

Agenda

Meeting: Board

Date: Wednesday 7 December 2022

Time: 10:00am

Place: Chamber, City Hall - Kamal
Chunchie Way, London E16 1ZE

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Heidi Alexander
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
Cllr Kieron Williams

Government Special Representatives

John Hall
Becky Wood

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

This meeting will be open to the public and webcast live on the [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 29 November 2022

**Agenda
Board
Wednesday 7 December 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 12 October 2022
(Pages 1 - 12)**

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 12 October 2022 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 13 - 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 - To Follow

Interim 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 12 October 2022 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operations and Further Opening Stages

(Pages 25 - 28)

Interim Commissioner

The Board is asked to note the paper.

7 Draft TfL Business Plan 2023 - To Follow

Interim Commissioner, Chief Customer and Strategy Officer and Chief Finance Officer

The Board is asked to approve: the TfL 2023 Business Plan, the 2022/23 forecast included in the TfL Business Plan as the Revised Budget for 2022/23 and as the reporting baseline for the remainder of this year; and changes to the TfL Scorecard as a result of changing the reporting baseline. The Board is also asked to note the Capital Strategy and London Climate Budget submissions that form part of the GLA Budget submission.

8 Finance Report (Pages 29 - 44)

Chief Finance Officer

The Board is asked to note the Finance Report.

9 Our TfL Programme (Pages 45 - 48)

Interim Commissioner and Interim Chief People Officer

The Board is asked to note the paper.

10 Annual Travel in London Report (Pages 49 - 88)

Chief Customer and Strategy Officer

The Board is asked to note the paper.

11 Report of the meeting of the Land and Property Committee held on 18 October 2022 (Pages 89 - 92)

Committee Chair, Professor Greg Clark CBE

The Board is asked to note the report.

- 12 Report of the meeting of the Programmes and Investment Committee held on 19 October 2022** (Pages 93 - 96)
- Committee Chair, Ben Story
- The Board is asked to note the report.**
- 13 Report of the meeting of the Remuneration Committee held on 9 November 2022** (Pages 97 - 100)
- Committee Chair, Kay Carberry CBE
- The Board is asked to note the report.**
- 14 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 16 November 2022** (Pages 101 - 104)
- Panel Chair, Dr Lynn Sloman MBE
- The Board is asked to note the report.**
- 15 Report of the meeting of the Finance Committee held on 23 November 2022** (Pages 105 - 110)
- Committee Chair, Anne McMeel
- The Board is asked to note the report.**
- 16 Report of the meeting of the Elizabeth Line Committee held on 24 November 2022** (Pages 111 - 114)
- Committee Chair, Heidi Alexander
- The Board is asked to note the report.**
- 17 Report of the meeting of the Audit and Assurance Committee to be held on 30 November 2022** (Pages 115 - 118)
- Committee Chair, Mark Phillips
- The Board is asked to note the report.**

18 Report of the meeting of the Customer Service and Operational Performance Panel to be held on 6 December 2022 (Pages 119 - 120)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the report.

19 Any Other Business the Chair Considers Urgent

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

20 Date of Next Meeting

Wednesday 1 February 2023 at 10.00am.

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Transport for London

Minutes of the Meeting

**Conference Rooms 1 and 2, Palestra, 197 Blackfriars Road,
London, SE1 8NJ**

10.00am, Wednesday 12 October 2022

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Heidi Alexander
Kay Carberry CBE
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Marie Pye (via Teams)
Dr Nina Skorupska CBE (via Teams)
Dr Lynn Sloman MBE (via Teams)
Ben Story (via Teams)
Cllr Kieron Williams (for part - via Teams)

Government Special Representative

Becky Wood
John Hall (Department for Transport, Observer)

Executive Committee

Andy Byford	Commissioner
Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Stuart Harvey	Chief Capital Officer
Andy Lord	Chief Operating Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Alex Williams	Interim Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review
Fiona Brunskill	Interim Chief People Officer

Staff

Andrea Clarke	Director of Legal
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Zoe Woodhams	Chief of Staff to the Chief Finance Officer

78/10/22 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Professor Greg Clark CBE, Bronwen Handyside and Peter Strachan. Councillor Kieron Williams had to leave the meeting at 11am.

Members Marie Pye, Dr Nina Skorupska CBE, Dr Lynn Sloman MBE, Ben Story and Councillor Keiron Williams were joining the meeting by Teams and therefore did not count toward the quorum. The meeting was quorate.

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and would also be available on TfL's YouTube channel to ensure the public and press could observe the proceedings. He welcomed Councillor Kieron Williams to his first meeting as a Member of the Board, following his appointment on 10 October 2022, and John Hall from the Department for Transport, who was attending as an observer pending an appointment of the Government's strategic special representative by the Secretary of State for Transport.

The Commissioner, Andy Byford, had announced that he would leave TfL in October 2022. He had rejoined TfL in June 2020, bringing over 33 years of experience from transport roles across three continents. One of his top two objectives was to see TfL through one of, if not the, most difficult periods in its existence given the impact of the coronavirus pandemic and the actions taken to manage it on TfL's staff, operations and finances. His efforts, with his team, achieved a series of short-term Government funding settlements, culminating in a longer-term settlement. In addition to securing funding, he had prepared TfL for the future by restructuring the top management and by engaging staff in developing the Vision and Values that would drive the future culture of the organisation.

Andy Byford's other key priority was to get the Crossrail project under direct TfL control to achieve the opening of the Elizabeth line without further delay. The line opened successfully on 24 May 2022 and Bond Street station would open on 24 October 2022, followed by through running and further timetable enhancements in early November 2022. Among the other notable operational achievements were the delivery of Northern line extension to Battersea and TfL's extensive contribution to the logistical challenges to support the mourning and funeral arrangements following the sad passing of Her Majesty Queen Elizabeth II. The Chair thanked Andy Byford for his service and wished him every success in the future in his new life in America.

The appointment of a permanent Commissioner is a matter reserved to the Board and an open and international recruitment campaign would be undertaken, led by the Deputy Chair, Seb Dance with a panel of Board Members to consider the applications, interview the short-listed candidates and make a recommendation for appointment to the Board. Members would be briefed on the process, Board engagement and timelines after this meeting.

Andy Lord, the Chief Operating Officer and Deputy Commissioner, would be the interim Commissioner until a permanent appointment was made. TfL would make an interim appointment to the role of Chief Operating Officer. An announcement on the appointment to the role of Chief Finance Officer would also be made shortly, following the conclusion of an open recruitment campaign.

The Commissioner had also made two further changes to the leadership team. Fiona Brunskill had been appointed as the interim Chief People Officer as Tricia Wright had been seconded to a new and temporary role of Chief Officer – Pensions Review to lead a small team to review TfL's pension arrangements, which was a requirement of TfL's funding settlement with Government.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting.

79/10/22 Declarations of Interests

All Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no additional interests that related specifically to items on the agenda. As Councillor Kieron Williams had only just been appointed, his declaration had not yet been published but would be available as soon as possible. A cross-check with his entry for the London Borough of Southwark raised no potential conflicts for this meeting.

There had been no changes to declarations made by Members since the last meeting of the Board.

80/10/22 Minutes of the Meetings of the Board held on 27 July and 9 and 30 August 2022

The minutes of the meetings of the Board held on 27 July and 9 and 30 August 2022 were approved as a correct record and the Chair was authorised to sign them.

81/10/22 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. Since the meeting on 27 July 2022, there had been two uses of Chair's Action by the Chair of the Finance Committee: one in relation to a short extension from 28 July to 3 August of the funding settlement with Government (prior to a long-term settlement being agreed by the Board on 30 August 2022); and one in relation to changes to the Santander Cycles – 2022 Scheme Tariff Change. There had been no other use of specific authority delegated by the Board to Committees. There had been two Mayoral Directions to TfL relating to: revision of the Mayor's Transport Strategy and road-user charging guidance; and September 2022 fares revision.

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

Following the appointment of Councillor Kieron Williams to the Board, authority was sought to delegate authority to the Deputy Chair to appoint him to Committees and Panels of the Board. All appointments would be notified to the Board.

As the meeting of the Safety, Sustainability and Human Resources Panel, scheduled for 14 September 2022, had been cancelled following the sad death of Her Majesty Queen Elizabeth II on 8 September 2022, approval was sought to waive the requirement for it to meet four times a year in 2022/23.

Following the publication of the paper, the secondment of Tricia Wright to a new and temporary role of Chief Officer – Pensions Review had been announced. The new role required a change to the definition of Chief Officer in Standing Orders, which would be made by the General Counsel under the authority granted by Standing Order 5.

The Board noted the paper and:

- 1 noted the use of Chair's Action since the last meeting and the receipt of Mayoral Directions to TfL;**
- 2 noted the appointment of Councillor Kieron Williams to the Board to 8 September 2024 and delegated to the Deputy Mayor authority to appoint Councillor Williams to Committees and Panels of the Board; and**
- 3 waived the requirement for the Safety, Sustainability and Human Resources Panel to meet four times in 2022/23.**

82/10/22 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 are summarised below:

- 1 On 30 August 2022, TfL agreed a new funding settlement with the Government covering a 19-month period until March 2024. TfL could now avoid the managed decline scenario, which would have been a disaster for London, and recover from the impact of the coronavirus pandemic, let contracts with confidence and progress with capital investment.
- 2 The Commissioner was grateful to the Government for the settlement, irrespective of the difficult negotiations, and to have secured around £6bn in support at such a crucial time. He was also grateful to the Mayor, and Heidi Alexander and more recently Seb Dance in their role as Deputy Mayor for Transport and the Greater London Authority for the support provided throughout, including the additional financing facility to assist with the funding gap. He also thanked John Hall and Becky Wood for their role in the discussions with the Government.
- 3 Work remained to secure a long-term financial settlement for capital investment, just like every other major transport system around the world. The funding model whereby TfL relied upon 72 per cent fare box recovery could not continue, particularly during pandemics and other uncertainties, and a more sustainable and stable funding arrangement was needed for the future.

- 4 On 8 September 2022, upon the sad news of the passing of Her Majesty Queen Elizabeth II, TfL started to implement its comprehensive arrangements for Operation London Bridge, the plans for the state funeral and associated events. Andy Lord led the operation with the support of Gareth Powell. The logistical challenge included removing over 300 sets of traffic lights for ceremonial processions, diverting hundreds of bus routes, cancelling engineering works and putting on an hour of extra services on trains after the state funeral. TfL also deployed its most significant customer and stakeholder communications campaign of the last decade, including hundreds of employees being travel ambassadors, to help the millions who travelled to London to pay their respects. Andy Byford commended all the staff involved.
- 5 The next stage of the Elizabeth line project was the opening of Bond Street station on 24 October 2022, subject to final safety assurance checks. Shortly thereafter the progressive connecting up of the three sections would start with through-running services to be introduced from 6 November 2022, with trains from the east going through the central tunnel to Paddington and from the west through the central tunnel to Abbey Wood, without customers having to change trains. There would be an uplift from 12 trains per hour to 22 trains per hour. In May 2023, the whole railway would join up. The Elizabeth line was already a success story for London, with superb levels of ridership.
- 6 On 26 September 2022, TfL introduced a new timetable on the Docklands Light Railway to better support current and future demand. Not only had the timetable increased, which would complement the Elizabeth line service, but the trains themselves had also been strengthened and lengthened.
- 7 TfL had a busy summer assisting with events including the Union of European Football Associations Women's European 2022 final at Wembley Stadium, the London Triathlon, the Notting Hill Carnival and the London Marathon, all of which were delivered smoothly.
- 8 TfL continued to improve the Santander Cycles hire service with the launch of 500 new e-bikes distributed over key London locations, which could be docked at any of the 800 docking stations.
- 9 The opening of the Northern line extension in 2021 had seen an average 17-minute reduction in journey time between the area and the City and the West End, with five million journeys over the year.
- 10 The Chair, Members and Andy Lord, on behalf of the Executive Committee, commended Andy Byford for his successful tenure as Commissioner, which had occurred during the pandemic and the difficult funding negotiations with Government, during which he continued to boost morale, invest in projects and plan for the future. He left the organisation stronger than when he started, which was testament to his good leadership and Members wished him the very best for the future. Andy Byford thanked the Chair, Heidi Alexander and Seb Dance as Deputy Mayors, all Members for their kind comments and support during his time as Commissioner. He also thanked his Executive Committee, past and present, his office support team and all 27,000 staff at TfL and its contractors for their support and hard work.

- 11 Andy Lord thanked the Chair for asking him to act as Interim Commissioner, which he was honoured to do. Building on Andy Byford's success, there were great opportunities for TfL going forward to deliver its commitments under the Mayor's Transport Strategy, to deliver its Business Plan, to continue to deliver safe and reliable services to Londoners, and to encourage customers back onto the network.
- 12 Members discussed TfL's successful operations during the recent extreme heat temperatures. Andy Lord confirmed that an operational review was underway to look at the impact of the measures taken, lessons learnt and future investment, the results of which would be brought to the Customer Service and Operational Performance Panel. Lilli Matson confirmed that TfL's climate adaptation plan would be brought to the Safety, Sustainability and Human Resources Panel and the learnings shared more widely with the Board. **[Action: Andy Lord / Lilli Matson]**
- 13 Fiona Brunskill confirmed that the next cohort of TfL's graduate and apprenticeship schemes had 127 new starters on 20 September 2022. The diversity statistics would be brought to a future meeting of the Safety, Sustainability and Human Resources Panel. **[Action: Fiona Brunskill]**
- 14 Investigations were ongoing into the two fatalities involving collisions with buses that occurred in August 2022. Members asked if the buses involved in the collisions met the Bus Safety Standard and to understand what the consequences were of not being able to implement the bus safety measures as fast as TfL would have liked due to funding uncertainty. The Safety, Sustainability and Human Resources Panel would be updated when the investigations had been fully examined. **[Action: Lilli Matson]**
- 15 Alex Williams confirmed that the workshop with people with disabilities on 17 August 2022 on how the Ultra Low Emission Zone scheme should be modified and how the scrappage scheme could be shaped had been very insightful. The responses would be included in the report to the Mayor. **[Action: Alex Williams]**
- 16 On the 4G rollout on buses, Alex Williams confirmed that he would circulate the key milestones to the Board when available. **[Action: Alex Williams]**
- 17 Alex Williams confirmed that the e-scooter trial with London Councils included a review of the impact of vehicles being left across pavements, causing a barrier for the public particularly disabled people. An update would be provided to a future meeting of the Safety, Sustainability and Human Resources Panel. **[Action: Alex Williams]**
- 18 Members asked what the long-term plan was around cyber security and future challenges presented by inter-dependent networks, including systems upgrades, funding arrangements and having an Executive Committee champion. A position paper on cyber security would be provided to Board Members. **[Action: Shashi Verma]**

The Board noted the report.

83/10/22 Elizabeth Line Operations and Further Opening Stages

Andy Byford introduced the item and highlighted the early success of the Elizabeth line since its launch on 24 May 2022, with more than 45 million journeys made and almost half in the Central Section between Paddington and Abbey Wood and very good performance metrics. He commended everyone involved in bringing the Crossrail project to fruition as an operational railway. The next steps were the opening of Bond Street station on 24 October and then the introduction of the first stage of through-running from 6 November 2022.

The main challenge in terms of reliability had been the performance of services on the surface section between Paddington and Reading. TfL had modelled how the most recent disruption would have impacted through-running services and was working closely with Network Rail and the Concessionaire, MTR Elizabeth line, to address the underlying issues. Between November 2022 and full end-to-end services in May 2023 timetabling issues meant some services would be delayed entering Paddington and some would continue to terminate there. Members were assured that communication plans were in place to keep customers informed on these services, as well as plans to keep customers informed of all potential service disruptions across TfL's modes to enable them to manage their journeys.

TfL was keen to look at the impact of the line on travel patterns and revenue but this work had been delayed due to the impact of industrial action, severe weather and other major events that prevented a reliable baseline. As previously requested, this information would be presented to the Elizabeth Line Committee when available.

The Board noted the paper.

84/10/22 Finance Report

Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 5, 2022/23 (year-to-date from 1 April to 20 August 2022). It also provided a summary of the funding settlement, year-to-date financial performance results, a forward look and details of risks and opportunities, and the debt position and credit rating.

On 30 August 2022, the Board approved a new funding settlement with Government, which avoided financial catastrophe for TfL and years of disruption and delay for Londoners as services would have degraded. TfL was grateful to the Government for the support since 2020, but it was recognised that the settlement while being the best that could be achieved at this time, was less than required and presented risks and challenges. The key risks and challenges included delivering the existing efficiencies programme, the additional savings target of £230m on top of an already stretching efficiency programme, inflation risk on capital expenditure and risks to non-passenger income. Given the shortfall, a key part of managing these risks was the £500m financing facility provided by the Greater London Authority (GLA) which, if drawn down, would be recoverable from future grants so was not additional funding. The GLA financing facility alongside the Government funding allowed TfL to maintain a balanced budget if the risks crystallised but did not avoid the need to make further savings or tough choices in the Business Plan. TfL had committed to meeting all of the funding conditions.

TfL's external auditors noted the importance of the GLA financing facility in its audit report. The presence of the financing facility allowed the auditors to provide an unqualified audit opinion, and enabled the Audit and Assurance Committee to approve the accounts at its last meeting.

Each of the three credit rating agencies had recently reaffirmed their ratings, each noting the importance of the financing facility, with TfL retaining its A+ rating with Standard & Poor's.

As the funding settlement differed from the budget assumptions, TfL was currently preparing a new budget and Business Plan, which would be presented to the Board in December 2022, with two Member briefings scheduled prior to the December meeting.

Quarter 1 2022/23 performance in July 2022 was within one per cent of the income budget, within one per cent of operating cost budget and within one per cent of the capital investment budget. Since then, anticipated risks including inflation, rising bad debt and cost of living had started to crystallise. TfL was managing these risks as planned, using its contingency and savings on pension contributions following the last valuation.

Some favourable financial trends had also emerged, which were a combination of some external tailwinds and the product of continued efforts to deliver further savings and raise non-passenger income. Performance in the year to date provided confidence that TfL could deliver the £90m further savings required by the funding settlement in the 2022/23 financial year but the medium-term risks were increasing, making the target of £140m in 2023/24 more challenging.

Key trends within 2022/23 included total income at two per cent below budget as journey demand continued to recover. The underlying position on passenger demand was very close to budget, with the negative variance predominantly due to the impact of industrial action on national rail and on TfL's services. This highlighted the benefit of the revenue mechanism that relied on passenger income in the funding settlement. Although other income was also two per cent below budget, this was driven by Elizabeth line regulatory charges. The underlying position on other operating income was strong, with better-than-expected advertising income due to strong management and broader market conditions.

Core operating costs remained within one per cent of budget, with overall operating costs at four per cent under budget. Some underlying favourable tailwinds included the funding settlement underpinning renewals spend, which enabled savings on maintenance spend and avoided stranded project staff time that would have resulted from the managed decline scenario. TfL was also saving on a portion of contingency costs, which was needed to meet the new funding settlement requirement.

Capital enhancements were within three per cent of budget, which demonstrated strong delivery in uncertain times. The Period 6 (21 August to 17 September 2022) results had just been finalised, with TfL even closer to budget at two per cent. The bulk of the variance was due to slippage on third-party funded projects, largely because of factors outside of TfL's control.

Capital renewals were nine per cent lower than budget, which was similar for the Period 6 result. This was one of the key issues TfL was managing as, given asset condition and the funding settlement, delivering the programme of essential renewals was critical. Delivery was behind schedule, largely due to resource constraints but the renewals portfolio was being actively managed and TfL was confident in delivering the full year

budget of £600m. It was striving to deliver the increased renewals budget provided in the funding settlement of £635m, although the delays to agreeing the funding settlement made it challenging to increase delivery by this amount over the remainder of the financial year.

TfL had mitigated the largest risk by resolving the funding situation with Government. The funding settlement also provided protection on passenger demand volatility and inflation on operating costs. TfL faced several external headwinds and risks to achieving financial sustainability especially into next year but remained confident it could mitigate them through active management of remaining contingency and use of the GLA financing facility if required.

The key risks included economic uncertainty as UK economic growth remained weak, with latest forecasts suggesting this could continue. TfL was protected on passenger income with the funding settlement but was still exposed to risks on non-passenger income. Continued cost of living challenges and inflationary pressures were reducing disposable income and increasing bad debt levels, which TfL was monitoring carefully.

TfL's exposure to inflation was greatest into 2023/24, which would largely be determined by inflation rates in February to April 2023. Currently TfL was well hedged on energy prices but had exposure in 2023/24. Whilst the new inflation mechanism in the funding settlement provided protection, subject to Ministerial approval, TfL's cost base would still rise and create a pressure beyond the settlement period.

Interest rates were on an upward trajectory and TfL had around £13bn of debt, the vast majority incurred pre-2016 to fund investment in Tube upgrades and a contribution to Crossrail. Around 90 per cent of its debt was based on fixed interest rates and, as maturing debt was refinanced, TfL would be exposed to the difference between the interest rate on the maturing borrowing and the interest rate available to TfL at the time of refinancing. However, it had limited maturities in the near term and the weighted average tenure of its borrowing was over 18 years and would take some time for higher interest rates to materially impact ongoing financing costs. The interest costs of its short-term commercial paper, which was the remaining 10 per cent of debt, was effectively hedged by investing cash reserves.

The savings programme was challenging and TfL was committed to delivering £730m of savings to 2024/25. In addition, it had a target to save £230m by the end of 2023/24 to ensure a balanced budget. It had a strong track record of delivering savings and remained confident it could deliver the existing programme of change and the additional savings. This was being managed closely at Executive level and enhanced reporting would be provided to the Finance Committee so progress could be monitored at Board level.

The Finance Committee had requested more visibility on TfL's plans to meet the Government's funding conditions, including opportunities and strategies to reduce costs and to develop an income strategy to move away from an over reliance on fares.

[Action: Patrick Doig]

Members remained concerned about the loss of senior staff as a result of funding uncertainty and measures taken to freeze recruitment. The funding settlement, a positive Business Plan and the work on TfL's Vision and Values were anticipated to help attract and retain staff. Members would be kept informed through papers on the forward plans

for the Remuneration Committee and the Safety, Sustainability and Human Resources Panel.
[Action: Fiona Brunskill]

Patrick Doig confirmed that TfL's Pension Fund was well managed and diverse and so had a low exposure to the current market turbulence following the recent mini-budget statement by the Chancellor of the Exchequer, but that the pensions team was monitoring the situation.

The Board noted the report.

85/10/22 Report of the meeting of the Audit and Assurance Committee held on 21 September 2022

The Chair of the Committee, Mark Phillips, introduced the item. As authorised by the Board, the Committee had approved the TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2022 and thanked the external auditors, Ernst and Young (EY) and management for their work during a challenging period. On the effectiveness of the external auditors, issues around the availability and continuity of partners had been fed back to EY.

The Committee noted the Risk and Assurance programme, including improvements in the internal audit programme, and requested more information on lost revenue through fraud. It also approved the Independent Investment Programme Advisory Group Work Programme for 2022/23 and noted the good progress being made in the recruitment of additional members.

On Freedom of Information requests, the Committee noted that TfL continued to outperform other public bodies and was significantly above the requirements of the Information Commissioner's Office, despite receiving some of the highest numbers of requests.

The Committee reviewed the Enterprise Risk on Significant Security Incident (ER4). There were no issues to bring to the attention of the Board.

The Board noted the report.

86/10/22 Report of the meeting of the Elizabeth Line Committee held on 29 September 2022

The Chair of the Committee, Heidi Alexander, introduced the item. Most of the key issues considered by the Committee had been covered earlier in this meeting.

The Committee noted the overview of the Elizabeth line benefits framework and that the interim findings would be published in 2023 and discussed by the Committee. It also approved proposed amendments to the Crossrail Sponsors Agreement and/or Project Development Agreement and any other matters considered necessary to implement the lease restructuring arrangements set out in the paper, subject to related approvals by the Finance Committee (see Minute 88/10/22 below) and approval by the Department for Transport as joint Sponsor.

Unbudgeted Financial Authority and additional Programme and Project Authority were approved for the remainder of the Crossrail project following receipt of the 30 August 2022 funding settlement from Government.

The Board noted the report.

87/10/22 Report of the meeting of the Customer Service and Operational Performance Panel held on 4 October 2022

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

The Panel considered operational performance for Quarter 1 of 2022/23 (1 April to 25 June 2022). It reviewed the customer care metrics impacted by the recent industrial action and discussed the recent consultation on step-free access, which required additional capital resources to develop the programme. It requested a paper on lessons learnt from TfL's contribution to Operation London Bridge, the planning and execution of arrangements to support the events marking the passing of Her Majesty Queen Elizabeth II.

The Panel also reviewed the Enterprise Risk on Asset Condition Unable to Support TfL Outcomes (ER12).

The Board noted the report.

88/10/22 Report of the meeting of the Finance Committee held on 6 October 2022

The Chair of the Committee, Anne McMeel, introduced the item. The Committee had met after the papers for the meeting of the Board had been published. It noted TfL's financial position, which had been covered earlier in this meeting, treasury activities and the outturn of prudential indicators for 2021/22. It also discussed the potential collaboration between TfL and the Greater London Authority in respect of management of cash investments.

The Committee noted the impact of the changes to taxi fares and tariffs made in April 2022 and an overview of the forthcoming taxi fares and tariffs consultation.

Following the approval of the Elizabeth Line Committee (see Minute 86/10/22 above), the Committee approved elements of a restructure and simplification of the intragroup lease arrangements for the Crossrail Central tunnel Operating Section land and related assets. Approval discussions were ongoing with the Department for Transport as joint Sponsor.

The Committee approved authorities in relation to extending the Premises and Fabric Maintenance contract to cover the Elizabeth line, the Connect contract that delivered London Underground's digital radio and transmission system and the Bus Shelter Advertising concession with JCDecaux.

The Board noted the report.

89/10/22 Any Other Business the Chair Considers Urgent

There was no other urgent business.

90/10/22 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 7 December 2022 at 10.00am.

The meeting closed at 12.23pm.

Chair: _____

Date: _____

Board



Date: 7 December 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 12 October 2022.
- 1.2 There have been no uses of Chair's Action, nor any other use of specific authority delegated by the Board to Committees, nor any Directions issued to TfL since the last meeting.
- 1.3 On 12 October the Board delegated to the Deputy Mayor authority to appoint Councillor Kieron Williams to Committees and Panels of the Board. Following discussions with Councillor Williams, he was appointed as a Member of the Programmes and Investment Committee and the Customer Service and Operational Performance Panel. On 23 November 2022, Professor Greg Clark CBE stood down from the Elizabeth Line Committee to focus on his other Board commitments.
- 1.4 On 28 November 2022, the Department for Transport (DfT) appointed John Hall as its new Strategic Special Representative and confirmed the reappointment of Becky Wood as its Technical Special Representative.
- 1.5 Appendix 1 sets out the current membership of Committees and Panels.
- 1.6 Appendix 2 sets out the progress against actions agreed at previous meetings.

