertainty coupled with leavers averaging 170 per period presented a major challenge. Use of agency staff had increased by over 300 since the end of last year to offer increased flexibility to the organisation.

Total TfL capital spend, excluding Crossrail, was £847m. This was £257m lower than Budget but £131m higher than last year, when projects were paused as a result of social distancing measures and working from home guidance. Project spend was lower across most programmes, largely driven from the stop-start nature of funding settlements and TfL being unable to plan sufficiently far ahead to get projects approved and agreed with contractors.

Cash balances were just over £1.6bn at the end of Quarter 3, £1.4bn at the end of Period 10 and closed last week at just over £1.2bn. TfL had been in receipt of only revenue top-up funding from Government since December 2021. The latest forecast was that TfL would end the year with cash balances around £1bn without any further funding from Government. Without levels of funding this year, TfL would have run out of cash entirely by Period 7 and would now have a cash deficit of approximately £300m.

Simon Kilonback confirmed that the Community of Metros Benchmarking Group (CoMET) carried out extensive benchmarking. TfL tended to benchmark very well in terms of efficiency levels, given the costs carried due to the age of the network and the design of the assets it managed compared to other transport agencies. The benchmarking data would be shared with Board Members. **[Action: Simon Kilonback]**

The Board noted the report.

08/02/22 Budget Update

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a late item. The reason for urgency was that Members needed to consider the Budget update and not all information was available at the time the Board papers were published.

Andy Byford and Simon Kilonback introduced the paper, which provided an update on TfL's submission to the Greater London Authority (GLA) Budget from December 2021, emerging issues and changing trends since that submission.

TfL's GLA Budget submission, presented to the Board on 8 December 2021, built in the recent headwinds TfL faced, including slower recovery of passenger demand, greater Ultra Low Emission Zone compliance resulting in lower than projected income, and high inflation and fuel prices. It also reflected the lack of an agreement between the Mayor and Government on proposed revenue raising options TfL was expected to raise from 2023/24. Even after taking mitigating actions, including dropping to managed decline and assuming service reductions of nine per cent on the Tube and 18 per cent on the bus network, TfL faced a funding gap of £1.1bn in 2022/23, and around £400-500m in 2023/24 and 2024/25.

To achieve financial sustainability, a key condition of the 1 June 2021 Government funding settlement, TfL was to undertake a review of new income sources that could generate between £0.5bn and £1bn of additional net revenue per annum from April 2023. Proposals were set out to Government in the New Income Sources Review, submitted in

December 2021. These were appraised against criteria agreed with Government, and included options built on those published in the Independent Panel Review Report in December 2020.

The Mayor had also written to the Secretary of State for Transport outlining more detail for his proposals, which were all subject to a full impact assessment, consultation as appropriate and decision-making processes. The new income streams could potentially reduce the funding gap in 2023/24 from £400m to £70m and from April 2023 the gap could be eliminated as TfL reached financial sustainability.

The proposals were currently being worked through and included: a number of changes to fares structures and ticketing to raise between £60-£100m per year; increasing TfL's allocation of Council Tax from the GLA by £20 to generate around £60m of additional funding in 2022/23, which the GLA would hold and pass to TfL in 2023/24, when it was most needed; and potential approaches to emissions-based road user charging to meet the policy objectives of reducing congestion and emissions, and improving air quality that would also generate revenue.

Since December 2021, TfL's funding gap in 2022/23 had increased from £1.1bn to around £1.3bn. The two key drivers of this were a slower than projected recovery of passenger demand and rising inflation and energy prices.

TfL was doing all it could to increase ridership on the network and fares revenue so that, by the end of 2022/23, income levels were forecast to be back to 2019/20 levels. However, compared to the 2019 Business Plan, developed pre-pandemic, TfL's current forecast for income from 2022/23 to 2024/25 was around £1.5bn per annum lower. The 2019 Business Plan set a financial strategy to break even on net cost of operations in 2022/23 and grow cash reserves to £2bn so TfL had the resilience to make long-term investment decisions, despite facing the challenges at the time of a subdued economy, Brexit and lack of long-term funding certainty.

Since the start of the coronavirus pandemic, TfL had used £1bn of its own cash and would have no further resilience to shocks once Government support ended in March 2023. The organisation faced the longer-term structural issues of its funding model, which were exacerbated by significantly reduced revenue, while costs remained largely fixed and investment decisions were either committed or required longer-term certainty for effective planning and future commitment.

TfL had reprioritised its capital investment programme within the bounds of affordability of the current context, by pausing, deferring or stopping projects as required. TfL's capital prioritisation framework was agreed with the Board and the Department for Transport in December 2020, and its plan remained consistent with that framework.

Considering the funding gap TfL faced, the managed decline scenario presented in the GLA Budget reduced the capital investment on renewals and enhancements by £1.8bn over the six years from 2019/20 to 2024/25. Compared to the 2019 Business Plan, enhancements were £1.4bn lower and renewals were £0.4bn lower. Nearly all enhancements that remained were contractually committed. Work from prior years had been deferred into future years due to 'Safe Stop' at the start of the pandemic and slower delivery since then. Prolongation and inflation impacts had also increased costs.

Renewals expenditure remained similar to the 2019 Business Plan, although the 2019 Plan capped renewals due to affordability and acknowledged that asset and engineering

work was needed to determine if this was appropriate. Analysis had since determined that constraining renewals to around £700m was below the minimum required to keep the network safe and operable and this would be considered fully at the next Programmes and Investment Committee meeting. **[Action: Stuart Harvey]**

The outlook without additional capital funding and longer-term funding certainty underpinned the managed decline scenario, in which TfL was only able to invest in the existing network to meet its statutory obligations on safety and operability. The policy consistent scenario was TfL's preferred option and was based around delivery on the shared objectives of Government and the Mayor of decarbonising public transport, supporting a green industrial revolution and creating jobs and growth around the country.

The impacts of limiting investment in enhancements or reducing the level of asset renewals delivered would have a detrimental impact on London. There would be a significant reduction in investment in the Healthy Streets programme and pausing vital programmes, such as making the network more accessible. Reducing renewals delivery meant interim solutions to maintain assets, making it more costly in the long term, thereby increasing whole life costs. It also increased the risk of significant disruption due to asset restrictions and closures, which would stifle the economic recovery.

It was vital to avoid a managed decline scenario and for commitment from Government on sufficient long-term investment to support TfL's capital programme, with TfL generating new revenue and continuing its savings and efficiencies, to ensure London could support the economic recovery of the Capital.

The Board noted the paper.

09/02/22 TfL Viewpoint Survey Results 2021

Tricia Wright introduced the item, which provided a high-level update on the annual staff Viewpoint Survey results. The 2021 survey took place between 27 September and 24 October 2021 with a response rate of 54 per cent, nearly 15,000 employees (down from 64 per cent in 2020).

Across TfL, responses on Total Engagement, Wellbeing at Work and the Inclusion index were slightly less positive than 2020, though better than 2019. Targets for these were included in the TfL Scorecard. Total Engagement was 61 per cent (63 per cent in 2020, 57 per cent in 2019); Inclusion was 51 per cent (52 per cent in 2020 and 47 per cent in 2019); and Wellbeing at Work was 57 per cent (59 per cent in 2020 and 54 per cent 2019). While lower total engagement scores were seen across the public and transport sectors in 2021, the Board and executive wanted TfL to be an exemplar employer.

The work to develop a bottom up Vision and Values had resulted in improvements in historically low measures around TfL having a clear vision for the future, communication from senior managers and working conditions. An engaged workforce directly correlated with improved performance in safety, reliability and customer service for customers, along with increased productivity and retention of employees. The Commissioner and Members hoped that securing a long-term funding settlement would enable TfL to build on the new Vision and Values, which would drive up scores. Even where scores were positive, the Commissioner was committed to seeking continuous improvement.

Staff were less positive about their commitment to TfL, recommending it as a great place to work and their pay and benefits. This reflected concerns about a conflict between reducing costs and delivering a quality service and the operational and financial impact of the coronavirus pandemic including the subsequent uncertainty on funding. The Board remained concerned about staff retention, which was regularly discussed by the Remuneration Committee. The staff that were the least positive were those with the longest service, in operational/frontline roles and those with a disability or from LGBT+ communities.

The results were shared with staff in November 2021 and discussed with Company Councils in December 2021. Listening sessions were being held with staff to discuss local results and ways to improve them at a macro and micro level. The staff network groups covering disability and LGBT+ staff would also be engaged to identify any underlying issues and to improve declaration rates. An Action on Inclusion Plan was due to be published later in 2022.

The outcomes from this further staff engagement would feed into local area People Plans and the development of a TfL People Strategy, which is due for publication in spring 2022.

The Board noted the report on the staff survey results.

10/02/22 Appointments to TfL and its Committees and Panels

Howard Carter introduced the item. On 8 December 2021, the Board noted appointments to TfL and approved changes to the membership of its Committees and Panels. Following the decision of Heidi Alexander to step down as Deputy Chair of TfL from 31 December 2021, the Mayor had appointed Seb Dance to the Board from 1 January and as the Deputy Chair of TfL from 25 January 2022. Consequently, further changes were proposed to the membership of the Committees and Panels.

The Board noted corrections to the published paper in respect to the date of Seb Dance's appointment as Deputy Chair and to the indicative membership of the Land and Property Committee (appendix 3 of the paper).

Engagement was taking place with the new Chairs and Vice-Chairs to provide support and agree how their meetings would operate going forwards.

The Board noted the paper and:

- 1 noted the appointment of Seb Dance as a Member of TfL from 1 January 2022 and as the Deputy Chair from 25 January 2022;**
- 2 noted the resignation of Heidi Alexander as the Deputy Chair of TfL from 31 December 2021 and that she remains a Member of TfL;**
- 3 approved 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 noted the intention to appoint him to the Land and Property Committee, when established;**

- 4 **noted that Heidi Alexander would stand down as a member of the Finance Committee, the Programmes and Investment Committee and the Remuneration Committee; and**
- 5 **subject to 3 above, noted 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 of the paper and the indicative membership of the Land and Property Committee, as set out in appendix 2 of the paper with the addition of Anne McMeel as agreed on 8 December 2021.**

11/02/22 Greater London Authority Group Corporate Governance Framework Agreement

Howard Carter introduced the item. As part of its governance arrangements, the Greater London Authority (GLA) and its functional bodies, including TfL, were signatories to a GLA Group Corporate Governance Framework Agreement (the Agreement). The Agreement was an overarching commitment in relation to the culture and individual behaviours of the GLA Group and contains specific corporate governance commitments.

Amendments were proposed to update the Agreement for the current Mayoral term and each of its signatories were asked to sign up to the revised Agreement, subject to its approval by the Mayor.

The Board noted the paper and:

- 1 **agreed to sign up to the Greater London Authority Group Corporate Governance Framework Agreement, as set out in Appendix 1 to the paper, subject to its approval by the Mayor without any substantive changes; and**
- 2 **authorised the Commissioner to sign the final version of the Agreement on behalf of TfL.**

12/02/22 Report of the meeting of the Programmes and Investment Committee held on 15 December 2021

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. As Members had been unable to attend in person, decisions were taken under Chair's Action following discussion with available members at the meeting. He advised that this had been another productive meeting. The quarterly Investment Programme Report was a very useful report and continued to evolve and improve. The Committee was provided with a high level of assurance on the programmes through the Independent Investment Programme Advisory Group and internal teams.

Due to the funding position at the time, the meeting focussed on safety, savings and value for money issues and did not make any commitments beyond current expenditure agreements. It approved savings in one programme and minimum authority approvals in the rest.

As that was his last meeting as Chair and a member of the Committee, Professor Greg Clark MBE thanked all Members who had served on the Committee and the senior staff,

particularly Alexandra Batey and Stuart Harvey. He wished Ben Story and Dr Nelson Ogunshakin OBE every success in taking the work of the Committee forward.

The Chair thanked Professor Greg Clark CBE for his commitment to the Committee over the previous five years and acknowledged its importance in driving forward best value which would continue to be a major focus of its work going forwards.

The Board noted the report.

13/02/22 Report of the meeting of the Elizabeth Line Committee held on 26 January 2022

The Chair of the Committee, Heidi Alexander, introduced the item. The main project status issues and Elizabeth line readiness, which were considered in detail by the Committee, had been covered earlier in the meeting.

The Board noted the report.

14/02/22 Any Other Business the Chair Considers Urgent

There was no other urgent business.

15/02/22 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 23 March 2022 at 10.00am.

The meeting closed at 1.15pm

Chair: _____

Date: _____

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Board



Date: 23 March 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 2 February 2022.
- 1.2 There has been no use of Chair's Action.
- 1.3 There have been three uses of Chair's Action by the Chair of the Finance Committee, in consultation with available Members of the Board, in relation to TfL's funding arrangements.
- 1.4 There have been three uses of specific authority delegated by the Board to the Finance Committee in relation to the approval of: the Treasury Management Strategy 2022/23; the Treasury Management and Derivative Investments Policies; and the Investment Management Strategy 2022/23 - Non-Financial Assets.
- 1.5 There has been one Mayoral Direction to TfL in relation to March 2022 fare changes (MD2937, 14 February 2022).
- 1.6 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

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

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 six uses of authority relating to matters reserved to the Board.

Funding Packages

- 4.2 At the meeting of the Board on 2 February 2022, Members were updated on the progress of discussions with Government on securing a long-term funding settlement for TfL, given the impact of the coronavirus pandemic on TfL's finances. At that point, the third extraordinary funding and financing package (the Third Funding Package) which initially covered the funding period 1 June to 11 December 2021 had twice been extended to 4 February 2022: on 11 December 2021 an extension was agreed until 18 December 2021; and on 17 December 2021, a further extension was agreed until 4 February 2022.
- 4.3 Two further extensions to the Third Funding Package were agreed by the Chair of the Finance Committee following consultation with available Board Members:
- (a) on 4 February 2022 a two-week extension was agreed to 18 February 2022; and
 - (b) on 19 February 2022 a one-week extension was agreed to 25 February 2022.
- 4.4 On 25 February 2022, the Chair of the Finance Committee, following consultation with available Board Members, approved the Fourth Funding Package to cover the funding period 26 February to 24 June 2022. This package provides certainty in relation to income, in addition to the Extraordinary Support Grant of £200m. It also includes a number of conditions, which includes the continuation and further development of initiatives commenced under previous funding agreements with the Department for Transport.
- 4.5 The use of Chair's Actions to approve the funding arrangements have been published on tfl.gov.uk and reported to the meeting of the Finance Committee on 9 March 2022.

Use of specific authority delegated to the Finance Committee

- 4.6 On 29 July 2020, the Board delegated to the Finance Committee approval of the following strategies and policies:
- (a) the Treasury Management Strategy including the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits;
 - (b) any changes to the Treasury Management Strategy during any year;
 - (c) the Treasury Management Policies; and

- (d) the TfL Group Policy Relating to the Use of Derivative Investments.
- 4.7 On 16 March 2021, the Board delegated to the Finance Committee approval of the Investment Management Strategy – Non-Financial Assets for 2021/22 and future years.
- 4.8 On 9 March 2022, the Finance Committee exercised the use of delegated authority to approve:
- (a) the Treasury Management Strategy 2022/23, comprising the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits;
 - (b) the Treasury Management and Derivative Investments Policies; and
 - (c) the Investment Management Strategy 2022/23 - Non-Financial Assets.
- 4.9 A report of the meeting of the Finance Committee held on 9 March 2022 is provided elsewhere on the agenda for this meeting.

5 Actions List

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

6 Mayoral Directions to TfL

- 6.1 The Greater London Authority (GLA) Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 6.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 6.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 6.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.

- 6.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 6.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>.
- 6.7 There has been one Direction issued to TfL since the last meeting.

March 2022 Fares Changes (MD2937, 14 February 2022)

- 6.8 Since May 2020, there have been a series of funding agreements with Government to ensure TfL can continue to deliver an effective and efficient transport service to Londoners throughout the coronavirus pandemic and beyond. A long-term objective of the funding agreements is that TfL obtains financial sustainability as soon as possible, with a target date of April 2023.
- 6.9 Further to a funding agreement with Government dated 1 June 2021, and an extension and amendments to that June 2021 agreement made on 17 December 2021, the Mayor committed to implementing an overall increase on fares of Retail Price Index (RPI) +1 per cent.
- 6.10 On 14 February 2022, the Mayor approved a Fares Revision to deliver this commitment. The changes are required so that TfL can reach financial sustainability in line with the long-term objective of the funding agreements, while ensuring the increase in fares is as affordable as possible for Londoners. The fares increases were implemented from 1 March 2022.
- 6.11 A summary of the fares revision is:
- (a) bus and tram single fares to increase by 10p to £1.65; and the daily bus and tram cap to be raised to £4.95. The Bus & Tram Pass season price is increased to £23.30 for a 7 Day ticket. The free Hopper transfer will remain in place, permitting multiple free bus and tram transfers within an hour;
 - (b) on the Tube in Zones 1-6, and on other rail services in London where Tube fares apply, pay-as-you-go (PAYG) fares will typically increase by between 10p and 30p;
 - (c) Travelcard prices and the associated PAYG caps will increase in line with RPI from 1 March. These increases reflect national government rail fares policy, over which the Mayor has no control. As a result, Travelcard season ticket prices and the associated all-day PAYG caps increase by 3.8 per cent overall;

- (d) fares on TfL services for journeys from outside London are subject to guidance from the Department for Transport, with the same fares applying on Train Operating Company and TfL services.

6.12 This Mayoral Direction was reported to the meeting of the Finance Committee on 9 March 2022.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

Funding Settlement Chair's Actions papers issued on 4, 19 and 24 February 2022

Greater London Authority Decision Making Database

Contact Officer: Howard Carter, General Counsel
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Board Actions List (to be reported to the meeting on 23 March 2022)

Actions from the meeting held on 2 February 2022

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/22 (1)	Commissioner's Report: 30 January 2022 car and tram collision on Oaks Road, Croydon The Safety, Sustainability and Human Resources (SSHR) Panel would be updated when the investigation concluded.	Andy Byford / Lilli Matson	Ongoing	On SSHR Panel forward plan.
05/02/22 (2)	Commissioner's Report: Asset condition A huge amount of work had been done from the 2019 Business Plan on understanding underlying asset condition and the mature data would be considered at the next meeting of the Programmes and Investment Committee as part of a significant piece of work on the renewals programme.	Stuart Harvey	March 2022	Completed. A report was considered by the Programmes and Investment Committee.
05/02/22 (3)	Commissioner's Report: Asset maintenance and safety improvements Members requested a briefing on the balance between asset maintenance and safety improvements in the TfL Budget.	Lilli Matson	June / July 2022	A briefing will be provided as part of informal engagement with Members on the next Budget.
05/02/22 (4)	Commissioner's Report: Step-free access The results of the recently launched consultation to help shape future step-free access priorities and improvements on the London Underground network would be submitted to the Customer Service and Operational Performance (CSOP) Panel for feedback and then to the Board.	Andy Lord	July 2022	On CSOP Panel forward plan.
05/02/22 (5)	Commissioner's Report: Diversity of 2022 graduates and apprentices programme Graduates and apprentices were due to start over three staggered periods throughout the year. Statistics on the diversity composition of the cohorts would be presented to the SSHR Panel.	Tricia Wright	June 2022	On SSHR Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/02/22	Financial Report: CoMET benchmarking The Community of Metros Benchmarking Group (CoMET) carried out extensive benchmarking. The benchmarking data would be shared with Board Members.	Simon Kilonback	March 2022	To be circulated ahead of the meeting of the Board.
08/02/22	Budget Update: Renewals expenditure Renewals expenditure remained similar to the 2019 Business Plan, although the 2019 Plan capped renewals due to affordability and acknowledged that asset and engineering work was needed to determine if this was appropriate. Analysis had since determined that constraining renewals to around £700m was below the minimum required to keep the network safe and operable and this would be considered fully at the next Programmes and Investment Committee meeting.	Stuart Harvey	March 2022	Completed. Action addressed under the report to the Committee addressing action 05/02/22 (2) above.

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 / Lilli Matson	TBC 2022	The visit was delayed due to lockdown measures. Members will be consulted on availability.
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.	Gareth Powell / Graeme Craig	March 2022	An update was provided to the meeting of the Finance Committee on 9 March 2022. A full report to be delivered to the first meeting of the proposed Land and Property Committee.

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	June 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 / Matt Brown	June 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 / 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	April 2022	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	June 2022	Briefing to be scheduled.
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	To be confirmed.
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.

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Board



Date: 23 March 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 2 February 2022.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – 23 March 2022

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

March 2022



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Introduction

Following negotiations throughout February, I'm thankful that the Government has confirmed an extension of its funding support until 24 June

Our latest funding agreement with the Government guarantees that we can continue to operate and maintain essential transport services in London in a safe way, enabling us to continue our vital contribution to the economic recovery of the capital and the country as a whole. This work supports the Government's priorities on decarbonisation, air quality and making transport better for users.

It also confirms the Government's intention to continue to support with the cost of operations beyond June, as we work our way to achieving financial sustainability by April 2023, and with longer-term capital investment, recognising the need for certainty and stability for our capital investment pipeline. The Government has also agreed to set out a proposal on longer-term capital funding support during this funding period. Reaching agreement on this is crucial for the coming years in order to avoid the 'managed decline' of London's transport network.

It is essential that we achieve this longer-term funding settlement together as that is the only way to ensure London's transport network can remain safe, efficient and reliable, while continuing to support the jobs and new homes that rely on it.

Following the removal of all domestic coronavirus restrictions in England, with effect from 24 February it is no longer a requirement for our customers to wear face coverings as a condition of carriage

on our services. However, the safety of our customers and colleagues remains a priority for us, so we continue to strongly encourage people to wear face coverings.

I am happy to confirm that we have found no traces of coronavirus on our network since we started monthly sampling with Imperial College London in September 2020. We will continue to maintain the vigorous cleaning routine on our public transport network to ensure that we play our part in keeping everyone safe.

We presented our draft submission for the GLA Budget 2022/23 at the TfL Board meeting on 8 December 2021, submitting a further funding requirement of £245m to the end of this financial year and £1.1bn in 2022/23, based on the assumptions around passenger demand and costs at that time.

The latest version of our Budget now reflects recent modelling which forecasts passenger demand to be around 69 per cent of pre-pandemic levels by the end of 2021/22, and average passenger demand for 2022/23 to be around 80 per cent of 2018/19 pre-pandemic actuals. We still assume a 'managed decline' scenario of service reductions, no new enhancements and declining asset condition – even with £500m of new revenue sources committed to us by the Mayor.