2 Recommendation

- 2.1 **The Board is asked to note the paper and:**
 - (a) **note the membership of Committees and Panels, as set out in Appendix 1 of the paper, following the appointment of Councillor Kieron Williams to the Programmes and Investment Committee and the Customer Service and Operational Performance Panel, and Professor Greg Clark CBE standing down from the Elizabeth Line Committee;**

- (b) **note the Government's appointment of John Hall as its Strategic Special Representative and the reappointment of Becky Wood as its Technical Special Representative; and**
- (c) **note the actions list, set out in Appendix 2 of the paper.**

3 Use of Chair's Action

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

4 Use of Delegated Authority

- 4.1 There has been no use of authority relating to matters reserved to the Board.

5 Mayoral Directions to TfL

- 5.1 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.
- 5.2 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.
- 5.3 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>.
- 5.4 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.
- 5.5 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.

- 5.6 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>. That page will be updated as and when further Directions are made.
- 5.7 There have been no Mayoral Directions issued to TfL since the last report.

6 Changes to the Membership of the Board, Committees and Panels

- 6.1 Councillor Kieron Williams was appointed to the Board on 10 October 2022. At its meeting on 12 October 2022, the Board delegated to the Deputy Mayor authority to appoint Councillor Williams to Committees and Panels of the Board. On 23 November 2022, following discussions with Councillor Williams, Seb Dance appointed Councillor Williams to:
- (a) the Programmes and Investment Committee; and
 - (b) the Customer Service and Operational Performance Panel.
- 6.2 On 23 November 2022, Professor Greg Clark CBE stood down from the Elizabeth Line Committee to enable him to focus his efforts on his contribution to the Board, Finance Committee and Land and Property Committee.
- 6.3 Appendix 1 sets out the current Membership of Committees and Panels.

Government Special Representative

- 6.4 Under the terms of the 14 May 2020 funding settlement with Government and all subsequent settlements, the Secretary of State for Transport may appoint two Special Representatives. The Strategic Special Representative may attend all meetings of the Board and the Technical Special Representative may attend all meetings of the Board, the Programmes and Investment Committee and the Finance Committee, subject to the same rules as Members on any conflict of interest. They may raise questions, request additional information as reasonably required and report back to the Secretary of State for Transport on these matters. They do not have any voting rights and do not count toward the quorum for any meeting.
- 6.5 On 28 November 2022, the DfT appointed John Hall as its new Strategic Special Representative, replacing Andrew Gilligan, and confirmed the reappointment of Becky Wood as its Technical Special Representative.

7 Actions List

- 7.1 Appendix 2 sets out the progress against actions agreed at previous meetings.

List of appendices to this report:

Appendix 1: Membership of Committees and Panels

Appendix 2: Actions List

List of Background Papers:

Minutes from previous meetings.

Greater London Authority Decision Making Database.

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

Membership of TfL's Committees and Panels

From 23 November 2022

TfL Board

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

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

Finance Committee	Land and Property Committee
Anne McMeel (Chair)	Prof Greg Clark CBE (Chair)
Ben Story (Vice Chair)	Dr Nina Skorupska CBE (Vice Chair)
Prof Greg Clark CBE	Heidi Alexander
Seb Dance	Seb Dance
Anurag Gupta	Anne McMeel
Dr Nina Skorupska CBE	Ben Story
Government Special Representative	
Becky Wood	

Programmes and Investment Committee	Remuneration Committee
Ben Story (Chair)	Kay Carberry CBE (Chair)
Dr Nelson Ogunshakin OBE (Vice Chair)	Peter Strachan (Vice Chair)
Seb Dance	Seb Dance
Dr Lynn Sloman MBE	Dr Nelson Ogunshakin OBE
Peter Strachan	
Cllr Kieron Williams	
Government Special Representative	
Becky Wood	

Customer Service and Operational Performance Panel	Safety Sustainability and Human Resources Panel
Dr Mee Ling Ng OBE (Chair)	Dr Lynn Sloman MBE (Chair)
Marie Pye (Vice Chair)	Dr Nina Skorupska CBE (Vice Chair)
Bronwen Handyside	Kay Carberry CBE
Anne McMeel	Bronwen Handyside
Dr Lynn Sloman MBE	Dr Mee Ling Ng OBE
Peter Strachan	Mark Phillips
Cllr Kieron Williams	Marie Pye

Rail User Representatives

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

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

Board Actions List (to be reported to the meeting on 7 December 2022)

Actions from the meeting held on 12 October 2022

Minute No.	Item/Description	Action By	Target Date	Status/Note
82/10/22 (1)	Commissioner's Report: Climate Adaptation Plan TfL's climate adaptation plan would be brought to the Safety, Sustainability and Human Resources (SSHR) Panel and the learnings shared more widely with the Board.	Lilli Matson	February 2023	On SSHR Panel forward plan.
82/10/22 (2)	Commissioner's Report: Graduate and Apprenticeship Scheme The next cohort of TfL's graduate and apprenticeship schemes had 127 new starters on 20 September 2022. The diversity statistics would be brought to a future meeting of the SSHR Panel.	Fiona Brunskill	TBC	Completed. Included SSHR Panel's HR Quarterly Report.
82/10/22 (3)	Commissioner's Report: Bus Collisions Investigations were ongoing into the two fatalities involving collisions with buses that occurred in August 2022. Members asked if the buses involved in the collisions met the Bus Safety Standard and to understand what the consequences were of not being able to implement the bus safety measures as fast as TfL would have liked due to funding uncertainty. The SSHR Panel would be updated when the investigations had been fully examined.	Lilli Matson	TBC	Once the investigation is completed, Members will be updated through the SSHR Panel's Safety, Health and Environment Quarterly Report.
82/10/22 (4)	Commissioner's Report: ULEZ The workshop with people with disabilities on 17 August 2022 on how the Ultra Low Emission Zone scheme should be modified and how the scrappage scheme could be shaped had been very insightful. The responses would be included in the report to the Mayor.	Alex Williams	November 2022	Completed.
82/10/22 (5)	Commissioner's Report: 4G rollout on buses The key milestones would be provided when available.	Alex Williams	TBC	In progress.

Minute No.	Item/Description	Action By	Target Date	Status/Note
82/10/22 (6)	Commissioner's Report: E-Scooter trial The e-scooter trial with London Councils included a review of the impact of vehicles being left across pavements, causing a barrier for the public particularly disabled people. An update would be provided to a future meeting of the SSHR Panel.	Alex Williams	TBC	On SSHR Panel forward plan.
82/10/22 (7)	Commissioner's Report: Cyber Security Members asked what the long-term plan was around cyber security and future challenges presented by inter-dependent networks, including systems upgrades, funding arrangements and having an Executive Committee champion. A position paper on cyber security would be provided to Board Members.	Shashi Verma	January 2023	In progress.
84/10/22 (1)	Finance Report: Funding Conditions The Finance Committee had requested more visibility on TfL's plans to meet the Government's funding conditions, including opportunities and strategies to reduce costs and to develop an income strategy to move away from an over reliance on fares.	Patrick Doig	Ongoing	The Finance Committee will receive regular progress updates.
84/10/22 (2)	Finance Report: Resourcing and Talent Strategy Members remained concerned about the loss of senior staff as a result of funding uncertainty and measures taken to freeze recruitment. The funding settlement, a positive Business Plan and the work on TfL's Vision and Values were anticipated to help attract and retain staff. Members would be kept informed through papers on the forward plans for the Remuneration Committee and the SSHR Panel.	Fiona Brunskill	November 2022	Completed. Updates provided to the SSHR Panel and Remuneration Committee and further updates are scheduled.

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.	Glynn Barton / Lilli Matson	TBC 2022	Members will be consulted on availability.

67/11/21 (2)	Commissioner's Report – Safety at junctions An update including timeframes would be brought to a future meeting of the SSHR Panel.	Alex Williams	TBC	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	TBC	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	Once the investigation is completed, Members will be updated through the SSHR Panel's Safety, Health and Environment Quarterly Report.
74/10/21	Report of the Customer Service and Operational Performance Panel – Briefing on Action 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.	Fiona Brunskill / Alex Williams	January 2023	Briefing to be scheduled shortly.
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.	Lilli Matson / Andy Lord	TBC	Once the investigation is completed, Members will be updated through the SSHR Panel's Safety, Health and Environment Quarterly Report.
05/02/22 (1)	Commissioner's Report: 30 January 2022 car and tram collision on Oaks Road, Croydon The SSHR Panel would be updated when the investigation concluded.	Andy Byford / Lilli Matson	TBC	Once the investigation is completed, Members will be updated through the SSHR Panel's Safety, Health and Environment Quarterly Report.
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	September -December 2022	Completed. Part of the Business Plan discussions.

Minute No.	Item/Description	Action By	Target Date	Status/Note
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 / Alex Williams	January 2023	Members will be updated as part of the briefing on Action on Inclusion.
37/06/22 (3)	Commissioner's Report: Talent Strategy Information would be included in the pay gap report to the SSHR Panel on how the Talent Strategy and succession planning was being used to further reduce the ethnicity and gender pay gaps, including action to increase declaration rates for the disability pay gap. The report would include emerging data and themes on employee readiness to stretch and strengthen in their careers.	Fiona Brunskill	February 2023	On SSHRP forward plan.
37/06/22 (6)	Commissioner's Report: Rotherhithe Tunnel Owing to the current funding challenges, the tendering process for the detailed design and build stage had been paused. Andy Lord would look at the current prioritisation to see if any progress could be made on the project, although it was a significant expenditure.	Andy Lord / Stuart Harvey	September -December 2022	Completed. Part of the Business Plan discussions.
39/06/22	Finance Report, Quarter 4, 2021/22: Business planning Patrick Doig would be engaging with the Board and seeking Members input on the Business Plan in autumn 2022.	Patrick Doig	September -December 2022	Completed. Briefings held.
40/06/22	Delivering the Mayor's Transport Strategy 2021/22 Annual Update: Step-free Access An update would be provided to the CSOP Panel on the progress on step-free access and options to review and revise the target to reduce journey times for journeys that were not step-free.	Alex Williams	March 2023	See also action 05/02/22 (4) above.
53/07/22 (1)	Commissioner's Report: Barking Riverside wayfinding Stuart Harvey would look at the wayfinding and signage for the riverboat services at Barking Riverside, particularly the directions for the quickest route from the station.	Stuart Harvey	December 2022	In progress, Members will be updated when completed.

Minute No.	Item/Description	Action By	Target Date	Status/Note
53/07/22 (2)	Commissioner's Report: Barking Riverside Riverboat services Andy Lord would look at the potential to increase the frequency of the riverboat services at Barking Riverside pier.	Andy Lord	Ongoing	Service frequency will be kept under review as progress is made in the development at Barking Riverside.
53/07/22 (3)	Commissioner's Report: Bus Services Consultation Alex Williams confirmed that the results of the consultation on proposed reductions to bus services would be considered by the CSOP Panel in October 2022.	Alex Williams	December 2022	Completed. A briefing is being provided to the Panel ahead of this meeting.
53/07/22 (4)	Commissioner's Report: Travel Demand from Freedom Pass data Following the recent rise in coronavirus cases, the feasibility of using the Freedom Pass data to check whether older and disabled passengers were returning to the network at the same rate as other passengers would be looked at.	Shashi Verma	October 2022	Completed. Information was circulated.
56/07/22 (1)	Safety, Health and Environment Annual Report 2021/22: Well@TfL bus impact The results of the current monitoring of the impact of the Well@TfL bus would be provided to Marie Pye.	Lilli Matson	October 2022	Completed. Information was circulated.
56/07/22 (2)	Safety, Health and Environment Annual Report 2021/22: Supporting Police Investigations into public order offences A note would be provided to Anne McMeel on the reporting of offences by bus drivers.	Lilli Matson	October 2022	Completed.
57/07/22	Finance Report - Quarter 1 Results and Forecast, 2022/23: Revenue impact of industrial action Patrick Doig confirmed that the ongoing industrial action represented a revenue risk to TfL and he would circulate the data on the revenue impact for TfL of either a National Rail strike, TfL industrial action or combined strikes to the Board.	Patrick Doig	October 2022	Completed. Part of the Business Plan discussions.
58/07/22	Slavery and Human Trafficking Statement: Landlord Future statements would contain more detail on how TfL managed risks relating to its role as a landlord.	Stuart Harvey	June/July 2023	This will be addressed in future Statements.

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Board



Date: 7 December 2022

Item: Elizabeth Line Operations and Further Opening Stages

This paper will be considered in public

1 Summary

- 1.1 This paper provides the status update of the Elizabeth line operations and on the readiness for further opening stages of the Elizabeth line railway including the remaining work on the Crossrail project.

2 Recommendation

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

3 Performance of Operational Service

- 3.1 Through-running and seven day a week services were introduced on the Elizabeth line on Sunday 6 November 2022. This marks a major milestone and provides significant benefits for passengers, particularly those travelling to and from the surface sections in the east and west. Operating hours were also extended. Services on the opening day and in the first week of service were successful with excellent customer feedback and performance around the levels anticipated.
- 3.2 The other major event of the period was the opening of Bond Street station on Monday 24 October 2022, meeting the targeted autumn opening and marking the full opening of all central section stations.
- 3.3 The Elizabeth line continues to contribute to London's recovery from the coronavirus pandemic and between 24 May and 31 October 2022, there were 60 million journeys on the whole line with 250,000 journeys a day in the Central Operating Section (COS). There has been a further significant increase in the period following through-running on 6 November 2022. Further details and insights into usage of the Elizabeth line are included in the Travel in London paper elsewhere on the agenda.
- 3.4 Prior to through-running, the overall Elizabeth line Public Performance Measure during Period 7 (18 September to 15 October 2022) was at 94.1 per cent. This was an increase from Period 6, with performance recovering from some major issues on the surface sections of the line, including damage to Overhead Line Electrification on the western section of the route. Network Rail has an extensive programme of works and interventions designed to increase the resilience of infrastructure between Paddington and Reading but in the short term this remains a vulnerability for through-running.

- 3.5 Following the start of through-running there were some temporary issues at Stratford with a small number of trains failing to transition successfully between the surface and tunnel signalling systems. These issues were addressed by slightly reducing the speed of trains over a short section and a full software fix will be provided by Siemens, the signalling supplier, in a future upgrade.
- 3.6 The remaining three seven-car trains that were retained for services operating in and out of Paddington main line station are now being converted into full-length (nine-car), at which point the Elizabeth line will be running a homogeneous fleet of 70 nine-car trains. In the run up to through-running, the class 345 MTIN figure (miles per service affecting faults of three or more minutes), which measures train reliability, remained consistently above the 10,000-mile mark which was the minimum target for 5b minus services. Work continues with the manufacturer, Alstom, to further improve the reliability of the fleet, with interventions to electro-mechanical systems such as the door mechanisms, as well as introducing new software to upgrade the Train Control and Management System.
- 3.7 Step-free access in the COS has remained reliable since entry into revenue service although there were earlier issues with the inclined lift at Liverpool Street which were resolved by the changing of electrical components.
- 3.8 Customer satisfaction for the line is extremely high, with the Customer Satisfaction Survey (CSS) score for the Elizabeth line at 83 in Quarter 2, up from 77 in Quarter 1 – the highest score across all TfL modes. Quarter 2 is the first period where the COS has been up and running throughout. The score for the COS was exceptional at 87, while the east and west saw CSS scores of 82 (up from 79) and 80 (up from 75) respectively.

4 Project completion update

- 4.1 The opening of Bond Street station, described above, was the major Crossrail project milestone and success of the period.
- 4.2 Updated “SCADA” communications software was successfully commissioned at the end of October, and ELR300 signalling software has undergone successful ‘over and back’ testing. A further signalling upgrade, ELR400 will take place in Easter 2023.
- 4.3 The station and remaining routeway contracts are now in the process of being closed out, a process that is targeted to take place in the first quarter of 2023.
- 4.4 Stage 5c remains on track to deliver 24 trains per hour in the COS at peak times. The signalling functionality to support this will be delivered by the ELR300 and ELR400 software update, but the timetable will remain the same until May 2023 to align with National Rail timetable changes.
- 4.5 The Crossrail project will move to its Close Out Organisation from 16 January 2023 when Jim Crawford will step down as Chief Programme Officer for Crossrail, transferring responsibility to Kim Kapur as the Crossrail Close Out Director, reporting to the TfL Elizabeth line Director. This is timed to follow the major signalling commissioning at Christmas. At this point, the Crossrail Close Out Organisation will be a full part of the TfL Elizabeth line team.

List of Appendices:

None

List of Background Papers:

None

Contact Officer: Howard Smith, Elizabeth Line Director
Email: HowardSmith@tfl.gov.uk

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Board

Date: 7 December 2022

Item: Finance Report – Period 7, 2022/23

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of period 7, 2022/23 - the year-to-date ending 15 October 2022.

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Period 7, 2022/23

- 3.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Budget (approved by the Board on 23 March 2022) and last year.

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

Contact Officer: Rachel McLean, Chief Finance Officer
Email: rachelmclean@tfl.gov.uk

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Finance Report

Period 7, 2022/23

Management results from 1 April 2022 – 15 October 2022

TfL Board

7 December 2022



We are on track to achieve operating financial sustainability in 2023/24, but still face significant risks

Page 32



YTD financial performance

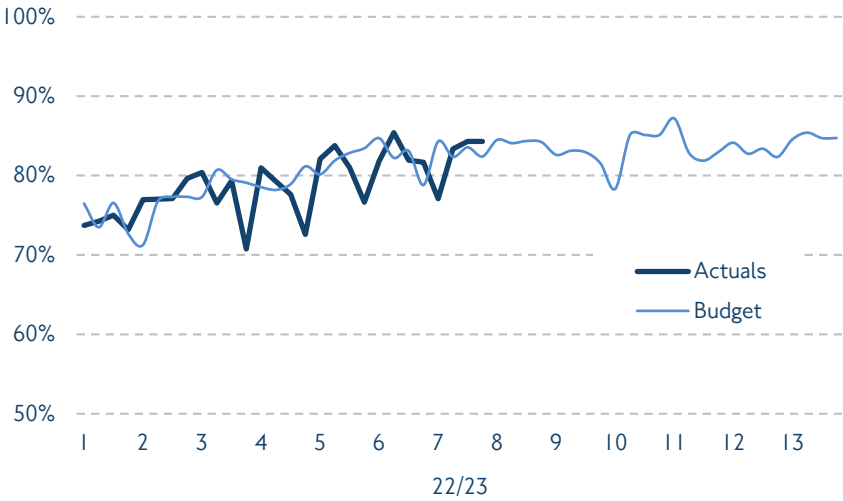
- In the year to date, we remain on track to deliver our Budget that sets us on the path to financial sustainability and meet the funding conditions:
- **Total income is within 1 % of Budget** – journeys continue to recover, with latest journeys at 82% of pre-pandemic levels. Journeys and income are slightly lower than Budget, a result of industrial action across the national rail network and within LU, and lower ticket yield.
 - **Our core operating costs remain within 1 % of Budget** – we have seen the risks identified in our Quarter 1 forecast – the impact of rising inflation and increasing Road User Charging bad debt – crystallise over recent periods. These pressures have been offset through lower pension deficit payments as well as other tailwinds that will support us in delivering the remaining savings that are required to close the funding gap for this year.
 - **Capital enhancement is within 2 % of Budget** – due to slippage on third-party funded projects, largely because of factors outside our control. We are forecasting to deliver very close to the capital envelope set by the funding settlement over the full year.
 - **Capital renewals are 8% lower than Budget** – largely due to resource constraints, but we are actively managing our renewals portfolio and remain confident in delivering our full year £600m budget. We are challenging ourselves to deliver the higher level of renewals of £635m set by the funding settlement.

Forward look

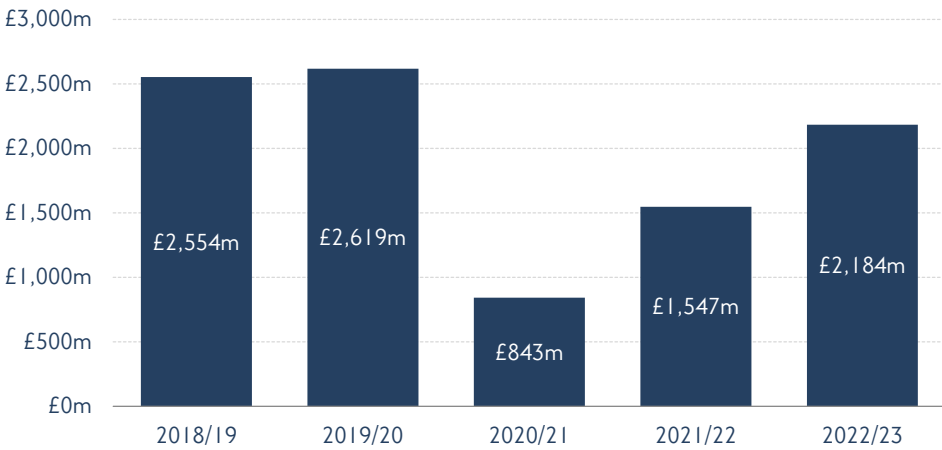
- We are, however, facing several external headwinds and risks to achieving financial sustainability especially into next year, but we are working to mitigate them:
- **Economic uncertainty** – economic growth remains poor; UK GDP contracted by 0.1 % from April to June. Latest forecasts suggest this may continue for a sustained period
 - **Inflationary pressures** on TfL cost base, including energy costs.
 - **Savings targets** are stretching, with a target of £230m additional savings by the end of 2023/24 following the new funding agreement with Government.
- The funding settlement provides protection on passenger demand volatility until March 2024. It also provides some protection on inflation, but the quantum of this for 2023/24 is uncertain. We plan to mitigate the remaining risks through active management of our remaining contingency and the GLA financing facility.

Headlines

Total passenger journeys 82% of pre-pandemic levels in Period 7, up from 68% at the end of 2021/22

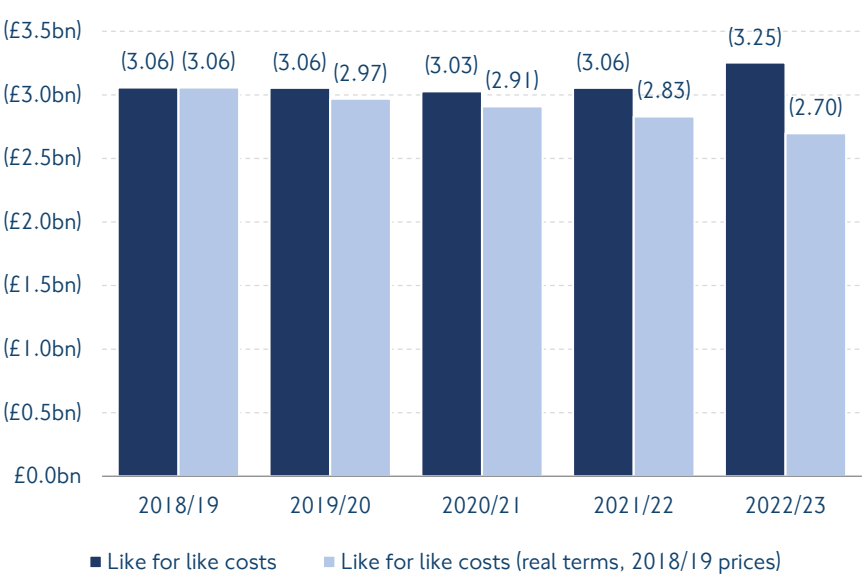


Passenger income over £600m better than last year and £1bn up on 2020/21; still £400m lower than pre-pandemic levels, averaging £60m lower per period

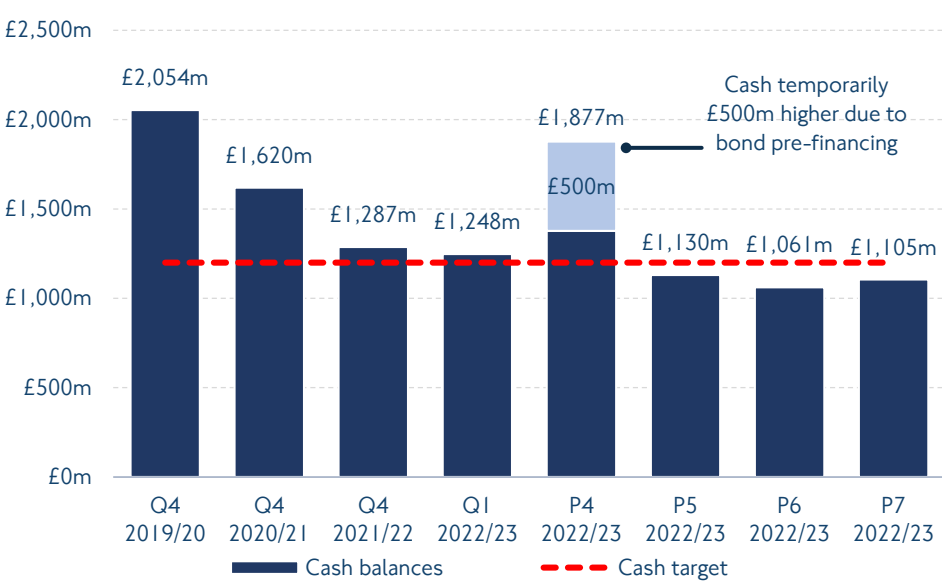


Charts show year-to-date passenger income to end of Period 7 for each year

Year to date like-for-like operating costs up on prior years as a result of inflationary pressures; real terms costs over £300m lower than in 2018/19



We continue to maintain our cash reserves at around £1.2bn on average in line with our funding settlement condition



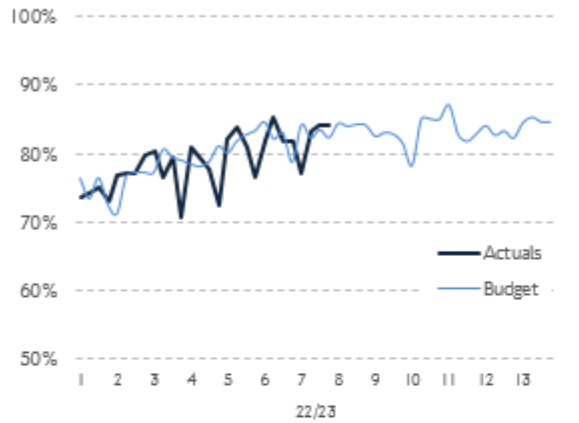
Passenger journeys

Total TfL journeys were 82% of pre-pandemic levels in Period 7, broadly in line with the prior period, but up from 68% at the start of the year.

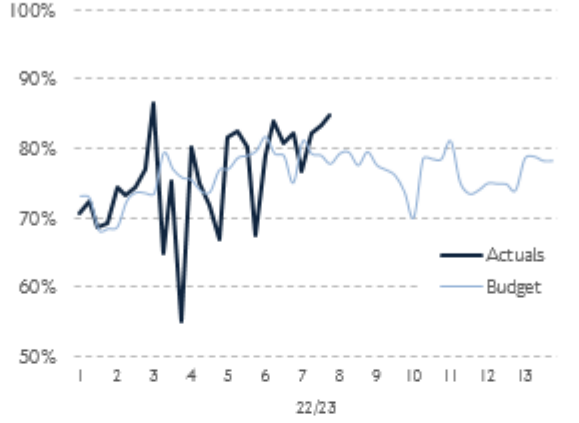
Tube journeys have increased to 82% and are broadly in line with Budget. Year-to-date journeys are slightly lower than expected from impacts of industrial action across National Rail network and LU. Bus journeys are 80% of pre-pandemic levels, slightly lower than Budget .