Discussions with the Government continue and, once a new funding agreement for 2022/23 and beyond is signed and the

implications worked through, a revised Budget will be brought back to the Finance Committee and the Board.

On 28 January, we saw the second phase of the Elizabeth Line Trial Operations begin, which involved a range of organisations, including TfL, MTR Elizabeth line and Network Rail, collaborating on the response to trial scenarios along with thousands of volunteers. Emergency services, including the British Transport Police, London Fire Brigade and London Ambulance Service have also been involved, demonstrating how they would respond to incidents on the network and in stations.

Following the completion of these mass volunteer exercises, there will be a period of time dedicated to timetabled running. This will mark the final stage before the railway opens and its duration will be determined by the ability to show improved reliability across the railway.

As always, I cannot thank my colleagues enough for their tireless work while facing many challenges over the last few months, from difficult weather conditions to industrial action which has impacted the network. Their constant hard work and support is greatly appreciated by myself and the people of this city.



Safety and security

Keeping our network as safe for our people and our customers continues to be a priority



The safety of our people and customers remains a priority

Rapid COVID-19 testing pilot scheme

We continue to offer employees our rapid testing services at facilities in our office at Palestra. We have also identified 6,000 colleagues who work close together and are encouraging them to test each day before coming to work to minimise the spread of coronavirus. In addition, we have ensured that we have sufficient test kits available to meet this level of demand in the future, while also offering tests to all other staff not in this group. We are continuing to develop our future strategy on testing as we move to a position of living safely with coronavirus.

TRACK research

Since the spring of 2020, we have been asked to participate in a large number of research projects, with the aim of learning more about how coronavirus has impacted transport organisations, providing guidance on mitigation or helping customers make better journey route decisions.

One such project was the Transport Risk Assessment for COVID Knowledge (TRACK), a Government-funded programme delivered by an academic group led by Professor Catherine Noakes of the University of Leeds. Some of the results of this study were recently published in a journal, setting out a transmission risk model for mass-transit metro systems. This model was partly based on real-world parameters taken from the Victoria line.

The analysis concluded that, overall, the transmission risk of coronavirus on metro services was low. The study particularly noted the efficacy and importance of measures already in place on the London Underground network, such as good ventilation and mask-wearing when coronavirus is prevalent in the general population. Analysis from this study was shared with us prior to publication, and used by us to review the controls we had in place to ensure we were optimising our coronavirus controls for the safety of staff and passengers. We also continue to review our controls in light of evolving Government and public health policy.

Imperial College London sampling

Further air and surface coronavirus sampling in customer areas by Imperial College London took place in January. No trace of coronavirus has been found on the public transport network since we started monthly sampling in September 2020, and we continue our vigorous cleaning regimes to keep our staff and customers safe while they use our network. Our Occupational Health and Wellbeing team continues to liaise with academic institutions to ensure our approach to safety remains at the cutting edge.

Safety incidents on the network

On 25 January 2022, a route 212 bus collided with a building on The Broadway near Highams Park in Waltham Forest, resulting in injuries among passengers on board. Fortunately, none of the injuries were deemed to be life-threatening or life-changing.

The building struck was assessed by the local authority to be structurally safe and requiring repair. The incident remains under investigation.

On 30 January 2022, a car collided with a tram in Oaks Road at the junction with Coombe Road in Croydon, causing the tram to derail. CCTV from the tram shows the driver of the car had ignored a red traffic signal which was protecting the junction, as the tram crossed over the road after receiving a signal to do so. Following the incident, we were able to confirm that the traffic signals were in full working order at the time of the incident. Emergency services attended the incident and thankfully none of the passengers on board the tram required treatment by the London Ambulance Services.

We are working with all appropriate stakeholders to see if there is anything we can do to reduce instances of car drivers ignoring traffic signals which may result in collisions or near misses with trams. This includes the possibility of installing traffic cameras at high-risk locations to act as a deterrent to road users, or road-calming measures on the approach to the crossing.

Crime and antisocial behaviour on public transport

Inconsiderate behaviour towards other passengers is the most prevalent form of antisocial behaviour on our network. Our Travel Kind campaign tackles this by encouraging positive, considerate behaviour among customers. On 18 February, we added a new behaviour to the campaign, reminding buggy users to make space in the priority area on buses for wheelchair users.

We continue to work in close partnership with the Metropolitan Police Service (MPS) and British Transport Police (BTP) to ensure our public transport network feels and remains safe, for both our customers and employees. Our policing partners continue to work closely 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 February, the BTP and MPS have maintained their focus on reducing the risk of robbery and keeping young people safe on our network.

The BTP ran a series of operations between 2 and 28 February to tackle robberies and violent crimes using a combination of proactive policing and intelligence from London Underground and Rail staff and systems, as well as investigative work in collaboration with us using Oyster data and CCTV imagery. BTP officers worked

together with our officers at key robbery locations to increase visibility and deter offences throughout the reporting period. In addition, on 15 February, the Neighbourhood Policing Teams took part in a community engagement football event, with Focus 1st Academy in North London, against knife crime and violence.

On the bus network, the MPS's Roads and Transport Policing Command's (RTPC's) Operation Tibulus, aimed at addressing violent crime and robbery, ran from 30 January to 5 February. Officers were deployed to default locations and targeted patrols in intelligence-led hotspot areas to reduce violence against women and girls, violence against people, and robberies. There have been high-visibility patrols as well as some plain clothes patrols to provide reassurance across the network. Figures to date have shown a reduction of 22 per cent in offences of violence with injury, and a six per cent reduction of offences of violence without injury. We and the BTP continue joint operations and engagements with the combined objective of reducing violence and crime.

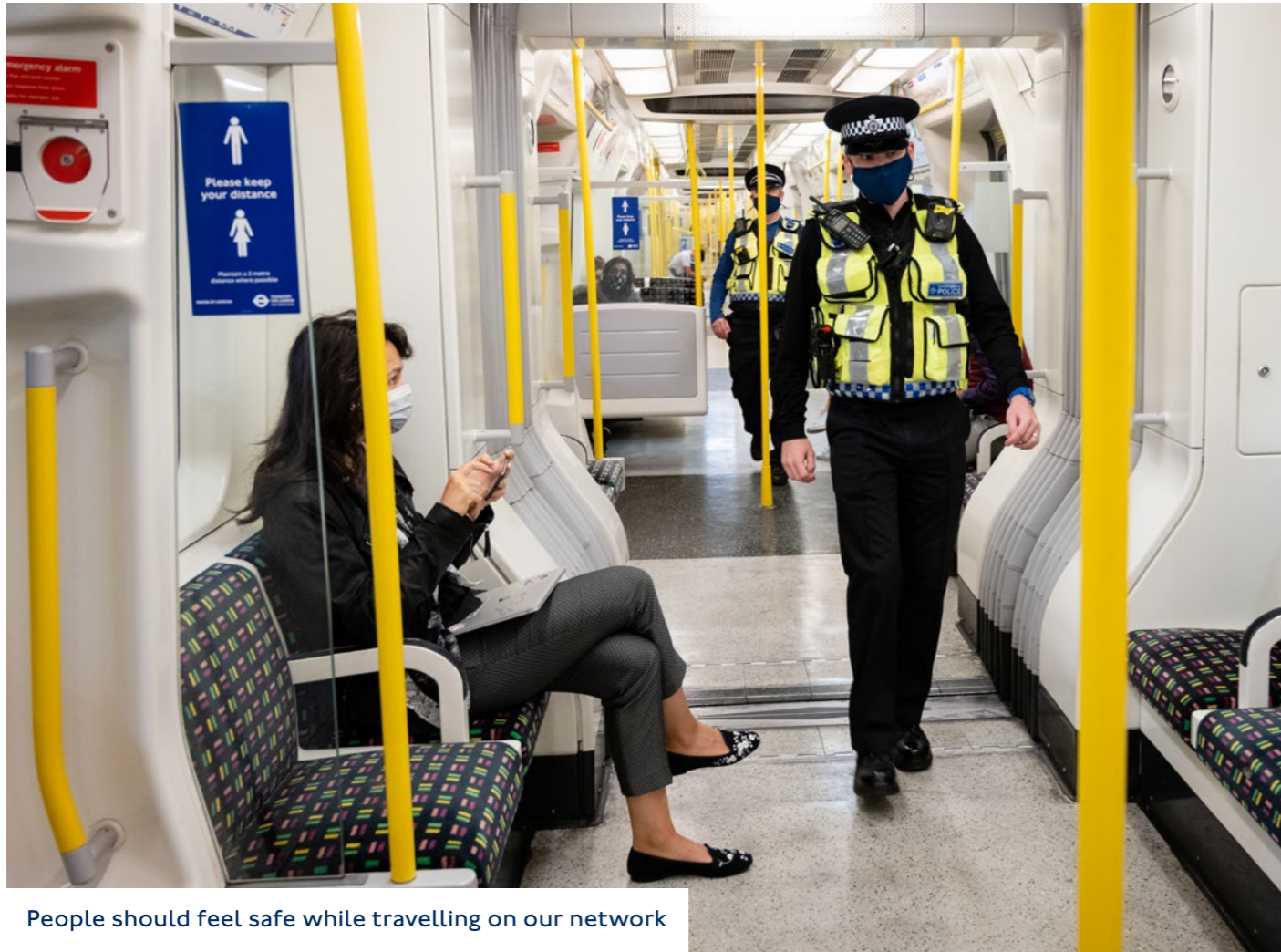
Ending violence against women and girls

Improving the safety of women and girls remains one of our top priorities. In addition to our partnership work with the MPS and BTP, we have established an internal programme of activity to support efforts to end violence against women and girls and make it safe for everyone to travel.

On 3 February, a man was jailed for 23.5 years for the murder of Maria Rawlings in Redbridge. Maria was travelling on a bus in Ilford on 3 May last year, when a man, unknown to her, started a conversation. They got off the bus when it terminated at Little Heath. Maria was attacked and murdered in parkland near the bus stop. Her assailant then left the scene by bus. CCTV footage from the bus network and the local area was used to support the investigation and deliver a successful conviction.

Our data disclosure team also played a critical role in the MPS investigation and helped identify the offender in a series of violent attacks on women in northeast London as they walked home at night. On 3 February, the offender pleaded guilty to rape, sexual assault and robbery and was sentenced to 20 years in prison.

A concerted operation led by the MPS Roads and Transport Policing Command resulted in a man being charged for a series of sexual assaults against school-aged girls in the Bexleyheath area. The offender targeted girls as they travelled home after school.



People should feel safe while travelling on our network

On 4 February, we were awarded White Ribbon accreditation. This is our publicly declared opportunity to have an impact on our own internal organisational culture, challenging behaviours and mobilising men to take action. Our male ambassadors have made the promise to never commit, excuse or remain silent

about violence against women and girls. They have also committed 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, promoting a culture of equality and respect.

They will also look for opportunities to raise awareness within the organisation, planning activities and upskilling their knowledge through resources, knowledge building and listening to the experiences of women. The ambassadors will support key elements of the organisational three-year action plan, which focuses on engaging men and boys, changing culture, raising awareness and strategic leadership.

The BTP has been running Operation Cerium, which is focused on tackling violence against women and girls. It involves plain clothes and high-visibility police tactics to prevent offending and improve customer confidence to travel. Activities were increased from 30 January to 5 February and again throughout national Sexual Abuse and Sexual Violence Awareness week from 7 February to 13 February. This led to 80 additional deployments on our services, five of these led to arrests for crimes including attempted theft, lewd or sexual comments towards staff, being abusive or aggressive towards staff.

As part of this programme, the BTP has also enhanced its on-train patrols at night. BTP colleagues carried out 93 deployments on our services between 6 December and 6 February. As a result, an extra 665 trains were being patrolled by uniformed and plain clothed officers. There were 108 stop and account cases and five arrests made for offences such as outraging public decency, criminal damage, fare evasion and an assault on a female colleague. Officers

also dealt with four safeguarding incidents and several byelaw offences. In addition to this, uniformed officers engaged with customers about our zero-tolerance policy to sexual harassment, and encouraged victims and bystanders to report issues.

On 25 February, we met with London TravelWatch to discuss the recommendations in their report, and our progress, to improve personal security for people travelling around the capital.

On 3 March, we marked the first anniversary of the abduction, rape and murder of Sarah Everard. Tackling violence against women and girls and improving their confidence to travel by public transport is not a quick fix, but a long term commitment. To that end, all staff have been asked to lead from the front when it comes to the reporting of sexual harassment – to be active and effective bystanders if they witness sexual harassment, or any other type of harassment, on the network. The London TravelWatch report highlighted how impactful bystanders can be in such scenarios, even after the event. We have made the advice prominent on our website and pushed it heavily through customer communications, social media and sponsored podcasts. This work complements the 'zero tolerance to sexual harassment' training we are rolling out to our frontline customer service staff who are being trained and equipped to support our customers.

Tackling sexual harassment on public transport

Following the launch of a campaign to tackle sexual harassment on public transport in October 2021, we worked with a range of media partners to develop additional online editorial and social media content to further raise awareness of the issue. Partners included Stylist, LadBible and PinkNews. The content aimed to challenge the normalisation of any form of sexual harassment while showing that we and our policing partners take a zero-tolerance approach to sexual harassment on our network. It also aimed to encourage supportive bystanders to safely intervene and report any incident they witness on the network.

Tackling work-related violence and aggression

Violence, abuse and aggression towards our staff is never acceptable and will not be tolerated. We will always seek to bring offenders to justice.

On 1 February, Jonathan Saber was sentenced by Westminster Magistrates Court to eight weeks in prison, suspended for 18 months, after directing a torrent of racist and homophobic abuse towards two of our transport, support and enforcement officers, who had asked him to fold up his scooter when travelling on the escalator at Vauxhall station in June 2021.

As part of our work to protect our staff and bring offenders to justice, we have confirmed we will continue our roll out of body-worn video cameras to more

operational colleagues. This follows the successful roll out to customer-facing colleagues in London Underground, bus operations and Compliance, Policing, Operations and Security. Over the coming months, we will extend this to colleagues in other frontline areas including additional cameras for the Woolwich Ferry and Dial-a-Ride services, and providing cameras for colleagues in back-office roles who may need to engage with the public as part of their work.

Our officers, deployed to prevent and tackle antisocial behaviour and the triggers of workplace violence and aggression, have been accredited by the BTP under the Rail Safety Accreditation Scheme. This gives officers enhanced powers to deal with antisocial behaviour on our network and complements our existing Community Safety Accreditation Scheme from the MPS and City of London Police.

Face-covering enforcement on the network

When the national requirement to wear a face covering on public transport ended, with effect from 27 January until 24 February, we kept this requirement for our customers – for the whole duration of a journey as well as in stations. During that time, face-covering enforcement activities continued in a reduced capacity as we were no longer empowered to issue fixed penalty notices as a sanction. Since 30 November, we have issued a total of 1,984 fixed penalty notices. The overwhelming majority of the penalties were for offences under the health regulations for face coverings on

public transport services. A total of 799 of these were paid within 14 days, and 70 were paid within 28 days.

From 24 February, with the lifting of remaining national coronavirus restrictions, we removed the condition of carriage requirement to wear face coverings on our services, but continue to encourage customers to wear them to reduce transmission and keep each other as safe as possible. Research suggests good-quality face coverings can help reduce the chance of catching coronavirus and passing it onto others. Face coverings have also played an important role in giving people the confidence to use public transport throughout the pandemic, particularly people who are vulnerable.

Vision Zero

Vision Zero is our bold commitment for no deaths or serious injuries on London Roads by 2041. London boroughs have worked hard over many years to reduce road risk in their areas and to lead the way with key interventions such as lower speed limits and School Streets. The scope of the Vision Zero ambition for boroughs is clear in Local Implementation Plans, but it will be difficult for these plans to be implemented without proper Government funding. While each authority is unique, there is a core set of actions pioneered by the most ambitious that all boroughs can take to reduce the impact of road risk, and the toll of road deaths and injury to their residents, including lowering speeds to 20mph, reducing traffic, redesigning streets, promoting active travel and leading by

example through supply chain procurement and fleets. We also continue to have discussions with the Government on a default 20mph speed limit in the Capital.

We have been continuing to make the case for boroughs to introduce a default 20mph limit on suitable borough-managed roads. Not only is the risk of a fatality significantly lower for collisions at 20mph compared to 30mph, but lowering speeds is the foundation for a lower carbon future with more active travel.

We are also working with the Department for Transport (DfT) to refresh its road safety framework. We are conducting regular meetings with the DfT on key areas of focus as set out in the Vision Zero Action Plan progress report, in particular motorcycle safety and vehicle safety standards.

On 8 February, we hosted a webinar on safe and sustainable deliveries, inviting local boroughs to see what progress is being made on improving motorcycle safety and sustainable delivery work, as well as setting out what boroughs can do to make their local businesses and supply chains safer and more environmentally friendly. The webinar included a segment on the growth of food delivery companies in recent years, sharing some of the insight from our first round of engagement with delivery companies. Additionally, it served as a call for boroughs to share their experiences and expertise with us, with an aim to encourage a modal shift to e-bikes.

Police activity to support Vision Zero

Throughout January, our policing partners issued a total of 8,994 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. During January, there were 291 arrests for drink and drug driving. The National Police Chiefs' Council's communication campaign against using mobile phones while driving ran from 7 to 21 February and was followed by enforcement activity from 21 to 27 February. The enforcement phase led to 135 traffic offence reports associated with driving and mobile phone use.

Fleet safety delivery

Vision Zero is our bold commitment for no deaths or serious injuries on London Roads by 2041. Safe Speeds is a pillar of Vision Zero, as excessive speed is one of the main contributory factors in collisions that end in death or serious injury. We want to lead by example, so it is essential that those driving company vehicles do not speed. We are therefore introducing Speed Limiting Intelligent Speed Assist (Active ISA) devices across our TfL fleet of vehicles and work is due to be completed at the end of March.

Employer Supported Policing scheme

On 26 October 2021, we signed up to the Employer Supported Policing scheme, collaborating with the three London-based forces covering the London metropolitan area. The new policy supports our volunteers for the BTP, CoLP or the MPS, and we will provide up to two days paid leave a month for eligible employees to support policing London's transport system and the security of the capital. There is a wide range of benefits and skills our people can gain from volunteering, including: First Aid training, creating a safe working environment and transferrable skills such as resilience, conflict resolution, managing challenging situations and communication. On 26 January, our participation in this scheme was recognised in a ceremony at New Scotland Yard.

Bus Safety Standard

We continue to introduce enhancements as part of the Bus Safety Standard – a requirement that all new buses must meet when they come into service in London. One of these, Intelligent Speed Assistance, is now in place in one in five of our buses, helping drivers comply with the increasing number of 20mph speed zones in London. The 1,822 buses fitted with this function also benefit from better visibility mirrors, more slip-resistant floors and toggling to help drivers differentiate the brake from other pedals more easily.

Our ambition remains to upgrade a further 3,000 mid-life buses, subject to funding and suppliers being able to provide the equipment. In 2024, the Bus Safety Standard will be tightened further to exploit any new 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.

Around 532 buses are now 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. The AVAS has been designed to ensure maximum effectiveness on London's roads, with the volume increasing where there is more noise, like busy shopping areas, or decreasing when vehicles pass through more open suburban neighbourhoods.

The Fatigue, Health and Wellbeing Innovation Challenge (2021) projects have started and will report towards the end of the year. The successful projects seek to address bus driver fatigue and/or health and wellbeing. They include working with MIND to improve mental health, The Liminal Space to engage specifically with night shift workers, and Compass UK to improve driver wellbeing and alertness.

Penalty charge notice increase

In August 2021, we published a public consultation on our proposal to increase the penalty charge notice level for the first time since 2011, in line with inflation to 2020. We set out our case to The Mayor and the Secretary of State for Transport that the increase from £130 to £160 would provide a more effective deterrent, lead to increased compliance and reduce road danger and congestion. We have implemented the change for both on-street and remote enforcement teams, and penalties have been issued at the new level since 17 January. Following this change to our penalty charge, we have not received any negative media coverage, stakeholder comments or complaints in response.



It is vital we protect our revenue from fare evasion

Revenue protection

We are strengthening our activity across all modes to protect our revenue from fare evasion and fraud, developing our programme to identify similarities across all modes to harness best practice. Our recent focus has been to review our approach to chronic fare evaders. We have held a series of workshops with enforcement teams and policing partners to better tackle blatant fare evaders who push through gates, barge past staff or our drivers and frequently abuse our people.

We are currently drafting proposals to increase our penalty fare for those who do not pay for their journeys. The DfT has recently announced that the penalty fare for the national rail network will increase to £100, reduced to £50 if paid within 21 days. Our current penalty fare is set at £80, and we are starting a consultation to bring this in line with train operators.

The Highway Code and vulnerable road user priority

On 29 January, the Highway Code went through one of its most significant revisions in years. New rules were introduced to improve the safety of cyclists, pedestrians and horse riders on the road. The most significant change was the introduction of a Hierarchy of Road Users, with pedestrians considered the most vulnerable. Meanwhile, drivers are

considered to have the most potential to cause harm, and therefore are the most responsible for the safety of pedestrians and cyclists. To support the recent changes, we worked closely with the DfT to promote the campaign in London with activity featured across press, radio and social media channels.

Taxi and private hire vehicles Divisional Court judgment

Further to the Divisional Court judgment of 6 December 2021, which decided that in order to operate lawfully under the Private Hire Vehicles (London) Act 1998, a licensed operator who accepts a booking from a passenger is required to enter into a contractual obligation with the passenger to provide the journey, we are continuing to review the terms and conditions of licensed private hire operators.

Since the judgment, we have issued three taxi and private hire notices to the industry, making clear that all operators must ensure they are compliant with this judgment. Notices 19/21, 22/21 and 04/22 can be found on the taxi and private hire page on our website.

We are communicating with all large licensed private hire operators and those operators with an imminent licence renewal date to review their terms and conditions.

Changes to taxi fares and tariffs

The latest consultation on taxi fares and tariffs closed on 2 February 2022, and sought views on: three different options to either freeze or increase the current taxi fares and tariffs; a proposed increase to the charge for taking a taxi journey from Heathrow Airport to cover the increased cost for drivers entering the taxi feeder park; and the introduction of a charge for passengers being dropped off by taxi at Heathrow Airport to cover the terminal drop-off charge.

We received more than 1,900 responses to the consultation, as well as additional proposals from key stakeholders within the taxi trade which were all taken into consideration. A core objective of the consultation was to ensure that taxi driving remains an appealing career for new and existing drivers, while also ensuring that customers are not deterred from using taxis due to fare structures and amounts.