Journeys on the Elizabeth line (EL) have been above expectations since the opening of full services on 24 May. Journeys are 20 million better than Budget in the year to date, with income £29m higher than expected. Some of this upside is offset in other modes as customers switch services.

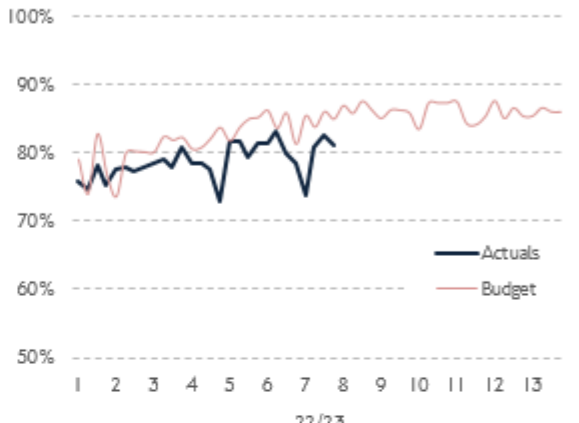
TfL	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	82%	83%	P	270	-3
			Y	1707	-7



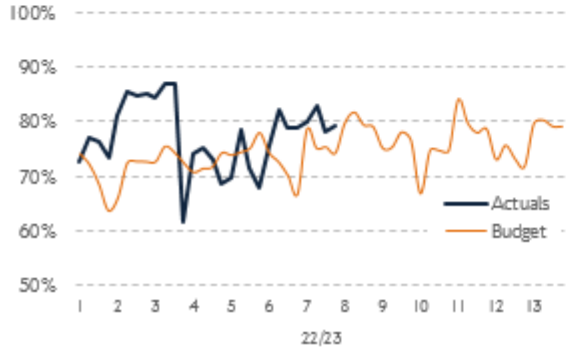
LU	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	82%	79%	P	90	2.8
			Y	555	-1.6



Bus	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	80%	85%	P	146	-10.2
			Y	949	-34.8



Rail	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	80%	76%	P	22	1.2
			Y	143	9.5

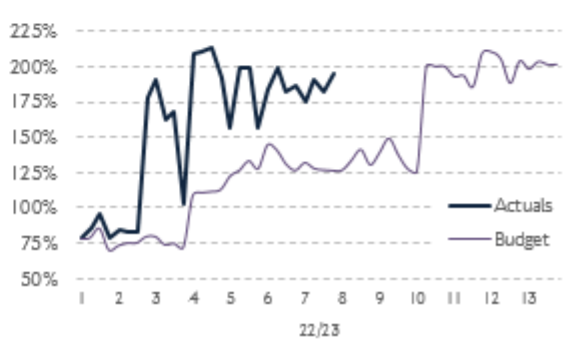


LO	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	83%	78%	P	13	0.7
			Y	83	8.9

DLR	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	78%	69%	P	8	0.8
			Y	48	2.3

Tram	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	68%	86%	P	2	-0.4
			Y	11	-1.7

EL	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	186%	128%	P	11	3.4
			Y	60	20.1



Operating account

Passenger income is over £0.6bn higher than last year, but slightly down on Budget due to the impact of industrial action. Over the full year, we expect to be on Budget.

Other operating income is £50m better than Budget, largely a result of higher advertising income and higher enforcement income from Road User Charging. This trend is expected to continue over the full year.

Operating costs are analysed in more detail overleaf.

Capital renewals are £27m lower than Budget, driven by timing differences on DLR and some technology projects, where we expect to catch up by year end. We are aiming to deliver the £635m envelope set in the funding settlement.

Extraordinary revenue grant is £107m lower than Budget, as the 30 August Funding Settlement provided less funding than assumed in our Budget.

£m	Period 7 year to date, 2022/23			Period 7 year to date, 2021/22			Full-year forecast, 2022/23		
	Actuals	Variance to Budget	% variance	Last year	Variance to last year	% variance	Q2 forecast	Variance to Budget	% variance
Passenger income	2,184	(42)	-2%	1,547	637	41%	4,306	5	0%
Other operating income	819	50	7%	528	291	55%	1,474	97	7%
Business Rates Retention	492	-	0%	518	(26)	-5%	868	0	0%
Council tax precept	26	-	0%	26	-	0%	114	62	54%
Other revenue grants	13	10	333%	12	1	8%	45	37	81%
Revenue	3,534	18	1%	2,631	903	34%	6,807	201	3%
Operating cost	(3,753)	162	-4%	(3,471)	(282)	8%	(7,109)	95	1%
Operating surplus before renewals & financing	(219)	180	-45%	(840)	621	-74%	(301)	295	98%
Capital renewals	(286)	27	-8%	(238)	(48)	20%	(635)	(32)	-5%
Net financing costs	(231)	1	0%	(242)	11	-5%	(417)	9	2%
Operating surplus / (deficit)	(736)	208	-22%	(1,320)	584	-44%	(1,354)	272	20%
Extraordinary revenue grant	627	(107)	-15%	1,468	(841)	-57%	865	(366)	-42%
Operating surplus after extraordinary revenue grant	(110)	100	-48%	148	(257)	-174%	(489)	(95)	-19%

* Other operating income and operating costs shown excl. Elizabeth line regulatory income from P7, 2022/23

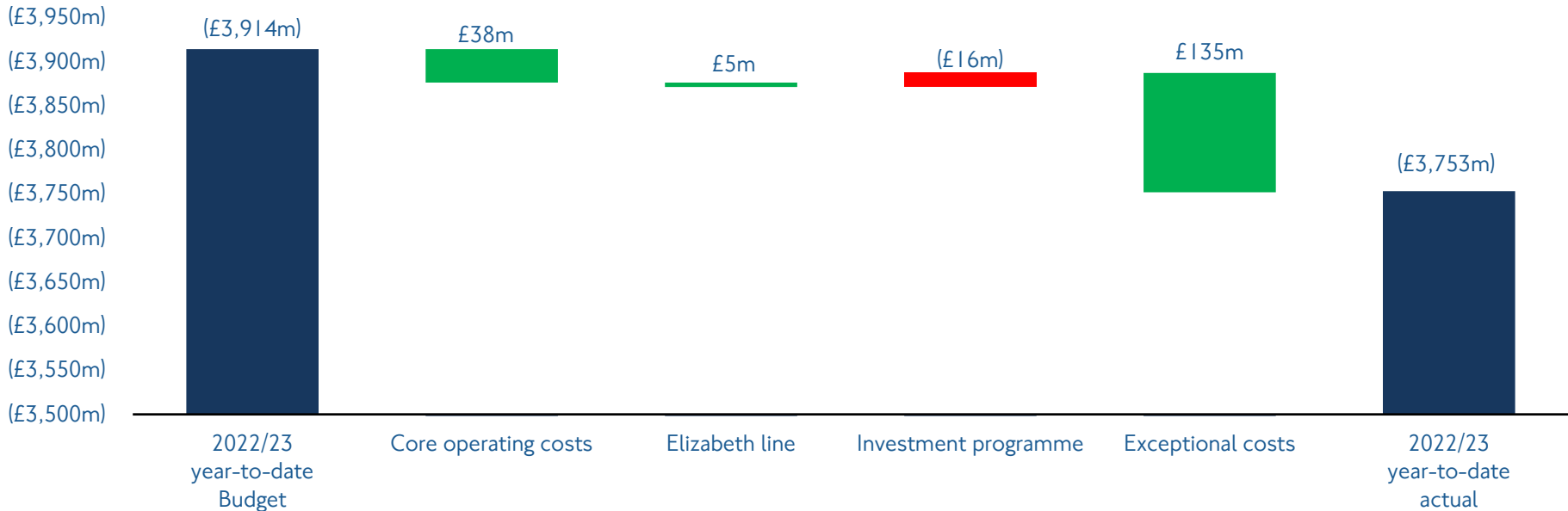
Operating costs

Total operating costs are £162m lower than Budget.

We have continued to see pressures on RUC bad debt (£61m), a result of higher ULEZ contravention rates as well as lower rates of customers paying PCNs at the initial discount rates. We are also seeing the impacts of rising inflation (£19m) on some of our external contracts, incl. rail and bus operators.

These pressures have been mitigated through contingency (£40m) and further cost reductions, the latter including lower pension deficit payments following the 2021 revaluation which was finalised after the budget was set, lower staff costs, and lower bus costs from lower mileage and industrial action.

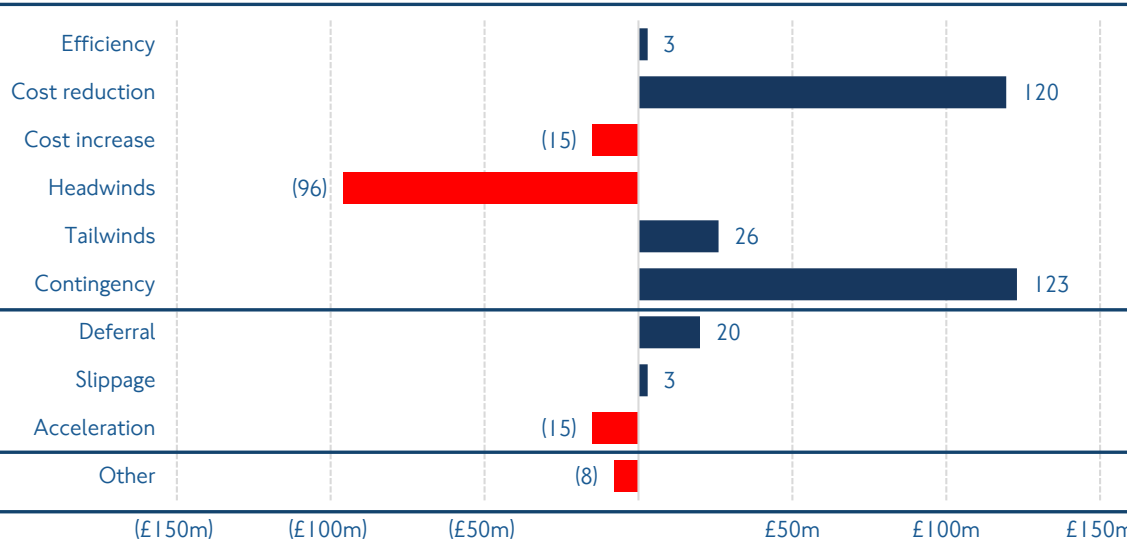
Operating costs: drivers of year to date variances (£m)



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

Underlying costs £162m better (with headwinds of (£96m) offset by £120m of cost reductions); contingency of £123m and timing differences of £8m, which we expect to unwind over the financial year

Underlying costs £162m better



Timing differences of £8m

Other variances of (£8m) (net off capital costs)

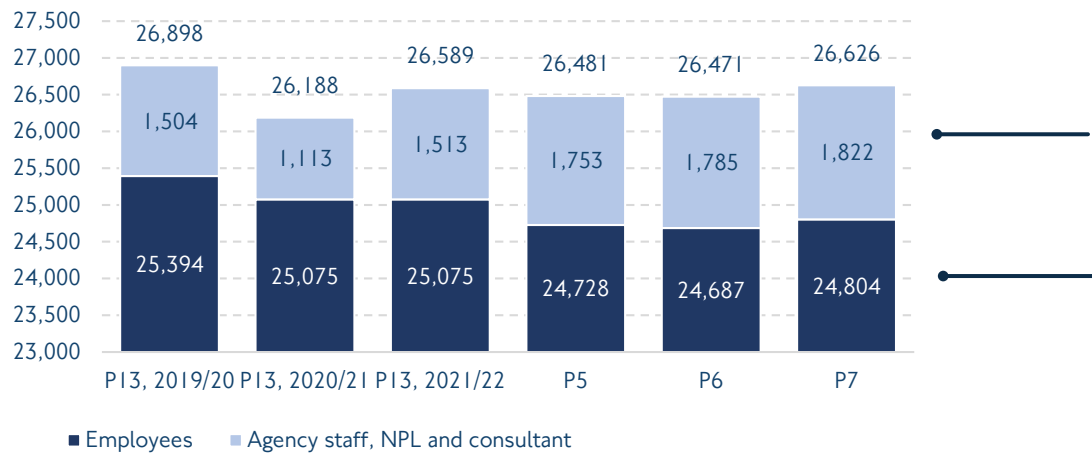
Staff

Total staff levels are just under 300 lower than pre-pandemic levels and are now slightly up from the end of last year.

Permanent employee numbers are now almost 600 lower than before the pandemic and are over 250 down from last year; ongoing labour market issues, and funding uncertainty earlier in the year hampered our ability to recruit; we have also seen an increase in resignation rates, a result of reward constraints as well as a buoyant external market.

Agency and NPL staff have increased by over 300 since the end of 2019/20, but remain significantly lower than 2015/16 levels.

Headcount trends since 2019/20



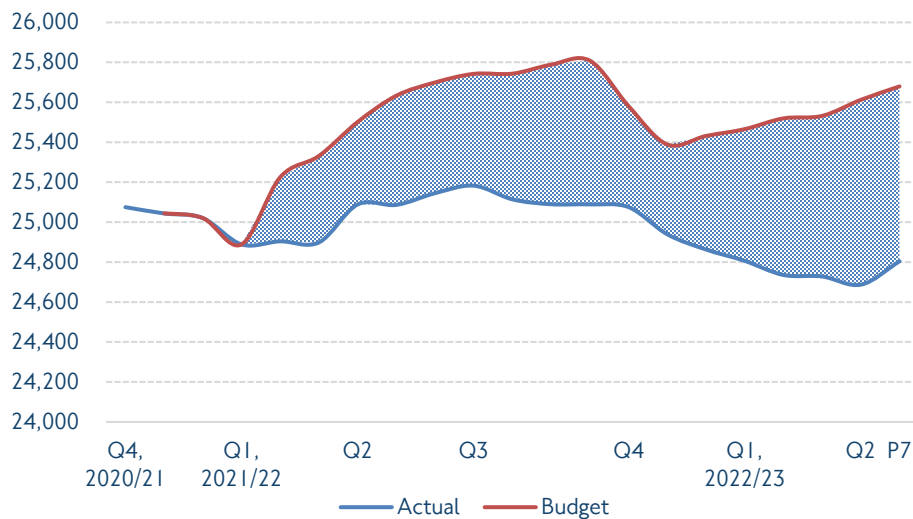
Total staff over 250 lower than pre-pandemic levels

Agency, NPL and consultants over 300 higher than pre-coronavirus levels as a result of labour market challenges

Permanent employees down by almost 600 since 2019/20 and in line with last year

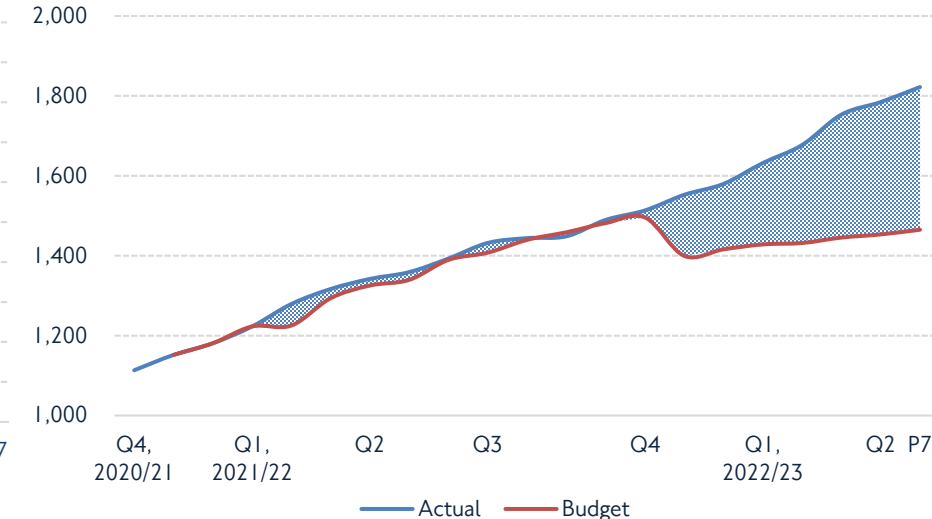
Permanent staff (FTE): actuals and Budget

Permanent employees down by almost 300 since the end of 2021/22, driven by large number of retirees and leavers. Staff levels almost 900 lower than Budget from recruitment delays, a competitive external market and higher resignation rates, with leavers averaging 170 per period.



Agency and NPL staff (FTE): actuals and Budget

Agency and NPL FTE up by over 300 since the end of 2021/22 and higher than Budget. Driven by labour market challenges and funding uncertainty.



Capital account

New capital investment remains close to budget in the year-to-date, and the full year forecast has increased due to the funding settlement.

Capital renewals are currently £27m lower than Budget, with some slippage on DLR renewals (£6m) as a result of resource shortages, and lower technology project spend on Cycle Hire modernisation and Cable Car.

We have been proactively managing our renewals workbank so we can maximise delivery within our available capital funding. We are forecasting to deliver the full envelope set in the funding settlement of £635m, but there are risks to achieving this.

TfL property and asset receipts are (£19m) lower than Budget, mainly from the timing of receipt for Woolwich over station development.

£m	Period 7 year to date, 2022/23			Period 7 year to date, 2021/22			Full-year forecast, 2022/23		
	Actuals	Variance to Budget	% variance to Budget	Last year	Variance to last year	% variance to last year	Q2 forecast	Variance to Budget	% variance
New capital investment	(393)	10	-2%	(401)	8	-2%	(832)	(31)	-4%
TTLP capital expenditure	(33)	50	-60%	(19)	(14)	74%	(138)	18	13%
Crossrail	(143)	68	-32%	(352)	209	-59%	(247)	34	14%
Total capital expenditure	(569)	128	-18%	(772)	203	-26%	(1,217)	21	2%
Financed by:									
Investment grant	494	-	0%	484	10	2%	951	0	0%
Property and asset receipts	1	(19)	-95%	46	(45)	-98%	33	(3)	-9%
TTLP property receipts	24	(35)	-59%	-	24	N/A	101	(2)	-2%
Borrowing							0	0	N/A
TTLP borrowing		(15)	-100%	75	(75)	-100%	0	(25)	N/A
Crossrail funding sources	187	(76)	-29%	327	(140)	-43%	312	(67)	-21%
Other capital grants	35	(7)	-17%	23	12	52%	81	(45)	-55%
Total	741	(151)	-17%	955	(214)	-22%	1,478	(141)	-10%
Net capital account	172	(23)	-12%	183	(11)	-6%	262	(121)	-46%
Capital renewals	(286)	27	-8%	(238)	(48)	-20%	(635)	(32)	-5%
New capital investment	(393)	10	-2%	(401)	8	-2%	(832)	(31)	-4%
Total TfL capital expenditure	(680)	36	5%	(639)	(41)	-6%	(1,467)	(63)	-4%

Capital renewals expenditure

Capital renewals (£m)	Period 7 year to date, 2022/23			Period 7 year to date, 2021/22			Full-year forecast, 2022/23		
	Actuals	Variance to Budget	% var. to Budget	Last year	Variance to last year	% var. to last year	Q2 forecast	Variance to Budget	% variance
CCO	(93)	26	-22%	(72)	(20)	28%	(203)	11	-5%
Four lines modernisation	(2)	1	-28%	(4)	2	-44%	(3)	2	-38%
Surface assets	(46)	4	-8%	(39)	(7)	19%	(97)	(8)	10%
Air Quality and Environment	(7)	8	-55%	0	(7)	-2185%	(13)	13	-51%
Public transport	(25)	8	-24%	(21)	(4)	19%	(60)	1	-2%
Technology	(12)	7	-36%	0	(12)	0%	(28)	7	-19%
Savings challenge and deliverability	(0)	(2)	-103%	(9)	9	-99%	(1)	(4)	-132%
COO	(168)	(10)	7%	(147)	(22)	15%	(359)	(45)	14%
LU	(168)	(13)	8%	(147)	(21)	14%	(354)	(47)	15%
Elizabeth line	(1)	2	-75%	0	(1)	0%	(5)	2	-29%
CCSO excluding TTLP	(22)	10	-31%	(17)	(5)	28%	(66)	1	-1%
Estates	(0)	(0)	0%	(0)	0	-58%	(0)	(0)	0%
CCSO incl. T&D	(22)	10	-31%	(17)	(5)	31%	(66)	1	-1%
Corporate	(3)	1	-27%	(2)	(1)	74%	(7)	1	-13%
Total TfL excl. TTLP	(286)	27	-8%	(238)	(48)	20%	(635)	(32)	5%

Capital enhancements expenditure

Capital enhancements (£m)	Period 7 year to date, 2022/23			Period 7 year to date, 2021/22			Full-year forecast, 2022/23		
	Actuals	Variance to Budget	% var. to Budget	Last year	Variance to last year	% var. to last year	Q2 forecast	Variance to Budget	% variance
Rolling Stock and Signalling	(233)	(21)	10%	(184)	(52)	29%	(466)	(38)	9%
Piccadilly line upgrade	(119)	(9)	8%	(74)	(45)	61%	(223)	(1)	0%
Four lines modernisation	(65)	(4)	6%	(69)	3	-5%	(117)	(8)	8%
Rail System Enhancements	(4)	(0)	6%	(3)	(1)	38%	(6)	1	-17%
MPD Savings challenge	0	(17)	-100%	0	0	0%	15	(19)	-56%
Trams	(1)	2	-74%	(1)	0	0%	(2)	1	-21%
DLR Rolling Stock replacement	(44)	8	-15%	(37)	(10)	27%	(132)	(11)	9%
Major Enhancements	(59)	11	-16%	(114)	55	-48%	(109)	10	-8%
Silvertown Tunnel	(6)	5	-47%	(6)	(0)	0%	(41)	(1)	2%
Northern Line Extension	(0)	2	-100%	(44)	44	-100%	(0)	3	-93%
Barking Riverside	(3)	2	-46%	(23)	20	-87%	(1)	1	-33%
Elephant & Castle Station Capacity	(6)	1	-16%	(2)	(4)	254%	(9)	2	-22%
Bank Congestion Relief	(41)	0	-1%	(31)	(9)	30%	(57)	0	0%
HS2	(0)	(0)	0%	(0)	0	-100%	(0)	(0)	0%
Elizabeth line	(3)	0	-6%	(8)	5	-60%	(1)	4	-82%
Other Enhancements	(102)	19	-15%	(104)	5	-5%	(256)	(2)	1%
Major stations	(1)	1	-47%	(1)	0	-23%	(2)	0	-5%
DLR RSRP HIF	(2)	2	-45%	0	2	-100%	(7)	2	-21%
Surface assets	(2)	(0)	10%	(1)	(0)	40%	(2)	(0)	9%
Air Quality and Environment (AQE)	(21)	(13)	172%	(24)	3	-14%	(68)	(56)	466%
Public transport	(5)	13	-73%	(6)	1	-10%	(11)	32	-75%
Healthy Streets	(32)	1	-4%	(23)	(9)	41%	(77)	(27)	54%
Technology	(4)	(1)	49%	(6)	2	-29%	(7)	(1)	9%
LU	(8)	2	-21%	(12)	4	-34%	(16)	8	-32%
CCSO excl. TTLP	(27)	(3)	10%	(30)	2	-8%	(60)	4	-6%
Estates	(0)	16	-99%	(0)	0	-44%	(5)	35	-87%
Corporate	(0)	1	-92%	(0)	0	-61%	(1)	1	-65%
Total TfL excl. TTLP and Crossrail	(393)	10	-2%	(401)	8	-2%	(832)	(31)	4%
TTLP	(33)	50	-60%	(19)	(14)	74%	(138)	18	-13%
Crossrail	(143)	68	-32%	(352)	209	-59%	(247)	34	-12%
Total	(569)	128	-18%	(772)	203	-26%	(1,217)	21	2%

Cash flow statement

Cash balances

	Period 7, 2022/23			Year to date, 2022/23				
	Actuals	Variance to Budget		Actuals	Variance to Budget		Variance to last year	
£m								
Opening balance	1,061	(129)	-11%	1,287	42	3%	(332)	-37%
Change in cash balance	44	43	6959%	(182)	(127)	230%	(216)	-62%
Closing balance	1,105	(85)	-7%	1,105	(85)	-7%	(548)	-30%

Cash flow statement

	Period 7, 2022/23			Year to date, 2022/23				
	Actuals	Variance to Budget		Actuals	Variance to Budget		Variance to last year	
£m								
Operating surplus	132	79	152%	(110)	100	48%	(257)	-174%
Less TTLP, LTIG and LTM	(3)	(1)	50%	(14)	(5)	56%	(2)	17%
<i>Cash generated / (used) from operating activities</i>	<i>129</i>	<i>78</i>	<i>153%</i>	<i>(124)</i>	<i>95</i>	<i>45%</i>	<i>(259)</i>	<i>-179%</i>
New capital investment (VOWD)	(58)	2	-3%	(393)	9	-2%	8	-2%
Investment grants and ring-fenced funding	82	(4)	-4%	531	(6)	-1%	(22)	-4%
Working capital movements	(93)	(67)	259%	5	(24)	-82%	309	-102%
<i>Cash generated / (used) from investing activities</i>	<i>(69)</i>	<i>(69)</i>	<i>n/a</i>	<i>143</i>	<i>(21)</i>	<i>-17%</i>	<i>295</i>	<i>-194%</i>
Free cash flow	59	9	19%	19	74	-134%	35	-215%
Existing debt maturing	(49)	0	0%	(634)	0	0%	(329)	108%
New debt issued	54	54	N/A	554	(80)	-13%	244	79%
Short-term net borrowing change	(20)	(20)	N/A	(121)	(121)	n/a	(166)	-369%
<i>Cash generated / (used) from financing activities</i>	<i>(15)</i>	<i>34</i>	<i>69%</i>	<i>(201)</i>	<i>(201)</i>	<i>n/a</i>	<i>(251)</i>	<i>-402%</i>
Change in cash balance	44	43	6959%	(182)	(127)	230%	(216)	-643%



Cash balances

Total cash balances (excl. cash balances identified for Crossrail construction) are just over £1.1bn at the end of Period 7, £182m lower than at the start of the year. Cash balances are (£85m) lower than Budget, largely a result of lower levels of government support than assumed in the Budget.