As a result of this consultation and following approval from the TfL Finance Committee on 9 March, the following changes will be effective from 30 April 2022:

- An increase of the minimum fare from £3.20 to £3.80
- An increase of Tariff 1 and Tariff 2 by 5.51 per cent

- A freeze of Tariff 3 and Tariff 4
- An increase of the maximum Heathrow Extra fare from £2.80 to £3.60
- The introduction of a new charge of up to £5.20 when customers are dropped off at one of the terminals at Heathrow Airport

Taxi and private hire-related offences

We continue to work closely with the MPS and CoLP to prevent taxi and private hire-related sexual offences in London, bring offenders to justice and push for the toughest penalties possible.

On 2 February, the 2020 taxi and private hire journey-related sexual offences report was published on our website. The report highlighted that of 23 reported rapes and 114 reported other sexual offences, eight led to a charge, three were found not guilty and five are currently awaiting trial.

Not all offences reported will have resulted in a driver being charged with an offence. This may be for various reasons, including the driver not being traced and identified, the victim not supporting the police investigation or prosecution, insufficient evidence to charge a suspect, the Crown Prosecution Service deciding there isn't a reasonable chance of conviction or that it is not in the public interest to prosecute.

In most cases, the police and the Crown Prosecution Service will seek the victim's consent and full involvement in the police investigation to bring charges against the suspect. In cases where the victim decides not to go through that process, the police will use any information they have obtained for investigative and intelligence purposes. In-cab CCTV can provide vital evidence for this purpose. We, as the licensing authority, can still take licensing action against a driver even if police or court action is not possible, and to help us, the police will disclose information for the purpose of public safety.

Supporting the recovery

Enabling the capital's recovery as more people return to public transport



Ridership on the Tube continues to increase

New analysis of ridership data has revealed that, since the guidance to work from home was lifted on 19 January earlier this year, the number of people using the Tube during weekdays has increased by at least 25 per cent. Ridership is now regularly around two thirds of pre-pandemic levels during the week – up from around 45 per cent in early January, with stations close to financial institutions such as Canary Wharf, Mansion House and Aldgate seeing ridership numbers between 8am and 9am already double the figures seen while working from home guidance were in place. Ridership on the Waterloo & City line is now around 50 per cent of pre-pandemic levels during peak hours, following a full weekday service resuming on 31 January.

At weekends, ridership on the Tube is now at around 80 per cent of pre-pandemic levels and key tourist stations such as Leicester Square are already seeing ridership levels above 80 per cent on Saturdays. The Night Tube is continuing to see increased ridership, with levels on the Central and Victoria lines now at around 45 per cent of those seen on those lines prior to the pandemic. Ridership on the Night Overground, which operates between Highbury & Islington and New Cross Gate on Friday and Saturday nights, is also now around 50 per cent of levels seen before the pandemic.

While bus ridership has consistently been more than 50 per cent of pre-pandemic levels since April 2021, the recent lifting of restrictions has led to the overall number of journeys increasing by around eight per cent compared to early January. In outer London boroughs, weekday bus ridership is now regularly above 75 per cent of pre-pandemic levels, with ridership in Hillingdon and Barking seeing levels at around 80 per cent – especially at weekends.

Some bus routes across London, such as route 90, which goes between Northolt station and Feltham station via Hayes and Harlington, and route EL2, which links the new Barking Riverside development to Barking town centre and Dagenham Dock station, are now seeing around 87 per cent of normal levels of ridership – showing the importance of a regular, accessible bus network in outer London to supporting the capital and the UK's continued economic revival.

The recent increase further demonstrates that customers are increasingly confident in using public transport and are keen to return to the city and explore all it has to offer. Ridership is also expected to continue to improve as domestic and international tourism recovers, and offices and businesses reopen and reoccupy during the week.

We are also continuing to support London's recovery by reinvigorating public transport usage. This activity will inspire Londoners with the role public transport plays in enabling their lives and will be supported by multi-channel activity that influences Londoners to take more journeys into the city. With people returning to the network, we need to transition to 'Do more of what you love' messaging, encouraging more people to explore London and get back to a normal sense of life and supporting the return to offices. We will continue to use high-impact and engaging media, including TV, cinema, digital posters, social media and a media partnership with Time Out.

Managing demand on our services

This time of year can bring challenges, with adverse weather impacting our services. Our established winter weather plans and procedures continue with daily five-day look-ahead forecasts with defined triggers for temperature, rain, wind and snow. Our 5-4-3-2-1 adverse weather plans have also been implemented throughout the winter period and have worked well with lessons learned incorporated into our process.

The temporary closure of the Northern line Bank branch between Kennington and Moorgate continues. The temporary bus route 733 is running for the duration of the closure with timetable adjustments to reflect running times that have been better than forecast. We are monitoring works closely to ensure any impacts are mitigated.

On 8 February essential work started on the north and south entrances to the Rotherhithe Tunnel to install new barriers to improve the compliance of higher than standard vehicles and to meet our requirements to improve the safe operation of the tunnel as a key river crossing. The works involved lane closures and temporary signals to maintain the use of the tunnel for road users and facilitate a safe entrance and exit to the tunnel before the completed installation of the barriers. Now the barriers are in place, there is an operational plan to manage the local network and any impacts from changes to driver behaviour.

February saw the return of many events to the capital and we have been working closely with event organisers to help plan and deliver these events, including large events such as the London Winter Run, the Six Nations championship at Twickenham and the Carabao Cup final at Wembley Stadium. On 13 March, we also welcomed

the return of the annual St Patrick's Day Parade, which was a great success. Over the months of January and February, there was a steady increase in demonstrations and marches over the period, including anti-vaccine groups, anti-COVID groups and climate change groups.

Industrial action has continued across some areas of our network, in particular the Woolwich Ferry action and the London Underground Night Tube services on the Central and Victoria lines. We have been supporting the mitigations for these and providing regular updates to our customers so that they can make suitable travel arrangements.

On 1 and 3 March, strike action was taken by the RMT as part of a dispute over pensions, jobs and conditions. As a result, there was a reduced service on some Tube lines and no service on others. This strike action hampers the encouraging progress made to restore Tube ridership, which is vital for our finances and the capital's recovery from the pandemic.

During the strike action, we advised customers to work from home, where possible, and to check their journeys before travelling. We also ran an enhanced bus services, where possible.

On 18 February, RideLondon 2022 was officially announced with a new route and dates for this year's festival. Our TDM colleagues have been working closely with organisers, London Marathon Events and Marketing and Partnership colleagues to ensure travel advice on the new route is shared with customers and drivers in advance so that they can make suitable travel arrangements.

We have also developed and shared alternative options for travel in support of the Queen's Platinum Jubilee, from 2 to 4 June, and High Speed 2 (HS2) works in the Euston area, as well as impacts of industrial action.



We regularly clean the touchpoints in our stations

Extensive cleaning regime

We continue the regular application of the antimicrobial agent Zoono across our network. This product is sprayed via an electrostatic gun and kills any virus or bacteria that lands on it, therefore reducing the risk of the potential spread of coronavirus. In addition, the touchpoints at our stations are also regularly treated with antibacterial spray throughout the day, with a focus on surfaces that are most-frequently touched such as handrails and help points. There are also more than 1,000 Dettol hand anitizer units installed across the network for everyone to use, with 45,000 litres of hand anitizer used to date.

Business sector and recovery support

Our work to support London's businesses as they implement their return-to-office plans following the Omicron variant continues. On 23 February, chief customer and strategy officer and deputy commissioner, Gareth Powell, joined 100 members of the London Chamber of Commerce and Industry to discuss London's recovery and what the future of transport in the capital will look like. On 1 March, chief safety, health and environment officer, Lilli Matson, joined staff from the Bank of England to brief them on everything we are doing to ensure a clean, safe and reliable network as people return to the office.

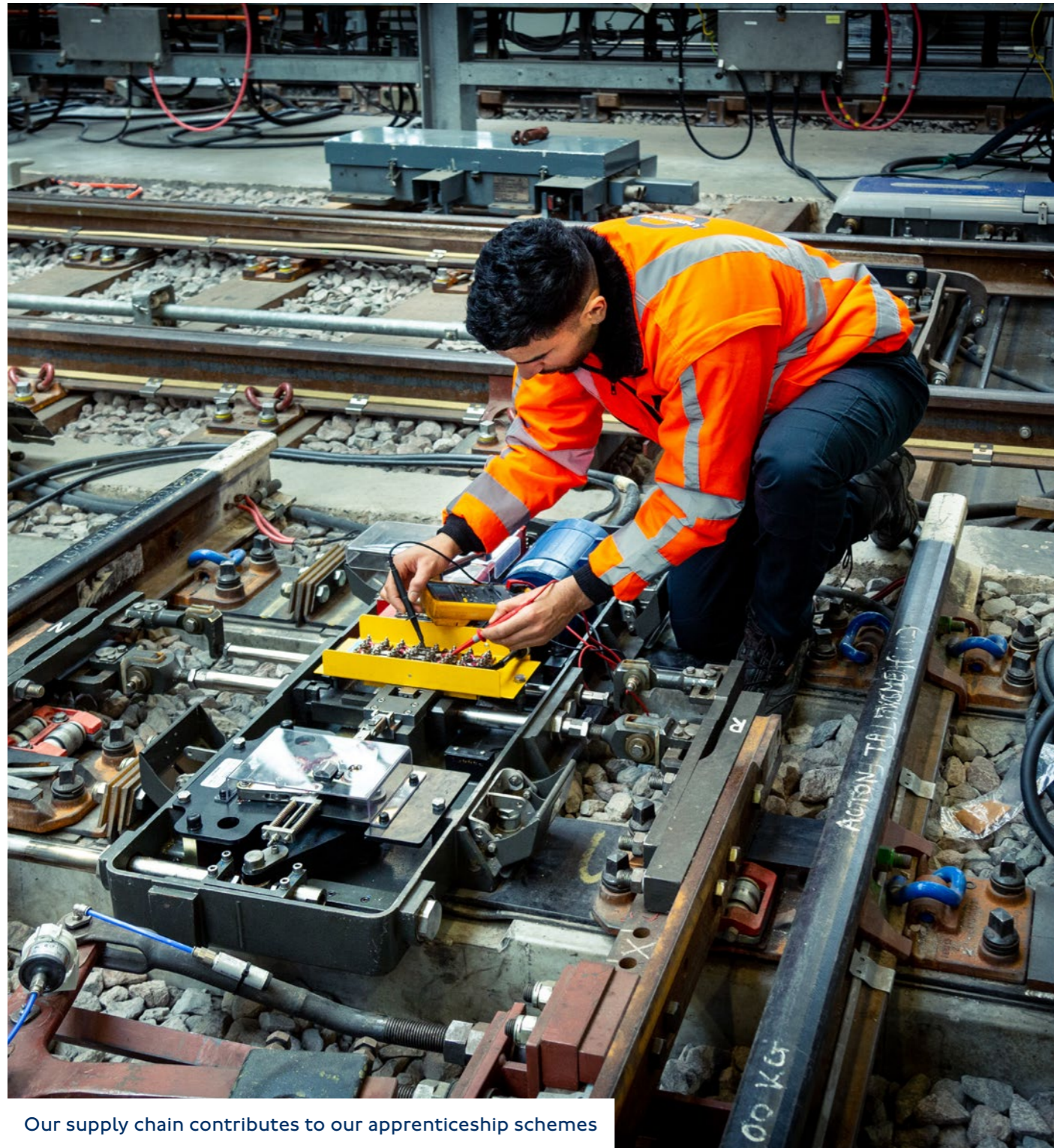
In addition, we have shared our resources for business with thousands of businesses across London. These are designed to support employees in organisations as they plan their return to work.

Night Tube

We restarted Night Tube services on the Central and Victoria lines on 27 November 2021, following their suspension due to the pandemic. Train operators were seconded to ensure we could provide as full a service as possible during the day. Despite recent industrial action by the RMT union, we have been running a near normal Night Tube service on the Victoria line, with trains every 10 minutes as scheduled, and a regular service on the Central line, with at least two trains per hour through central London. Plans for the resumption of the remaining Night Tube services will be announced shortly.

Our people

We continue our commitment to improve the diversity of our organisation and the wider transport industry



Our supply chain contributes to our apprenticeship schemes

National Apprenticeship Week

Our Early Careers team promoted our apprenticeship opportunities virtually at council events in Newham, Haringey, Ealing, Bexley and Camden as well as attending Kingsmead school and Westminster Kingsway College in person to promote our apprenticeship scheme, reaching over 100 potential candidates per event.

On 8 February, our Skills and Employment Lead presented at the launch of the publication of the Apprentice Diversity Champions Network (ADCN) annual report 2021/22, hosted by Minister for Skills, Alex Burghart. We also had colleagues from the business take part in a panel discussion on how we can make apprenticeships more inclusive. Chaired by Lia Nici MP, the ADCN champions apprenticeships and diversity among employers and encourages more people from underrepresented groups to consider apprenticeships. The group focuses on getting women into STEM-based apprenticeships, and they are developing a toolkit for employers of all sizes to access through the Government's Fire It Up apprenticeship website pages.

To mark National Apprenticeship Week, on 7 to 11 February, and inspire people to seek a career in the built environment industry, we held a number of events at BuildEast, our construction training hub. We welcomed around 120 school students from New Vic College and Chobham Academy, who got the opportunity to try virtual reality headsets and take part in steel fixing and formwork taster sessions. I also visited and enjoyed talking to trainees and apprentices,

as well as meeting the trainers and employers who make it all happen.

On 21 February, we welcomed a further 33 apprentices on our London Underground Engineering apprenticeship. This brings our total 2021-22 cohort of graduates and apprentices to 61 graduates, 103 apprentices and five interns.

In the past 13 years, we have taken on around 10,000 apprentices through our supply chain or through the London Transport Museum and Crossrail. They have all gained experience and new skills while working on a vast range of projects which help shape London, including the Elizabeth line, major road improvements and communication systems for staff working on London Underground.

We are committed to improving diversity across the transport industry, bringing more women and people from ethnic minority backgrounds into roles at all levels. In recent years, we have encouraged more women to consider a career in engineering, and as part of this we have taken our Level 3 Engineering Apprenticeship scheme from no representation of women in 2018 to 27 per cent in 2021. In addition to this, the London Underground Fleet Engineering Level 3 apprenticeship achieved gender parity for the first time in 2021. By bringing a variety of people into transport, we are helping to future-proof the wider industry, encouraging fresh thinking and making our organisation more sustainable in the long term.

Mid-year performance and readiness captured on our new system myJourney

Our new talent portal, myJourney, was launched to coincide with the start of mid-year conversations, which ran from 1 November to 31 January, and captured our new performance ratings and readiness approach to talent. myJourney has been designed to capture employee progress, and evidence and outputs from one-to-ones as well as gather feedback from others. The data capture will provide managers and leaders with greater visibility and insights, driving fairer and more inclusive evidence-based people decisions.

Celebrating LGBT+ History Month

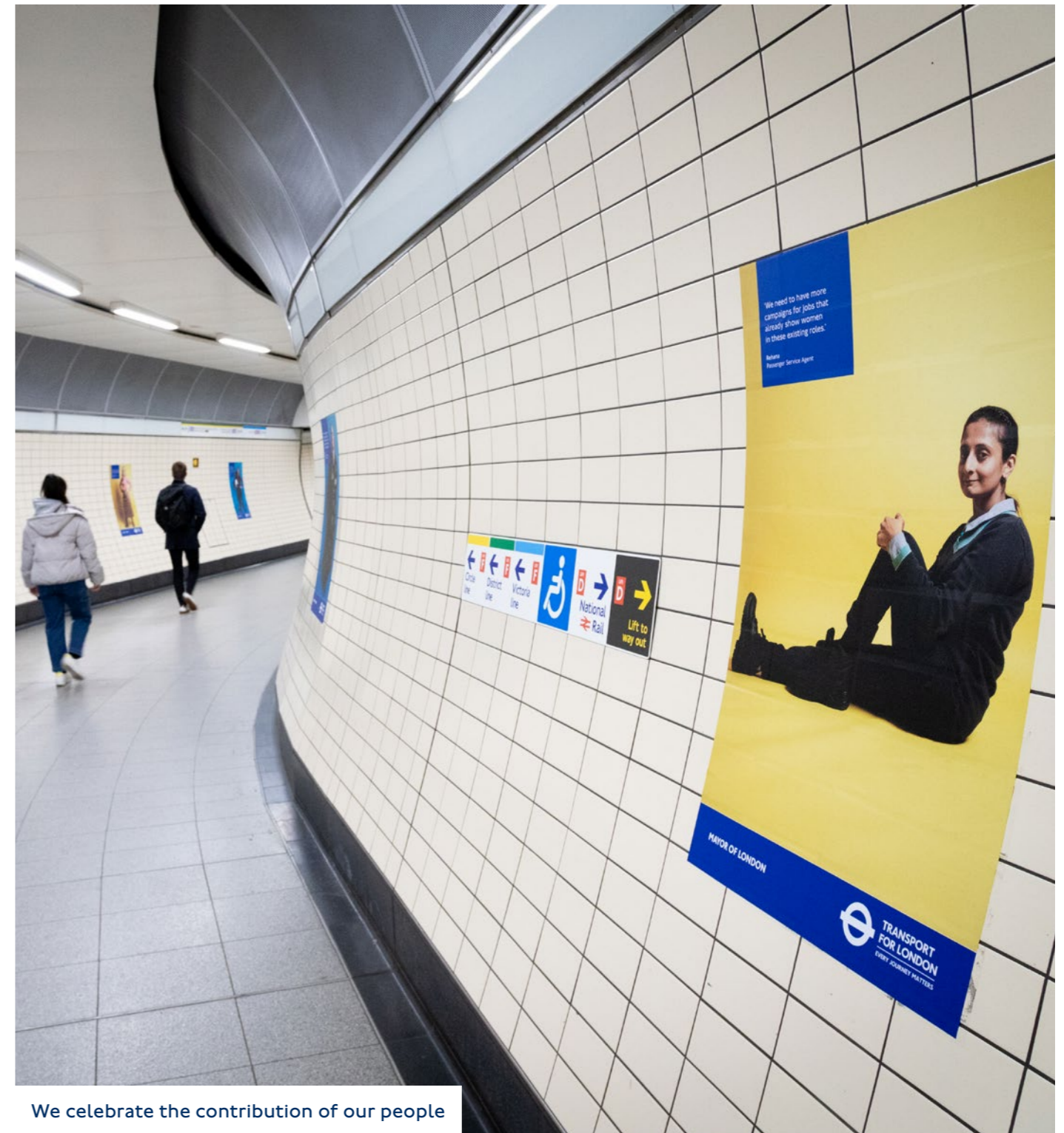
The first day of February marked the start of the annual month-long observance of lesbian, gay, bisexual and transgender+ (LGBT+) history in the UK. Our Outbound Staff Network Group has hosted multiple events throughout the month, including the launch of the #everystorymatters digital display at the London Transport Museum, bringing the Pride 2021 roundels into the museum in an exciting new installation throughout February and March.

There were also lunch and learn sessions between 14 and 18 February, which were hosted by Outbound members and open to all colleagues. The sessions focused on identity, gender and language to meet our aim to educate our colleagues on this important topic.

International Women's Day

For International Women's Day, more than 60 women from across our organisation posed for portraits to celebrate their contribution to the transport industry. Participants include both operational staff – including a train operator, bus station manager and incident response manager – as well as engineers, project managers, project sponsors and strategists who keep the transport network moving. These portraits will be on display at Victoria station from 8 March.

Haymarket Books is also launching a City of Women Tube Map that replaces all stations with the names of women and non-binary luminaries. Among those represented on the map is Joan Saunders-Reece, an emergency planning manager who was the first female train operator on the Victoria line, the first female fleet instructor and the first female emergency response unit manager. The map also features stations named after Hannah Dadds, the first female train operator, and Jill Viner, the first female bus driver.



We celebrate the contribution of our people

Accessibility Focus Month

February was Accessibility Focus Month for London Underground Customer Operations. The aim of the month was to raise awareness of the importance of making our network more accessible and to demonstrate the difference great customer service makes to our customers' journey – as well as celebrating the brilliant customer service our staff deliver every day. Through team meetings, intranet stories, Yammer conversations and videos, the topics covered included our Turn Up and Go service, step-free access and real-time information services, as well as the importance of access to toilets for those with hidden disabilities. Making our network more accessible and inclusive is critical to delivering a better customer experience not only for our disabled customers but for all Londoners.

Everyone's Future Counts

During National Careers Week, from 7 to 12 March, we published our Everyone's Future Counts approach. Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. The coronavirus pandemic has worsened existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience.

Our programmes provide targeted provision and skills development, helping reduce the impact of those barriers. They are delivered internally, through our supply chain, our construction partners and the London Transport Museum. Realising the potential of all Londoners is key to moving the capital forward, safely, inclusively and sustainably.

Time to Talk Day

On 3 February, we showed our support for Time to Talk Day, a nationally recognised day originally promoted by the Time to Change campaign and focused on encouraging people to talk about their mental health. By having more conversations about mental health, the stigma and barriers that still surround mental health can be broken down.

To mark the occasion, there was lots of activity across the organisation, ranging from coffee mornings and quizzes to listening sessions and talks – including members of our Occupational Health and Wellbeing team presenting on mental health and the menopause respectively. The Supporting Colleagues Network also organised a Tea and Talk session where colleagues were able to talk candidly about how they were feeling, with some colleagues bravely sharing their own mental health stories and wellbeing tips.

Well@TfL

More than 400 employees took the opportunity to attend an on-site health check with the Well@TfL Health and Wellbeing Physiologist. We also have more than 50 on-site days booked until May 2022, including night shifts. These health checks provide employees with information on important health metrics such as their body mass index, blood pressure and cholesterol. Feedback from colleagues has been positive, with colleagues raising how hard it has been to access basic health checks during the pandemic. The anonymised and aggregated data from these health checks will also provide the Occupational Health and Wellbeing team with valuable information about employee health and enable us to target health initiatives more effectively.

Improving transport and generating growth

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



We are working to improve our Underground services

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 on 27 March. 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. We have recently finished installing new signalling equipment between Moor Park, West Harrow and Preston Road stations, and are now working on the remainder of the north end of the Metropolitan line.

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 procurement of the high-voltage power framework is progressing, and the project is now in final negotiation with the tenderers. It is expected that the final contract award recommendation will be approved in March.

We commissioned modifications to legacy signalling at a further three sites in February (Leicester Square, Knightsbridge and Green Park). These works are required because the new trains are longer and have different sight lines from the driver's cab.

We are working towards the delivery of four track roads that will stable trains at South Harrow Sidings. However, due to poor weather conditions, ground conditions and material shortfalls, the project has experienced delays, with work now expected to be completed in July. This work is key for the introduction of all 94 new trains on the Piccadilly line in February 2027.

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 intricate and safety-critical work needed to connect the new southbound tunnels to the existing railway is continuing at pace since the temporary closure of the Northern line between Kennington and Moorgate began on 15 January. We are now halfway through the 17-week Northern line closure and good progress has been made on the new tunnel connection to the existing network, and the new concourse, escalator and moving walkway.

There have been some delays to the cladding panels, owing to a number of panels needing to be remanufactured and installed. We are currently developing a plan to ensure all the necessary panels are in place by the end of the blockade to enable the opening of the new concourse and platform area.

Works at the station are still due to be completed by the end of this calendar 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, subject to us being able to identify a source of funds. We will enable step-free access to the Northern line, providing for an interchange to the possible future Bakerloo line extension.

We will also construct passenger tunnels connecting the new ticket hall to the existing Northern line platforms.

Negotiations with the developer were successfully concluded on 23 December. The development agreement was duly executed and is now live and active. Early works are under way during the temporary closure of the Northern line Bank branch. These include cable removal and relocation of equipment to make way for the future station upgrade.

The project is now looking at the next stage, which includes the procurement strategy for tunnelling and fit out works.

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 involves assuring the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, as well as protecting operational networks and services.

At Euston, construction work continues. A milestone was reached last year when HS2 achieved a breakthrough at each end of the tunnels connecting the site of the new Northern line substation with the existing substation. HS2 construction is ongoing and the new traction substation will be handed over to us when complete. In autumn this year, major utility works will take place

and will require traffic lane removal on the Euston Road. It is likely that there will be significant bus and traffic delays as a result of these works, and we are working closely with HS2 to mitigate any impact to customers.

The design of our new infrastructure at Euston continues together with the campus master planning, integrating with the new design for the upgrade of the existing Network Rail station at Euston. We are working with all stakeholders to ensure our services, including any required relocation of the bus station, are adequately provided to meet the needs of the travelling public. At Old Oak Common, HS2 works continue at pace on the construction of the new station box.

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.

The rail systems work 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, mechanical, electrical and plumbing installation is almost complete. Testing and commissioning of mechanical and electrical equipment is ongoing, with a focus on handover preparation, 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, and works started in January. We continue to work with the developer, Barking Riverside Ltd, to agree how to fund and deliver the remaining urban realm scope that will discharge our remaining planning obligations. Our most likely start of service remains autumn 2022.

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 is now arriving on site in parts ready for reassembly, with a series of barges being used to transport the components. Up to the end of 2021, 150,000 tonnes of material associated with the Silvertown Tunnel construction were moved by river, the equivalent of 9,000 lorry loads being removed from the road network, thereby minimising congestion and lowering carbon emissions. As part of this, a major upgrade of the facilities at Thames Wharf in Silvertown is being carried out to enable safe mooring and loading. The first barge as part of this upgrade was received at the start of February. At full capacity, up to four barges per day will be used to remove excavated materials associated with the project by river.

Community engagement remains a focus, with regular community liaison groups on both sides of the river and with the Silvertown Tunnel Implementation Group.

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, owing to the current funding and financing challenges the organisation faces, the tendering process for the detailed design and build stage has been paused. A series of shorter capital interventions are being put in place to ensure the tunnel remains safe and operable until the main refurbishment

project can be progressed. The design of an over-height barrier to improve compliance of taller vehicles using the tunnel is currently under way and installation started on 31 January.

DLR

Our rolling stock programme will deliver 54 newly designed trains, to replace the oldest trains on the DLR, improve customer experience and expand capacity across the network to support housing and employment growth in east London. The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train operation system and enhanced customer information systems. Rolling stock manufacturing is now under way for our new fleet.

At Beckton, work on the northern sidings continues with an intensive period of track work to support the lead up to the changeover to the new signalling control system this spring. The sidings affected by the changeover have now been physically disconnected from the depot. 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.



Our rolling stock programme is set to deliver new trains

We have completed the acquisition of the land at Beckton adjoining the current depot which is needed for the construction of the additional sidings funded by the Housing Infrastructure Fund. This payment will also enable the execution of an option in the existing rolling stock contract to purchase trains 44 to 54, providing additional capacity and unlocking further housing benefits.

Old Street

Construction is progressing at Old Street Roundabout, where a new design will bring safety improvements for cyclists and pedestrians by providing 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. Works are also 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 early June, when the final traffic management phase will be implemented. Similarly, works are continuing with the infilling of the northwest entrance ramp, Subway 4, and construction of the new passenger lift. The passenger lift pit is now complete and works started on the lift shaft on 22 February. Construction of the concrete shaft for the new goods lift was completed on 8 February in readiness for installation of the new lift car from June.

Construction of the new main station entrance superstructure continues. Since December, 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 17 March and will be followed with installation of the roof deck from April and the glazing from July. The new station entrance is scheduled to open for public use in early June, while work continues on the above roof structure and glazing, as referred to above.

Refurbishment of the clerestory roof structure above the station started on 1 February, following installation of a temporary crash desk in the subsurface area to help facilitate these works and provide safety protection to the public using the subways to and from the station. These works will tie into the construction of the new bin store and UK Power Networks substation at surface level on the western side of the peninsula area, all of which continues to progress well.

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 began to be installed on 3 February for the east side retail units with the west side retail units to follow in May.

Due to the impact of the redesign and resequencing of works needed to accommodate the new power supply and infrastructure for the London Underground assets, the final completion of the project has been extended by six months and is now scheduled for spring 2023. All highways and surface level works remain on track for completion in winter 2022.

A40 Westway

The A40 Westway is a key strategic route and one of the busiest on our road network. Since the last report, we have successfully completed three extended night closures on 8, 15 and 22 January and one full weekend-long closure on 28 to 30 January. Closures during February included one extended night closure from 6 February followed by four back-to-back weekend-long closures on the nights of 12, 19 and 26 February. A final closure on the eastbound carriageway was held on the weekend of 5 March and switched to the westbound carriageway in mid-March.

In the meantime, we are working on the structure using single-lane closures to minimise disruption during the working week. The replacement of the safety and operationally critical roller shutter join is planned to continue until the summer. We are currently on schedule to complete the works as planned in August.

Challenging unsafe roadworks

On 26 January, we successfully prosecuted Thames Water at Westminster Magistrate's Court for unsafe streetworks on Kennington Park Road in May 2021, in CS7 just north of Oval station. At least two cyclists were injured as a result of the works, and both the London Ambulance Service and MPS were called to the scene. Thames Water did not contest the charges and entered a guilty plea in advance. The court took into account the early guilty plea, and sentencing guidelines which recognised that Thames Water did not carry out the works directly. The judge ordered Thames Water to pay a fine of £20,000, with full costs of £3,102 awarded to us.

Safety and sustainability are a top priority and to date we have successfully prosecuted 136 roadworks offences on our road network. We work closely with utility companies on safety at roadworks sites and highlight concerns on the high level of safety failures found. We continue to move ahead our progressive and safe roadworks policy across the network and deliver the commitments of the Roadworks Charter.

Night-time road closures

A number of night-time full road closures on the A2, A201 and A316 have been hugely successful due to our ongoing collaboration on projects involving boroughs and Works for London contractors. The planning and coordination by all parties provides the opportunity to complete a variety of maintenance and cleaning works during these closures, such as drainage, safety and streetlighting repairs, general cleaning, green maintenance and asset renewals. This collaborative work provides colleagues with safer working environments, minimises disruption to our customers with only one traffic closure, and provides efficiency and savings benefits for all parties involved.

Patient transport trial

Hospital trusts provide transport to vulnerable patients who cannot use public transport. These vehicles currently do not use bus lanes and patients transported by patient transport services experience slower journey times than people travelling by bus or taxi. Delays to services can significantly increase costs for NHS trusts, increase wait times and lead to missed appointments and inefficiency.

We have been working closely with Guy's and St Thomas' NHS Foundation Trust to develop a trial area and scope. The 12-month trial will enable their fleet of 154 non-emergency ambulances and liveried patient transport vehicles to access bus lanes on our network and borough routes. The trial went live on 21 February and will be reviewed quarterly by both us and Guy's and St Thomas' NHS Foundation Trust as both parties are responsible for the

monitoring of the trial. The trust will share fleet usage and qualitative survey data with us as part of the monitoring process. We will also monitor and assess road safety, bus service, congestion and reliability impacts during the trial.

Water mains replacements

There are 400,000 roadworks across London each year, 50,000 of which we coordinate. We continue to work tirelessly to maximise collaboration and minimise disruption for our customers, using our influence to support opportunities for sustainable travel in London. Following agreement between Thames Water and the Water Services Regulation Authority, we have started early engagement to plan an extensive programme of trunk and local water mains replacements for the highest risk leakage locations in London. We are clear that our role is to support and facilitate Thames Water's significant investment in its London assets, and we will be working with them to ensure the minimum inconvenience to London's road users. As an example of the benefits of our approach, Thames Water started collaborative works on the A205 Westhorpe Avenue on 14 February with SGN, to simultaneously improve water and gas network resilience in the area.

Tunnels for Hope

The Tunnels for Hope project brings together artists, practitioners and schools to create public art installations to inspire hope and change within the community. Pedestrian underpasses are decorated with artwork and inspirational messages from primary school children. This was initially



We continue to make our network more accessible

a local project in the London Borough of Hammersmith & Fulham, but due to its success with community engagement and the benefits on our road network, the project is seeking to expand to additional schools and locations.

Step-free access

We are committed to improving transport in London by making it more accessible, safer and reliable. On 11 March, Harrow-on-the-Hill station became the 91st step-free station, with four new lifts installed providing customers with step-free access from street to platform. In addition to this, manual boarding ramps are also now

available between the platform and train. All DLR stations and tram stops, as well as 60 London Overground and most of the 32 TfL Rail stations, are also step-free.

On 10 February, our ten-week consultation on step-free access closed, with 5,612 responses received. During the consultation, we connected with a variety of groups across London's diverse community to talk about how we should shape our future approach to step-free access at our stations when funding becomes available. We will now analyse and review these responses and aim to publish the findings in May.



Our buses provide an essential service across the capital

Bus action plan

On 11 March, we published our Bus action plan. As we continue with our recovery from the pandemic, transforming bus travel is essential to ensure a green and inclusive recovery for London and achieve the Mayor's target for London to be a net zero carbon city.

Our buses play a central role in connecting Londoners, commuters and communities across the capital, and we must continue to improve upon and modernise our services. We have been engaging with boroughs and stakeholders on the role of the bus in London's recovery and the long-term vision for bus travel. The action plan sets out our 2030 vision for buses, including how they contribute to creating Healthy Streets, and actions to improve customer experience, journey times, connections, safety and security, and help reduce carbon emissions.

Our buses provide a vital service for people who need to move around the capital. As we emerge from the pandemic, it is essential that we avoid a car-led recovery and that buses remain an attractive choice for our customers.

While the bus network in London is already seeing more than 4.5 million passengers a day, encouraging more people to use buses and facilitate the switch away from car use is essential to meeting the mode shift targets within the Mayor's Transport Strategy.

Bus services changes

A public consultation was launched on 10 February on the proposed withdrawal of the weekend-only night service on bus route 145, which runs between Dagenham and Leytonstone. The night service was little used prior to its suspension at the beginning of the pandemic. As part of our continuing programme to better match service levels to demand, three more central London bus routes had frequency decreases during February, these included route 14 from Putney Heath to Russell Square, route 390 from Archway to Victoria, and route 453 from Deptford to Marylebone.

Route 63 bus improvements

We launched a new fleet of 29 electric buses on route 63 on 11 February. As well as being zero emission and meeting the 2021 Bus Safety Standard, the new buses also include a range of enhancements to improve customer experience and increase bus use. It is now even more important that we make the bus network attractive to encourage more people to use it, and so ensure revenue is maintained and reinvested into the network.

Key features of the new fleet include high-back seats, USB chargers and phone holders, more clearly defined priority seats, improved information screens showing journey times to stops and disruption on rail lines nearby, wood-effect flooring and a skylight on the upper deck to improve the light and ambience. This follows work to improve bus stops along the routes, including next bus information at most bus shelters but also new real time information screens at many bus stops.

We are carrying out customer research to assess these benefits, with a view to rolling out similar improvements more widely across the network, and initial feedback has been positive.

Our bus operations and network management teams have achieved these enhancements in a cost-efficient way and we are expecting to pay back the modest investment quickly, to help us attract more customers to the network as well as make buses more financially sustainable.

London Overground

We have finalised concept designs and secured relevant planning consents for the East London Line Enhancements programme, which comprises infrastructure projects to support significant housing growth across Southwark and Lewisham. The programme is funded by the Housing Infrastructure Fund and developer contributions. The main works contractor has been procured via a two-stage tender and, subject to funding and approvals, will start detailed design in June.

Our collaborations

On 20 February, we collaborated with Adidas and Arsenal FC to design pre-match shirts, co-branded jogging bottoms and gilets, and the collection almost sold out immediately on release. The collaboration received extensive press and social media coverage, including posts from Adidas, as well as Arsenal players wearing the kits on the pitch. In addition to the collection, bespoke Oyster cards were created as part of the deal and used as a promotional give-away. 1,000 cards were pre-loaded with £15 credit, providing £15,000 which can only be spent on the network. This partnership raises additional revenue for us and is part of our wider global licensing programme.

Our Partnerships Team are also collaborating with the British Heart Foundation for the London to Brighton Bike Ride on 19 June 2022. We anticipate up to 16,000 cyclists will be taking part in this event. The partnership enables us to target new and occasional leisure riders, encouraging them to utilise our cycling infrastructure and to adopt a more active lifestyle. We are providing London-wide training routes on cycleways, hints and tips on staying safe on the roads, as well as links to our free online cycle skills training for beginners. This free training can be found on the British Heart Foundation website.

Changes to fares

As of 1 March, public transport fares have changed across our network. Customers have been provided with clear and concise information regarding the changes, which informs them from 14 February that 'Our fares are changing', followed by a 'Our fares have changed' message from 1 March onwards. We will continue to promote our best value fares including daily and weekly capping, the Hopper and off-peak fares.

Sharing lessons with our suppliers

Once a year our capital delivery area holds a 'zero harm' conference with joint participation from our colleagues and capital delivery suppliers. On 8 February, we held a virtual conference on the theme of carbon with both capital delivery and technology and data suppliers invited. The aim of the conference was to share ideas and information, providing the opportunity to foster links and contacts, and to create tangible improvements in the reduction of carbon to help move closer to achieving London's target of being net-zero carbon by 2030.



We helped uncover an important archaeological find

New homes

The Liberty of Southwark

On 22 February, we announced that we uncovered an important archaeological discovery at The Liberty of Southwark, our joint venture project with property developer U+I near London Bridge. As part of the site investigations, archaeologists from the Museum of London Archaeology have uncovered an incredibly well-preserved mosaic that once decorated the floor of a Roman dining room. Experts have determined this to be the largest area of Roman mosaic found in London for more than 50 years.

Traces of an earlier mosaic underneath the one currently visible have also been identified.

The mosaics will be carefully recorded and assessed by an expert team of conservators. They will then be lifted and transported off site, enabling more detailed conservation work to take place. Excitingly, this will offer the opportunity to investigate the earlier mosaic, which currently is only visible in very small fragments.

The Liberty of Southwark has been designed by local architects Allies and Morrison as a varied collection of contemporary brick buildings, sensitive to the scale of their surroundings and full of references to the Victorian industrial and commercial architecture of the area. 15 Southwark Street, which dates from the 1860s, will also be restored as part of the development.

Once completed, the Liberty of Southwark will provide new homes, shops, retail and workspaces, which will become an important part of the community's present fabric, without forgetting its past.

Kilburn

We have started engagement on a project to restore 51 railway arches located either side of Kilburn station. Along with our architects DK-CM, we have held a series of fact-finding meetings with local community groups to understand their aspirations for the project. We are currently on track to submit a planning application to both Brent and Camden councils in the summer.



We have opened several purpose-built retail sites

Station retail

During the months of January and February, we opened five new purpose-built retail sites in our stations. The South African food store Savanna opened at both King's Cross and Canary Wharf, alongside Gramos Coffee, also at King's Cross, Bagel Factory at Oxford Circus, and Greggs at North Greenwich. In addition, Zeus Coffee Company will soon be opening at Chadwell Heath's new Elizabeth line station.

These lettings add significant retail income to our in-station estate which will be reinforced in the coming months by the completion of more than a dozen new build lettings at Canary Wharf and across the eastern section of the Elizabeth line.

We continue to grow our portfolio by adding new retail and investing in our existing properties. We have developed a pipeline of activity which will bring new eating, drinking and shopping opportunities, enhancing the journey experience for our customers.

Poems on the Underground

Our latest series of Poems on the Underground, launched in February, comprises an excerpt from 'Ode to the West Wind' by Percy Bysshe Shelley, 'The Songs' by Martin Bell, 'Praise Song for My Mother' by Grace Nichols, 'Upwards (for Ty Chijioke) after Christopher Gilbert' by Raymond Antrobus, 'Love After Love' by Derek Walcott, and 'Private Ownership' by Sasha Dugdale.

Several of these poems reflect love – love between partners, between a parent and child, and between friends. The Shelley poem is included because this year marks the bicentennial of his death.

Art on the Underground

In January, Art on the Underground launched the 35th commission for the pocket Tube map cover by British-Ghanaian artist Larry Achiampong. Titled 'What I Hear I Keep', the artwork forms part of a series of flags and symbols that Achiampong has created to highlight and celebrate African identities.

For his Tube map cover, Achiampong incorporates pan-African colours: green, black and red to reflect the land, the people and the struggles the continent has endured, and yellow-gold to represent a new day and prosperity. The formation of 54 stars represents each of the countries on the African continent, while the chevron shapes allude to the act of sending and receiving messages that resonate.

Larry Achiampong explains the design is intended to 'explore the imagination and a sense of connectedness across African communities, and to reconsider their often forgotten or erased contributions to the city.'

Achiampong's Tube map artwork follows a temporary artwork commission by the artist in 2019, and a forthcoming permanent artwork which will be unveiled at Westminster station in spring.

Healthy Streets

We continue our work to make London safer and greener for everyone

Cycling and the future of London's temporary cycling infrastructure

Progress is being made with the delivery of permanent, temporary and experimental cycling schemes through the Healthy Streets portfolio. A total of 20km of new or upgraded cycleways have been completed (6.6km TfL-led and 13.4km borough-led) and a further 17.8km is in construction. 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. The delivery of safe cycling infrastructure is playing an effective role in broadening the diversity of people who choose to cycle some of their journeys.

Since May 2020, the Streetspace for London programme has introduced more than 100km of new or upgraded cycle routes. The priority now for TfL and the boroughs is to decide whether to retain schemes permanently, implement experimental schemes, or to remove them. These decisions are based on a range of monitoring data as well as feedback gathered from stakeholders and through public engagement.

Works are soon due to complete at the junction of Chelsea Bridge and Grosvenor Road on Cycleway 8, with the project having recently transitioned to an

experimental scheme in December 2021. The A21 Lewisham to Catford, London Bridge and Borough High Street schemes are all planned to transition in March from temporary schemes to experimental schemes. Also, as part of the Streetspace for London programme, the operating hours of 85km of bus lanes on our road network changed to operate at all times. Monitoring of the trial has shown it to have been a success and we have now started the process to make these changes permanent.

Boroughs have been undertaking a broad range of public consultations and engagement. Of the Low Traffic Neighbourhood borough schemes funded under the Streetspace for London programme, 101 remain operational, as are 372 School Streets from a total of 480 that were funded – which brings the total number of School Streets in London to more than 500. A further 16 new Low Traffic Neighbourhoods and six new School Streets are proposed, alongside numerous improvements and upgrades to existing schemes.

Healthy Streets Advisory Group

On 24 February we held our Healthy Streets Advisory Group chaired by our Director of Transport Strategy and Planning. This groups brings together organisations and leaders interested in our Healthy Streets and active travel plans. This discussion focused on what is required to ensure London reaches net zero by 2030.

Safer streets

Our thoughts and sincere condolences are with the family and friends of Shatha Ali who was tragically killed when her bike collided with an HGV on High Holborn on 1 March 2022. The collision follows the tragic death of Dr Marta Krawiec who was involved in a collision at the Holborn Gyratory in August 2021. The roads at this location are owned and managed by the London Borough of Camden, and we have been working together in considering a range of safety improvements in the area. A first set of short-term improvements was implemented in October 2021, and work has already begun on medium and long-term changes for the area as part of Camden's Liveable Neighbourhood proposals.

Cycleways

Cycleway 4

Construction work along Evelyn Street is progressing despite delays from third party diversion works. The principal contractor has taken over a large amount of the civil works from the utility companies to mitigate some of these delays. The project is now 75 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, is scheduled to start in spring.

Cycleway 9

Work to transform Hammersmith Gyratory started on 29 November and is set to complete during June. 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 June.

Cycleway 23

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



Our Santander Cycles have seen record number of hires

Santander Cycles

Our Santander Cycles scheme continues to go from strength to strength. It has played a crucial role throughout the pandemic, and has seen record usage as more and more Londoners have turned to cycling for everyday journeys and exercise.

In January, there were 748,435 hires which was a strong start to the year for the scheme, a record for the month and 83 per cent higher than January 2021. The cycle hire scheme has seen five months in a row of record usage and is on track to surpass 11 million hires for the financial year for the first time. Since March 2020, we have offered free cycle-hire access codes to NHS staff and other key workers. So far, more than 160,000 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.

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 roll out of 500 e-bikes, flexible fare models and enhanced app functionality. The changes to the back-office payment system, website and app are in delivery and the e-bikes are being manufactured with the launch of 500 e-bikes planned for summer 2022.

We are also exploring opportunities to expand the geographical footprint of Santander Cycles and currently prioritising a third-party funded expansion within the London Borough of Southwark. The proposed sites are progressing through planning permission and internal approvals. The expansion to other areas of Greater London is being explored but remains subject to funding availability.

Air quality and the environment Congestion Charge changes

In 2020, temporary changes to the Congestion Charge were brought in as an emergency measure in response to the coronavirus pandemic. Following a 10-week consultation, which saw nearly 10,000 responses from the public, the Mayor agreed to permanent changes in the operating hours of the scheme in December 2021.