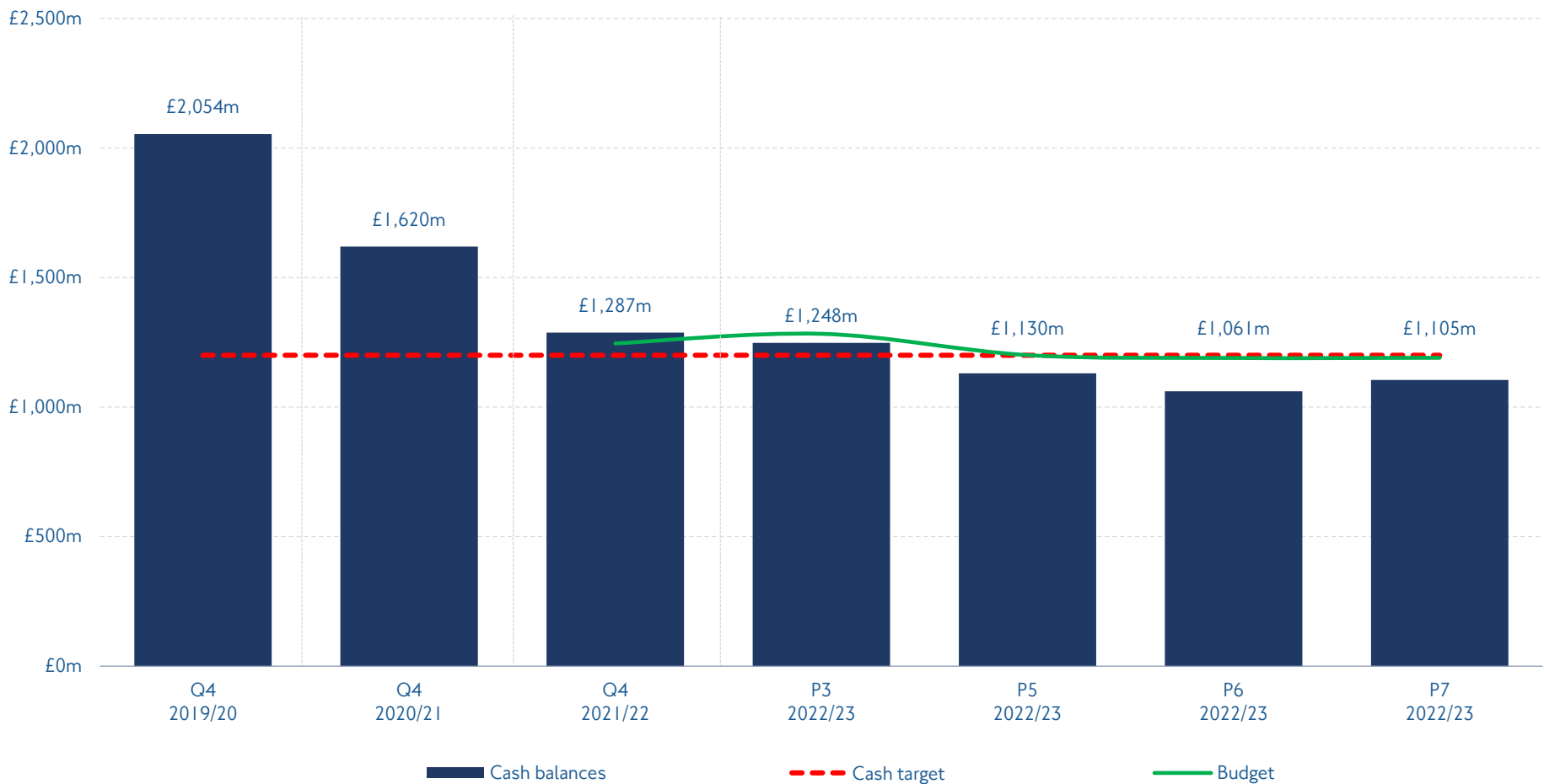
A condition of the new funding agreement is that our cash balances will average no more than £1.2bn for the duration of the agreement.

Page 12

TfL closing cash balances

2021/22 closing cash	2022/23 cash movement	P7, 2022/23 closing cash	P7, 2022/23 variance to Budget
1,287	(182)	1,105	(85)

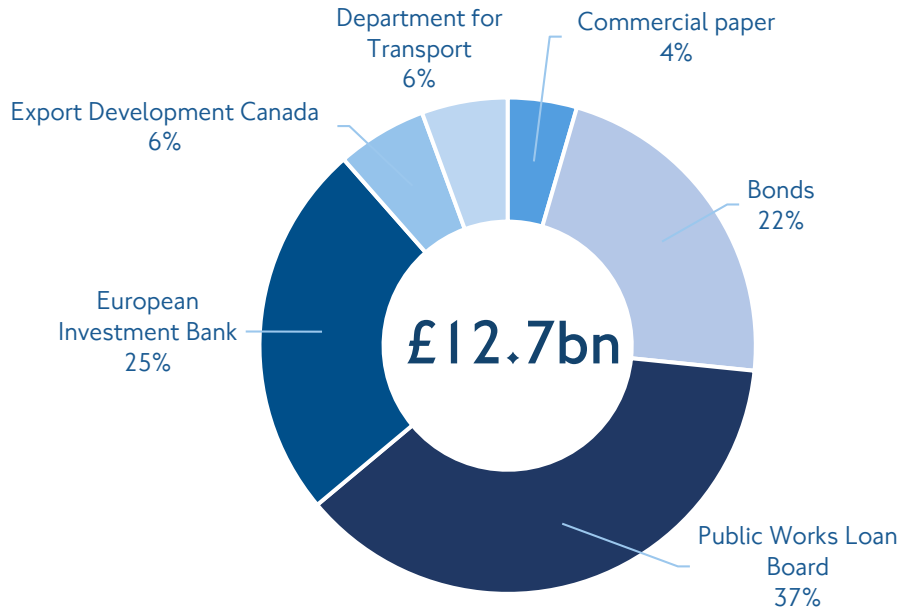
Cash balances reduced from £2,054m at the end of 2019/20 to £1,105m at the end of Period 7, 2022/23.



Debt position

We have borrowed from a range of sources in previous years to help fund our capital programme, including Crossrail and major upgrades to our tube network.

TfL total debt



90%

Over 90% of our borrowing is at a fixed rate of interest

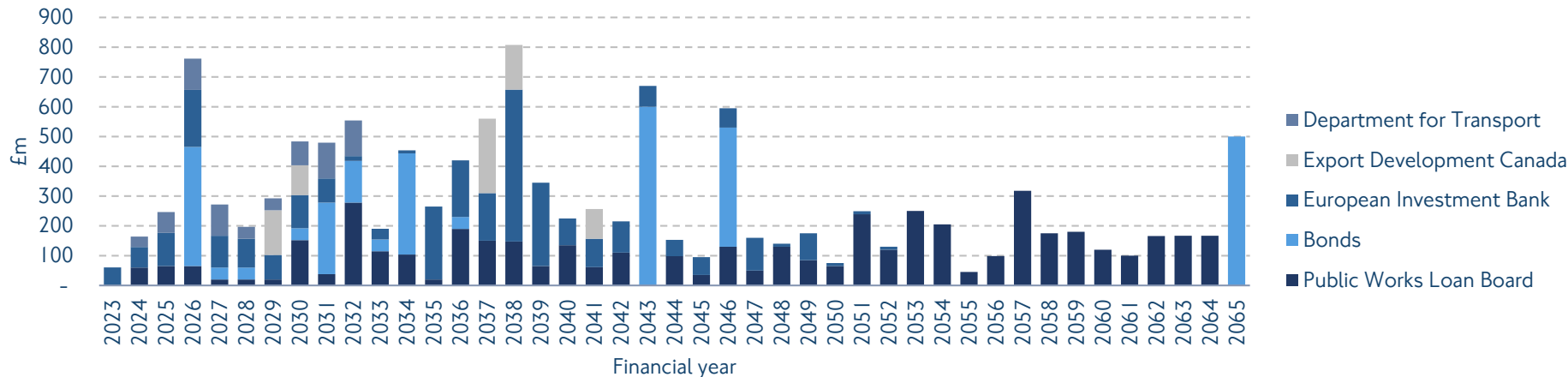
3.3%

The weighted average interest rate on our borrowing is 3.3%

18.3 years

The weighted average tenor of our borrowing is 18.3 years

TfL borrowing maturity profile



The debt maturity profile excludes around £500m of short-term commercial paper, which we intend to continue to re-issue on a rolling basis.

Credit ratings

	Standard & Poor's	Moody's	Fitch
Long-term rating	A+	Baa 1	A+
Outlook	Stable	Stable	Stable
Short-term rating	A-1	P-2	F1+
Last changed/affirmed	May 2022	October 2022	September 2021

Standard and Poor's (S&P)

- S&P affirmed our credit rating at A+/A-1 in May 2022, which reflected its view that the government would continue to provide adequate support to TfL until performance returns to sustainable levels.
- In September 2022, S&P published a bulletin on TfL covering the recent funding settlement. It noted that the agreement with central government left a funding gap, but that it believes this could be bridged with additional cost savings or temporary support from the GLA. S&P noted that overall, it expected TfL's financial metrics to stay broadly in line with previous expectations.
- Our S&P rating was downgraded from AA- to A+ in May 2020, towards the start of the pandemic.

Moody's

- Moody's affirmed our credit rating in October 2022 and maintained the stable outlook, stating that our operating strengthening performance and protections under the funding agreement will partially mitigate economic and fiscal risks
- Moody's previously downgraded our credit rating from A3 to Baa 1 in May 2022, citing its concern around the ongoing uncertainty over long-term funding arrangements, and stating that operating performance was expected to be weaker than previously predicted due to lower economic growth and higher inflation.
- In September 2022, Moody's published a research piece containing its view on the most recent funding agreement and GLA facility. It noted that the funding is credit positive, enabling TfL to balance its budget.
- Moody's had previously downgraded our rating in October 2020 (from Aa3 to A1) and June 2021 (from A1 to A3).

Fitch

- On 13 September 2022, Fitch announced that they had reviewed TfL's rating and taken no action. We expect them to perform further analysis soon.
- Our current rating from Fitch is A+, which was downgraded from AA- in May 2020.

Board



Date: 7 December 2022

Item: Our TfL Programme

This paper will be considered in public

1 Summary

- 1.1 TfL needs to evolve the way it works so that it is ready for the significant challenges we face, including continuing to increase our ridership, as well as those challenges anticipated in the future, including accelerating our green agenda. We need to be smarter, more efficient and more effective to support the delivery of TfL's Vision and Values and support financial sustainability.
- 1.2 To achieve this, TfL has established the Our TfL Programme (OTP). The purpose of OTP is twofold: to both improve our operating model to support the delivery of TfL's Vision and Values, as well as bringing costs down to contribute towards financial sustainability.
- 1.3 OTP has been identifying opportunities to achieve the above objectives (through the Feasibility phase) looking at benefits and impact. The intention is for the programme to now move into design and delivery.

2 Recommendation

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

3 Background and Context

- 3.1 Following the collaborative development of TfL's new Vision and Values, we had a clear purpose and aspiration as an organisation but were not necessarily set up in the correct way to deliver these for our people and our customers.
- 3.2 The Executive Committee has initiated the OTP, led by the business and supported by our change teams, to further the work done on implementing a new "value chain" way of thinking about the organisation which is reflected in the Chief Officer structure as stood up in February 2022.



TfL Value Chain

- 3.3 OTP has been established to look at all the elements of the new operating model; it is not just about structure, but the way TfL works, what processes and technology we use, and ensuring governance structures drive the right business outcomes. It is a chance to re-set and think differently about how TfL operates its business and make it easier to deliver for London.
- 3.4 OTP has been conducting a period of Feasibility to determine what opportunities exist to deliver the programme's aims and address feedback from our people on areas where it is not as easy to get things done.
- 3.5 During Feasibility, a case for change has been developed and several initial potential opportunities identified for the future of TfL, in line with our new value chain and Chief Officer structure.
- 3.6 The next stage of the programme, as we leave Feasibility, will be to enter Design and Delivery. We have engaged with our colleagues and trade unions on the journey to date and will continue to do so as we test the initial ideas and develop these further into potential design options for the future. While ideas that can be delivered quickly will enter implementation to start addressing areas for improvement and delivering financial benefits as soon as possible.
- 3.7 Throughout the programme we will be closely monitoring what this means for our people, ensuring that we are addressing areas for improvement raised by our colleagues to make it easier for them to work towards TfL's strategic objectives. We will also seek to mitigate any other impacts on our colleagues wherever possible.

4 Our TfL Programme – Timelines

- 4.1 OTP will broadly work to deliver any required changes and contribute to wider financial sustainability by April 2024.
- 4.2 We acknowledge that some initiatives may take longer to deliver and/or may be delivered in phases, this will all be assessed and developed through Design and Delivery.
- 4.3 We will bring regular updates to the Board and related Panels as activities progress through the phases of development.

5 Our TfL Programme – Benefits

- 5.1 OTP has identified potential financial and non-financial benefits to support financial sustainability and an improved operating model for TfL. These are emerging views which are underpinned by a number of assumptions and subject to further definition, iteration and engagement as the programme progresses.
- 5.2 OTP will manage linkages with our four Vision and Values roadmaps (Colleague, Customer, Finance and Green) and is working closely with other programmes in our change landscape, for example the Enterprise Resourcing and Future Workspace programmes, to maximise benefits and ensure coherence in how we deliver for our people.

List of Appendices:

None

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Interim Chief People Officer
Email: fionabrunskill@tfl.gov.uk

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Board



Date: 7 December 2021

Item: Annual Travel in London Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to present the Overview of Travel in London 15. The Travel in London Report is an annual report and this year's report will be published on the TfL website a few days after this meeting of the Board.

2 Recommendation

- 2.1 **That the Board note the Travel in London 15 Overview Report**

3 Background

- 3.1 Travel in London reports provide an interpreted summary and evidence base of key trends and developments affecting travel in London, in the context of the aims of the Mayor's Transport Strategy.
- 3.2 The report is published on our website and also provides an evidence and analysis base for the general use of stakeholders and policymakers.
- 3.3 This year's report sets out data, analysis and commentary on:
- (a) how travel in London is recovering from the pandemic and the lasting legacies continuing to affect travel demand across the modes;
 - (b) discerning the medium to long term future – including population and economic forecasts, and TfL's hybrid travel demand forecast;
 - (c) consolidated estimates of travel demand and mode shares in 2022;
 - (d) active travel and the pandemic;
 - (e) road traffic in London;
 - (f) changes to the Congestion Charging Scheme in central London;
 - (g) road danger;
 - (h) improving London's air quality and reducing our CO2 emissions;
 - (i) a good public transport experience – long term trends, service provision, performance, safety, customer care and accessibility;

- (j) supporting New Homes and Jobs and new transport infrastructure for London – the opening of the central section of the Elizabeth line, the Northern Line Extension, Barking Riverside extension and the Silvertown Tunnel;
- (k) supporting New Homes and Jobs through London's Opportunity Areas; and
- (l) monitoring the legacy of the 2012 London Olympic and Paralympic Games.

List of appendices to this report:

Travel in London 15 Overview

List of Background Papers:

None

Contact Officer: Alex Williams, Chief Customer & Strategy Officer
Email: AlexWilliams@tfl.gov.uk

Overview

Travel in London report 15

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

This fifteenth report covers trends and developments up to 2021 and into 2022, including the disruption brought about by the coronavirus pandemic from early 2020 and London's recovery since then. As well as describing overall travel trends, such as patterns of travel demand and mode shares, the report is broadly structured around the Mayor's key aims for transport, these being:

- Healthy Streets and healthy people
- A good public transport experience
- New homes and jobs

Travel in London is recovering from the pandemic, but there are some lasting legacies continuing to affect travel demand

The coronavirus pandemic brought widespread disruption to daily life and travel during 2020 and 2021, key features of which were described in previous [Travel in London reports](#).

This report updates the position with a particular focus on developments that will be of significance as we build on the transport recovery so far.

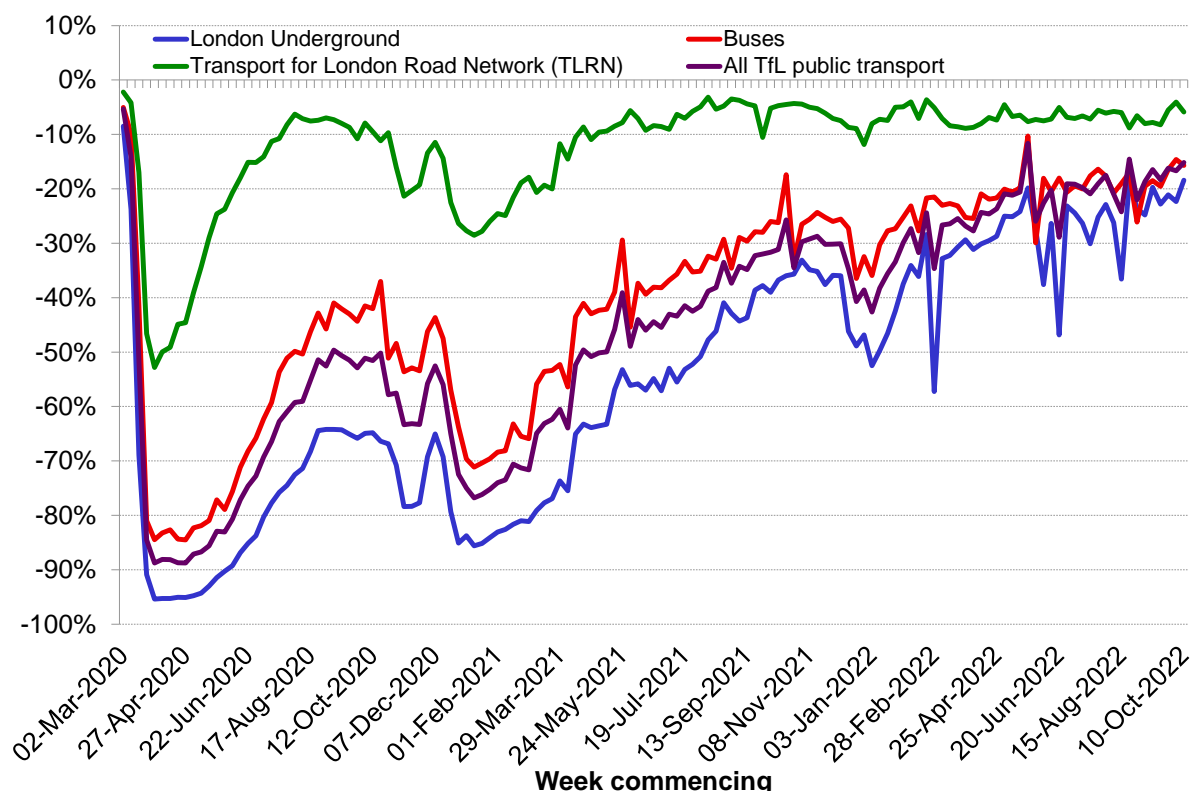
Travel demand and recovery trends on the main transport modes

Figure 1 shows the dramatic impacts on aggregate travel demand on key modes in London over the pandemic period, as well as the encouraging progress of London's travel recovery during 2022.

As of October 2022, representative average daily demand on the London Underground was about 82 per cent of the pre-pandemic levels. Bus demand was around 84 per cent of the pre-pandemic levels. Traffic on London's major roads (the TLRN) was about 94 per cent of pre-pandemic levels, although it had been close to this level since early 2021.

The broad relativities between the modes established during the pandemic appear to have persisted into the recovery, although recent values for the London Underground are suggestive of a stronger recovery into autumn 2022.

Figure 1 Average weekly demand on the main transport networks compared to the equivalent week before the pandemic, Mar 2020-Oct 2022.



Source: TfL Traffic and Service Performance data.

Note: Public transport trends are calculated as change in average seven-day flow from the equivalent week in 2019, where the averages have been adjusted to account for bank holidays on a like-for-like basis. The TLRN trend, on the other hand, is an average of the day-to-day change from the equivalent date in 2019 for each of the weeks.

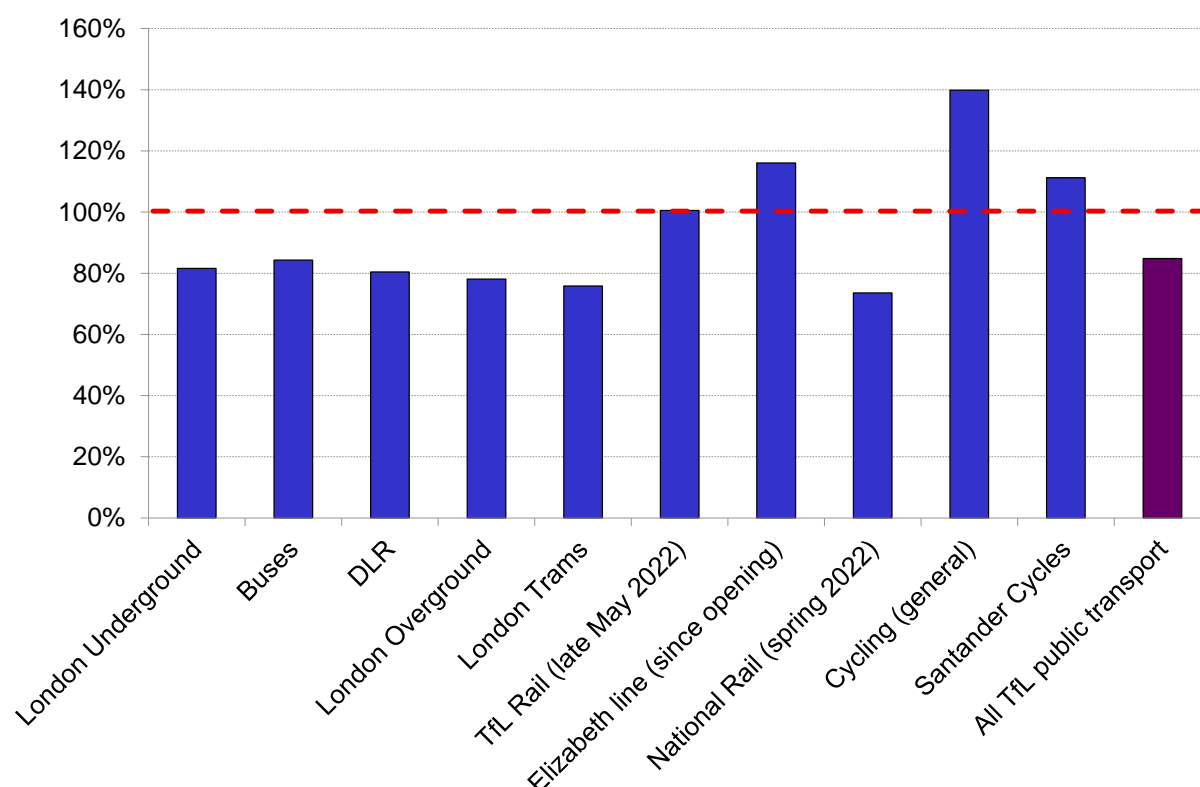
In interpreting the later months on figure 1, it should be noted that 2022 has been marked by a series of external, non-pandemic events that have disrupted activity and travel patterns (such as industrial action, the state funeral of Queen Elizabeth II and extreme weather events), and therefore it is not yet possible to discern clear trends that could be regarded as representing settled post-pandemic levels of demand. The persisting general upward trend for public transport, together with stable road traffic at slightly below pre-pandemic levels are, however, notable. As yet, there is no direct evidence of an immediate fuel price impact on London's major road traffic in 2022.

For comparison, figure 2 shows representative levels of demand on other transport modes relative to a pre-pandemic baseline as of October 2022.

All public transport modes continue to show varying degrees of shortfall relative to the pre-pandemic demand, with the exception of TfL Rail and the Elizabeth line, where comparisons are more complex due to the changes to services ahead of the full opening of the central section of the Elizabeth line in May 2022.

Cycling, on the other hand, currently exceeds pre-pandemic levels of demand.

Figure 2 Indicative average weekly demand on transport modes in London, autumn 2022 vs representative pre-pandemic baseline.



Source: TfL Service Performance data, TfL Cycle Hire, and Office for Rail and Road.

Note: Data is generally from the latest representative week in autumn 2022, except for TfL Rail, which shows the level as of May 2022 before the opening of the Elizabeth line; the Elizabeth line itself, which shows a representative level in autumn relative to its first week of operation; and National Rail, where demand stems from the latest available quarterly data.

- **DLR and London Trams** are typically seeing some 80 per cent of pre-pandemic demand, comparable to the position on London Underground.
- At that same time, **London Overground** recovery is slightly lower at just under 80 per cent of pre-pandemic levels.
- The **TfL Rail/Elizabeth line** story is more complex. On the week before the opening of the central section of the Elizabeth line with services running between Paddington and Abbey Wood from May 2022, TfL Rail services from Paddington and Liverpool Street were seeing a level of demand on par with the equivalent pre-pandemic dates, likely reflecting the continuous expansion of services over the last few years in the ramp up to the Elizabeth line. The Elizabeth line itself, as of October 2022, is also showing an increase in demand compared to the first week of operation in late May 2022 (shown in the graph) of about 20 per cent. The initial impacts of the central section of the Elizabeth line are described in more detail in chapter nine of this report.
- Demand for **National Rail** services in London (London and South East franchised operators) is updated quarterly, with the latest available data from April-June 2022 showing that journeys at that time, as the impact of the prolonged industrial action was starting to be felt, were at about 74 per cent of the pre-pandemic levels. By comparison, recovery at the Great Britain level as of October 2022 was at around 85 per cent of the pre-pandemic baseline.
- Finally, the latest indicative **cycling** trends from October 2022 show weekly demand at some 140 per cent of the pre-pandemic baseline, with **Santander**

Cycles hires at some 111 per cent of the pre-pandemic level as of late September 2022, maintaining the pattern seen during the pandemic of significant increases to pre-pandemic levels of cycling in London.

Key features of pandemic travel demand that have persisted into the recovery

These averages conceal important features of interest, many of which have been previously observed during the pandemic. The following are perhaps the most significant in terms of planning for the next phases of the recovery:

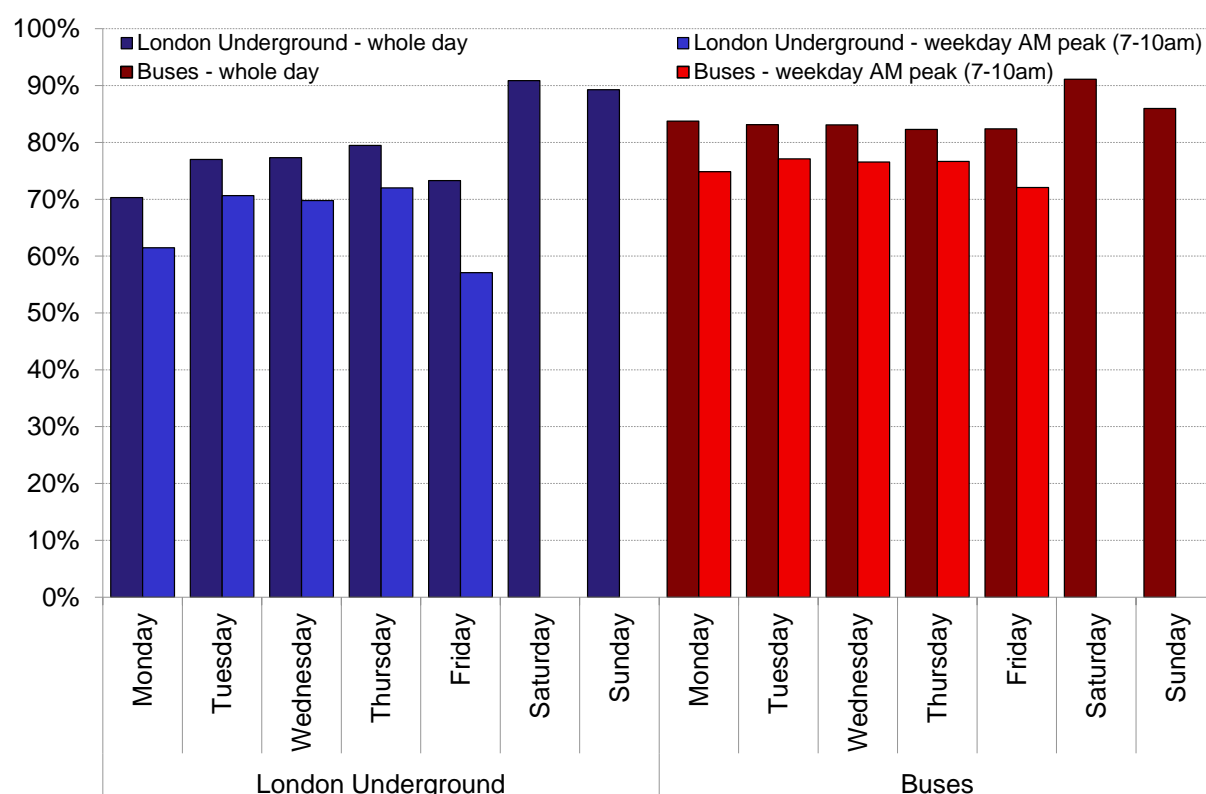
- **Relativities in demand and recovery between different modes:** A striking feature of the pandemic has been the uneven pace of recovery among different modes. These relativities have tended to persist into the recovery, although data from recent weeks suggest that these gaps are narrowing significantly.
- **Changes in travel demand by day of the week:** Another feature is the extent to which the pre-pandemic relativities among days of the week have changed, which is different across modes. On one hand, there do not seem to be any persisting changes in the distribution of road traffic and bus demand throughout the week either side of the pandemic. However, the opposite is true for rail (particularly London Underground), where recovery has been noticeably faster on weekends than on weekdays and where differences among the days of the traditional working week have been exacerbated, with central days (Tuesday to Thursday) now showing a relatively higher difference to Mondays and Fridays than before the pandemic (figure 3). This is particularly apparent on Fridays, which used to be the busiest weekday and are now one of the quietest, while Mondays were always the quietest and are now only slightly more so than before the pandemic.