The changes to the hours of operation came into effect on 21 February and include no charges in the evening after 18:00 and a reduction of operating hours on weekends and bank holidays to 12:00 to 18:00. These changes will help reduce congestion as well as support the recovery of London's night-time culture and night-time economy. An information campaign to inform London drivers about changes to the central London Congestion Charge hours of operation launched on 7 February and will continue until 24 April. The campaign includes radio adverts, roadside posters, press and digital adverts, emails to customers and engagement with stakeholders.

Electric Vehicle Infrastructure Strategy

Following on from the 2019 London electric vehicle infrastructure delivery 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 9,000 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 electric vehicle 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 electric vehicle which, when estimated at the London level, fall to the higher end of our electric vehicle sales forecasts used in our modelling.

Looking to the future

As one of London's largest energy users, we are working to reduce our own carbon emissions and help meet the Mayor's net-zero carbon 2030 ambition, as set out in our Corporate Environment Plan which was published in September 2021.

In January, the Mayor published an independent report by Element Energy to develop pathways related to his ambition of London reaching net zero carbon by 2030. The report, which was commissioned by the Mayor, outlines the bold action required to reduce air pollution, tackle the climate emergency and cut congestion in the capital to create a greener, healthier city fit for the future. We are now working on possible options for what the future of road user charging in London might look like to ensure a smarter, fairer system for drivers.

Throughout the month of February, we engaged with a number of organisations interested in the Mayor's plans to introduce a new road user charging scheme. During the meetings with Campaign for Better Transport, London First, Confederation of British Industry, London Chamber of Commerce and Industry, Federation of Small Businesses, London TravelWatch, London Cycling Campaign, Canary Wharf Group and Logistics UK, we discussed the imperative for London to reach net zero carbon by 2030, the potential options for any scheme and how different schemes might affect Londoners.

On 4 March, the Mayor announced that he intends to consult on proposals for the London-wide expansion of the ULEZ in 2023. We will be running a 10-week public and stakeholder consultation on detailed proposals starting in May. The Mayor will consider feedback from the consultation and decide whether or not to confirm the expansion proposals with, or without modifications.

The Mayor has also asked us to develop proposals for consolidating existing road user charging schemes into one simple and fair scheme where drivers would pay per mile, for introduction by the end of the decade. It would potentially involve drivers paying different rates for using their vehicles depending on how polluting they are, the distance driven and the time when the journey takes place.

We remain committed to achieving a net zero carbon railway by 2030 and a key part of this is ensuring that our electricity supplies are from renewable sources. We plan to launch our first procurement for renewable electricity in the near future and are working with colleagues across the GLA on a future collaborative approach. A memorandum of understanding has been produced to establish the principles by which this collaborative procurement can happen and we intend to agree this and move forward with the detailed design phase through summer 2022.

Bus Priority Programme

Delivery of three bus priority schemes on our road network have now been completed. The final elements of work to support the three new pairs of bus stops and associated shelters on the A316 Chertsey Road have now been finished which has enabled the extension of route 110. Work to improve bus speeds on Sundays along Harleyford Road in Lambeth has also finished, which sees the introduction of further waiting restrictions to enable bus progression.

In addition to these works, a scheme to address delays to buses at the junction of the A217 and St Dunstan's Hill in Sutton has also been completed. Changes to road markings will enable buses to progress through the junction more easily while also addressing safety issues which have been noted here.

Boroughs are continuing to deliver their bus priority schemes. Around one kilometer of improved bus lanes are nearing completion at Lower Kilburn High Road in Camden. The London Borough of Lambeth is also on site and due to complete 0.5km of improved bus lanes on Kennington Road.

We have improved 45 signalised junctions so that buses now receive priority from the signals to ensure they can progress through the junction more efficiently. A further 525 signalised junctions have also been reviewed to improve bus services and detailed analysis of 13 bus routes has been undertaken. From this analysis, we can identify where signal changes can be made and where highway improvements can be undertaken.



We are progressing our plans towards a zero-emissions bus fleet

Zero-emission buses

We continue to add zero-emission buses to the London fleet as quickly and affordably as possible, with an aim to make the entire fleet zero-emission by 2034, plus options for bringing this forward to 2030 if funding for vehicles and infrastructure can be provided by the Government. There are more than 750 zero-emission buses now in service across multiple bus routes, helping to reduce CO₂ emissions across the capital.

With the Government's financial support, we are aiming for around 10 per cent of our 9,000-strong fleet to be zero-emission by spring 2023, subject to manufacturing supply chains and vehicle delivery, and the upgrades of power at multiple bus garage sites around London. The timing and quantity of further orders are still dependent on reaching a long-term funding settlement with the Government.

A move towards zero-emission will not only support the Government's wider plans to cut CO₂ emission in the UK by 68 per cent compared to 1990 levels by 2030, but support British manufacturing, innovation and jobs – and reduce reliance on vehicles powered by fossil fuels such as diesel.

Safer Junctions

The Safer Junctions programme includes 73 of the highest risk locations in London for vulnerable road users. To date, we have completed safety improvements at 43 of these – with a 39 per cent reduction in cycling collisions. Construction of Holloway Road Safer Junction has been prioritised in 2022/23 funding scenarios, alongside design work at Battersea Bridge/Cheyne Walk where a cyclist was seriously injured in January. The latter junction has the third highest number of cycling collisions in the whole of London (based on September 2021 data), and the design team is exploring how to introduce cycling infrastructure alongside the proposed new pedestrian crossings ahead of an extension to Cycleway 8. This is a challenging, constrained location with high volumes of traffic and buses – hence strong stakeholder support for safety improvements will be essential to ensure ambitious design proposals are supported. Further work is under way to explore more improvements for the Safer Junction locations along Bishopsgate, including how these work with wider proposals across the City of London.

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 in the Mayor's Vision Zero ambition to eradicate fatal and serious injury collisions from London's roads by 2041.

On 26 January, we reduced the speed limit to 30mph on the A10 Great Cambridge Road. The following roads should see a reduction in speed limits to 20mph by April this year: 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 a new 20mph speed limit in place by the end of April 2022, and additional speed reducing features such as speed tables will follow at a later date.



We are collaborating with boroughs on our e-scooter rental trial

E-scooter rental trial

On 14 March, the eleventh operational period of the e-scooter rental trial started, meaning the trial has now been operating for more than nine months. Ten participating boroughs make up one continuous trial area. Headline trip data from the first nine operational periods is available on our website, showing that a total of 660,000 rides were taken in the first 36 weeks of the trial, with a total of 3,885 vehicles available to hire.

Thames Water funding for Sustainable Drainage Systems projects

We have successfully agreed £640,000 of Thames Water funding for the delivery of sustainable drainage systems (SuDS) projects on our road network. This includes creating roadside rain gardens in the redundant subway ramps outside Edgware Road station, swales in the centre of Tolworth roundabout, and a permeable cycle lane on Nine Elms Lane. These kinds of initiatives are essential as part of our efforts to adapt to climate change by reducing the peak flows of water into our antiquated sewer system and so helping to reduce the risk of surface water flooding.

Severe rainfall in July last year resulted in the closure of 30 London Underground stations and extensive travel disruption across large parts of London. In response, the Mayor convened a series of roundtable discussions and established a Task and Finish Group, of which we are a member, to focus on London's adaptation to surface water flooding and risk management. The group presented their findings to the London Councils' Transport and Environment Committee in February, and recommendations included ways to tackle governance, funding, evidence and communications. These will be overseen by the proposed creation of a Strategic Flood Group that will include TfL representation and will look at how to develop a strategy, plan and supporting communications that places flood risk as part of an ongoing development of community resilience. We are also in the process of developing our plan for climate adaptation across TfL which is set to be published later this year.

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 £150m by 2029/30. Work is continuing to provide a baseline for the scope, assuring the business case, benefits and proposed route to market. This enhancement is not funded in the Greater London Authority budget, which would reduce value for money from the funded renewals elements of the SITS programme. Review of funding and prioritisation of enhancements is ongoing.

The Common Operational View Incident Management System will replace the legacy Traffic Incident Management System and will provide a real-time common view to operators in the Network Management Control Centre of how the road network is operating. The fifth release is scheduled for April, which will add roadwork information across London and additional mapping layers, further increasing the situational awareness of operators in Network Management Control Centre, which will improve tactical decision making when managing the road network. Future releases will decommission the current system and deliver a step change in incident detection, significantly reducing this from its current average of more than 10 minutes.

Public transport technology

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes renewing 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 online at countdown signs at bus stops and next stop information on buses. It also supports bus priority at more than 1,800 junctions and enables performance payments to bus operating companies.

The tender process to select suppliers for iBus2 to replace the current iBus solution is progressing well. We are evaluating proposals from bidders who were successful in the earlier selection questionnaire phase, and expect to reach a consensus at the end of March. Shortlisted bidders will progress to the Competitive Dialogue phase, set to start in April, where we 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 also 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 value for money. Shortlisted bidders will be invited to submit final tenders in April 2022, with contracts expected to be awarded in September 2022.

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. Following the introduction of the first of these cameras to the network on 13 January, we are continuing to roll out the cameras across our network 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. Subject to a review of the success of these cameras in improving safety and compliance on London's roads, we may look into the feasibility of further extending the use of these cameras across London.

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.

Reducing our energy consumption

We are upgrading assets across our road network to LED solutions. This will significantly reduce our energy consumption by up to 75 per cent and provide carbon savings as we work towards a net zero carbon London. We are also upgrading our street lighting and traffic signals, replacing conventional lamps with LEDs in bus shelters, as well as replacing fluorescent lighting with LEDs as part of planned premises maintenance.

LED lighting has a number of benefits: the lamps last on average two to three times longer than traditional fluorescent and halogen lamps, meaning our customers are less likely to experience issues with lighting faults which in turn improves safety and comfort across our network. LED lamps also typically provide improved lighting quality.

Following the trial in December, work began in February to roll out LEDs at more than 12,000 bus shelters, and this includes both advertising panels and courtesy lights (the passenger light that sits above the information panel), with our ongoing maintenance work continues.

Before introducing these upgrades, we spent in the region of £12m on electricity across our assets. The ongoing work to switch to LEDs should enable us to slash our electricity bills, with the bus shelter upgrades alone seeing savings of c.£7m over the next 10 years, which is vital both for our finances and for its environmental benefits.

Crossrail

Trial Operations continue, with the Elizabeth line set to open in the first half of this year

The Elizabeth line will launch with a new passenger service between Paddington to Abbey Wood, through new tunnels under central London, in the first half of 2022. The launch will bring immediate benefits to passengers travelling between these stations, with 12 trains per hour operating in each direction.

Direct services from Reading, Heathrow and Shenfield are expected to connect with this section in autumn, with full end to end services set to launch no later than May 2023.

The start date for full Elizabeth line services is linked to improved reliability growth, and successful commissioning of further upgrades to signalling and rolling stock software planned for after the opening of the central section of the railway.

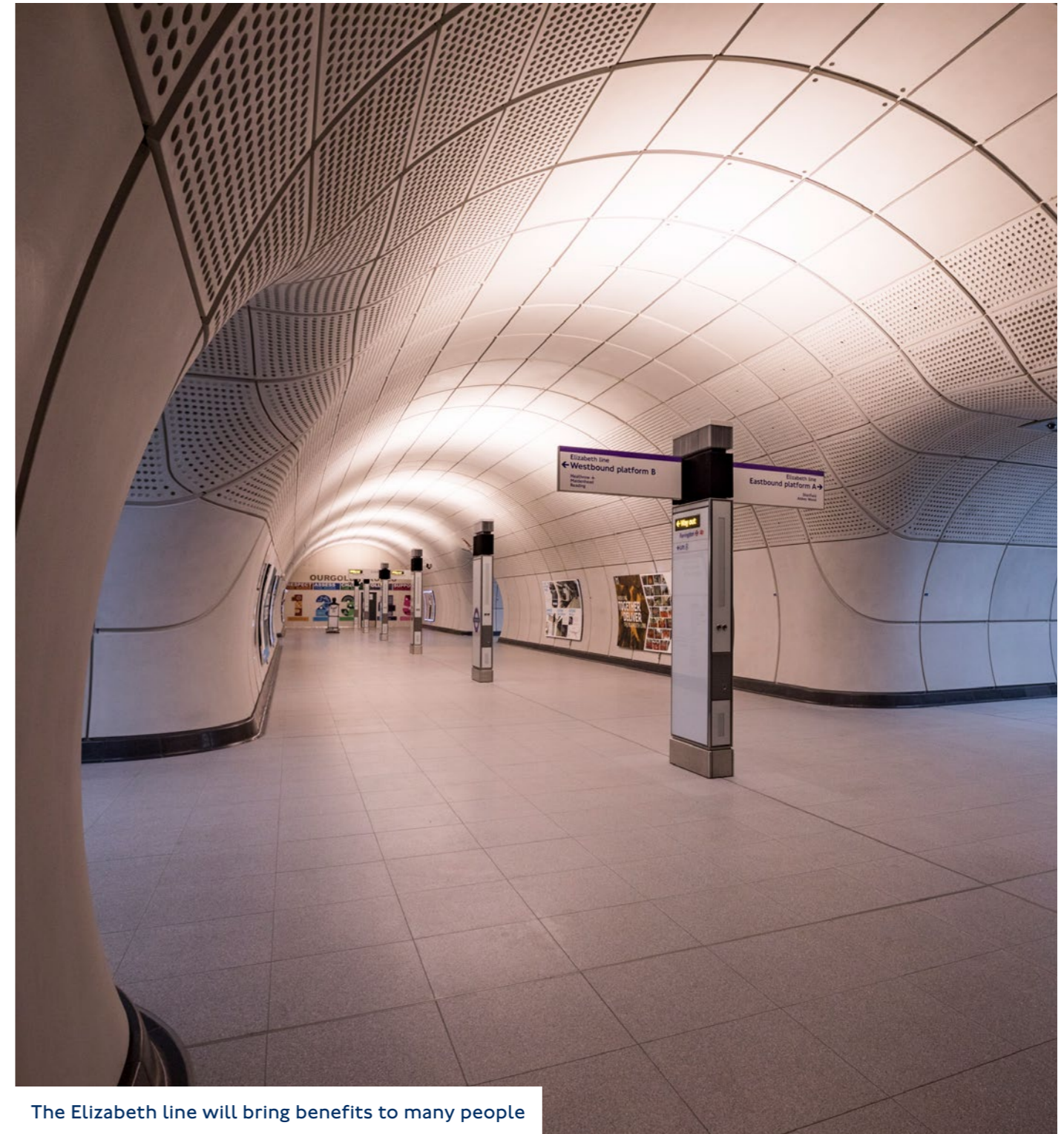
A phased approach to Trial Operations has been adopted to build greater resilience into the railway and to allow for the earliest start of passenger services. The first phase of Trial Operations started on 20 November last year and the second phase on 28 January this year. The second phase involves a range of organisations, including TfL, MTR Elizabeth line (as the operator) and Network Rail, collaborating on the response to trial scenarios along with thousands of staff volunteers. Emergency services, including the BTP, London Fire Brigade and London Ambulance Service are also involved, showing how they would respond to incidents on the network and in stations.

Following the completion of these Trial Operations, there will be a period of time dedicated to timetabled running. This will mark the final stage before the railway opens and its duration will be determined by the ability to show improved reliability across the railway.

We are continuing to improve the line's reliability to a level that is acceptable for its opening. Work is under way to fix the remaining bugs discovered with the signalling system and work has been completed to remove the last restriction on the railway's infrastructure. Additional software upgrades for the tunnel vent system will coincide with commissioning of the updated operating system known as ELR200 around Easter 2022 which is expected to further enhance reliability.

Network Rail's enhanced station upgrade works in the east continue at Ilford and Romford. Ilford's entry into service is currently forecast for the summer, although this is under review pending the resolution of the structural issue in relation to the ticket hall slab. Romford station remains on track to enter service in the coming months. Network Rail continues to assess the programme for both stations.

TfL Rail delivered an improved Public Performance Measure of 94.3 per cent during Period II, from 9 January to 5 February 2022. The eastern section of the line achieved 94.9 per cent, with the western section achieving 93.5 per cent. The overall Moving Annual Average trend continues to be better than target at 94.6 per cent.



The Elizabeth line will bring benefits to many people

Finance

We continue to control our costs while facing uncertain passenger demand

Our 2021/22 financial performance to date

Our latest financial report covers the period from the end of Period II of the 2021/22 financial year to the period ending 5 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 a deficit of £1,807m, which is £295m better than Budget. The current deficit is almost £1,278m better than last year, largely driven by higher passenger income, from more journeys, and higher other operating income, mainly from Road User Charging. Income from the ULEZ expansion, from October 2021, remains behind expectations and is now just over £60m behind Budget.

Total passenger journeys were 66 per cent of pre-pandemic levels in Period II, slightly below target, with Tube journeys 58 per cent of pre-pandemic levels and buses at 72 per cent. Quarter 3 saw demand broadly flatten. However, following the Government announcement of Plan B restrictions, journeys declined throughout the festive period. Total TfL journeys began to pick up again towards the end of Period II, following the easing of working from home guidance from 27 January. Journeys in the latest week before industrial action were 77 per cent of pre-pandemic demand, with Tube journeys at 68 per cent and buses at 84 per cent, although this was affected by school half term in February.

Passenger income is £2,583m in the year to date, almost 90 per cent higher than last year, but just over £250m, nine per cent, lower than Budget. Under the funding agreement with the Government, we receive a top up on passenger revenue to a pre-determined level. Government funding support is £1,721m in the year to date, which includes £1,405m of base funding and £316m of net revenue top-up.

Operating costs are £337m, six per cent, lower than Budget as a result of lower staff costs, lower Elizabeth line running costs, lower coronavirus-related costs, timing of spend and unused contingency held to mitigate high risk uncertainties such as the ULEZ expansion, where we have seen a shortfall in expected income. Total spend on capital renewals and new capital investment for the year to date is £1,048m which is £368m, 26 per cent, lower than Budget, and is partly driven by the short-term and stop-start nature of the funding agreements with the Government, and not being able to plan sufficiently far ahead to get projects approved and agreed with our contractors.

Cash balances were £1.26bn at the end of Period II, which is close to our minimum cash balance of £1.2bn. Without Government support, we would now have a cash deficit of £567m. With renewed Government support taking us up to late June, we expect to maintain cash balances of around £1.2bn over this timeframe.

Funding agreement

On 25 February 2022, we reached a four-month funding agreement with the Government to 24 June 2022 which replaced our previous agreement and covers the Fourth Funding Period. Over this period, we will receive base funding of £200m as well as the continuation of a revenue top-up mechanism which reduces the risk around passenger demand being lower than expected. This is included in our draft 2022/23 Budget. We continue to require about £0.9bn of support for the rest of the 2022/23 financial year to allow us to grow our cash balance to £1.4bn in preparation for reaching financial sustainability by April 2023.

The Government has a set a number of conditions in the Fourth Funding Period, as in previous agreements, including 18 deliverables and 35 ongoing requirements.

The conditions include the requirement to manage our cash balances at an average of £1.2bn during the Fourth Funding Period and provide a plan outlining the options to achieve up to £400m of appropriate revenue sources as well as cost saving initiatives in 2022/23, in addition to the £730m savings already embedded in our plans. We must also progress work on the revenue generating options we submitted to the Government in December and presented to the Board in February, which could raise between £0.5 to £1.0bn a year from 2023. All options would be subject to appropriate consultation and decision making.

The Government has recognised that we must rebuild liquidity as part of a longer-term settlement and there is the opportunity to rebuild balances up to £1.3bn at the end of this Fourth Funding Period. The Government has further recognised the inflationary cost pressures we are facing and is currently conducting a detailed review which will feed into the overall considerations on savings plans and proposals on longer-term capital funding.

We will be progressing work on all the conditions, including a further review of demand to inform future service level requirements and progressing our plans on our property development subsidiary, TTL Properties Limited, and more. We will also continue the independent review of our pension scheme, noting that there are no current proposals to make any changes and that any changes would be subject to the appropriate consultation, including with our people and Trade Union colleagues.

Furthermore, the Government has recognised the need for certainty and stability in our capital investment pipeline. We are working together towards grant funding for renewals and enhancements in the short and medium term, and working on a proposal for long-term capital support which we hope to have more clarity on during this Fourth Funding Period.

Reaching agreement on this is crucial for the coming years if the 'managed decline' of London's transport network is to be avoided and to move us further towards our other ambitions such as decarbonisation, accessibility, active travel and our work on other important programmes.

Our 2022/23 Budget

We have a legal requirement to have a balanced budget and we present this to our Board for approval before the start of the new financial year. While we are presenting a draft 2022/23 Budget with a forward look to 2023/24, we continue discussions with the Government on our funding requirement beyond the expiry of our current agreement on 24 June 2022 as well as a longer-term funding solution for our capital investment programme.

This draft 2022/23 Budget updates our submission to the GLA Budget which was presented to the Board on 8 December 2021, where we submitted a further funding requirement of £245m to the end of this financial year and £1.1bn in 2022/23 based on the assumptions around passenger demand and costs at that time.

Since then, our pressures have increased by more than £400m driven by slower passenger demand growth and rising inflation which we have been able to partially mitigate, bringing the funding gap to £1.2bn. We are unable to fully mitigate

the impacts of reduced passenger income. So far, we have secured £200m of base funding and revenue top-up worth around £100m compared to our budget revenue scenario. We therefore require an additional £927m of funding to balance the budget, which is part of our ongoing discussions with the Government, and we will carefully manage the risk around this.

Our Budget reflects the latest modelling which forecasts passenger demand to be around 69 per cent of pre-pandemic demand by the end of 2021/22 and the average passenger demand for 2022/23 to be around 80 per cent of 2018/19 pre-pandemic actuals.

We still assume a 'managed decline' scenario of service reductions, no new enhancements and declining asset condition – even with £500m of new revenue sources committed to us by the Mayor.

For 2023/24, we move into a small operating surplus. However, the Government's capital funding and further income sources are required to move away from the 'managed decline' scenario.

Our discussions with the Government continue and, once a new funding agreement for 2022/23 and beyond is signed and the implications worked through, a revised budget will be brought back to the Finance Committee and the Board.

About TfL

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

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

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

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

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

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

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

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

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

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

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

Board



Date: 23 March 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 readiness of the Infrastructure Managers (IM) for the operations and maintenance of the Elizabeth line railway after handover from Crossrail and of the remaining work on the Crossrail project.
- 1.2 The Elizabeth line will launch in the first half of 2022 with a new passenger service between Paddington to Abbey Wood, through new tunnels under central London. The launch will bring immediate benefits to passengers travelling between these stations with 12 trains per hour operating in each direction.