Other features of pandemic travel demand that have largely dissipated

On the other hand, there are features of travel demand that changed dramatically during the pandemic but which have already largely dissipated.

- **Changes in travel demand by time of day:** During the pandemic a noticeable redistribution of travel demand during the day was observed, with more travel in the early morning and in the inter-peak period and much subdued peak travel. These patterns, however, have progressively faded as the recovery advanced (likely due to the lifting of restrictions, resumption of activity, return to workplaces and regained confidence in the population, as well as other factors) so that currently the distribution of demand throughout the day follows again the traditional two peaks for most modes, albeit with some minor residual traces of increased demand in the inter-peak and the shoulders of the morning and evening peaks.
- **Changes in the spatial patterns of travel demand:** Similarly, at the beginning of the pandemic there was a dramatic change in the spatial pattern of travel, with much reduced demand to and from central London and increased local travel outside the centre. As the recovery progressed, there has been a slow return to the previous pattern. However, the reduction of, in particular, medium- and long-distance commuting into central London due to flexible hybrid and remote working practices is still noticeable during the working week, and there continues to be relatively more travel in local areas than before the pandemic.

Figure 3 London Underground and bus demand recovery, whole day and morning peak, by day of week, w/c 17 Oct 2022 vs w/c 14 Oct 2019.



Source: TfL Service Performance data.

Hybrid working

The imperative to work from home changed with different stages of the pandemic and was one of the most prominent pandemic adaptations affecting Londoners' travel behaviour, despite it being an option available only to some.

Although Government advice to work from home has not been in place for more than a year, the scale of change and length of time it had to become embedded present obvious challenges for the recovery of pre-pandemic commuter travel, and it is expected that higher levels of home working will persist in the medium to long term.

Figure 4, based on latest (provisional) data from the London Travel Demand Survey (LTDS) for London residents, relating to the first half of 2022, suggests that:

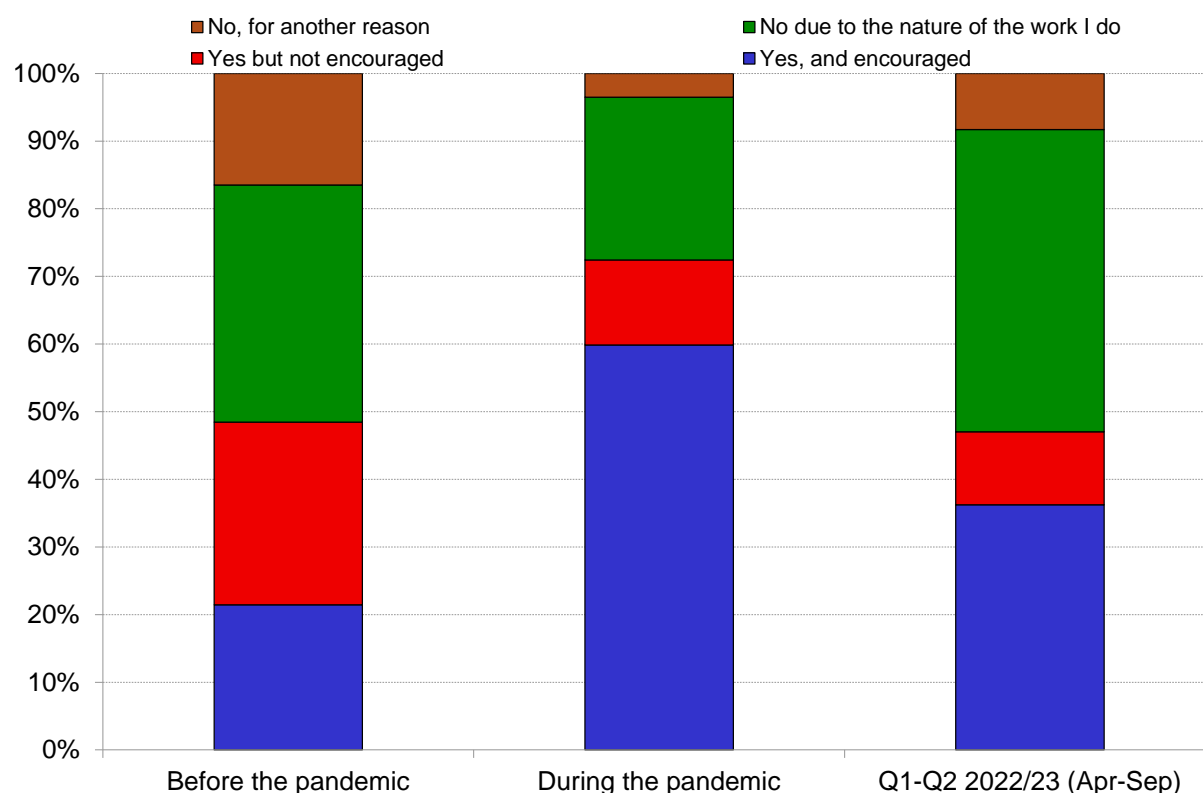
- Before the pandemic, just less than half of London resident workers (48 per cent) were able to work from home, although only 21 per cent of workers were encouraged to do so. Just more than half of workers (52 per cent) were not able to work from home, either due to the nature of the work they were doing (35 per cent) or for other reasons (16 per cent).
- During the pandemic, the proportion of London resident workers who were encouraged to work from home increased from 21 per cent to 60 per cent, with a further 13 per cent able to work from home, although it was not necessarily encouraged. This was a 24 percentage point increase in the share of workers who were able to work from home. The proportion who were not able to work from home decreased from 52 per cent to 28 per cent.

- The latest (provisional) London Travel Demand Survey (LTDS) data (April-September 2022) suggests that the proportion of resident workers who are able to work from home has returned to similar levels seen before the pandemic, however the share who say they are encouraged to work from home is notably higher than it was before the pandemic (at 36 per cent compared to 21 per cent).
- On the other hand, the proportion of workers who say they cannot work from home due to the nature of the work they do has increased compared to before the pandemic (45 per cent compared to 35 per cent). The share of workers who say they cannot work from home for other reasons has decreased from 16 per cent before the pandemic to eight per cent. Further data is required to understand the extent to which these important trends stabilise as the recovery progresses.

Of the people who said they are able to work from home in the first half of 2022/23 (April-September), more than one in four (26 per cent) said their employer expects them to attend their workplace between one and two days per week, 18 per cent said three to four days per week, six per cent said five days a week and 50 per cent said the number of days is flexible.

Rates of home working will continue to be monitored as more data becomes available.

Figure 4 Ability of London resident workers to work from home, LTDS.



Source: TfL City Planning.

Discerning the medium- to long- term future

The extent to which the features of demand identified above, catalysed by the pandemic, will persist into the longer term is not yet clear.

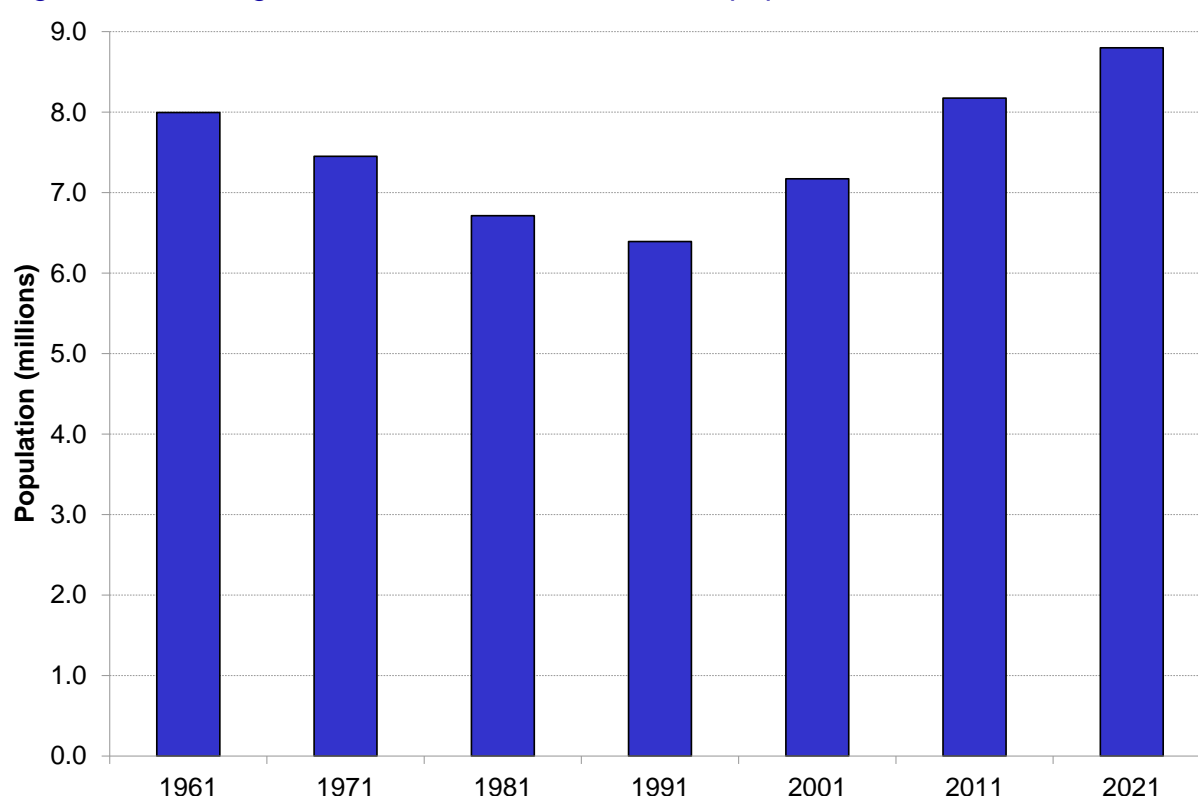
It seems likely that London's recovery has some way yet to run before immediate pandemic effects are fully eliminated and any post-pandemic legacy impacts fully embedded. There is also evidence of some longer term changes to London's population from the 2021 Census and, of course, growing concerns over economic stability and the cost of living, both of which are likely to be significant for travel demand over the medium to long term.

London's population and the 2021 Census

A decennial Census of Population was conducted across the UK in March 2021 and the population in London is now estimated at 8.8 million.

While the timing reflected the later stages of pandemic restrictions, the Census gave the first firm, quantified estimate of London's population since 2011 (figure 5).

Figure 5 Long-term trend in London's resident population, 1961-2021.



Source: Office for National Statistics.

Although the data is still undergoing analysis by ONS, the following are the key emerging conclusions so far:

- The 2021 Census estimates London's population as 8.8 million, an increase of 7.7 per cent compared with 2011 (8.2 million). In contrast, the growth between 2001 and 2011 was 14 per cent. The 2021 estimate is lower than the mid-year estimate for 2020, which was 9.0 million.
- Population growth has been highest in east London, with low growth in south west London and an indicated population decline in central and inner west London, perhaps reflecting temporary arrangements during the pandemic restrictions that were in place at the time of the Census.

- London's population is getting older. The highest growth rates between 2011 and 2021 were in people in their 50s, 60s and 70s, with the largest in people in their 50s (30 per cent). The number of people in their 20s declined, as did the number of children under five.

The estimate of London's population in 2021 was lower than previously predicted and potentially reflects on the slowing of the rate of growth in demand, particularly for public transport, observed in the immediate pre-pandemic years, that was identified in previous Travel in London reports.

For the future, lower estimated population growth (and changing age profiles) will have implications for travel demand forecasts, yet to be updated to reflect the 2021 Census, and our wider planning assumptions. These implications are currently being worked through.

London's economy

Previous Travel in London reports identified a prolonged 'cost-of-living squeeze', stemming from the banking crisis of 2008, as a significant factor acting to depress per capita travel demand growth in the latter years of the last decade.

The pandemic itself, taking place in the context of the UK's departure from the European Union, placed a large burden on public finances and had negative impacts across the economy, some of which are still apparent, for example labour shortages particularly affecting the service and leisure industries.

To add to this, there have been a series of emerging economic problems in 2022, all of which add up to a likely very challenging economic environment for travel demand and investment over the next few years.

In the context of international and political instability and potential lingering inequality impacts from the pandemic we are now seeing rapidly rising inflation, which directly affects people's ability to afford travel itself and, perhaps more importantly, to partake in those activities which give rise to travel, such as leisure activities.

Although the Bank of England forecast this to be relatively short-term, inflation is currently circa 10 per cent, well above its target of 2.5 per cent, and the medium-term future is subject to considerable uncertainty, with wages not keeping pace.

The associated rise in interest rates, from historic record low levels, is also a significant emerging concern and could impact consumer spending and discretionary trip rates in the future, in similar ways to the trends seen as a result of the prolonged squeeze on disposable incomes in the last decade.

The pandemic also saw a collapse in international and domestic visitors to London, although airports serving London were back to about 80 per cent of pre-pandemic throughput by summer 2022. More recently, the relative devaluation of the pound sterling may act as an encouragement to international visitors.

Preparing for an uncertain future: TfL's revised scenarios

In 2019 TfL adopted a scenario planning approach to dealing with uncertainty to help ensure that our long-term plans were robust and resilient. Scenarios have been used across TfL and applications included the Capital Planning work, the Service Level Reviews, and in the development of a Hybrid Forecast of travel demand.

Now that London is recovering from the pandemic, our scenarios have been updated once more to build on previous work and reflect new long-term risks, challenges and opportunities.

Four new scenario narratives to 2041 have now been developed to reflect the envelope of uncertainty for our planning. The scenarios are intended to be plausible and internally coherent alternative futures for London, given what is known now, but they are not forecasts or predictions, and many combinations of circumstances could give rise to the outcomes illustrated for each of the scenarios. The intention is that the real future will lie somewhere within the envelope bounded by the scenarios.

The scenarios will be finalised and used in conjunction with our two fully modelled forecasts for future planning:

- A Planning Forecast (formerly known as the Reference Case) for travel demand in London in line with the London Plan.
- A Hybrid Forecast drawn from emerging evidence on how London is changing.

Forecast definition

Both forecasts contain the same portfolio of investment limited to only those schemes that are funded and committed.

The Planning Forecast includes a modest increase in working from home compared to pre-pandemic forecasts, levels of online shopping remain as forecast before the pandemic and London gets back on track for achieving pre-pandemic projections of population growth by 2041.

The Hybrid Forecast, however, incorporates evidence on how London is changing:

- The latest population and employment projections, following a more central trend than the Planning Forecast.
- More working from home for office workers, particularly for those on high incomes and for those working at offices in central London.
- A greater shift towards online shopping with people making fewer and more local shopping trips.
- Greater flexibility to undertake leisure trips as part of the working day due to more home working.
- Slightly higher relative car ownership, largely due to lower house building and a small minority of the population who are reluctant to return to public transport after the pandemic.

The very latest evidence has recently been reviewed as part of the annual update of the forecasts, and will incorporate:

- The latest population and employment projections, including some spatial redistribution of jobs in London.
- An increase in Light Goods Vehicle (LGV) trips London-wide associated with more home deliveries and private use but with fewer trips to central London. A drop in post-pandemic Heavy Goods Vehicle (HGV) trips due to reduced activity in some of the main sectors (for example construction, general haulage, retail) and particularly in central London.
- Updated forecasts of the number of international visitors.

Consolidated estimates of travel demand and mode shares in 2022

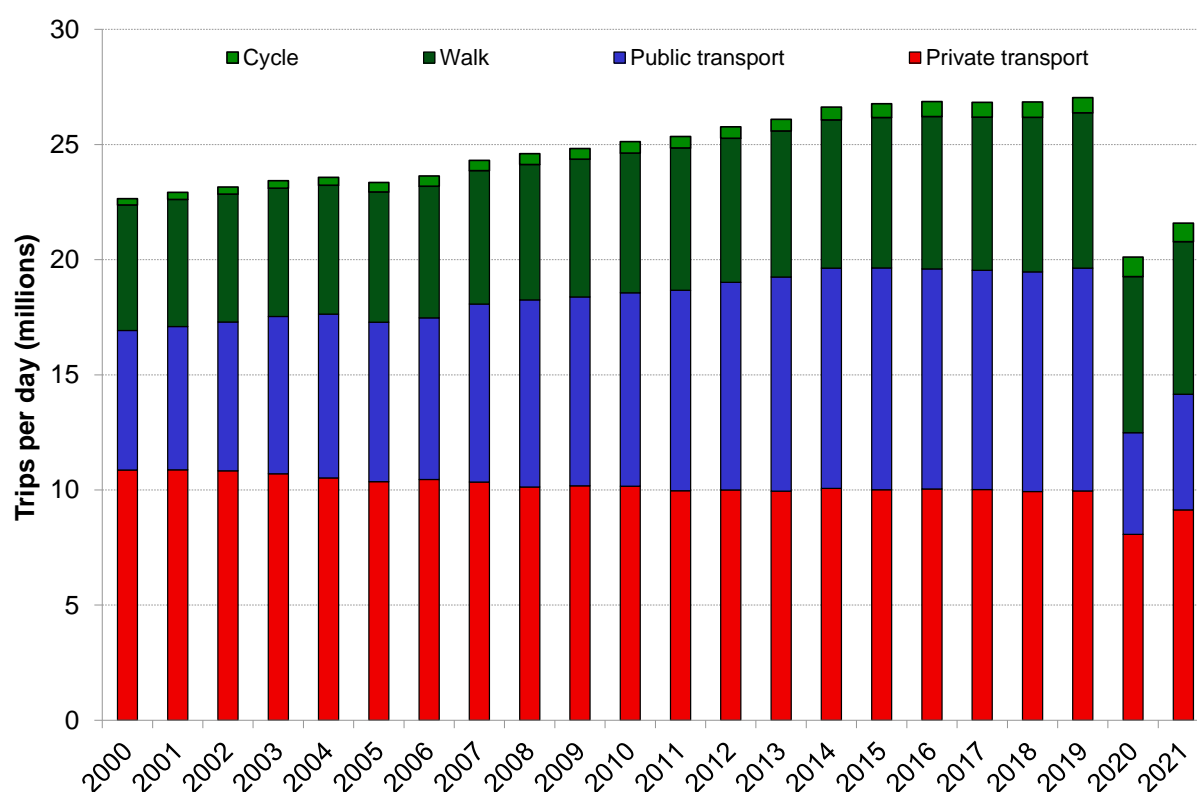
Historic and pandemic context

The years 2020 and 2021 were notable for the unprecedented variability in travel demand, this reflecting the impacts of the pandemic and associated restrictions on many aspects of daily life, and annual averages and totals should be seen in this context. They should also be seen against the longer-term pre-pandemic trends of generally consistent year-on-year growth in travel demand in London, and the longer-term trend of increasing use of active, efficient and sustainable modes.

Before the pandemic, travel demand in London grew from 25.1 million trips per day in 2010 to 27.0 million in 2019, an increase of 7.6 per cent. The share of trips made by active, efficient and sustainable modes (walking, cycling and public transport) increased from 59.6 per cent in 2010 to 63.2 per cent in 2019, an increase of 3.6 percentage points.

Figure 6 shows these longer-term trends, alongside the scale of the pandemic-related change in 2020 and 2021.

Figure 6 Estimated daily average trips by mode, seven-day week, 2000-2021.



Source: TfL City Planning.

In 2021, it is estimated that 21.6 million trips were made on an average day. This is an increase of 7.3 per cent compared to 2020, but still 20.1 per cent below the pre-pandemic level of 27.0 million in 2019.

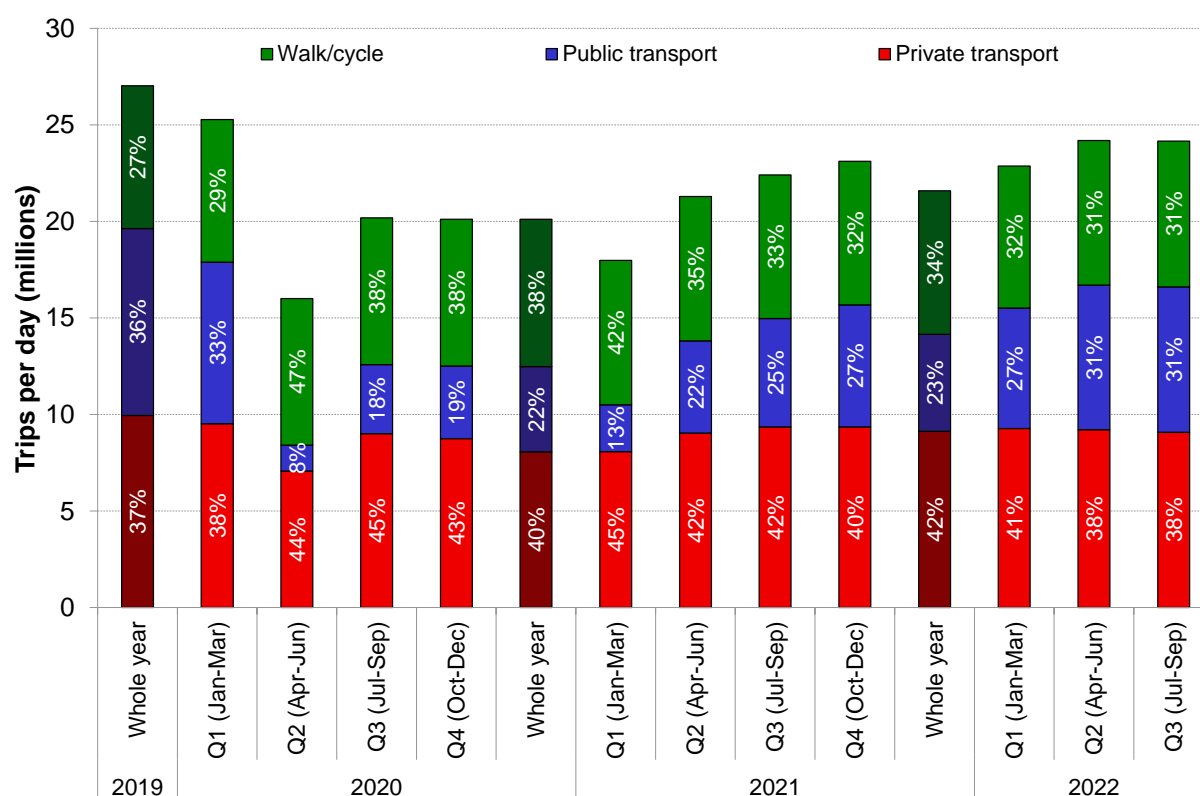
As previously observed, these mode shares during the pandemic were relative to significantly lower levels of mobility. They also reflect a wholesale change to the nature of trip-making, for example a marked reduction in daily commuter trips and an

increase in local trips by active modes, alongside changes to trip lengths, purposes and origin-destination patterns, as described in previous Travel in London reports. While therefore not generally comparable to pre-pandemic values, they do represent what might be regarded as a relatively resilient performance given the nature of pandemic restrictions, particularly affecting public transport patronage.

Total travel and mode shares during the pandemic

Figure 7 shows how estimated trips and mode shares varied during the pandemic.

Figure 7 Estimated quarterly trips and mode shares by mode, 2019-2022.



Source: TfL City Planning.

During relatively normal years, the overall mode share varies little by quarter. However, the pandemic impact can be seen throughout 2020 and most of 2021.

Public transport mode share declined significantly, with a gradual recovery following the lifting of restrictions. Despite the reduction in public transport usage, walking and cycling use remained relatively high as Londoners stayed local to do essential shopping or their permitted daily exercise.

The relaxation of all pandemic-related restrictions in early 2022 has led to a gradual increase in overall trips throughout 2022, with an estimated 24.2 million daily trips in the quarter between July and September. This is still 11 per cent lower than in 2019 but is the highest estimated travel demand since the pandemic began.

Public transport mode shares have increased throughout the year, and are now at 31.2 per cent, with private transport mode shares declining to 37.6 per cent, only slightly higher than in 2019. Walk and cycle mode shares remain high, although have been decreasing during 2022 as public transport demand has increased.

The overall active, efficient and sustainable mode share for travel in 2021 is estimated at 57.7 per cent, compared to 63.2 per cent in 2019 and 59.9 per cent in 2020. However, the gradual increase in public transport trips in 2022, coupled with high levels of walking and cycling has led to an increase in the active, efficient and sustainable mode share measure, which at 62.4 per cent in the quarter between July and September 2022 is at its highest level since before the pandemic began, only 0.8 percentage points lower than in 2019.

Active travel and the pandemic

In general, changes brought about by the pandemic supported a shift to walking and cycling, modes that were uniquely placed to cater for travel demand during periods of restrictions. Increased local travel at these times also bolstered use of active modes.

However, this took place in the context of overall reductions to activity, meaning that although mode shares for these modes were notably higher, absolute trip levels overall by these modes remained close to pre-pandemic levels.

As we head into London's recovery and bearing in mind the highly unusual circumstances of the pandemic, it is useful to review what the latest data tell us.

Walking

Our analysis of walking is mainly based on data from the LTDS. This shows that walking accounted for almost 60 per cent of all trips made by Londoners (aged 17+) during restriction-affected January-March 2021 and typically over 40 per cent during other periods of the pandemic, compared to 35 per cent before the pandemic. Most of these walking trips were local trips in inner and outer London.

The latest available data (April-September 2022) shows that the walking mode share for London residents was 41 per cent, lower than the pandemic average but still above representative pre-pandemic values.

Figure 8 shows the trend in walking trips per person per day throughout the pandemic and suggests that, in general, walking trip rates (per person per day) throughout the pandemic were higher than the pre-pandemic 2019/20 average of 0.8, ranging between 0.79 and 0.93 throughout 2020/21 and 2021/22.

The latest (provisional) data from April-September 2022 shows that the walking trip rate is 0.89, 11 per cent higher than the 2019/20 (pre-pandemic) average and seven per cent higher than the value in the quarter between January and March 2022. This corresponds with higher overall rates of travel in the most recent data.

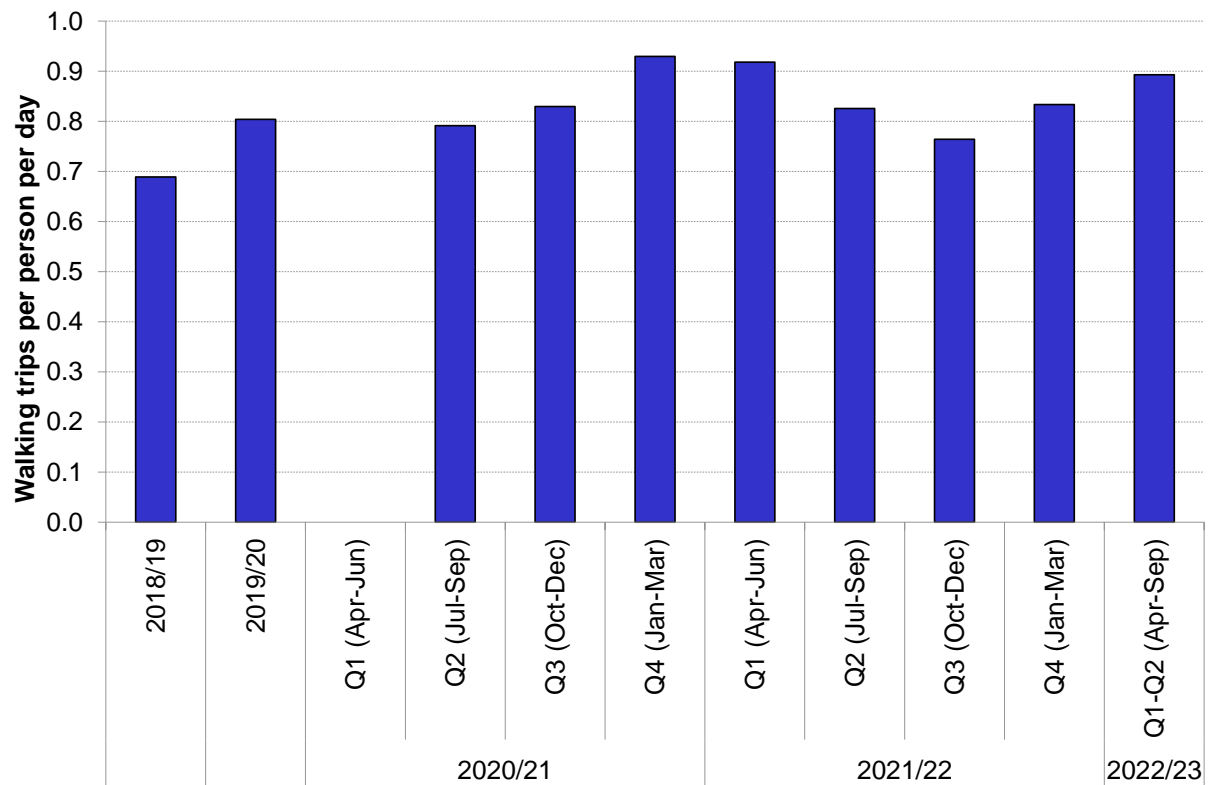
Looking specifically at our quarterly survey of pedestrian populations in central London, the scale of the pandemic impact on footfall here is clear from figure 9.

The surveys show a steady increase in pedestrian activity throughout the latter part of 2021 and into 2022, but pedestrian activity in July-September 2022 remained 23.8 per cent below pre-pandemic levels.

This trend is similar to that seen on the London Underground and reflects upon both the immediate pandemic impacts on commuting and other agglomerative activities

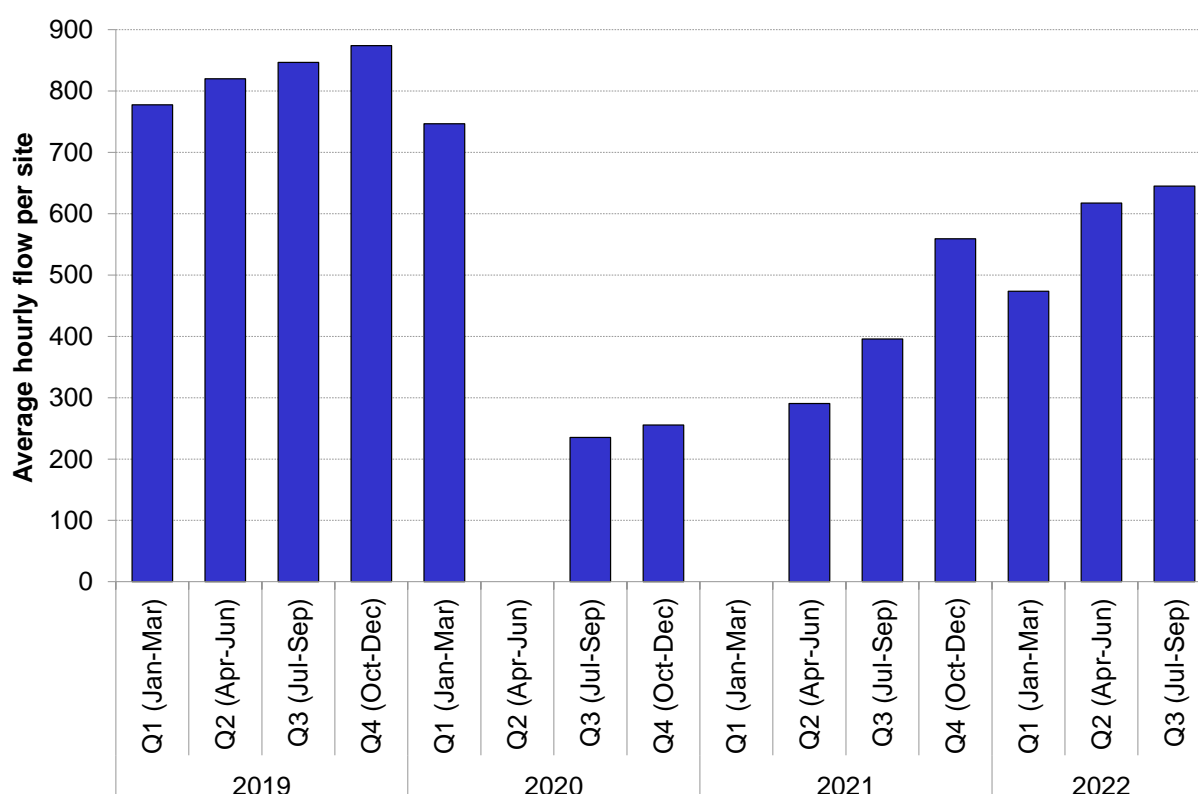
as well as a lack of visitors, and hints at a potential longer-term reduction in footfall in central London.

Figure 8 Walking trip rates by quarter, London residents aged 17+, LTDS, 2018/19-2022/23.



Source: TfL City Planning, London Travel Demand Survey.

Figure 9 Average hourly pedestrian flow by quarter, central London, 2019-2022.



Source: TfL City Planning.

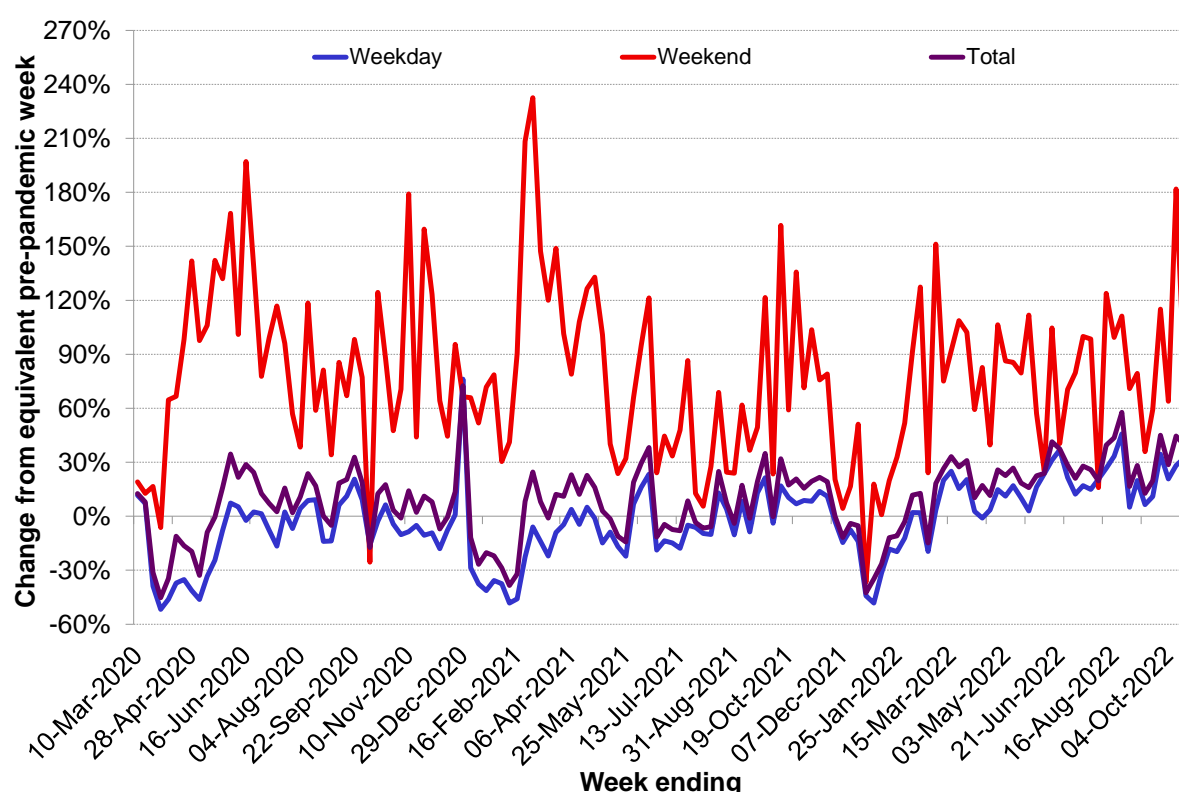
Cycling

Looking at cycling and noting that the data is based on a small sample of sites in central and inner London that provided continuous data throughout the pandemic, figure 10 shows how the overall impact of the pandemic was to boost cycling, particularly at weekends.

Although weekday commuter cycling was curtailed for lengthy periods in line with work from home restrictions, weekday demand was overall comparable to pre-pandemic levels, in sharp contrast to other modes. This demonstrated the utility and attractiveness of cycling as a leisure mode in this time.

During the latter months of 2022 some of these patterns are persisting with the more general return to normal activities, albeit in the context of fine weather and other factors affecting the wider transport network. Representative weekday demand was some 20-25 per cent higher than before the pandemic, with weekend demand still typically around 90 per cent higher.

Figure 10 Cycle flow at automatic cycle counters, Mar 2020-Oct 2022 vs 2019.



Source: TfL Network Performance.

Excepting the strict lockdown periods, Santander Cycles (which mostly serve central and some parts of inner London) enjoyed record patronage during the pandemic and continue to see demand above pre-pandemic levels. This was especially remarkable given markedly reduced activity levels in central London throughout the pandemic.

Finally, a look at our revised consolidated estimates of cycling across London confirms the evidence that post-pandemic cycling levels in spring 2022 were firmly above the pre-pandemic baseline, with weekday cycle-km travelled in London 18 per cent higher in 2022 compared to 2019 and the seven-day average number of trips 14 per cent higher over the same period. The highest growth was seen in central London, followed by inner and outer London.

London's cycle network

By 2025, TfL wants the proportion of Londoners living within 400 metres of a high-quality cycle route to increase to 33 per cent. By autumn 2022, this proportion was 21.9 per cent, up from 19.4 per cent in autumn 2021 and 11.5 per cent in 2019 before the pandemic.

While much of the recent cycling infrastructure was delivered in 2020 and 2021 on a temporary basis as part of the Streetspace for London programme in response to the pandemic, the focus is now on assessing the performance of experimental schemes to make informed decisions about permanency as well as resuming and progressing work in other pipeline strategic connections.

Active travel: physical activity through travel

The Mayor's Active Travel target is for all Londoners to achieve at least 20 minutes of active travel (defined as either walking or cycling) per day by 2041.

The historic trend prior to the pandemic was relatively flat, with typically about 40 per cent of Londoners achieving this benchmark (figure 11).

Figure 11 Proportion of London residents aged 20+ who achieve at least 20 minutes of active travel per day, LTDS, 2008/09-2022/23.



Source: TfL City Planning.

Although comparable quarterly estimates are available during the pandemic, restrictions on surveys mean that the picture is not complete. Nevertheless, results suggest that the proportion of Londoners achieving the target decreased during the pandemic, with quarterly estimates ranging from 33 to 37 per cent.

This reflects a combination of formal pandemic restrictions limiting travel and a range of informal personal responses to the pandemic, reducing individual travel overall, for example the walk journey stage frequently associated with commuting trips.

The latest data for April-September 2022 shows that the proportion of Londoners achieving the target increased to 38.3 per cent, up from 34.4 per cent in January-March 2022 and returning closer to the pre-pandemic trend.

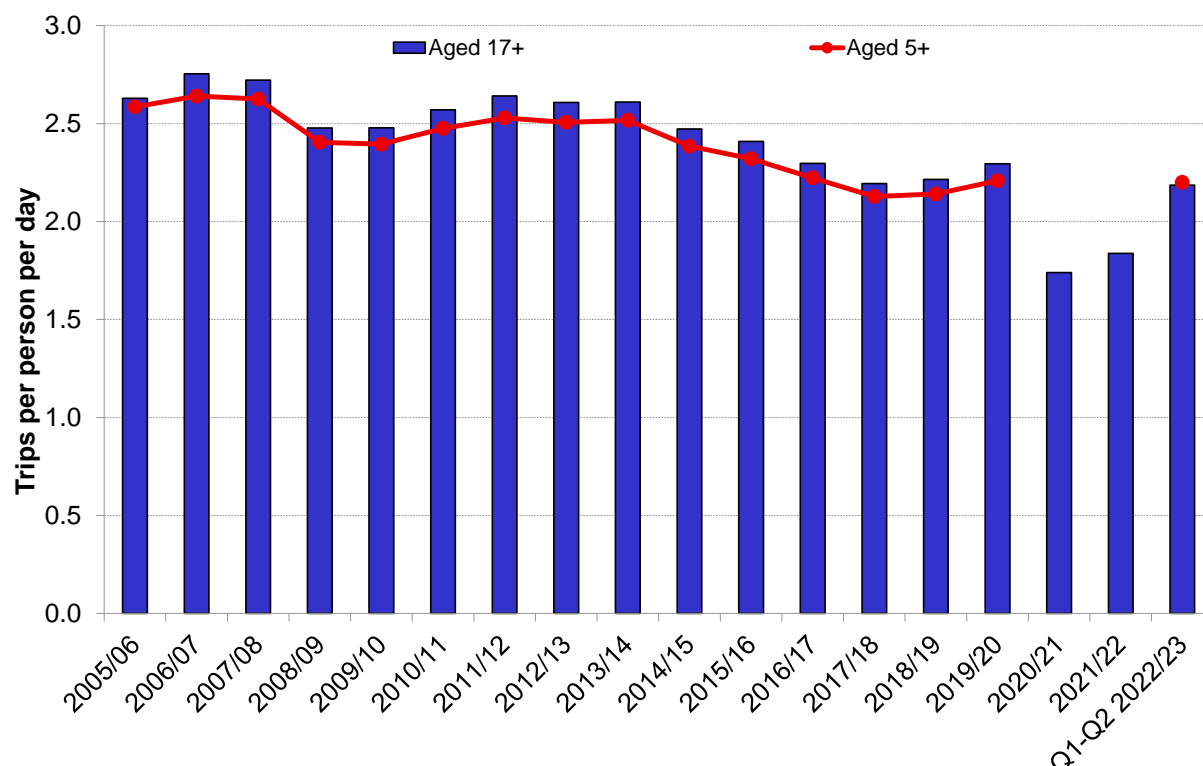
Per person trip rates

Trip rates are a basic indicator of travel, relating to the number of trips undertaken on an average day.

The London Travel Demand Survey (LTDS) has tracked a pattern of generally falling trip rates over its lifetime, this trend accelerating between 2013/14 and 2017/18 (figure 12).

However, in the two years prior to the pandemic, the number of trips per day made by the average London resident increased slightly, to 2.21 trips by those aged 17+ in 2018/29 and 2.29 in 2019/20 (thought to be due to improving economic conditions).

Figure 12 Trip rate among London residents, LTDS, 2005/06-2022/23.



Source: TfL City Planning.

Note: The back series has been amended to represent those aged 17+ for consistency with amended data collection during the pandemic. The red line shows the trend for those aged 5+ (the usual survey methodology).

The following are some of the key trends in trip rates during the pandemic:

- The annual average trip rate was six per cent higher in 2021/22 compared to 2020/21 at 1.84 trips per person per day.
- The latest (provisional) data from the first half of LTDS 2022/23 (April-September) shows that the trip rate has increased to 2.19 trips per person per day, an increase of 19 per cent on 2021/22 and only five per cent below the 2019/20 average.
- The average distance travelled per person per day in 2019/20 was 9.4km. This reduced by 47 per cent to 5km in 2020/21, increasing by 17 per cent to 5.9km in 2021/22. The latest provisional data for 2022/23 (April-September) shows that the average distance travelled per person is 8.7km (seven per cent below the pre-pandemic average and following the pattern of trip rates).

Thus, according to latest (indicative) LTDS data for London residents in the first half of 2022, both trip rates and average trip distances were approaching pre-pandemic levels; yet there were still significant differences in patterns of demand on the wider transport networks.

The LTDS was reinstated to its full pre-pandemic form from April 2022, and a fuller picture of Londoners' post-pandemic travel should be available from summer 2023.

Opportunities to increase active travel and contribute to the Mayor's mode share aims: potentially switchable trips

TfL has developed an activity-based modelling capability which opens many new avenues for policy appraisal and analysis.

One application is determining the modal 'switchability likelihood' of trips currently made by London residents in London, in relation to the Mayor's aim for 80 per cent of trips to be made by active, efficient and sustainable modes by 2041.

This analysis accounts for the characteristics of trips (of the trip maker, for example, age), and of the trip (distance, origin/destination/availability of alternatives). It shows that, considering a 2026 forecast year, some 21 per cent of Londoners' car trips would be assessed to have a high likelihood, with appropriate incentives, of switching from car to active, efficient and sustainable modes. This would bring the percentage of trips made by these modes to 73 per cent.

Road traffic in London

Previous Travel in London reports have tracked a picture of gradual change in London's road traffic over the last decade or so, the key elements of which are:

- A slow but generally consistent trend of reducing traffic volumes in central and inner London, contrasting with relatively stronger growth on public transport, contributing to a progressive increase in the active, efficient and sustainable mode share. Traffic volumes in outer London have, however, grown over this period.
- Different trends affecting the different motorised modes, with generally lower car traffic, higher freight and servicing traffic, particularly LGVs, and a dramatic increase in the numbers of private hire vehicles (PHVs).
- The introduction of, and responses to, various policies potentially affecting road traffic, notably the central London Congestion Charge and the Ultra Low Emission Zone.
- A progressive increase in traffic congestion in the pre-pandemic period.

Following a review of their National Road Traffic Statistics, the Department for Transport has further revised their [estimates of road traffic volume](#) in London. They have the effect of increasing the estimated vehicle kilometres driven in London by between eight and 10 per cent, depending on the year, compared to their previous estimates.

It is important to acknowledge that this is a cross-sectional change relating to 2009 and carried forward on the same basis. As such, it does not reflect a change to the recognised trend for road traffic over the period since 2009, which has been broadly flat.

Although showing the immediate impacts of the pandemic during 2020 and 2021, TfL's own estimates of road traffic volumes, for example those crossing our strategic monitoring cordons, corroborate this long-term trend, and also show significant shifts

in the composition of road traffic in the pre-pandemic period, as well as during the pandemic itself. A full assessment of settled post-pandemic traffic composition is not yet possible.

Goods vehicles in central London

A specific aim of the transport strategy is to reduce the number of light and heavy goods vehicles circulating in the central London Congestion Charge zone during the weekday morning peak, by 10 per cent by 2026, from 2016 levels.

Before the pandemic, the overall trend was compatible with good progress towards this aim. By early 2021, however, reflecting the pandemic, the reduction in the number of freight vehicles was more than 20 per cent against the 2016 baseline. As this is for the central London Congestion Charge zone, this does not reflect the increase in home deliveries during this period, given the low numbers of residential properties in this part of London.

As restrictions were lifted the number of freight vehicles started to increase but remained around 16 per cent below 2016 levels in October 2021. During 2022, the number of freight vehicles declined slightly, and by October 2022 were at 19 per cent below 2016 levels.

Changes to the Congestion Charge scheme in central London

Changes to the Congestion Charge scheme

Several changes to London's Congestion Charge scheme have been implemented in recent years to address transport challenges arising from the pandemic and to support London's recovery.

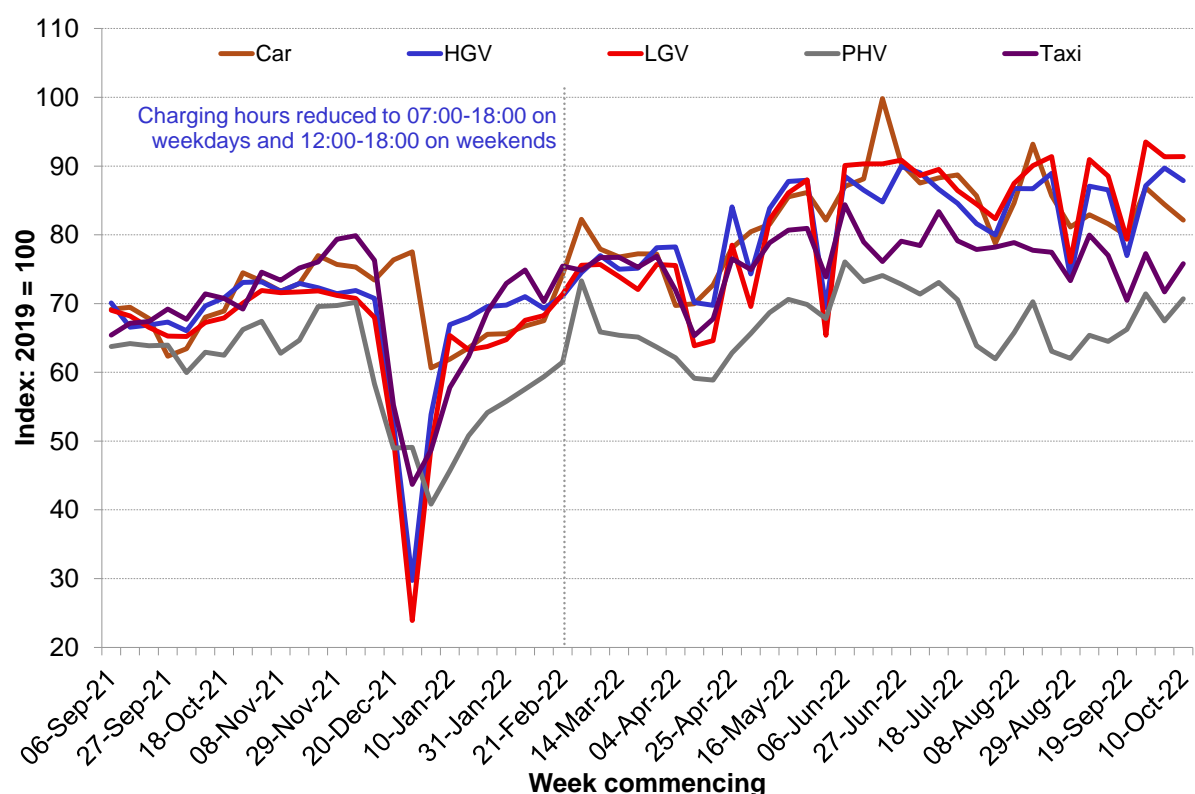
The initial impacts of the extension of charging hours on weekdays and the implementation of charging on weekends was described in Travel in London report 14. Further changes to the scheme were implemented on 21 February 2022, and these included a reduction in the hours of operation of the charge from the temporary hours of 07:00 to 22:00 each day, to between 07:00 and 18:00 Monday to Friday and 12:00 to 18:00 at weekends and on bank holidays.

It is important to note that changes to the scheme were implemented alongside changes to travel demand reflecting the latter stages of pandemic restrictions and London's subsequent recovery. Additionally, a range of further external events during 2022 will have affected travel to and from central London.

Traffic in the central London Congestion Charge zone

At the start of September 2021, average weekly entries to the Congestion Charge zone ranged between 60 and 70 per cent of pre-pandemic levels for all vehicle types (figure 13). Entries for cars and freight vehicles were around 70 per cent of pre-pandemic levels, with the return of licensed taxis and PHVs slightly lower at 65 per cent and 64 per cent respectively. Vehicle entries were then affected by the Omicron wave into early 2022.

Figure 13 Change in weekly entries (camera captures) to the Congestion Charge zone, by mode, Sep 2021-Oct 2022 vs 2019.



Source: TfL Traffic Data.

In the week that changes to operational hours were implemented (week commencing 21 February 2022), car entries increased by 10 per cent week-on-week. There was also a small increase in freight vehicles of three per cent and five per cent for HGVs and LGVs respectively. In the week commencing 28 February there was a spike in car and PHV entries due to London Underground industrial action on 1 and 3 March.

Entries for all vehicle types returned through May 2022, in line with the more general resumption of activity. However, by September 2022 freight vehicle entries remained at a similar level to June 2022, while entries for car, taxis and PHVs had declined slightly.

At the start of October 2022, average weekly LGV entries had returned to the greatest extent of 91 per cent of 2019 (pre-pandemic) levels, followed by HGVs (88 per cent) and cars (82 per cent).

The return of taxis and PHVs has been slower. At the start of October 2022 licensed taxi entries were 76 per cent of pre-pandemic levels, and PHVs entries were 71 per cent of pre-pandemic levels.

It is important to consider road traffic trends seen in central London over the last year in the wider context of the pandemic recovery, as well as numerous days of industrial action on rail, during the period of analysis. Reflecting on the changes to the scheme over this period, the impact of the introduction of weekend charging on the return of car traffic is most notable. Looking at the later part of 2022:

- Car entries to the charging zone on weekends remain well below pre-pandemic levels. This is likely as a result of the charge currently operating between 12:00

and 18:00 when a charge did not operate prior to the pandemic. Car entries during this time period are 61 per cent of 2019 levels, compared to 70 per cent across the day.