2 Recommendation

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

3 Elizabeth Line Operational Readiness

- 3.1 The second phase of Trial Operations commenced on 28 January 2022. This phase involves a range of organisations, including TfL and London Underground, MTR Elizabeth line (as the operator), and Network Rail collaborating on the response to trial scenarios along with thousands of staff volunteers. Emergency services including the British Transport Police, London Fire Brigade and London Ambulance Service are also involved, demonstrating how they would respond to incidents on the network and in stations.
- 3.2 The mass volunteer events have involved over 2,000 staff volunteers and have included the evacuation from a train at Custom House, evacuation from a train outside Farringdon station, and evacuation from a train into a tunnel via the emergency access shaft at Limmo Peninsula. The mass evacuations have been positive with all observations and learning informing subsequent exercises.
- 3.3 Following the completion of Trial Operations, there will be a period dedicated to timetabled running, closely mirroring the Elizabeth line service timetable. This will be the final stage before the railway will open and its duration will be determined by the ability to demonstrate improved reliability across the railway.
- 3.4 Performance has generally been positive following the completion of the tunnel ventilation system works and commissioning of ELR110 signalling software. Although some systemic issues remain, further improvements in performance are expected when the next software upgrades are rolled out.

- 3.5 TfL Rail delivered an improved Public Performance Measure of 94.3 per cent during period 11 (9 January – 5 February 2022). Performance on the east was 94.9 per cent, its highest since period 7, despite issues with the class 345 full-length trains experiencing emergency brake applications approaching Stratford. The west delivered 93.5 per cent and, while down on last period, still remains higher than previous performance. The overall Moving Annual Average trend at 94.6 per cent remains ahead of target.

4 Crossrail Update

- 4.1 With the project in the final complex stages of delivering the railway, the focus remains on ensuring that it is completed safely. The programme continues to manage the coronavirus pandemic risk with measures implemented by the supply chain remaining available to implement at short notice should there be a change to the risk profile and data.
- 4.2 During Trial Operations, necessary works have been undertaken including the commissioning of the tunnel ventilation system software upgrades before Christmas 2021, the latest signalling software update, the commissioning of the latest control and communications software and the replacement of voltage transformers.
- 4.3 There are further upgrades planned for the trains and signalling software over the 2022 Easter period, including the commissioning of the ELR200 software and Alstom 5.6 and 5.7 software upgrade. These upgrades are expected to provide increased operational reliability of the trains, routeway and signalling systems.
- 4.4 Work continues on completing the necessary final safety assurance documentation and relevant assurance activities to support Revenue Service. Progress is being monitored against the schedule on a weekly basis.
- 4.5 Bond Street, the remaining station to be transferred to TfL, has been decoupled from the opening of the railway. Good progress continues to be made at the station but it is unlikely that it will be fully operational until after the opening of Stage 3.
- 4.6 With the majority of central section stations now in an advanced state, Tier 1 contractors have demobilised from eight of the central section stations. Crossrail has been undertaking the role of Tier 1 contractor at Bond Street and will remain until works are substantially complete. Crossrail is also looking at the way it will continue to work on delivering the full capability of the railway, including reducing the size of the organisation that will deliver the final stages of the programme.
- 4.7 Network Rail enhanced station upgrade works on the East continue at Ilford and Romford. Ilford's entry into service is currently forecast for the summer, although this is under review pending the resolution of the structural issue in relation to the ticket hall slab. Romford station remains on track to enter service in the coming months. Network Rail continue to assess the programme for both stations and their entry into service.

List of Appendices:

None

List of Background Papers:

None

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Board

Date: 23 March 2022

Item: TfL Scorecard



This paper will be considered in public

1 Summary

- 1.1 The TfL scorecard is our primary tool for tracking in-year progress against TfL-wide strategic objectives, and incentivising our senior managers to make strategically aligned decisions. The 2022/23 TfL scorecard has been developed to align with TfL's Vision and Values and the Mayor's Transport Strategy (MTS) objectives, ensuring our focus for the next year moves the organisation towards our long-term ambitions.
- 1.2 The measures selected for the 2022/23 scorecard maintain the focus of 2021/22, encapsulating the key priorities of attracting customers back onto our network, achieving financial sustainability, and decarbonising our operations, while never compromising on safety.
- 1.3 The targets in this paper set a bold yet achievable level of ambition for 2022/23. They are aligned both to the assumptions in TfL's proposed Budget, and to the requirements set out in the Department for Transport's funding settlement letter of 25 February 2022. It should be noted that Budget assumptions may change, and conditions for any future funding agreement may be materially different from the current one. If this is the case, it may be necessary to return to the Board and seek approval for changes to relevant targets.

2 Recommendation

- 2.1 **The Board are asked to note the paper and:**
 - (a) **approve the 2022/23 TfL scorecard;**
 - (b) **note the approach to divisional scorecards for 2022/23.**

3 2022/23 TfL Scorecard

- 3.1 The scorecard has been restructured to align with TfL's Vision and Values. Measures are now organised under the four roadmaps set out in the Vision and Values: Colleague, Customer, Green and Finance. In addition, the Vision and Values recognises the ongoing importance of Our Foundation (covering ongoing delivery of performance and investment milestones), and some measures are organised under this theme. This structure replaces the previous strategic pillars (customer, delivery, people, finance, operations, safety). With this new structure, the scorecard can clearly articulate how the multi-year ambitions we have set for the Vision and Values flow into what we track in-year.
- 3.2 The Colleague roadmap establishes our ambition for TfL to be a great place to work where everyone can thrive. The targets reflect our commitment to creating an engaging and inclusive working environment, where the safety and wellbeing of all

colleagues are prioritised.

- 3.3 The Customer roadmap targets reflect our ambition to support customers back onto public transport, walking and cycling, by providing a safe and attractive service.
- 3.4 The Finance roadmap charts how we will rebuild our finances, become more efficient and secure our future. These targets ensure we are progressing on the path to financial sustainability.
- 3.5 The Green roadmap looks at our ambitions to reduce greenhouse gas emissions and improve air quality in London, while protecting and improving our local environment. The scorecard target ensures we are contributing to this through the decarbonisation of our operations.
- 3.6 Alongside the four roadmaps, Our Foundation ensures we are grounded in safe day-to-day service reliability, availability and the on-time delivery of our capital investments.

Link between the scorecard and the Mayor's Transport Strategy

- 3.7 Over the past year TfL has developed an MTS Tracker to measure progress against the long-term goals set out in the MTS. It tracks the wider impacts of our performance and is aimed to support strategic decision making. Some of the measures in the MTS Tracker are slow moving and hard to influence in-year and are therefore not well-suited as scorecard measures. The MTS Tracker gives them greater visibility than they had previously, and the latest progress will be reported to the Board through the annual update on the MTS that will be presented in June 2022.
- 3.8 Where metrics on the MTS Tracker can be influenced by in-year decision making, they have been included on the TfL scorecard. These include our Vision Zero safety targets of eliminating the deaths and serious injuries on London's roads, and on our public transport services.
- 3.9 In some cases, it is appropriate to track a metric on the scorecard that aligns to but is distinct from the MTS goal. For example, in the MTS Tracker we look at how emissions from all transport sources are reducing, while in the scorecard the data is presented for TfL's operations. The goal of improving bus speeds on the MTS Tracker is reflected on the scorecard by the Bus Journey Time measure, which is a more detailed way to monitor the customer experience and reliability we deliver on our bus network every day, as distinct from the more high-level long-term strategic aim of the MTS.

Link between the scorecard and Measurable Ambitions for TfL's Vision and Values

- 3.10 In March 2022, the Commissioner's Executive Committee agreed Measurable Ambitions for TfL's Vision and Values. These are the ambitious time-bound targets we have set to measure progress against the delivery of the Colleague, Customer, Green and Finance roadmaps, across a medium-term horizon of five to 10 years.
- 3.11 2022/23 scorecard targets have been set in the context of these Measurable Ambitions, to ensure that the objectives we set for the organisation over the next year move us materially closer to these medium-term ambitions.

Roadmap	Measure	Target	Floor target	Weighting
Colleague	Total engagement	62%	60%	10%
	Wellbeing index	58%	56%	5%
	Inclusion index	52%	50%	2.5%
	Diversity declaration rates	56%	55%	2.5%
	Workforce all injuries	1,348	1,987	5%
Customer	% of Londoners who agree we care about our customers	57%	54%	10%
	Public transport passenger journeys (millions)	3,262	3,187	5%
	Road KSIs (per million journey stages)	0.34	0.36	5%
	Customer injuries (per million passenger journeys)	2.67	2.81	5%
Green	CO ₂ emissions from TfL operations & buildings (ktonnes CO ₂ e)	845	900	5%

Finance	Cash balance (P13 periodic average)	£1.4bn	+/- £100m	10%
	OPEX vs budget	£7,472m	Must be under budget	7.5%
	CAPEX vs budget	£1,560m	Up to 3% under budget	7.5%
Foundation	Investment programme milestone delivery	90%	75%	5%
	Elizabeth Line: Open the central section for revenue service	30 June 2022	30 June 2022	2.5%
	Barking Riverside Extension: Service Operational	31 July 2022	25 August 2022	2.5%
	% LU service operated	90%	88.5%	5%
	Bus journey time (minutes)	33.5	34.0	5%

4 Detail on Measures and Targets

- 4.1 The majority of measures are consistent with TfL's current scorecard. New or altered measures are summarised in this section. Stretching but realistic targets have been developed against these measures by considering recent trends and management actions that can be taken to influence these metrics in-year, as well as other factors outside TfL's control that could impact performance.
- 4.2 If there are material changes to the scorecard during the financial year, we will manage these through the change control process:
- (a) for the TfL scorecard, the Board will review and approve any changes;
 - (b) for divisional scorecards, the Commissioner and Chief Finance Officer will review and approve any changes.

Public Transport Passenger Journeys

- 4.3 The public transport passenger journey metric will measure the number of passenger journeys across our public transport network: London Underground, bus, London Overground, Docklands Light Railway (DLR), trams and TfL Rail (and the Elizabeth line when it begins passenger service). This is key to measuring the health of London's recovery, TfL's recovery and therefore our revenue. This will now be measured as an absolute number of journeys, whereas on the 2021/22 scorecard, journeys were measured as a percentage of 2018/19 (pre-coronavirus) demand. This makes the measure more forward-looking, focusing on the need to maximise rather than simply 'recover' demand. It will be influenced by our continued proactive interventions to create a safe environment and encourage our customers back onto our network: enhanced cleaning regimes, air and surface sampling in stations and trains and periodic inspection and maintenance of London Underground ventilation systems.

Diversity Declaration Rates

- 4.4 This is a new measure for 2022/23, which tracks the percentage of all employees to complete declarations for all key protected characteristics: Ethnicity, Faith Belief, Disability and Sexual Orientation. Our ambition is for our workforce to reflect the diversity of the city we serve. However, we first need higher declaration rates to better understand how diverse our organisation truly is, and therefore what we need to do to create equal opportunities.
- 4.5 Improving our data and improving our colleagues' trust in us with their data is key to building an inclusive workplace and ultimately improving diversity. To improve on this metric, colleagues must feel that it is safe to share their data with us and that it will have no bearing on their career.

Cash Balance (Period 13 average)

- 4.6 It remains a priority to maintain sufficient cash reserves, ensuring TfL is able to service its debts and cover day-to-day operational costs. Our ambition is to further build up our cash reserves so that by the end of the year we have a higher cash balance and therefore a more sustainable financial position.

- 4.7 Conditions of the most recent funding settlement with Government require TfL to maintain average periodic cash reserves of no more than £1.2bn until the end of the funding period (24 June 2022). The definition of this measure has therefore been slightly refined to accommodate this. Meeting the target requires the average cash balance across the final period of the financial year to be £1.4bn (within a range of £100m above or below this amount).
- 4.8 The target therefore aligns with the cash profile set out in the 2022/23 TfL Budget, which we will aim to follow through the year. This builds our cash reserves gradually towards £1.4bn by year-end, while accommodating the conditions of our funding settlement with Government. It should be noted this target is likely to require change control in July when the Budget is updated, to ensure the target remains aligned to it.

5 Weightings

- 5.1 The weightings in the TfL scorecard reflect the need to make progress across all roadmaps, without assigning too high a weighting to any individual measure. The Colleague, Customer and Finance roadmaps each receive weightings of 25 per cent, with the final 25 per cent distributed between the Green and Our Foundation roadmaps, in part reflecting the number of measures tracked in these areas.
- 5.2 Safety remains our number one priority, reflected by the three equally weighted measures of customer, workforce and road safety measures totalling 15 per cent of our scorecard. Financial management, delivery, and the engagement and wellbeing of our colleagues are also critical, and we are determined to support customers back on to our network in a safe way. Carbon reduction, on the Green roadmap, receives a five per cent weighting because it is more difficult to control in-year and is partly influenced by factors beyond TfL's control. Work is underway to develop a broader suite of environmental measures.
- 5.3 Within some of the roadmaps, we have identified primary and secondary measures. Primary measures are the key drivers of the outcome of each roadmap, and are allocated a 10 per cent weighting. Secondary measures tend to support the primary measures, and are allocated five per cent or 7.5 per cent depending on the number of measures under the roadmap concerned.

6 Approach to Divisional Scorecards

- 6.1 A new approach has been taken to divisional scorecards for 2022/23 to align scorecards with revised Chief Officer accountabilities in TfL's new executive structure. The London Underground, Surface and Major Projects scorecards will be replaced by an Operations scorecard and a Capital scorecard. These are being designed to align with the TfL scorecard, ensuring that our key strategic targets are influencing decision-making across business areas which focus on delivery. These scorecards will be launched from 1 April 2022.
- 6.2 The Commercial Development Scorecard is also under review to ensure that the development of TTL Properties Limited (a dedicated commercial property company within TfL) has the appropriate performance monitoring in place. This will be considered by the proposed new Land and Property Committee.
- 6.3 This will not change the principles under which remuneration is determined through TfL's Senior Manager Reward Framework. Divisional scorecards will be approved by

the Commissioner and the Chief Finance Officer.

- 6.4 From April 2022, a scorecard review will be undertaken to determine whether other Chief Officers' business units should also have scorecards, and how these should be linked to our remuneration frameworks in the future.

7 Supporting Information

- 7.1 Full details on the measures, targets and weightings can be found in Appendices 1, 2 and 3 respectively.

List of appendices to this paper:

Appendix 1: Proposed measures and rationale

Appendix 2: Proposed targets, floor targets and rationale

Appendix 3: Proposed weightings and rationale

List of Background papers:

None

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Appendix 1: Proposed measures and rationale

Measure	Metric description	Rationale for inclusion
Colleague		
Total Engagement (%)	This measures the different aspects of people's working lives to give a holistic measure of what it's like to work here and where we need to improve – engagement with work, management, change and leadership, customers, team and wider business and brand.	Total engagement is our primary measure for how content our people are in work and how committed they are to their roles, and the organisation. Total engagement is a key metric for assessing how our employment offer contributes to the success of the organisation, and the effectiveness our colleague roadmap in attracting and retaining staff.
Wellbeing index (%)	This metric helps us to understand our people's mental and emotional wellbeing. It will help us to understand how our people feel about the support they are receiving from the organisation, their managers and colleagues, how much say they have in the way they do their work, workload demands, relationships with their colleagues and how change is managed within the organisation.	If we do not continue to focus on strategies and interventions to promote physical and mental wellness, this is likely to have a detrimental impact on absence, productivity, and levels of workplace stress. Poor employee wellbeing directly impacts our ability to deliver our priorities through our people.
Inclusion index (%)	This will be the key measure of progress for diversity and inclusion in our organisation. It measures how staff feel about the inclusiveness of TfL's cultures, behaviours, line management and systems and processes. The inclusion index is based on how colleagues respond to six questions: I feel involved in decisions that affect my work; Senior managers are open and honest in their communications with me; I think it is safe to challenge the way things are done where I work; I believe my team is free from bullying and harassment and discrimination; I am confident that if I raised an issue of bullying and harassment and / or discrimination in my team it would be dealt with in an appropriate manner; I believe actions will be taken as a result of this survey.	Inclusion, alongside diversity, is a key focus for TfL, and this will continue in 2022/23. This is one of the reasons why it is crucial to focus on and monitor the progress of our work on embedding inclusive cultures, behaviours, line management and systems and processes across our organisation.
Diversity declaration rates (%)	This tracks the percentage of all employees to complete declarations for all key protected characteristics: Ethnicity, Faith Belief, Disability and Sexual Orientation. A declaration means an employee has shared with us their status for a given protected characteristic.	Our ambition is for our workforce to reflect the diversity of the city we serve. However, we first need higher declaration rates to better understand how diverse our organisation truly is, and therefore what we need to do to create equitable opportunities. While our declaration rates for ethnicity are at a satisfactorily higher level than the other classifications, there is still a percentage of our population who choose not to share this information with us. For faith belief, disability and sexual orientation, declarations are too low for us to fully understand how diverse our organisation is against these characteristics. This target sets a clear commitment that our organisation will improve our data and improve our

Measure	Metric description	Rationale for inclusion
Workforce all injuries	This measures all injuries experienced by our workforce and it excludes injuries arising from medical issues and intentional self-harm. It is displayed as an absolute number of injuries, and includes injuries to TfL employees and our contracted workforce within public transport, capital delivery and maintenance.	colleagues' trust in us with their data. Keeping our workforce safe remains our top priority, in line with our Vision Zero ambition. Because the number of deaths and serious injuries (KSIs) is low across our workforce over a short time horizon, all injuries is more appropriate as an in-year measure. The higher volume of <i>all</i> injuries as compared to KSIs makes it a more stable and therefore meaningful measure. For this year, workforce injuries on the Elizabeth Line will not be included in this measure, because we do not yet have any data on which to base a forecast for target-setting. While our MTS ambition is zero KSIs (rather than zero injuries), our analysis shows there is not a path to zero KSIs without also achieving zero injuries.
Customer		
Percentage of Londoners who agree TfL cares about its customers (%)	This is our key customer metric which tells us how customer focused we are by showing how well we are meeting our customers' expectations during every interaction with us, not just their last journey experience. It is appropriately sensitive to reflecting improvement or deteriorations in our service.	Since Customer Care has been tracked since 2012, it allows us to track our long-term direction to meet customer needs along the path to meeting our organisational goals. Being customer focused is key to driving up revenue, shifting people away from car use to public transport or active travel, and to building public support during these challenging times.
Public transport passenger journeys (millions)	The public transport passenger journey metric will measure the number of passenger journeys across our public transport network: LU, bus, London Overground, DLR, trams, and TfL Rail (and the Elizabeth Line when it begins passenger service). This is measured as an absolute number of journeys, in millions.	This will enable us to monitor the recovery of demand for our services, and therefore also our revenues from passenger service.
People killed & seriously injured on London's roads (per million journey stages)	This is an established metric and it is displayed as a risk rate (per million journey stages) to allow comparability with historic trends and to mitigate the impact of unpredictable demand levels.	Our ambition is that no one is killed or seriously injured on the transport network. This metric allows TfL to closely monitor safety levels and measure progress in making London's roads safer.
Customers all injuries (per million passenger journeys)	This is an established measure which is also displayed as a risk rate (per million passenger journeys) to mitigate the impact of unpredictable demand levels, and to make year-to-year comparisons more meaningful. It measures the rate of all injuries experienced by our customers (excluding crime related injuries, assaults, injuries arising from medical issues and intentional self-harm) per million passenger journeys. It is normalised by the number of journeys travelled across our different modes – LU, Bus, London Overground, DLR, Trams,	Keeping our customers safe remains our top priority, in line with our Vision Zero ambition.

Measure	Metric description	Rationale for inclusion
	TfL Rail, Dial-a-Ride, Sponsored services (River services, Emirates Air Line, Santander Cycle Hire) and Woolwich ferry.	
Green		
CO₂ emissions from TfL operations & building (ktonnes CO₂e)	This is a metric that we have retained on the scorecard as a demonstration of our commitment to addressing the global climate change emergency. It measures the level of emissions across the whole of our operations – burning fuel (Buses, Dial-a-Ride fleet) and our direct electricity use (our buildings, LU, Rail). LU energy and Buses emission forecasts are aligned to % service operated and revised budget operated km targets respectively.	The purpose of this is to track and show the TfL-wide decarbonisation we intend to achieve, keep us on track with our commitments, and in the long-term, encourage a carbon-conscious culture.
Finance		
Cash balance (P13 periodic average)	This is essential, to track our cash position and indicate where management action is required to keep TfL operating above minimum cash levels. This is measured as our average cash balance across Period 13 of the financial year. On the scorecard cascade, this will be tracked and targeted through adherence of operating and capital costs to the Budget.	Our cash position is key to us being sustainable during this extended period of uncertainty. It will give our external stakeholders, lenders and credit agencies confidence in our ability to live within our means and generate enough cash flow to service existing debt, and cover the cost of day to day operations. It is also crucial to track this metric to ensure our continued alignment with conditions of our current funding settlement with Government.
Opex vs budget	This is to ensure we control our operating and capital costs in line with the 2022/23 budget.	Strict management of our capital and operating expenses is an essential priority for 2022/23, as we move towards financial sustainability.
Capex vs budget		
Foundation		
Investment Programme Milestone delivery	This measure is a basket of delivery milestones, which each have an assigned delivery date within the 2022/23 financial year. This includes the most important milestones across our major projects, enhancements and renewals – London Underground, our Surface Transport modes, and Technology & Data.	This is an established scorecard measure and given the extended uncertainty, we will need to monitor it as we enter the next round of funding discussions in June. These projects play a vital role in stimulating the economy and supporting our supply chain.
Elizabeth Line: Open the central section for revenue service	The beginning of revenue-generating passenger service on the central section of the Elizabeth Line between Paddington and Abbey Wood stations.	It is critical that this milestone is delivered on time. While not the final milestone of the Crossrail Programme, it represents the most significant milestone to date, and will unlock a step-change in London's public transport system.
Barking Riverside Extension: Service operational	The commencement of operational service between Barking Riverside and Gospel Oak stations.	The Barking Riverside Extension is a major project which is due to be completed in 2022/23. It will deliver significant connectivity improvements to Barking Riverside, which is the site of the largest new housing development in East London.
% of normal LU service operated (compared to LU)	This measures the percentage of our scheduled services that we operate, compared to the LU timetable. We aim to provide the maximum service possible to reduce crowding on the LU	Delivering a reliable service is critical to supporting London's recovery and encouraging customers back onto the network.