- Weekend car entries to the charging zone increased by 21 per cent on the weekend that the charging hours were shortened, and by 42 per cent in the periods that were temporarily charged during the pandemic (07:00 to 12:00 and 18:00 to 22:00). Nonetheless, car entries during this period remain well below pre-pandemic levels, at 75 per cent in October 2022.
- Changes to traffic as a result of changes to the Congestion Charge are broadly in line with expectation, when also accounting for pandemic-related travel demand changes in central London.

Shared and micro-mobility in London

Innovative forms of mobility continue to develop, and TfL is monitoring these to understand the extent to which they could contribute to the Mayor's transport aims.

The **car club** fleet size in London was 3,582 vehicles in 2021. TfL has conducted a review of its policy on car clubs to set out how it will work with car clubs to take the Mayor's policy forward and help deliver the benefits of reduced car ownership.

The result of this review is a set of commitments and TfL will work closely with London Councils, boroughs and car club operators and the wider sector to take them forward. In summary, these commitments are:

- To work with London Councils, boroughs and industry to encourage data sharing and visualisation to help inform strategic planning and policy development.
- To ensure that car clubs are included in policies and public messages that reference alternatives to car ownership, particularly when targeted at areas with high car ownership.
- To support operators and provide opportunities to promote third party offers as part of scrappage schemes to individuals who want to reduce their private car use.
- To consider the role of car clubs in any potential future form of integrated road user charging.
- To support the electrification of car clubs through the roll out of electric vehicle charging in London and work with operators to assess the needs of car clubs when implementing charging on TfL/GLA land.
- To provide quarterly updates setting out progress with these commitments.

London's **e-scooter trial** launched in June 2021 and has expanded significantly, with 10 boroughs, more than 500 designated parking locations and 4,425 e-scooters now involved.

In the first year of the trial, 1.8 million journeys were made across the three operators taking part in London's trial: Dott, Lime and TIER.

Safety is an important consideration, and the data so far shows that the rate of serious injuries arising from the trial has been falling as the trial matures.

Finally, TfL is keen to understand the potential of **cargo bikes** to support Mayoral aims for transport.

To help understand this potential, a study was recently conducted which showed that, unsurprisingly, areas in central London have the highest potential for cycle freight, given that they also have the highest levels of employment and retail, cycling permeability and further supportive measures.

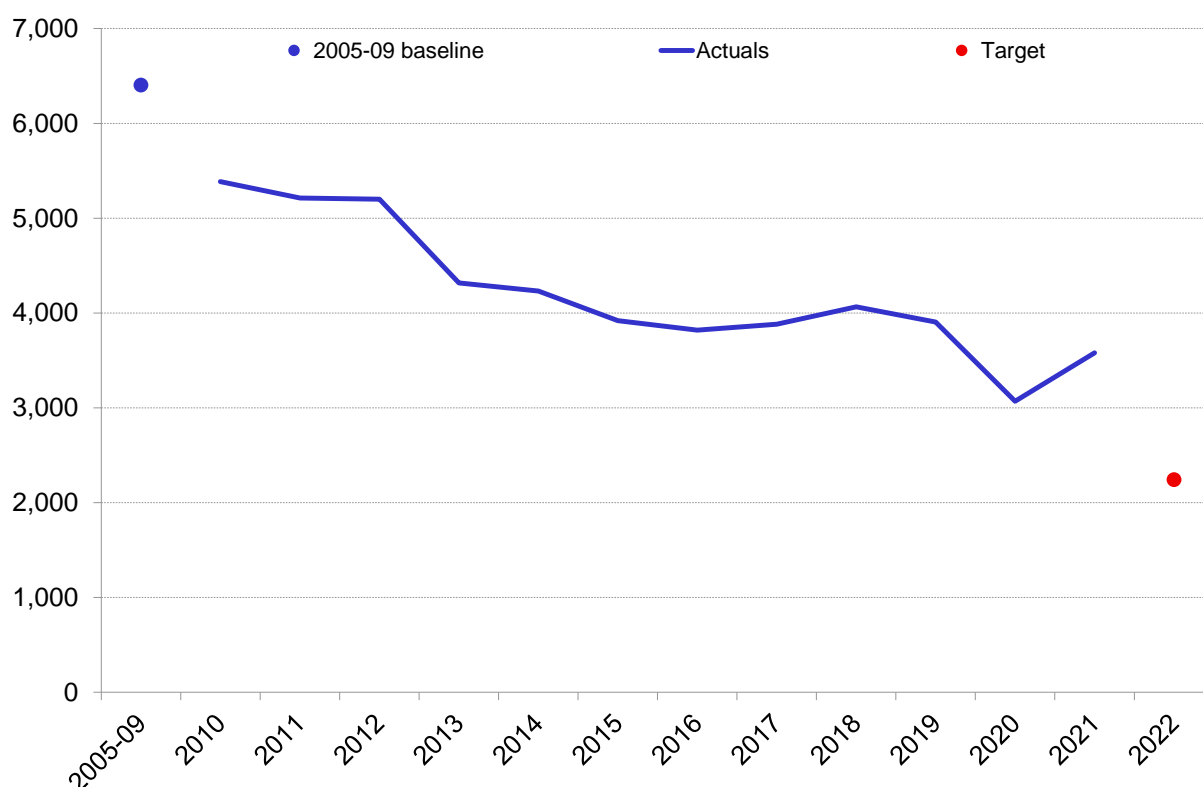
At present, cargo bikes make less than one per cent of the cycle flows in London. However, current estimates suggest that, with the right measures, up to two per cent of van kilometres in London could be replaced with cargo bikes by 2025, with varying uptake rates by area (for example in central London it could be up to between three and nine per cent).

Road danger

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

- In 2021 there were 23,319 reported collisions in London, resulting in 75 people being tragically killed, 3,505 being seriously injured (3,580 KSIs) and 23,092 being slightly injured.
- 2021 saw the lowest number of road fatalities on record. There was a 22 per cent reduction in fatalities between 2020 and 2021, and a 44 per cent reduction in roads KSIs from the 2005-09 baseline towards the target of a 65 per cent reduction by 2022. For children (0-15) there was a 68 per cent reduction.
- 2021 was an unusual year with large changes in the composition of people regrettably killed or seriously injured. This was largely due to new travel patterns in the wake of the pandemic. Motorcycling and pedestrian fatalities were significantly lower by historic standards but cycling fatalities and serious injuries increased.
- For KSIs in or by a bus we have achieved the Mayor's interim target for 2022 of a 71 per cent reduction from the 2005-09 baseline for the second year in a row, although in the context of the pandemic (figure 14).
- As pandemic disruptions recede, there may be increased challenge in protecting vulnerable road users from motorised vehicles as more people choose to walk, motorcycle, cycle, and use e-scooters.

Figure 14 Progress towards Mayor's Vision Zero target for killed or seriously injured casualties involving London buses, 2005-09 baseline to 2022.



Source: TfL Safety, Health and Environment.

Improving London's air quality and reducing our CO₂ emissions

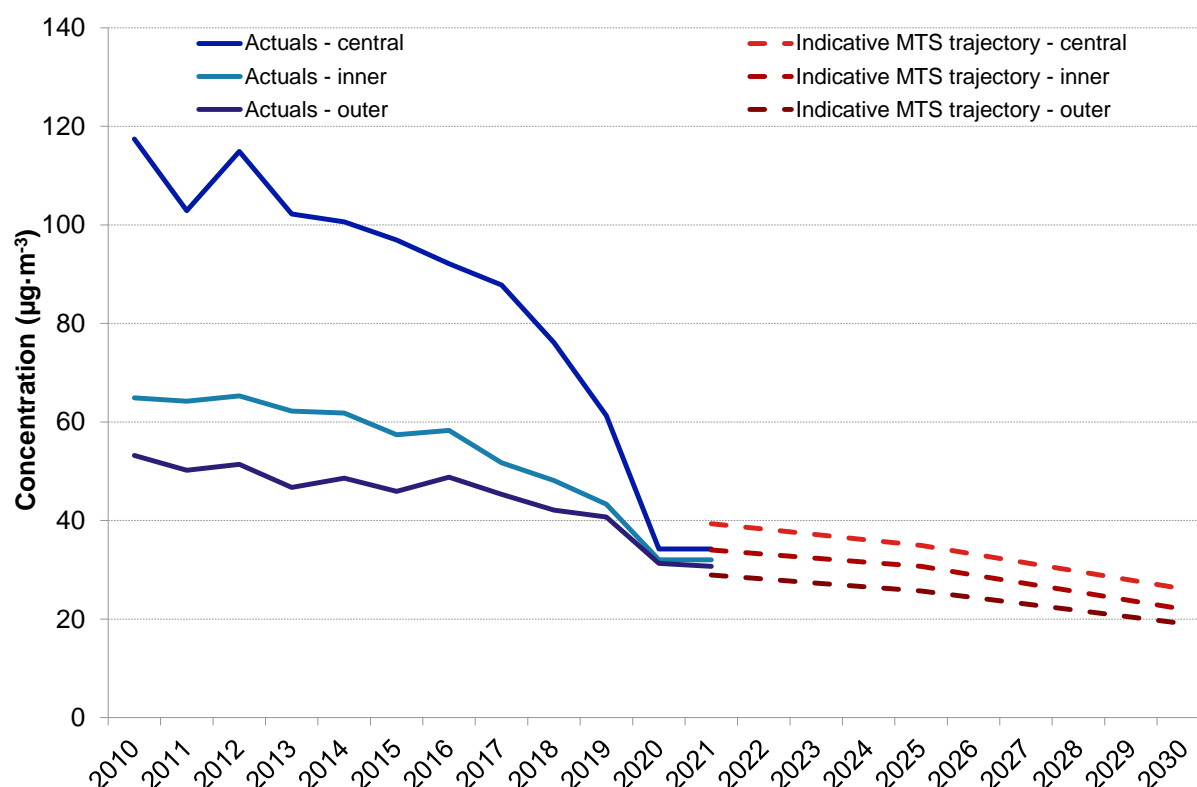
London's air quality remains a threat to the health of all Londoners, particularly some of the more vulnerable or otherwise disadvantaged.

Although significant improvements have been seen in recent years, following the general clean-up of the vehicle fleet, and encouraged by policies such as the Ultra Low Emission Zone, there is still much to do, particularly to continue to address levels of Nitrogen Dioxide (NO₂), especially alongside major roads in inner London that continue to exceed current UK legal limits (figure 15).

In 2021, the World Health Organization (WHO) released [evidence](#) showing and recommending the case for more stringent limits on a range of ambient air pollutants, including NO₂.

These recommendations have yet to be formally adopted by the UK. Nonetheless, the latest WHO recommendations clearly make the case for continued action to address air pollution, from transport and all other sources, to further benefit the health of Londoners.

Figure 15 Average NO₂ concentration in London by area, 2010-2030.



Source: TfL City Planning, based on London Air Quality Network.

Extension of the Ultra Low Emission Zone to inner London

On 8 April 2019 the Mayor of London launched the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. On 25 October 2021 the zone was expanded up to but not including the North and South Circular Roads.

The ULEZ is now 18 times the size of the original area and covers four million people. The expanded ULEZ operates in conjunction with the established London-wide Low Emission Zone for large and heavy vehicles. The LEZ standards are now the same as the ULEZ standards for most large and heavy vehicles.

Six months on from the ULEZ expansion and over a year on from the enforcement of tighter LEZ standards these schemes are having a significant impact on the number of older, more polluting vehicles seen driving in London and the levels of harmful pollution that Londoners are exposed to.

In spring 2022, nearly 94 per cent of vehicles seen driving in the whole zone met the strict ULEZ standards on an average day, up from 87 per cent in the weeks immediately before the zone expanded and up from 39 per cent in 2017 when impacts associated with the ULEZ began. The compliance rate on boundary roads was 90 per cent and the compliance rate in outer London was 85 per cent, demonstrating the wider benefits as cleaner vehicles also operate outside the zone.

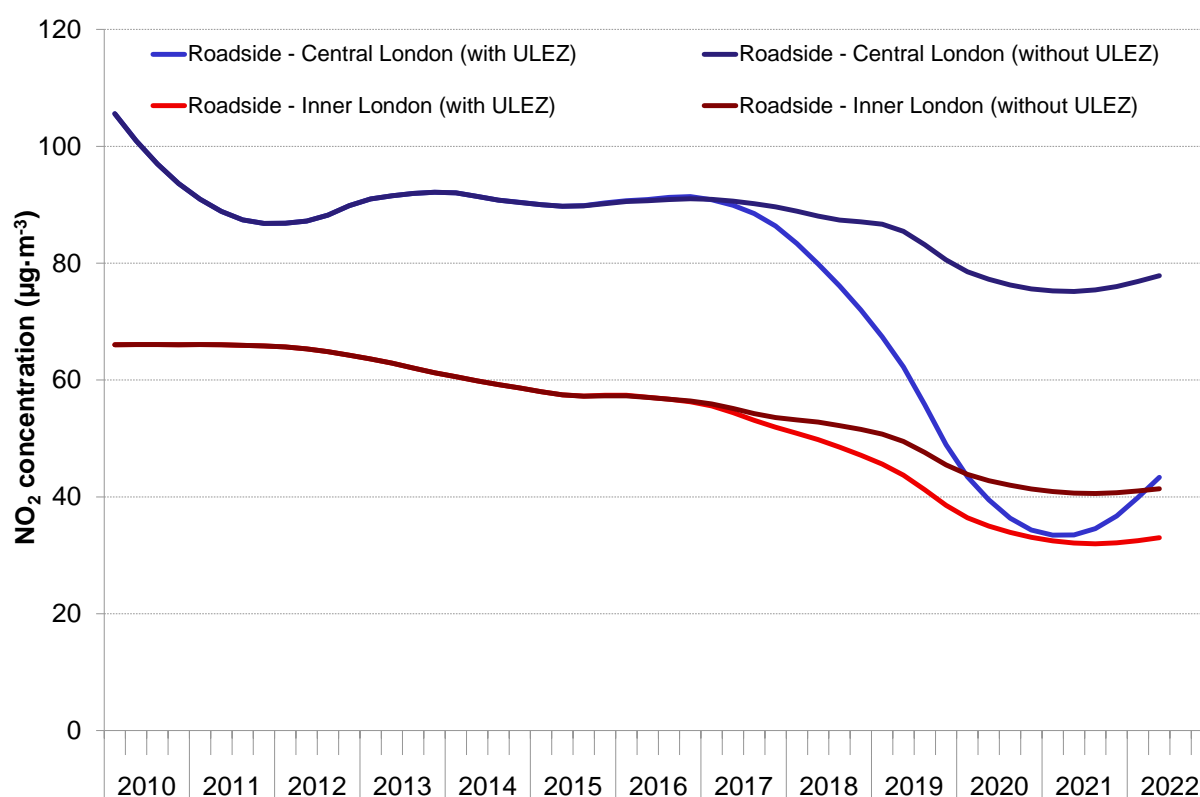
Initial analysis undertaken six months after the introduction of the expanded zone demonstrates that the ULEZ, LEZ and other policies have had a transformative impact on reducing NO₂ levels in this area.

In April-June 2022, the most recent data available, the mean roadside NO₂ concentrations measured in central London were 35µg·m⁻³ lower than the estimated (equivalent) 'without ULEZ' scenario, a difference of 44 per cent.

In inner London, roadside NO₂ concentrations were 8µg·m⁻³ lower than the estimated 'without ULEZ' scenario, a difference of 20 per cent. Crucially, the air quality improvements in inner London are being seen over an area that is 18 times the size of the original central zone, improving air quality directly for the four million people living in this area and those who come into the area for work, study or leisure.

Figure 16 also shows the importance of 'pre-compliance', that is, improvements in air quality as vehicle owners prepared for the introduction of the ULEZ in 2019 and its expansion in 2021.

Figure 16 Average NO₂ concentrations in London by quarter, with and without ULEZ, 2010-2022.



Source: TfL City Planning, based on London Air Quality Network.

The air is also cleaner on the boundary. All monitoring sites on the boundary of the expanded zone have seen reductions in NO₂ concentrations, with an estimated 17 to 24 per cent reduction in pollution on the boundary compared to a scenario without the ULEZ, reflecting the general improvement to emissions of vehicles travelling to/from the expanded zone.

Air quality, health and inequality

The reduction in NO_x emissions from road transport has not happened equally across London. Road transport NO_x emissions in inner London halved between 2013 and 2019. Comparatively, outer London NO_x emissions from road transport fell by 31

per cent over the same period, and in 2019 accounted for 28 per cent of London's total NO_x emissions.

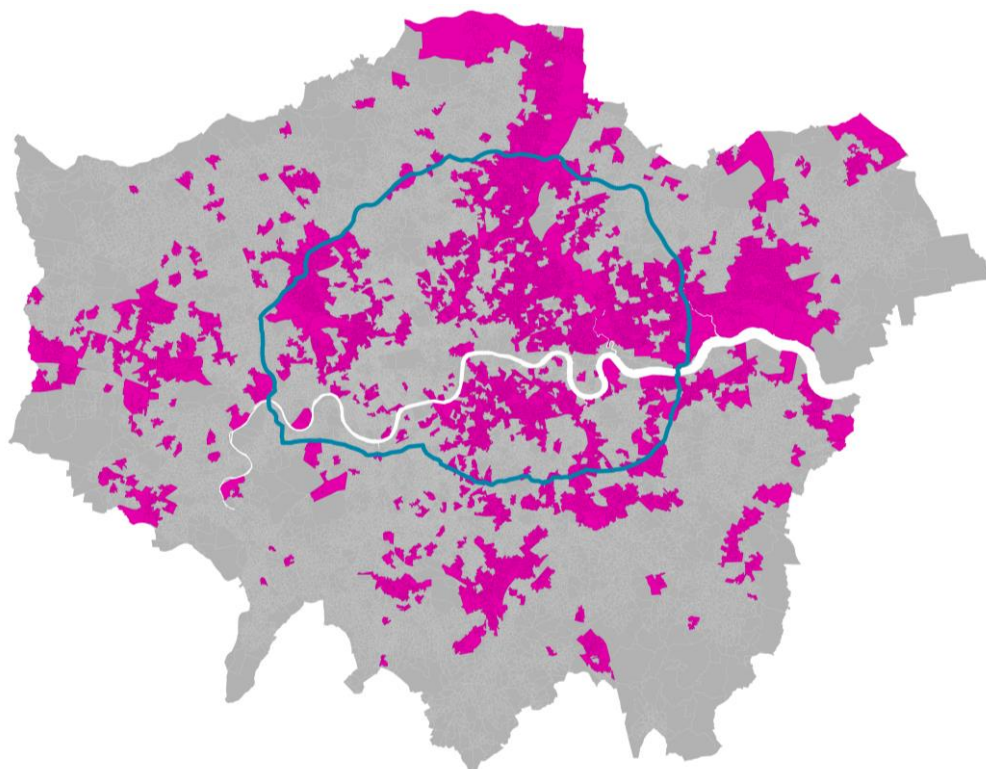
Similarly, PM_{2.5} emissions from road transport fell by almost a quarter in inner London between 2016 and 2019, whereas in outer London they fell by seven per cent.

As a result, outer London now accounts for an increasing proportion of NO_x and PM_{2.5} emissions from road transport and more needs to be done to ensure improvements in air quality are felt by all Londoners.

The differential impacts of poor air quality on London's deprived communities has been previously documented, and this analysis has been extended by TfL to take account of the (interim) WHO recommendations.

Considering the 30 per cent most deprived LSOAs and their intersection with NO₂ concentrations above the interim WHO guideline, figure 17 shows their distribution across London. The shaded area accounts for 36.6 per cent of the London population (2.9 million people).

Figure 17 Spatial distribution of the 30 per cent most deprived areas with the highest NO₂ concentrations.



Source: TfL City Planning/GLA.

Note: The boundary of the expanded Ultra Low Emission Zone (ULEZ) is overlaid on the graph for reference.

Towards net zero carbon by 2030

The Mayor's Transport Strategy set a target for London to be a zero carbon city by 2050. However, the Mayor has recently stated his ambition for London to be net zero carbon by 2030, recognising the urgency of the climate change emergency we face.

Addressing carbon (dioxide) emissions generated by road transport will be central to meeting the 2030 net zero target, as road transport is the second largest contributor to London's carbon emissions.

The Mayor's preferred option by which he envisions achieving his net zero target (the Accelerated Green scenario) would require a 27 per cent reduction in car vehicle kilometres.

Recent initiatives to reduce road transport carbon emissions have included:

- The early introduction of the ULEZ in central London in April 2019, which resulted in an estimated six per cent reduction in CO₂ emissions in the central zone.
- The recent expansion of the ULEZ to inner London, estimated to reduce CO₂ emissions London-wide by 4.6 per cent; the equivalent of taking 60,000 cars off the road.
- London has western Europe's largest fleet of zero emission, currently 866 vehicles, alongside strict taxi and private hire licensing regulations for vehicle emissions, with 6,152 zero emission-capable taxis registered in London as of October 2022.

Analysis of London's road transport carbon emissions data shows that:

- Cars and freight vehicles generate the greatest proportion of road transport carbon emissions, although freight vehicles are more polluting per mile and emissions from LGVs and HGV volumes have not been falling at the same rate as for other vehicle types.
- Outer London generates the highest proportion of carbon emissions from road transport, however when accounting for size, central and inner London, as well as strategic radial routes, generate a disproportionate amount of carbon emissions.
- Reductions in road transport carbon emissions since 2016 have been the greatest in central and inner London, with most boroughs reducing emissions by more than 10 per cent. In outer London, however, the picture is mixed with some boroughs (Bexley and Havering) seeing increases of over five per cent over the same period (figure 18).
- Both a reduction in vehicle kilometres and an acceleration of the transition towards cleaner vehicles will be needed to significantly reduce the contribution of road transport to London's carbon emissions and minimise the proportion of emissions which require offsetting.

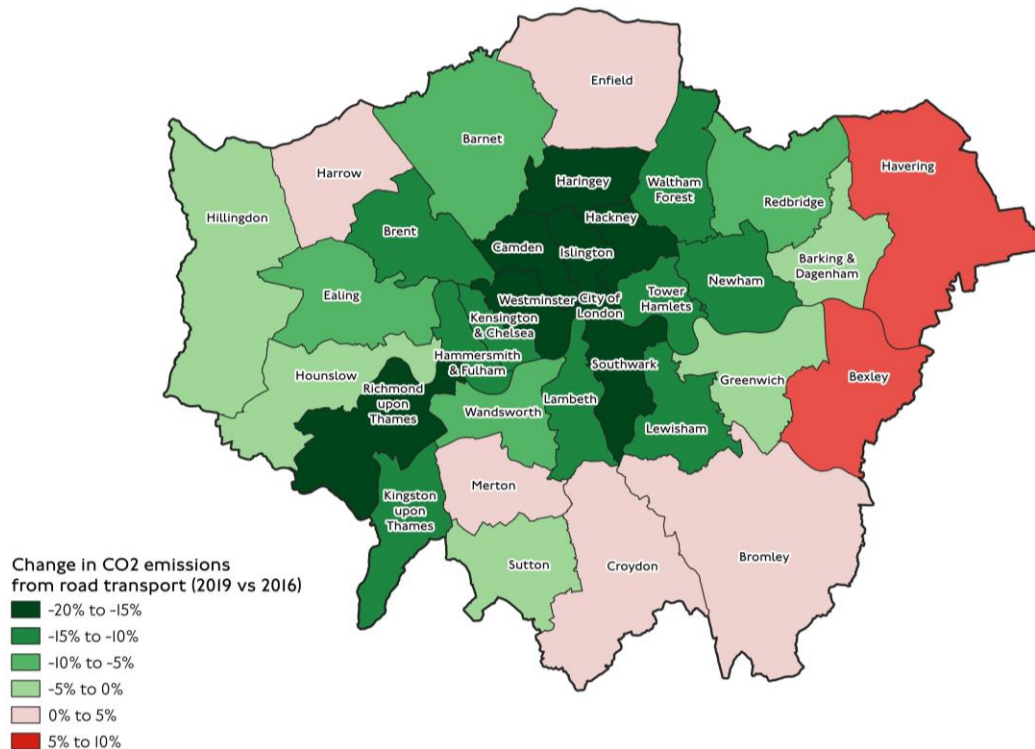
Supporting the transition to electric vehicles

As more fully electric cars come on to the market with larger batteries and longer range to meet consumer demand for zero emission vehicles, the number of new battery-electric vehicle (BEV) registrations has started to overtake the number of new plug-in hybrid electric vehicle (PHEV) registrations.

Data from the Department for Transport indicates that first-time registered ultra-low emission vehicles hit a record high in London with 28,000 vehicles registered new in 2022 so far, representing 20 percent (one in five) of all newly registered cars, motorcycles and light goods vehicles. Londoners are beginning to choose ultra-low emission vehicles in larger numbers over traditional internal combustion engine vehicles.

Delivery and utilisation of charging points in London continues to build, with over 11,200 publicly accessible charging units available, of which 820 are rapid chargers. In summer 2022, some 70 per cent of chargers saw five or more charging events on an average day.

Figure 18 Change in road transport CO₂ emissions by borough, 2019 vs 2016.



Source: London Atmospheric Emissions Inventory (LAEI).

A good public transport experience

Long-term trends in public transport demand

Aggregate public transport demand in London has grown strongly over the last couple of decades as a reflection of the economic growth of the Capital as well as the progressive enhancements to service capacity, connectivity and reliability.

For example, between 2009/10 and 2019/20, the number of journeys on the principal public transport modes increased by 11 per cent and the number of kilometres travelled by 26 per cent, significantly contributing to the historic shift to active, efficient and sustainable modes.

More recently, changes to key factors such as population, economic growth and disposable incomes led to a slowdown in growth since the mid-2010s and the coronavirus pandemic had a devastating impact on public transport demand from March 2020, leading to record lows of patronage and a long and volatile recovery affected by rapidly changing restrictions to economic activity and travel.

Since the last of these restrictions were lifted, public transport demand has entered a period of sustained recovery, as described above. Although this is not yet complete, and there is evidence of some pandemic adaptations persisting into the recovery

period, the status of the public transport recovery in late autumn 2022 can be regarded as encouraging.

Service provision and operational performance

As both a consequence and enabler of London's growth, public transport service capacity, connectivity and the wider customer experience (reliability, physical accessibility, etc.) have been continually improved over the last couple of decades.

For example, between 2009/10 and 2019/20 (before the coronavirus pandemic), the total capacity provided by the main public transport networks in London increased by some 28 per cent. This excludes more recent improvements such as the new Elizabeth line inaugurated in May 2022 (which once fully operational will by itself add a further 10 per cent to central London's rail network capacity) or the more recent London Overground extension to Barking Riverside, which opened in July 2022.

In terms of operational performance, the last few years have been characterised by maintaining a very high standard of operational performance even through the challenges of increased demand as well as those arising more recently from the coronavirus pandemic itself.

Public transport customer safety

With fewer customers travelling due to the pandemic, there was a corresponding fall in the number of customer and workforce injuries on our public transport network.

In 2021/22 there were 6,957 injuries of all severities across our public transport network. This compares to 3,389 injuries during 2020/21, which was severely affected by pandemic restrictions. It also compares to representative pre-pandemic figures of over 9,000 such injuries per year.

A rate-based examination suggests, however, that there may be some adverse trends emerging as we recover from the pandemic and as people return to public transport. The customer injury rate has increased substantially this year, up by seven per cent, compared to 2017/18.