Measure	Metric description	Rationale for inclusion
timetable) Bus customer journey times (minutes)	<p>network, as London moves out of the pandemic.</p> <p>This metric provides a measure of bus performance and the customer journey experience. It is the average bus journey time perceived by customers, weighted by demand and is described in weighted minutes, to reflect passengers' differential perception of the time taken to wait for and travel on a bus, including the experience of crowding, interchanges and (un)reliability. It will enable us to monitor the performance of our bus service from the perspective of our customers, and it will help us to understand which levers need to be influenced to improve it.</p>	<p>One of our key priorities is to encourage customers back on to our network. This metric will enable us to monitor the performance of our bus service from the perspective of our customers, giving us better insight into how to encourage customers back on to our network.</p>

Appendix 2: Proposed targets, floor targets and rationale

Measure	Target	Target rationale	Floor target	Floor target rationale
Colleague				
Total Engagement (%)	62%	This target would be a 1% point improvement on the 2021/22 engagement score. Between 2019 and 2020, Total Engagement jumped from 57% to 62%, and we have sought to maintain this momentum by retaining this high benchmark. It will be challenging to achieve this target in the context of a buoyant external labour market, ongoing change and financial uncertainty, and associated constraints on pay. However, what is more important is setting a bold intention to foster a more engaging work environment for our colleagues. Furthermore, in the context of our longer-term ambitions, the target also aligns with a linear trajectory towards our proposed 5-year Vision and Values ambition.	60%	The floor target is 1% point below the 2021/22 score. This is still significantly higher than the 57% engagement score achieved prior to the pandemic, yet it is vital that we do not accept a decline in engagement. Achieving this floor would still require the expected pressures on engagement (financial uncertainty, external labour market) to be mitigated in 2022/23.
Wellbeing index (%)	58%	This target would be a 1% point improvement on the 2021/22 wellbeing score. We are working towards this by establishing an integrated, holistic pan-TfL Health and Wellbeing programme, which is proactive and preventative. This programme focuses on running campaigns to bring about behaviour change, and is shaped by the key drivers of our peoples' wellbeing: relationships, mental and physical health, purpose, physical and system environments, and culture	56%	The floor target is 1% point below the 2021/22 score. This accounts for the ongoing uncertainties beyond our control which may adversely impact the wellbeing of our colleagues, while not accepting a significant reduction.
Inclusion index (%)	52%	This target would be a 1% point improvement on the 2021/22 inclusion score. This year we will publish our Action on Inclusion strategy, part of which sets out how we will deliver a more values-based inclusive organisation. This includes focusing on developing more inclusive leaders, fostering inclusive behaviours, and reducing barriers to more open and fair career development opportunities for our colleagues.	50%	The floor target is 1% point below the 2021/22 score. Our inclusion score has increased from 47% in 2019, and we must maintain this positive momentum by not accepting a return to the pre-pandemic benchmark.
Diversity declaration rates (%)	56%	Achieving this target requires all declaration rates of key protected characteristics to increase to the target level. More specifically, our lowest	55%	We must be ambitious in our efforts to improve declaration rates, and so we cannot accept no improvement. The floor target represents a 1%

Measure	Target	Target rationale	Floor target	Floor target rationale
		demographic (faith belief) would need to improve by 2% points, our second lowest (sexual orientation) by 0.5% points and the third lowest (disability) would need to be maintained (however this would still require some level of improvement to alter the downward trend year-on-year of 1.3%). Ethnicity is currently well above this target, and so will not be the focus of our efforts to drive up declaration rates. The current trend in declaration rates is downward, so achieving the target entails a reversal of this trend.		point increase in faith belief declarations, which is currently the characteristic with our lowest declarations at 54.38%. Declarations for other characteristics would have to at least be maintained.
Workforce all injuries	1,348*	This target represents a 5% reduction on the forecast 2021/22 injuries outcome, which is what we'd need to achieve to progress along a linear trajectory towards our Vision and Values ambition of Zero Harm by 2041. The biggest contributors to workforce injuries are slips, trips and falls; assaults; trapped hands; collisions; and cuts and abrasions. To achieve this target, we are developing pan-TfL Vision Zero, Zero Harm and SHE Culture approaches to improve the safety, health and wellbeing of colleagues. Key actions within these strategies include Body Worn Cameras and improving safety within our vehicle fleet. *Based on latest forecast, and will be updated to reflect 5% reduction on year-end outcome.	1,987*	The floor target is the average number of workforce injuries over the last 5 years, excluding 202/21, where the number of injuries was an outlier due to lower passenger volumes and service operated. This means we must at least do no worse than how we are doing today, and represents our most pessimistic forecast of workforce injuries. *Based on latest forecast, and will be updated to reflect 5% reduction on year-end outcome.
Customer				
Percentage of Londoners who agree TfL cares about its customers (%)	57%	This target aligns with the forecast end-of-year score for 21/22, and is 1% point higher than the target set for 2021/22 (56%). It accounts for continued uncertainty and the challenges we face as we recover but acknowledges our resilient performance to date. While the opening of the Elizabeth Line is expected to positively impact the score, it is likely to be negatively impacted by potential industrial action, rising fares, increased road congestion and more crowding on our network as demand continues to recover.	54%	The floor target aligns with the lowest periodic score in 2021/22, and is 1% point higher than the floor target set for 2021/22. Periodic TfL Care scores have averaged several points higher since the beginning of the pandemic, and it is possible that with the return to 'normality', the impacts of our pandemic response on customer perception may fade, with a return to the pre-pandemic benchmark.
Public transport	3,262	This target aligns directly with the demand scenarios	3,187	The floor target aligns with the most pessimistic of

Measure	Target	Target rationale	Floor target	Floor target rationale
passenger journeys (millions)		used for the 2022/23 TfL Budget. This is a precautionary scenario which assumes a slow economic recovery, a “new normal” of 65% office worker demand, a medium ‘winter suppression’ effect, a ‘slow’ recovery trajectory for demand, and that the Elizabeth Line will open in period 4. Bus demand would rise from 77% of pre-COVID demand in period 1 to 86% in period 13. LU demand would rise from 67% in period 1 to 77% in period 13.		the most recent set of demand scenarios created for 2022/23. As with the target demand scenario, this floor scenario assumes a slow economic recovery, a “new normal” of 65% office worker demand, and that the Elizabeth Line will open in period 4. It is more conservative by assuming a stronger ‘winter suppression’ effect, and a ‘very slow’ recovery trajectory for demand. Bus demand would rise from 77% of pre-COVID demand in period 1 to 85% in period 13. LU demand would rise from 67% in period 1 to 74% in period 13.
People killed & seriously injured on London’s roads (per million journey stages)	0.34*	These targets each represent a 5% reduction on the forecast 2021/22 outcomes, which is what we’d need to achieve to progress along a linear trajectory towards our MTS Vision Zero ambition by 2041. *Based on latest forecast, and will be updated to reflect 5% reduction on year-end outcome.	0.36*	The floor targets represent doing no worse than the year-end rate for 2021/22, and assume a scaling back of planned safety interventions and schemes. *Based on latest forecast, and will be updated to reflect the year-end outcome.
Customers injuries (per million passenger journeys)	2.67*		2.81*	
Green				
CO ₂ emissions from TfL operations & building (ktonnes CO ₂ e)	845	This target implies a reduction in emissions to 845 ktonnes CO ₂ e or lower, which represents an 8% reduction on the target set for 2021/22. It assumes we achieve the following delivery targets for zero emission buses: 800 ZE buses by March 2022, and 1000 by March 2023. It also assumes our bus fleet remains at its current size of 9000. The target uses the same forecast for operated train kilometres for LU as is used in the passenger journeys measure and uses a forecast carbon factor for the decarbonisation of the UK electricity grid. While the target is achievable, it would still put us behind trajectory for net zero carbon across our operations by 2030.	900	The floor target allows a contingency for uncertainties in all assumptions on which the forecast is based, including the Elizabeth line energy consumption through testing and final operational phase.
Finance				
Cash balance (P13 periodic average)	£1.4bn	To achieve this target, our cash balance must average £1.4bn across Period 13 of the 2022/23 financial year. Our cash balance over periods 1 to	+/- £100m	We must ensure we have sufficient cash flow to service our debts and cover operating costs, while also complying with conditions of the Government’s

Measure	Target	Target rationale	Floor target	Floor target rationale
		<p>12 does not impact the target outcome, but we should aim for it to follow the phasing set out in the 2022/23 Budget. This specifies a gradual build-up of our cash levels towards £1.4bn by Period 13. This cash trajectory ensures we comply with the condition of the Government's funding settlement to maintain average periodic cash reserves of no more than £1.2bn until the end of the current funding period (24th June 2022). In the context of our longer-term financial ambitions, achieving this target would move us towards the ambition set in our Vision & Values for a £2bn cash balance by 2025.</p> <p>It should be noted that the 2022/23 Budget and therefore this target will require updating in July following the conclusion of the current funding period.</p>		<p>funding settlement. The floor target condition, therefore, is that our average cash balance in Period 13 must be within the range of £100m above or below the £1.4bn target. The full weighting for this measure will therefore be achieved if our Period 13 average cash balance is between £1.3bn and £1.5bn.</p>
Opex vs budget	£7,472m	Our operating expenditure must not exceed the 2022/23 Budget.	Must be under budget	Our operating expenses can be under Budget to be on target but not over Budget.
Capex vs budget	£1,560m	Our capital expenditure must not to exceed the 2022/23 Budget and not to be more than 3 per cent below Budget. The target includes capital renewals, new capital investment, and TTLP new capital investment, and excludes Crossrail capital expenditure.	Up to 3% under budget	Our capital expenditure can be less than Budget by up to 3 per cent and still achieve the full target.
Foundation				
Investment Programme Milestone delivery	90%	This target matches the 2021/22 target, and from historical performance is an appropriate benchmark for this measure. It is challenging to achieve, but reflects the priority that the majority of our investment milestones must be delivered on time.	75%	The floor target matches the floor from 2021/22, which was increased from 2020 by 5%. Each individual milestone has a 90 sliding scale, where the weighting awarded against each is proportionately reduced until 90 days after the stated milestone date, after which no weighting is awarded.
Elizabeth Line: Open the central section for revenue service	30 June 2022	This target aligns with the public commitment that the central section will begin revenue service in the first half of 2022.	30 June 2022	The central section of the Elizabeth Line cannot begin passenger service later than the publically stated date.
Barking Riverside Extension: Service	31 July 2022	This target has a float provision of 17 days from the current forecast date of 14th July, and accounts for	25 August	The floor target date has a float provision of 42 days from the current forecast date of 14th July.

Measure	Target	Target rationale	Floor target	Floor target rationale
operational		the known challenges to achieving revenue service.	2022	The limited time between the target and floor target reflects the current understanding of project risk.
% of normal LU service operated (compared to LU timetable)	90%	The target provides a stretch against 2021/22 performance, by assuming an underlying improvement in train operator absence, which is based on lower pandemic related absences and our new attendance policy to support management teams. The target assumes there will be no adverse impacts to asset performance as demand levels increase.	88.5%	The floor target maintains our current performance trend, accounting for the risk that ongoing pandemic factors may hinder improvements in absence levels, and therefore restrict any improvement in the % of our service that we operate.
Bus customer journey times (minutes)	33.5	The target is equal to the target for 2019/20 and 1.7% higher than the target for 2021/22, and reflects the latest forecasts for demand, operated bus kilometres, speeds and reliability. The forecast increase is driven by the planned reduction in scheduled bus kilometres, the trend of passengers taking longer journeys, and forecast increases in road traffic volumes and passenger demand as London's pandemic recovery continues. Recovering demand will increase crowded travel time, reduce bus speeds, and increase Excess Wait Time, causing reliability to drop. The 7% increase in journey length (between 2019/20 P09 and 2021/22 P09) will increase in-vehicle time, crowded time and in-vehicle buffer time. With the pandemic's impact on travel patterns now less pronounced, the pre-pandemic benchmark for this measure is now more relevant, making this target a stretching yet achievable outcome.	34.0	The floor target assumes a further 1% reduction in scheduled bus km, a 5% higher than forecast bus demand recovery and a 2% higher road traffic recovery than is assumed for the standard target. The floor target is 1.5% higher than the standard target for 2022/23.

Appendix 3: Proposed weightings and rationale

Roadmap	Metric	2022/23 weighting	Rationale
Colleague	Total engagement (%)	10%	Total engagement primary measure - 10% allocated, wellbeing index and workforce all injuries at 5% and Inclusion index and diversity declaration rates at 2.5% each as they jointly measure inclusion.
	Wellbeing Index (%)	5%	
	Inclusion Index (%)	2.5%	
	Diversity declaration rates (%)	2.5%	
	Workforce all injuries	5%	
Customer	% Londoners who agree we care about our customers	10%	TfL Care receives 10% as the primary measure for this roadmap. Other measures receive 5% as secondary measures. All safety measures receive an equal 5% weighting, as they are all priorities, without one being more important than another.
	Public transport passenger journeys (millions)	5%	
	People killed & seriously injured on London's roads (per million journey stages)	5%	
	Customer injuries (per million passenger journeys)	5%	
Green	CO ₂ emissions from TfL operations & building (ktonnes CO ₂ e)	5%	Carbon emissions measure is the only measure under the Green roadmap. The 5% weighting balances the fact that it is an important priority against the difficulty of influencing the outcome with in-year decisions.
Finance	Cash balance (P13 periodic average)	10%	Cash balance (P13 periodic average) receives 10% as a primary measure, with OPEX and CAPEX measures receiving 7.5% each as secondary measures, ensuring the finance roadmap covers 25% of the scorecard.
	OPEX vs budget	7.5%	
	CAPEX vs budget	7.5%	
Foundation	Investment programme milestone delivery	5%	On time delivery of our capital programme milestones, and operating a reliable service as equally high priorities. Both therefore receive combined weightings of 10%. As reliability is divided into two measures, they each receive a 5% weighting to reflect this. As significant public-facing milestones that must be delivered on time, the Elizabeth Line and Barking Riverside Extension milestones each receive 2.5%, with the overall investment programme receiving 5%.
	Elizabeth Line: Open the central section for revenue service	2.5%	
	Barking Riverside Extension: Service operational	2.5%	
	% LU service operated	5%	
	Bus Journey time (minutes)	5%	

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Board



Date: 23 March 2022

Item: Establishment of Land and Property Committee

This paper will be considered in public

1 Summary

- 1.1. This paper seeks Board approval to establish a Land and Property Committee of the Board. The purpose of the Committee is to set the strategic direction of TfL's land and property development activities and of TTL Properties Limited (TTLP), a wholly owned subsidiary of TfL, and to oversee and provide assurance on behalf of the Board of delivery against its business plan.
- 1.2. TTLP will operate as a commercial enterprise to deliver against the Mayor's affordable housing ambitions, while safeguarding and enhancing TfL's operational delivery and assets, and making a significant contribution to TfL's financial sustainability.
- 1.3. The draft proposed terms of reference are set out in Appendix 1. These will be reviewed later in the year as part of the Board's annual review of effectiveness in the light of early experience of the operation of the new Committee.
- 1.4. The Board is also asked to authorise the General Counsel to amend the terms of reference of the Finance Committee and Programmes and Investment Committee to reflect their relationship with the new Committee.
- 1.5. Unrelated to the establishment of the new Committee but to reflect some tidying up of Standing Orders, the Board is also asked to authorise the General Counsel to amend Standing Orders and the terms of reference of the Finance Committee to convert a specific delegation to the Finance Committee on Treasury Management approvals to a general delegation and to amend the Standing Orders that apply to the quorum at meetings to clarify that Members may attend meetings by teleconference or videoconference and take part in discussions but not decision-making, as they do not count toward the quorum.

2 Recommendation

2.1 The Board is asked to note the paper and:

- (a) **approve the establishment of a new Land and Property Committee of the Board to provide assurance and oversight for the Board on TfL's land and property development activities and the operation and performance of TTL Properties Limited and its subsidiaries, with authority, initial membership and terms of reference as appended to this paper;**

- (b) **approve the amendment of the terms of reference for each of TfL's other Committees and Panels, as described in this paper, to reflect establishment of the new Committee;**
- (c) **approve the conversion of the specific delegation by the Board on 29 July 2020 to the Finance Committee in relation to the approval of Treasury Management matters that are reserved to the Board to a general delegation to the Finance Committee; and**
- (d) **authorise the General Counsel to implement the changes to Standing Orders and terms of reference for Committees and Panels as described in the approvals listed above and this paper.**

3 Background

- 3.1 The Mayor is committed to tackling the housing crisis in London and to build on his record-breaking delivery of genuinely affordable homes during his first term as Mayor. In October 2021, he appointed Lord Kerlake to lead a housing delivery review to further improve and streamline housing development across the Greater London Authority (GLA) Group and deliver more of the genuinely affordable homes Londoners need.
- 3.2 The effective use of TfL's land to generate income and to contribute to the Mayor's housing ambition is an important contribution to TfL's Financial Sustainability Plan. The Finance Committee has received regular updates on how TfL intends to deliver against those two aims, while safeguarding TfL's operational delivery and assets.
- 3.3 TTLP is a wholly owned subsidiary of TfL and will operate as a commercial enterprise to deliver against the Mayor's affordable housing ambitions, while safeguarding TfL's safeguarding operational delivery and assets and contributing to TfL's financial sustainability.
- 3.4 On 8 December 2021, the Board considered papers on the 2021 Board Effectiveness Review and on the Membership of TfL and its Committees and Panels and supported the proposal to establish a Land and Property Committee in 2022, following the outcome of the Kerlake Review.

4 Land and Property Committee

- 4.1 The proposed membership and terms of reference of the Land and Property Committee are attached as Appendix 1. These include the Board Members previously proposed for appointment.
- 4.2 As the governance arrangements for TTLP are developed, the terms of reference of the Committee may need to be updated. These will be reviewed as part of the Board Effectiveness Review 2022, which will be externally led, in the light of initial experience in the operation of the Committee.

- 4.3 The terms of reference of the Finance Committee and the Programmes and Investment Committee include provisions for the management of business that may fall within the remit of either Committee. It is proposed that their terms of reference be updated to include similar provisions in relation to the Land and Property Committee.
- 4.4 The terms of reference of the Finance Committee currently includes a section on Commercial Development, which will now largely fall within the Land and Property Committee, though it is proposed that the financing arrangements for TTLP will remain within the remit of the Finance Committee.
- 4.5 TTLP may in due course propose raising debt outside TfL to support its activities; those matters will remain within the remit of the Finance Committee.

5 Other proposed changes to Standing Orders and Terms of Reference

- 5.1 In addition to the changes to Standing Orders and the terms of reference of Committees in relation to the establishment of the new Committee, it is requested that two further changes be made.
- 5.2 On 29 July 2020, the Board made a specific delegation to the Committee for 2020/21 and future years in relation to the approval of the following strategies and policies, which are matters reserved to the board:
- (a) the Treasury Management Strategy (TMS) including the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits;
 - (b) any changes to the TMS during any year;
 - (c) the Treasury Management Policies; and
 - (d) the TfL Group Policy Relating to the Use of Derivative Investments.
- 5.3 On 16 March 2021, the Board made a specific delegation to the Committee for 2021/22 and future years in relation to approval of the Investment Strategy for Non-Financial Assets (IMS) and any changes to the IMS during the course of any year.
- 5.4 Elsewhere on the agenda for this meeting, the exercise of these authorities is reported in items on Matters Arising and the regular report from the meeting of the Finance Committee.
- 5.5 It is proposed that these specific delegations be converted to a general delegation. This requires an update to the Finance Committee terms of reference and an amendment to the list of matters reserved to the Board in Standing Orders. The exercise of the general delegation will continue to be reported to the Board through the regular reports of the meetings of the Finance Committee.

- 5.6 It is also proposed that the Standing Orders that define quorum be amended to clarify that Members attending meetings via telephone or video-conferencing facilities may contribute to discussions but do not count toward the quorum and cannot take part in decision-making.

Appendices to this paper

Appendix 1: Draft Land and Property Committee Terms of Reference

Background Papers

Board 8 December 2021 papers on Board Effectiveness Review 2021 and Appointments to TfL and its Committees and Panels
Finance Committee 9 March 2022 paper on Funding Update on TTL Properties Limited
Board Papers and Minutes for 29 July 2020 and 16 March 2021 on specific delegations of authorities to the Finance Committee.

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

Land and Property Committee

Status Decision-making with full delegated powers within its terms of reference.

Part 5A of the Local Government Act 1972 applies as this is a Committee of TfL.

Membership

Chair Professor Greg Clark CBE

Vice Chair Dr Nina Skorupska CBE FEI

Other Members Heidi Alexander
Seb Dance
Anne McMeel
Ben Story

In attendance Greater London Authority Representatives
Chief Finance Officer
Chief Customer & Strategy Officer
Director Commercial Development
Divisional Financial Director, Commercial Development
Any Board Member may attend and with the Chair's agreement other persons may attend all or any part of a meeting

Secretary To be agreed by General Counsel

Quorum Three members

Frequency of Meetings

1. The Committee will meet at least four times a year or at such greater frequency as determined by the Chair

Terms of Reference

Remit

2. The Committee will give guidance on strategic direction on behalf of TfL and ensure alignment between the vision, purpose and corporate plans relating to land and property development including the activities of TfL's wholly owned subsidiary TTL Properties Limited and its subsidiaries (TTLP) and relevant

policies of the Mayor's Transport Strategy and London Plan, including affordable housing.

3. The Committee will promote the longer-term success and financial sustainability of TfL's land and property development activities while safeguarding operational delivery and assets.
4. The Committee will facilitate effective delivery, and enable TTLP to operate successfully as a commercial enterprise.
5. The Committee will receive an annual report on land and property development, which will include details of the number of development projects where framework partners were engaged.
6. The Committee will receive regular update reports and assurance on the progress of the delivery of TfL's land and property development activities and the operation of TTLP.
7. Consideration and approval of matters relating to the financing of TTLP are within the remit of the Finance Committee, not the Land and Property Committee.

Decision Making and Authorities

8. The scope of Committee activities will incorporate:
 - (i) approval annually of TfL's Land and Property Development Business Plan and key performance indicators;
 - (ii) review of TTLP's performance against TTLP's Property Investment Strategy, Business Plan and key performance indicators; and
 - (iii) oversight of the effective operation of TTLP.
9. The Committee is authorised by Standing Orders to review and grant Authorities in relation to Commercial Development opportunities at the financial values set out in Standing Orders.

Advice to Board

10. The Committee will advise the Board on commercial property related activities.
11. The Committee will provide advice as necessary in relation to changes to the membership and remit of the Committee as it considers appropriate from time to time, such matters being reserved to the Board for determination:
12. The Board will retain authority to sign off the annual review of the overall effectiveness of the Committee.

Relationship with Finance Committee and Programmes and Investment Committee

13. Where it is agreed by the Chairs of the Finance Committee or Programmes and Investment Committee and the Land and Property Committee that any Authorities ordinarily within the remit of the Land and Property Committee are better to be considered by the Finance Committee or the Programmes and Investment Committee (as permitted under the terms of reference of the Committees), they shall be within the remit of the Finance Committee or Programmes and Investment Committee; and that Committee is authorised by Standing Orders in respect of such matters to review and grant any Authorities.

Mayoral Direction

14. The Committee will consider at each meeting a report on the implementation of any applicable Direction from the Mayor relating to TfL's land and property development activities.

Reporting to the Board

15. The Committee will report any meeting to the Board at the next ordinary meeting.

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Board



Date: 23 March 2022

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 24 February 2022

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 24 February 2022.

2 Recommendation

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

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 24 February 2022 were published on 16 February 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 considered by the Panel were:

- (a) Safety, Health and Environment Performance Report;
- (b) Safety, Health and Environment Assurance Report;
- (c) Pan-TfL Fatigue Management Programme;
- (d) Bus Safety Programme;
- (e) Bus Drive Welfare;
- (f) 2030 Net Zero Modelling;
- (g) Climate Change Adaptation Update; and
- (h) Human Resources Quarterly Report.

3.3 A summary of the items considered at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 29 June 2022.

4 Issues Discussed

Safety, Health and Environment Performance Report

- 4.1 The Panel noted the safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) for Quarter 3, 2021/21 (19 September 2021 to 11 December 2021) and notable incidents outside the reporting period.
- 4.2 The period had seen a continuation of the trend towards pre-pandemic levels of travel. The customer injury rate was slightly above target, with slips, trips and falls being the most significant factor. The period had also seen a decrease in the number of motorcycle riders involved in fatal incidents.
- 4.3 At the time of the meeting, 105 transport staff had lost their lives to Covid-19. The thoughts of the Panel and TfL staff were with the families of those affected. Following the recent announcements regarding the lifting of coronavirus related restrictions, TfL was removing the requirement to wear a face covering from its conditions of carriage. Health advice to staff would remain unchanged, with the message being to test regularly and self-isolate if tested positive.

Safety, Health and Environment Assurance Report

- 4.4 The Panel noted an overview of the effectiveness of the risk controls for Enterprise Risk 1 – Major safety, health or environmental incident or crisis (ER1). Ten topic audits and nine Integrated Systems audits were completed in Quarter 3, 2021/22. Agreed actions were in progress and were being tracked.

Pan-TfL Fatigue Management Programme

- 4.5 The Panel noted an update on the progress and next steps for the pan-TfL Fatigue Management Programme.
- 4.6 Fatigue management activity was already taking place in the various business areas in TfL and is co-ordinated through the Management Programme. A model had been developed that would address the challenge of creating a pan-TfL approach with flexibility where needed.

Bus Safety Programme

- 4.7 The Panel noted an update on the progress of the delivery of the Bus Safety Programme. Progress to date had been good and funding for the Fatigue, Health and Wellbeing Innovation Challenge had been released for eight of the 10 projects put forward.

Bus Driver Welfare

- 4.8 The Panel noted an update on workstreams in progress to improve bus driver welfare, including the provision of toilets and bus driver welfare facilities. Work done this year included both delivery and planning. It was noted that potential changes to the bus network could impact requirements and a better

understanding of future needs would come as the longer-term funding situation became more visible.

2030 Net Zero Modelling

- 4.9 The Panel noted an update on the work that the Greater London Authority commissioned, which sets out the scale of the action required to reach net zero carbon in London by 2030.
- 4.10 A reduction in vehicle usage could be led using road user charging, although this was not the only method and would be complemented by other activities. Although public consensus was a useful tool in driving the net zero agenda, it was noted that not all activities would be fully supported by the public even if the benefits were known and understood. Communication and engagement would be necessary to convey the importance of the net zero target.

Climate Change Adaptation Update

- 4.11 The Panel noted an update on TfL's progress on climate change adaptation. The storms of July 2021 had highlighted TfL's climate readiness. TfL had been good at responding to severe weather events and resuming services quickly after disruption (climate resilience). The critical importance of climate adaptation, reducing or avoiding those disruptions in the first place, was clear. A pan-TfL strategy was being developed, building on the work in the Corporate Environment Plan.

Human Resources Quarterly Report

- 4.12 The Panel an update on key Human Resources led activities and performance for the period December 2021 to February 2022.
- 4.13 The Viewpoint employee survey actions plans were in place in the various business areas. TfL was responding to the latest Government guidance on coronavirus and would always consider the needs of colleagues in decision-making.
- 4.14 The International Day of Disabilities had been celebrated on 3 December 2021 and LGBT+ History Month was being celebrated in February 2022. The Women's Staff Network Group had launched its Menopause Hub and Panel Members welcomed the work done in this area.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 24 February 2022

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

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Board



Date: 23 March 2022

Item: Report of the Meeting of the Programmes and Investment Committee held on 2 March 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 2 March 2022 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 held on 2 March 2022 were published on 22 February 2022 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#). Papers relating to the Air Quality and Environment Programmes were published on 25 February 2022.

- 3.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Investment Programme Report – Periods 8, 9 and 10, 2021/22;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) Assets Renewals;
- (f) Air Quality and Environment Programme;
- (g) Technology and Data 2022/23 and 2023/24; and
- (h) Enterprise Risk Update – Delivery of Key Projects and Programmes (ER8).

- 3.3 A summary of the items considered and the decisions taken 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 18 May 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 December 2021 there had been: two uses of Chair's Action in relation to approval of authority requests at the meeting of the Committee on 15 December 2021 and the Elephant and Castle Station Capacity Upgrade project; the Commissioner had approved one Procurement Authority request; and the Chief Finance Officer had approved four Procurement Authority requests.
- 4.2 There had been no Mayoral Directions to TfL within the Committee's remit.

Investment Programme Report – Periods 8, 9 and 10, 2021/22

- 4.3 The Committee noted the update on the progress and performance in Periods 8, 9 and 10, 2021/22 of the TfL programme of investments. Members welcomed the report and made suggestions for enhancing the presentation of the report further, to provide greater detail.

Independent Investment Programme Advisory Group Quarterly Report

- 4.4 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report. The Chair of IIPAG welcomed suggestions from Members for future areas of work.
- 4.5 IIPAG had found that contract form had no direct bearing on any cost, schedule delays or commercial disputes. The main issues identified were maturity of scope at the point of contract award, maturity of design, risk evaluation and management, sufficient project information and accrual of unresolved variations.

TfL Project Assurance Update

- 4.6 The Committee noted the update on the project assurance work undertaken between 9 November 2021 and 21 January 2022 and the key findings from the reviews.
- 4.7 During that period, three programme reviews and five project reviews were undertaken. There was a significant reduction in the number of overdue recommendations since the last meeting and, since the papers for the meeting had been published, the number of overdue recommendations had been reduced further to one made by IIPAG and 10 made by TfL Project Assurance.

Asset Renewals

- 4.8 The Committee noted the paper, which set out material that had been shared with the Department for Transport and the Treasury as part of the discussions on TfL funding.
- 4.9 The presentation set out the process to ensure there was a consistent approach across TfL for describing asset condition and how this could be related back to a scale for state of good repair (SOGR). Asset condition and SOGR would then be related back to network service and the Mayor's Transport Strategy.
- 4.10 Members thanked staff for their work in this area and for the useful discussion.

Air Quality and Environment Programme

- 4.11 The Committee noted the update on the Air Quality and Environment Programme, which provided an annual update on the progress of the Programme in delivery projects since December 2020.
- 4.12 Members welcomed the improvements in air quality and progress made in the Programme. Members discussed the potential road user charging options and the importance of considering potential costs alongside the potential benefits and income.
- 4.13 Members commented on the importance of working with London boroughs so that electric vehicle charging points were provided where most needed. The Mayor had set the objective for London to be net zero carbon by 2030 and, as such, focus and leadership was required by senior TfL staff and the Mayor's team as well as the availability of appropriate resources.
- 4.14 The Chair exercised Chair's Action to approve additional Programme and Project Authority to support the delivery of the Programme. The Chair also approved additional Procurement Authority to extend the contracts with Capita Business Services Limited and Siemens Mobility Limited to continue activities in support of road user charging, and to commence contracts with third party suppliers to enable activities in support of road user charging.

Technology and Data 2022/23 and 2023/24

- 4.15 The Committee noted an update on the Technology and Data Programme. Funding uncertainty meant most of the Programme focussed on renewals, rather than enhancements, which was not ideal as technology enhancement could be a driver of better outcomes.
- 4.16 Members notes that should the Programme be shrunk further it would pose increased risks to TfL. This was particularly the case as the hosting and networks were held on single platforms.
- 4.17 The Chair exercised Chair's Action to approve an increase in Programme and Project Authority for the financial years 2022/23 and 2023/24.

Enterprise Risk Update – Delivery of Key Projects and Programmes (ER8)

- 4.18 The Committee noted an update on Enterprise Risk 8 – Delivery of key projects and programmes (ER8). The risk had been changed to ‘requires improvement’ in response to the current funding situation and the impact on the supply chains caused by Brexit and the coronavirus pandemic.
- 4.19 The main concerns were difficulties in accurate forecasting, increasing overheads, projects stopping and starting, and issues with attracting and retaining resource. Further to this, TfL’s supply chain was reconsidering its risk appetite, given TfL’s funding position.
- 4.20 To control the risk, the Project Management Office (PMO) was driving consistency and provided first line assurance. A newly established Capital Improvement Group would work in parallel with the PMO to bring capital issues together in one place. In addition, the Capital Efficiencies Programme met periodically to seek greater efficiency and to escalate any issues.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 2 March 2022

Contact Officer: Howard Carter, General Counsel
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Board



Date: 23 March 2022

Item: Report of the Meeting of the Finance Committee held on 9 March 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 9 March 2022.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 9 March 2022 were published on 1 March 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 considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Finance Report;
- (c) Treasury Management Strategy 2022/23;
- (d) Treasury Management and Derivative Investments Policies;
- (e) Treasury Activities;
- (f) Investment Management Strategy 2022/23 - Non-Financial Assets;
- (g) Independent Investment Programme Advisory Group Procurement Process Review;
- (h) Funding Update on TTL Properties Limited;
- (i) Taxi Fares and Tariffs Update; and
- (j) GLA Group Collaborative Procurement of Power Purchase Agreements.

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 22 June 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 24 November 2021, there had been seven uses of Chair's Action, five exercising authority delegated by the Board in relation to TfL's funding arrangements (reported elsewhere on the agenda for this meeting of the Board) and two relating to the extension of contracts for Premises and Fabric Maintenance and Security Services.
- 4.2 There had been no use of Procurement Authority by the Commissioner or the Chief Finance Officer and no use of Land Authority.
- 4.3 There had been one Mayoral Direction issued to TfL in relation to March 2022 fare changes (MD2937, 14 February 2022), reported elsewhere on the agenda for this meeting of the Board.

Finance Report

- 4.4 The Committee noted TfL's financial results to the end of Period 11, 2021/22 – the year-to-date ending 5 February 2022.
- 4.5 Total passenger journeys were at 66 per cent of pre-coronavirus pandemic levels in the Period. Passenger income was almost double that of last year, but approximately £1.5bn lower than pre-pandemic levels.
- 4.6 Like-for-like operating costs, after adjusting for new services, exceptional costs and projects, were broadly flat over the last five years, which represented a real term decrease. Cash balances were just over £1.2bn and were expected to maintain around this level during the current funding agreement.
- 4.7 A new funding agreement was finalised with Government on 25 February 2022. The new agreement, which extended to 24 June 2022, would provide revenue top up, up to an agreed level, for passenger income, as well as base funding of £200m.
- 4.8 The Committee discussed the ongoing impact and additional cost of deferring capital expenditure due to short-term funding settlements and the steps being taken to ensure that capital budgets were not underspent at year end. Discussions continued with Government on the need to build up cash reserves, so TfL was able to absorb future shocks. The Committee noted that inflation would be a serious cost pressure for 2022/23.

Treasury Management Strategy 2022/23

- 4.9 Under the authority delegated by the Board on 29 July 2020, the Committee approved the Treasury Management Strategy (TMS) for 2022/23, which comprised the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits. The Committee also approved TfL Finance Limited entering into the Derivative Investments.
- 4.10 The Committee also noted the proposed draft TTL Properties Limited (TTLP) Treasury Management Strategy. Committee approval would be sought at a future meeting, once TTLP's future arrangements had been finalised.
- 4.11 Members supported the approach taken to the assessment of environmental, social and governance performance as part of the counterparty credit review process and that such factors should continue to be considered in TfL's supply chain.

Treasury Management and Derivative Investments Policies

- 4.12 Under the authority delegated by the Board on 29 July 2020, the Committee approved the Treasury Management Policies and the TfL Group Policy Relating to the Use of Derivative Investments. These supported TfL's commitment to financial prudence through risk management. There were no material changes to the Policies for 2022/23.
- 4.13 The Committee noted the proposed draft TTLP Treasury Management Policies, which would be submitted to a future meeting of the Committee for approval once TTLP's future arrangements had been finalised.
- 4.14 The Committee also approved the TfL Pension Fund Policy on Notifiable Events in draft form and authorised the managing Chief Finance Officer to approve any changes they consider necessary once the final regulations have been published and to issue a final form.

Treasury Activities

- 4.15 The Committee noted an update on key treasury activities for the period from 17 September 2021 to 17 February 2022 (the Reporting Period). During the Reporting Period, TfL had complied at all times with the TMS, the Treasury Management Policies and the TfL Group Policy relating to the use of Derivative Investments for 2021/22, including the Greater London Authority (GLA) Responsible Investment Policy. There were no issues to draw to the attention of the Board.

Investment Management Strategy 2022/23 - Non-Financial Assets

- 4.16 Under the authority delegated by the Board on 29 July 2020, the Committee approved the Investment Management Strategy (IMS) 2022/23 – Non-Financial Assets. The IMS set out how TfL planned to manage and grow its

various commercial assets and sat alongside the TMS approved at the same meeting.

Independent Investment Programme Advisory Group Procurement Process Review

- 4.17 At the request of the Committee, the Independent Investment Programme Advisory Group (IIPAG) had reviewed TfL's Procurement Process. While there were no major or systemic failings identified, risks remained in the evaluation of bids and how these were uniformly and methodically recorded to reduce the risk of successful legal challenge.
- 4.18 The Committee noted the report and the management response, which accepted the IIPAG recommendation to establish a 'three lines of defence' assurance framework for procurements. Following a review of how comparator organisations undertake procurement assurance and further dialogue with IIPAG, the TfL model would be submitted to the Audit and Assurance Committee and other issues raised by IIPAG would be addressed as part of the continuous improvement programme.

Funding Update on TTL Properties Limited

- 4.19 The Committee noted an update on the work undertaken on the property workstream of the Financial Sustainability Plan (FSP) and the wider activity to operate TTLP as a dedicated commercial property company within TfL. The update covered progress on the TTLP Business Plan, funding negotiations with lenders and the development of governance and operating models.
- 4.20 Access to capital had constrained the progress of the housing programme since 2020. The proposed model would see TTLP become one of the major housing development companies in London, delivering both the Mayor's affordable housing objectives and contributing to TfL's long-term financial sustainability. Engagement with potential lenders showed support for the Business Plan.
- 4.21 A paper on the establishment of a Land and Property Committee, to provide Board oversight of TTLP activity, appears elsewhere on the agenda for this meeting.
- 4.22 **Taxi Fares and Tariffs Update**
- 4.23 TfL is responsible for the licensing and regulation of London's taxi (black cab) and private hire services. It also regulates taxi fares and sets the maximum taxi fares that can be charged.
- 4.24 Reviews were undertaken to ensure a sustainable trade by balancing two competing needs. The costs of operating a taxi had substantially increased and so there needed to be an appropriate level of remuneration to attract and retain drivers. Inflation, particularly with fuel prices, was likely to be a key issue in the year ahead. Taxis also provide an important service as part of

the transport mix, including for disabled people and to enable safe travel at night, so fares need to be affordable.

- 4.25 No review of taxi fares and tariffs had been undertaken in 2020 due to the impact of the measures to manage the spread of the coronavirus on the trade. A review was undertaken in 2021 and a consultation commenced in December 2021. The Committee noted the impact of the coronavirus pandemic and the outcome of the consultation on three proposals for fares and tariffs. Following the consultation, a modified version of the third option was proposed.
- 4.26 The Committee also noted specific proposals in relation to Heathrow Airport where the operator had increased its fees and introduced a new charge, partly in response to the impact of the coronavirus on its income and partly to address its own air quality targets by encouraging greater use of public transport.
- 4.27 The Committee approved:
- (a) increasing the minimum fare from £3.20 to £3.80;
 - (b) increasing Tariffs 1 and 2 by 5.51 per cent;
 - (c) freezing Tariffs 3 and 4;
 - (d) increasing the maximum Heathrow Extra from £2.80 to £3.60; and
 - (e) introducing a charge of up to £5.20 which taxi drivers can add when dropping off passengers in one of the terminal drop-off zones at Heathrow Airport unless their taxi has been registered for a Blue Badge concession.
- 4.28 Members noted how the industry was engaged with in relation to fares and tariffs and for other TfL and Mayoral policies that may impact the trade. A further review would be undertaken within 12 months. In the interim, Members requested an update paper in six-month's time to show the impact of the fare changes, cost pressures such as fuel prices and the situation at Heathrow, particularly once the Elizabeth line opened.

GLA Group Collaborative Procurement of Power Purchase Agreements

- 4.29 The Committee noted an update on TfL's engagement with the GLA Group Energy Procurement Collaboration Programme with the GLA, the Metropolitan Police, the London Fire Commissioner, and the London Legacy Development Corporation (the GLA Group) and the proposed entry into a Memorandum of Understanding (MoU).
- 4.30 The Programme aimed to pool the electricity demand of TfL with that of other GLA Group bodies with smaller energy requirements, to allow the GLA Group to benefit from enhanced purchasing power, reduce carbon emissions

and reduce the cost of the electricity procured, through the joint procurement of renewable Power Purchase Agreements (PPAs).

- 4.31 Members noted the update on this work and an overview of the proposed MoU between members of the GLA Group, which had been produced to establish cooperation for future joint procurement of renewable energy. Upon signing the MoU, TfL would be committing to evolve from its current own energy procurement strategy for PPAs, to developing one with the rest of the GLA Group in respect of electricity demand. Members supported this approach subject to it being clear that the needs of TfL in terms of procurement and timing had to have precedent as it was by far the largest consumer of electricity within the GLA Group.
- 4.32 Members noted that alongside, but independently of this, the GLA had been working to establish a financing facility, with the GLA as a minority investor, that could contribute to the funding of the renewable assets developed to deliver those PPAs (the GLA Financing Facility).

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 9 March 2022

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

Board



Date: 23 March 2022

Item: Report of the Meeting of the Audit and Assurance Committee held on 16 March 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 Audit and Assurance Committee at its meeting on 16 March 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 16 March 2022 were published on 8 March 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 are:
- (a) Integrated Assurance Plan 2022/23;
 - (b) Risk and Assurance Quarter 3 Report 2021/22;
 - (c) Enterprise Risk Update – Governance Controls and Suitability (ER13);
 - (d) Independent Investment Programme Advisory Group Quarterly Report;
 - (e) Elizabeth Line Programme Assurance Quarter 3 Report 2021/22;
 - (f) Critical Accounting Policies;
 - (g) Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2021);
 - (h) Finance Control Environment Trend Indicators; and
 - (i) Register of Gifts and Hospitality for Members and Senior Staff.

- 3.3 A summary of the items to be considered and decisions to be taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 6 June 2022

4 Issues To Be Discussed

Integrated Assurance Plan 2022/23

- 4.1 The Committee is asked to approve the 2022/23 Integrated Assurance Plan, which has moved away from the traditional annual plan to a rolling 18-month programme to allow for more flexibility and greater responsiveness.

Risk and Assurance Quarter 3 Report 2021/22

- 4.2 The Committee is asked to note the report setting out the work completed by the Risk and Assurance Directorate during Quarter 3, 2021/22, work in progress and planned to start, and other information relating to the work of the Directorate's activities.

Enterprise Risk Update – Governance Controls and Suitability (ER13)

- 4.3 The Committee is asked to note the annual update on Enterprise Risk 13 – Governance controls and suitability (ER13).

Independent Investment Programme Advisory Group Quarterly Report

- 4.4 The Committee is asked to note the quarterly report and the management response.

Elizabeth Line Programme Assurance Quarter 3 2021/22

- 4.5 The Committee is asked to note the overview of programme assurance activity in relation to the Elizabeth line during Quarter 3, 2021/22.

Critical Accounting Policies

- 4.6 The Committee is asked to note the update on the Group's critical accounting policies to be applied in deriving the form and content of TfL's Statement of Accounts for the year ending 31 March 2022.

Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2021)

- 4.7 The Committee is asked to note the annual update on the disclosure of personal data to the police and other Statutory Law Enforcement Agencies in 2021 for the prevention and detection of crime in London.

Finance Control Environment Trend Indicators

- 4.8 The Committee is asked to note the report on Quarter 3, 2021/22 Financial Control Environment Trend Indicators for Finance, Business Services and Procurement.

Register for Gifts and Hospitality for Members and Senior Staff

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

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 16 March 2022

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Board



Date: 23 March 2022

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 17 March 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 Customer Service and Operational Performance Panel at its meeting on 17 March 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 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel to be held on 17 March 2022 were published on 9 March 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 Panel are:
- (a) Customer Services and Operational Performance Report – Quarter 3, 2021/22; and
 - (b) Enterprise Risk Update – Major Service Disruption (ER3).
- 3.3 A summary of the items to be considered at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 13 July 2022.

4 Issues To Be Discussed

Customer Services and Operational Performance Report – Quarter 3, 2021/22

- 4.1 The Panel is asked to note the report for Quarter 3, 2021/22, covering the period from 19 September 2021 to 11 December 2021.
- 4.2 The report outlines performance and our priorities and provides additional information requested by Members at the previous meeting.

Enterprise Risk Update – Major Service Disruption (ER3)

- 4.3 The Panel is asked to note the report which provides an update on Enterprise Risk 3 – Major Service Disruption (ER3).
- 4.4 The report set outs how, during the coronavirus pandemic, significant elements of ER3 had been realised and how TfL had enacted its crisis management processes to control the risk.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 17 March 2022

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