This is a worrying trend and suggests that some customer behaviours seen during the pandemic, such as not wanting to hold onto handrails, may be persisting, despite our much-publicised cleaning efforts.

TfL will be looking at this closely over the coming year, making sure to evolve our customer marketing campaigns accordingly and providing advice on travelling safely.

Public transport customer satisfaction and Care

Care and customer satisfaction are our primary measures for understanding the quality of the customer experience that TfL delivers, from a customer perspective. They are complementary elements in determining how TfL is working for our customers, providing a rounded picture of our performance.

'TfL cares about its customers' is the measure used to understand whether TfL is meeting expectations and making Every Journey Matter for our customers.

Care measures Londoners' overall perceptions of TfL and is the best reflection of how it meets expectations in every interaction with customers (for example all

journeys, interactions with the Contact Centre and communications such as email updates), not just the last journey. An ongoing focus on Care helps TfL understand, in the short term, how it works for our customers, and in the longer term, how to encourage greater use of active, efficient and sustainable modes.

Our key Care measure has maintained an encouraging trend throughout the pandemic, quarterly scores lying in the range of 55 to 60 per cent of our customers agreeing that 'TfL cares about its customers'. The stability of this measure throughout the pandemic, and at higher values than were typical before, is particularly notable.

Public transport fares

The average fare paid on public transport differs across all modes.

London Underground has the highest yield, at just over £2 per journey. This has increased slightly from £1.98 in 2017/18 to £2.02 in 2021/22, although the latest two years of data are affected by change in travel patterns due to the pandemic.

In contrast, the lowest yield is on the bus, at 74 pence per passenger journey. The impact of concessionary fares means that the income per passenger journey is lower than the average fare per mode.

The average yield per passenger journey for all modes was £1.20 in 2021/22, an increase of 3.2 per cent compared with 2017/18.

Physical accessibility of the public transport networks

Around 19 per cent of London's population have a disability, and around 12 per cent of Londoners are aged over 65, so making travel more accessible and inclusive for all is one of our top priorities.

TfL measures progress against this aim by comparing, for all possible journeys using London's public transport network, the relative additional journey time that would be incurred on average when using only the step free network against the time required if the whole network was available.

In 2021/22, Nine Elms and Battersea Power Station opened with step-free access as part of the Northern line extension; and eight other London Underground stations were made step free. At the end of 2021/22, some 91 of London's 272 Underground stations were step free. Beyond this, TfL has continued to make stations across our rail network more accessible, with half of the stations now step free.

The opening of the Elizabeth line provides 41 step-free stations from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east. While some of these have been put in place over recent years on existing national rail networks, the opening of the central section to direct services through central London from late 2022 will help to make the heart of the West End accessible and inclusive for more Londoners than ever before.

All these recent improvements to the step-free network will translate to a reduction of approximately 32 per cent (from 9.5 minutes in 2016/17 to 6.4 minutes in 2022/23) in the average journey time difference using the step-free network compared to the rest of the network. This is in addition to the transformational changes in journey times across London brought about by the Elizabeth line.

Supporting New Homes and Jobs: new transport infrastructure for London

Opening of the central section of the Elizabeth line

The central section of the Elizabeth line opened successfully on 24 May 2022. This was the first stage in the realisation of the full Crossrail project, which is transforming journey opportunities to, from and within central London and has facilitated the delivery of 54,725 new homes within 1km of its stations between 2008 and 2021.

Figure 19 The Elizabeth line.



Source: TfL.

After six months of operation, it is already clear that the central section is delivering the anticipated benefits and that Londoners are taking full advantage of the new journey opportunities it offers.

Delivery of the full interconnected railway, and the full realisation of the transport benefits of the project, are expected to be achieved no later than May 2023.

- Between 24 May and 20 October there were around 55 million passenger journeys using the whole Elizabeth line, of which around 27 million used the central section.
A typical weekday (Tuesday-Thursday) sees over half a million passenger journeys on the whole line, and a quarter of a million on the central section. Demand is broadly in line with expectations, and at current rates in line with expectations in the business case of between 130 and 170 million passenger journeys per annum by 2025/26.
Current demand is also well within the capacity provided.
- Journey times have been transformed. A journey between Liverpool Street and Paddington that took 24 minutes before opening now takes as little as 18 minutes; a journey between Paddington and Tottenham Court Road previously took 21 minutes, and now takes as little as 11 minutes. Demand has also increased where there have been improvements in journey times.
- Connectivity, especially in southeast London, has also dramatically improved. There are 1.4 million more jobs across London and the South East accessible now within 60 minutes of Abbey Wood than before the central section of the Elizabeth line opened.
- The full impacts of the new railway on patronage on other rail lines will become apparent as the project reaches completion. So far, an estimated 39 per cent of

total passenger kilometres on the line come from other London Underground lines and a further 14 per cent from the DLR.

- However, there are also early indications of the potential of the new line to generate new rail trips. Rail demand from stations in the Canary Wharf area has grown by 25 per cent, and in the Woolwich area by 20 per cent, well above background growth. There is also a large increase in usage at Tottenham Court Road station that is not being offset with (rail) reductions elsewhere, suggesting generation of new demand.

An extensive programme of monitoring and evaluation of the project has been put in place by TfL and the Department for Transport, as joint sponsors for the line. This will ensure that the full benefits of the new line are understood and reported in future years.

Northern Line extension

Travel in London report 14 introduced the recently opened Northern line extension as an example of Good Growth and of the role of transport infrastructure in enabling development of more than 20,000 new homes and around 25,000 jobs in the Vauxhall Nine Elms Battersea (VNEB) area.

After a full year of operation, and in the context of ongoing development at the site, the latest data shows that typically some 90,000 passengers enter the stations on the extension every week. Battersea Power Station is the busier station, with some 50,000-55,000 passengers per week as of late September 2022, while Nine Elms sees some 35,000 entries per week.

As the many developments in this Opportunity Area progressively reach completion, it is expected that demand will continue to grow, as has been seen recently for instance with the opening of the new Battersea Power Station development (which includes residential units, offices, retail and leisure space) in October 2022.

London Overground extension to Barking Riverside

The Barking Riverside Extension is a 4km extension of the Gospel Oak to Barking Overground Line and is the first extension of the London Overground since 2015.

A new step-free station at Barking Riverside was opened in July 2022, providing a new rail link between Barking Riverside and Barking town Centre as well as a step-free entry point to other London Underground, Overground and National Rail services, reducing travel time by over 15 minutes.

Together with the developer Barking Riverside London, TfL is continuing work on the public areas around the station until 2023. These will form the district centre at the heart of the Barking Riverside development.

The opening of the new station unlocks the full development potential of the largest housing development in east London. The masterplan for the site includes 10,800 new homes (half of which will be affordable), a new school, healthcare, shopping, community and leisure facilities, high quality public spaces and connections to walking and cycling routes.

If public transport did not cater for demand, many trips would be dependent on private car use. Improvements have been made to bus services but this on its own

would be unable to accommodate the level of passenger demand generated by 10,800 homes.

Coupled with planning conditions to ensure that public transport and housing are coordinated and delivered sustainably, no more than 4,000 homes could be occupied without delivery of the new Overground link. Therefore, the extension has unlocked 6,800 homes in dependent development, helping to meet strategic housing targets for London and accommodate future population growth.

The Barking Riverside Extension is therefore a catalyst enabling the full build-out of the Barking Riverside and currently attracts over 11,000 passenger trips each week.

The Silvertown tunnel

The Silvertown tunnel will be a 1.4 km twin bore road crossing of the Thames, linking Silvertown in Newham with the Greenwich Peninsula. It is due to open in 2025 and construction is now well underway.

This modern tunnel combined with a user charge and improved cross-river bus network will improve public transport connectivity and the reliability and resilience of the wider road network, in particular relieving pressure on Blackwall tunnel.

The tunnel is part of a wider package of improvements, including for walking and cycling, and the areas near the tunnel entrances as part of major regeneration of both sides of the river.

This report describes the extensive baseline monitoring that is being put in place to ensure that the impacts of the tunnel once it opens can be properly understood, and to allow for any unforeseen impacts to be detected and mitigated. This monitoring covers a wide range of factors related to the usage and operation of the local road network, air quality, and wider changes to social and economic conditions in the vicinity of the new tunnel.

Supporting New Homes and Jobs: London's Opportunity Areas

Context and monitoring

Opportunity Areas are designated through the London Plan as areas with particular development potential. They have an important role in delivering the 66,000 additional homes per year that London needs.

TfL works closely with the GLA, London boroughs and other key stakeholders to ensure that Opportunity Areas are delivered in line with the transport principles of Good Growth. Central to this is the requirement of supporting sustainable and active travel and avoiding car dependent development.

Delivery of homes, jobs and infrastructure in Opportunity Areas should be monitored and action should be taken where necessary to overcome any barriers to delivery. TfL monitoring work in Opportunity Areas seeks to understanding of the extent to which the Mayor's principles of Good Growth are being realised on the ground.

Opportunity Areas are delivering increased public transport accessibility

Accessibility to public transport is an important measure of Good Growth; the more connected people are to the public transport network, the more likely they are to choose public transport over car travel.

Traditionally TfL has measured the populations' access to public transport by using the public transport accessibility level (PTAL) metric. However, in our monitoring work this is taken a step further by combining PTAL and population data to report on the proportion of the Opportunity Area's population that falls within low/medium/high PTAL categories.

The Mayor's aim is for the proportion of Opportunity Area population living in PTAL band four or higher to reach 56 per cent by 2030.

The 2004, 2008 and 2011 Opportunity Area cohorts have all seen an increase in the proportion of their respective populations that live in high PTAL areas, and a decrease in the proportion of their respective populations that live in low PTAL areas between Opportunity Area designation and 2022. However, the 2016 cohort (Canada Water and Harrow & Wealdstone) have seen a decrease in the proportion of their population that live in high PTAL areas.

For comparison, since 2005 the proportion of London's population living in high PTAL areas has increased from 26 per cent to 33 per cent, while the proportion of London's population living in low PTAL areas has reduced from 27 per cent to 19 per cent.

These figures indicate that TfL is making good progress in our spatial planning work towards increasing the PTAL of London's population. However, a more detailed consideration of the data shows that between 2020 and 2022 there has been a slight reversal in the progress being achieved against this metric, which is related to public transport changes during the pandemic. TfL will continue to monitor this situation over future years.

People choose to walk and cycle in Opportunity Areas

There is a clear upward trend in proportion of walking trips in both the Opportunity Area sample and the Greater London sample: across the three-year period walking trips in Opportunity Areas rose from 26 per cent to 31 per cent, while across Greater London the rise is from 30 per cent to 35 per cent.

Opportunity areas are designed with the principles of Good Growth in mind which help to achieve this, for example by using transport to support and direct growth and by creating high-density, mixed-use places where people can walk (and cycle) to local amenities and use public transport for longer trips.

Housing delivery in Opportunity Areas

The capacity for delivery of new housing is a key defining feature of an Opportunity Area. Typically, Opportunity Areas present opportunity for high density sustainable development on brownfield sites.

A total of 28,284 homes have been delivered in adopted Opportunity Areas over a two-year period (April 2019-March 2021), which represents nine per cent of the

London Plan target for the adopted Opportunity Areas over the 2019-2041 time period.

Four of the Opportunity Areas have received over 3,000 completed homes between April 2019 and March 2021, these are: Olympic Legacy (3,329), Upper Lea Valley (3,170), City Fringe/Tech City (3,550) and Wembley (3,903). The Opportunity Area with the highest number of affordable homes delivered over the two years is Wembley with 919 affordable homes, followed by the Olympic Legacy Opportunity Area with 722 affordable homes.

Housing on TfL Land

TfL's ambitious housing programme continues to progress. Construction is underway on some 1,700 homes on nine sites across London and TfL is on track to start work on over 2,500 new homes this financial year. Construction is nearly complete on 350 homes at Blackhorse View (Waltham Forest), and the tallest building on its 619-home Kidbrooke site (Greenwich) has topped out, meaning the structure of the building is complete, in the summer of 2022.

In 2021/22, 467 homes were started across three sites: Wembley Park (454 homes), Aylesbury Street (nine homes) and Albany Road (four homes), and at Bond Street Oversight Development (354 Oxford Street) nine homes have been completed.

Rising construction costs and inflation are impacting the wider industry and TfL is working through what this means for its projects with partners. TfL is also aware of the wider capacity issues with the electricity grid in west London. This could potentially delay some schemes, including 460 homes at Southall (Ealing). TfL is working closely with its partner Grainger as part of joint venture, Connected Living London, to mitigate the grid capacity issues and is working on a temporary supply which could still allow construction to start this financial year.

Monitoring the legacy of the 2012 London Olympic and Paralympic Games

It is now 10 years since London hosted the 2012 Olympic and Paralympic Games.

Although acknowledged to have been highly successful as an event, it is timely to examine the extent to which transport-related legacy expectations are being met.

Baselines for some of these indicators were set out in [Travel in London report 6](#). In view of the complications to gathering data and assessing trends brought about by the pandemic TfL will be gathering travel data over the next year, from which a fuller 10-years-on assessment can be made. In the interim, it is possible to update on development in the Olympic Legacy Opportunity Area.

Development in the Olympic Park Opportunity Area

The Olympic Legacy Supplementary Planning Guidance (SPG) (2012) set out a vision for making the Olympic Park and its surrounding areas "a distinctive and well-connected place where people can live and work sustainably and offer a wide range of new jobs and homes".

Since the decision in 2005 to award the 2012 Olympic and Paralympic Games to London, there has been significant investment in public transport and other infrastructure to support continued regeneration of East London:

- **2006:** Lifts providing step-free access to high level platforms at Stratford station brought into service.
- **2007:** TfL took over the North London line services, formerly Silverlink (the line was terminated at Stratford at that point). This was the start of the London Overground.
- **2007:** New DLR platform opens at Stratford station.
- **2009:** High-speed commuter services commenced operation from Stratford International station.
- **2010:** New platform 3a for westbound Central line trains opened in advance of the London 2012 Olympic and Paralympic Games.
- **2011:** New mezzanine ticket hall along with additional staircases and lifts opened in advance of the London 2012 Olympic and Paralympic Games.
- **2011:** DLR extension to Stratford International including new DLR stations at Stratford High Street and Abbey Road and making use of previous North London line platforms at Stratford station.
- **2011:** Stratford City bus station opened.
- **2011:** New northern ticket hall opened in conjunction with the Westfield Stratford City shopping centre.
- **2011:** New northern ticket hall opened in conjunction with the Westfield Stratford City shopping centre.
- **2013:** Improved frequencies on the Central and Jubilee lines.
- **2018:** Improvement works on Hackney Wick Overground station completed, improving the connectivity through the area as well as station capacity.
- **2022:** Elizabeth line services started serving Stratford and Maryland stations, allowing people to travel from Stratford to Paddington in just 19 minutes.

These and several more local transport developments in Stratford Town Centre have significantly improved connectivity, as reflected by the proportion of the population that live in areas with high PTAL. This has increased from around one third of the population in 2005 to around one half of the population in 2020, which represents strong progress towards the Mayor's aim of 56 per cent of the population of Opportunity Areas living in high PTAL areas by 2030.

The Olympic Legacy SPG identified the capacity for 32,000 homes in and around the Olympic Park in the 20-year period after the 2012 Olympic and Paralympic Games. Some 15,500 homes have been delivered in the Opportunity Area, and London is currently on track to achieve the 32,000 homes growth target that was set out in the Olympic Legacy SPG.

Job creation underpinned by sustainable and active travel connectivity has always been central to the Games legacy vision for the Olympic Park area.

The Mayor's London Plan identifies the Olympic Legacy Opportunity Area as having potential for 65,000 new jobs by 2041. This employment vision is well underway.

On the Stratford station side (eastern side) of the park is the International Quarter London, which hosts the Financial Conduct Authority, Transport for London,

UNICEF, Cancer Research UK, the Nursing and Midwifery Council, The Insolvency Service, the British Council and shared workspace facilities.

On the northwestern side of the park, just to the north of Hackney Wick station, lies the thriving innovation campus of Here East. Employers at Here East include: Loughborough University London, University College London, Staffordshire University and BT Sport.

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Board



Date: 7 December 2022

Item: Report of the Meeting of the Land and Property Committee held on 18 October 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Land and Property Committee at its meeting on 18 October 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 18 October 2022 were published on 10 October 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) TTL Properties Limited Half-Year Performance;
 - (c) Investment, Business and Corporate Planning 2023/24; and
 - (d) TTL Properties Limited Assurance Update.
- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Committee on 18 January 2023.

4 Issues Discussed

- 4.1 The Chair welcomed the new Independent Investment Programme Advisory Group (IIPAG) TTLP Sub-Group members to the meeting: Ray Christopher (Chair), Peter Cornforth and Derek Williams. The Sub-Group would form an essential part of the assurance framework for the work of TTL Properties Limited (TTLP) and would be an invaluable resource for the Committee.

Use of Delegated Authority

- 4.2 The Committee noted one use of Land Authority by the Chief Finance Officer in relation to the disposal of land at Aldgate High Street. There had been no use of Chair's Action nor other approvals of authority by the Commissioner or Chief Finance Officer, nor any Mayoral Directions to TfL, within the Committee's remit.

TTL Properties Limited Half-Year Performance

- 4.3 The Committee noted the financial and operational performance of TTLP in the first half of 2022/23. This would inform the strategic activity TTLP was undertaking over the next six months to be ready for the financial year 2023/24.
- 4.4 The paper covered the market context, financial performance, capital, operational performance and property development. The uncertain economic outlook provided challenges for TTLP and its tenants but TTLP's increasingly diverse asset base helped protect revenue at the business level. The long-term approach of investment and steady asset growth also created a more resilient business that could better withstand short-term economic downturn.
- 4.5 TTLP's capital commitments would be taken forward cautiously to ensure resilience and liquidity through economic cycles. TTLP would aim to deliver throughout the property cycle, accepting that its returns would not always be as high as would otherwise have been the case. Market conditions would be continuously reviewed, while bringing forward medium-density, high-amenity, high-accessibility, low-carbon places that supported vibrant life and commerce meant TTLP was confident that it was well placed to meet its long-term targets.
- 4.6 Results from the first six months showed both income, costs and operating margin performing better than budget. Housing delivery remained challenging in the current market, though TTLP was starting to operate at or above the pace required to deliver 20,000 homes over the next 10 years. The housing programme, along with commercial office developments and investment in the existing estate, would transform TTLP's finances and the city itself in the years ahead.
- 4.7 Senior managers engaged with tenants regularly and had processes in place to assess credit risks and ability to pay so that sound and rational judgements could be made on how to support them. TTLP also had regular engagement with its delivery partners as it sought to develop strategic relationships with shared values, which did not undermine the competitive process but allowed learning from each project to be applied to future projects.
- 4.8 Members discussed some of the key developments and, since the meeting, had visited the development site at Earls Court.

- 4.9 Members welcomed the performance report. The TTLP management team would evolve the reporting to provide similar information to listed peers in their half-year and annual reports. Members were keen to see key performance indicators and profit and loss summaries for each business area and key developments would include occupancy, void performance and yield.

Investment, Business and Corporate Planning 2023/24

- 4.10 The Committee noted the strategic activity TTLP was undertaking over the next six months in preparation for the financial year 2023/24. This activity built on the current TTLP Investment Strategy and Business Plan and reflected TTLP's half-year performance and the wider market conditions.
- 4.11 Significant work had been undertaken on the development of the TTLP Purpose, which included a vision statement and nine operating principles, which aligned with TfL's Vision and Values. By April 2023, this work would be extended through the creation of a new document that would outline TTLP's purpose and vision and its corporate objectives, along with the measurement criteria to achieve these. This document, alongside the Investment Strategy, Environmental, Social and Governance (ESG) Strategy and Business Plan would set out how TTLP would deliver its Corporate Strategy. The Investment Strategy provided a framework for investment decisions to enable TTLP to deliver its objectives in a way that maximised returns and mitigated risks. The ESG Strategy was key to the financial sustainability of its portfolio and would demonstrate the significant potential of TTLP's business to deliver environmental and social benefits to London.
- 4.12 The Business Plan update for April 2023 would focus in detail on the short-term including known and committed projects, with a high-level update on the medium and long-term elements. Members also discussed the importance of TTLP's digital strategy and the development of its People Plan.
- 4.13 An update on the development of these documents would be reported to the next meeting ahead of their submission to the meeting in March 2023. The Committee would then receive regular progress reports on their delivery.
- 4.14 Members would sponsor different elements of TTLP's work:
- (a) Branding and Position – Ben Story;
 - (b) ESG (with an initial focus on energy systems and electric vehicle charging) – Dr Nina Skorupska CBE; and
 - (c) Finance and Assurance – Anne McMeel.
- 4.15 The Committee welcomed the commitment and activity to build communities and placemaking sustainable spaces and the work to support tenants and small and medium enterprises to achieve this along with the work to reduce the living costs of its tenants.

TTL Properties Limited Assurance Update

- 4.16 The Committee received an update on progress with programme assurance activity across TTLP during Quarter 2 of 2022/23 (26 June to 17 September 2022). It noted that recruitment to the IIPAG TTLP Sub-Group had been completed, which would form an essential part of the assurance framework for the work of TTLP and would be an invaluable resource for the Committee.
- 4.17 The Committee approved the Integrated Audit and Assurance Schedule, which set out the indicative workplan of continuous assurance and targeted reviews for the next six-months. Members discussed risks relating to finance – including current economic conditions impacting both tenants and the supply chain, market conditions, stakeholders and security (including cyber security) and the importance of learning lessons from similar enterprises.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Land and Property Committee on 18 October 2022

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

Board



Date: 7 December 2022

Item: Report of the Meeting of the Programmes and Investment Committee held on 19 October 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Programmes and Investment Committee at its meeting on 19 October 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 19 October 2022 were published on 11 October 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) Investment Programme Report Quarter 1 2022/23;
 - (c) Independent Investment Programme Advisory Group Quarterly Report;
 - (d) TfL Project Assurance Update;
 - (e) Piccadilly Line Update Stage 1 Progress Update;
 - (f) Elephant & Castle Station Capacity Upgrade;
 - (g) London Underground Train Systems Programme; and
 - (h) Docklands Light Railway Rolling Stock Replacement Programme.
- 3.3 A summary of the items considered and the decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 14 December 2022.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted two uses of Chair's Action, in consultation with the Committee, in relation to road user charging and Healthy Streets: Active Travel and Bus Priority Programmes. There had been no approvals of authority by the Commissioner or Chief Finance Officer, nor any Mayoral Directions to TfL, within the Committee's remit.

Investment Programme Report Quarter 1 2022/23

- 4.2 The Committee noted and discussed the performance of its Investment Programme for Quarter 1 of 2022/23 (1 April to 25 June 2022). TfL had delivered four of the 21 milestones either on time or early for 2022/23.

Independent Investment Programme Advisory Group Quarterly Report

- 4.3 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report and the management response.
- 4.4 IIPAG had recommended a review of resources to ensure their allocation accurately reflected priorities, given the shortage across a range of programmes, in particular the Piccadilly Line Upgrade.
- 4.5 The Committee noted that an additional member had been appointed to the main IIPAG and three appointments had been made to the new TTL Properties Limited IIPAG Sub-Group. Further appointments to the main IIPAG were due to be made.

TfL Project Assurance Update

- 4.6 The Committee noted the update on the project assurance work undertaken during Quarter 2 of 2022/23 (26 June to 17 September 2022) and the key findings from the reviews.
- 4.7 Twelve reviews were undertaken, with IIPAG involved in nine. There were no overdue critical recommendations nor recommendations longer than two quarters overdue. Reporting arrangements for recommendations overdue by two quarters had been enhanced with further detail being reported to the Audit and Assurance Committee.

Piccadilly Line Update Stage 1 Progress Update

- 4.8 The Committee noted the progress with delivering Stage 1 of the London Underground Piccadilly Line Upgrade, which would deliver infrastructure upgrades. Stage 2 would involve replacing the existing signalling system and procurement of up to 18 new trains. It noted the efficiencies and savings and a benefit and value analysis of the project.

- 4.9 The Committee discussed the pressures on the project and the measures being taken to ensure key targets regarding the delivery of the infrastructure were met, including mitigations to ensure train testing milestones could still be met.

Elephant & Castle Station Capacity Upgrade

- 4.10 The Committee noted the progress with the delivery of the London Underground Elephant & Castle Station Capacity Upgrade project, which would deliver several benefits including step-free access and a higher capacity Northern line ticket hall. The Committee approved additional Programme and Project Authority and a corresponding increase in the Major Stations Programme.
- 4.11 The second stage of the project required the completion of a feasibility study and a revised business case and pursuing third-party funding.

London Underground Train Systems Programme

- 4.12 The Committee noted the London Underground Train Systems Programme achievements and plans, since the update provided in October 2021. No additional Programme and Project Authority was requested at this time.
- 4.13 The Committee approved the consolidation of a number of sub-programmes into this Programme, as endorsed by the Committee in July 2022. It noted the expected benefits of this change, including allowing greater visibility and management of authority within these groups across the Programme and more timely responses to any priorities that arise.
- 4.14 As recommended by IIPAG and the Project Assurance team, officers would ensure the Committee continued to have visibility of the performance of the key programme elements and when authority was moved within the Programme and issues in relation to wider asset condition and maintenance plans.

Docklands Light Railway Rolling Stock Replacement Programme

- 4.15 The Committee noted an update on the Docklands Light Railway Rolling Stock Replacement Programme, including the recent successes with the production of new trains, the continuing work to design the depot (including the construction of Northern Sidings) and the procurement of the Maintenance Facility Building. Officers had worked hard to manage the costs pressures and minimise the risks and the focus of the team would remain on these areas. The Committee approved additional Programme and Project Authority.
- 4.16 Assurance reviews had raised issues on cost and interdependencies and a revised integrated programme supported by a Quantitative Schedule Risk Assessment was being developed.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 19 October 2022

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

Board



Date: 7 December 2022

Item: Report of the Meeting of the Remuneration Committee held on 9 November 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 9 November 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 November 2022 were published on 1 November 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) Resourcing at TfL;
 - (c) Pay Outcomes of £100,000+ Approvals; and
 - (d) Chief Officer and Director Pay Review 2022.
- 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 2 March 2023.

4 Issues Discussed

Matters Arising, Actions List and Use of Delegated Authority

- 4.1 The Committee noted five uses of Chair's Action, in consultation with the Committee, all in relation to the approval of salaries of £100,000 or more.

Resourcing at TfL

- 4.2 The Committee recognised that it was vital that TfL was resourced appropriately to deliver its Business Plan and to ensure the continued safe operation of its network. It noted an update on how TfL was resourced, recent upward trends in the use of non-permanent labour (NPL) and mitigations in place to ensure it could attract, retain and develop its own talent to meet its requirements, including the strategic workforce planning activity in place to ensure this.
- 4.3 An update was also provided on strategic workforce planning activity, including a demonstration of data analysis tools to support decision making.
- 4.4 Members noted the current trends and variability in turnover across the organisation, with high areas of turnover currently in professional services and engineering and how long-term funding uncertainty impacted the ability to have a pipeline of major projects and so many talented specialists involved in projects such as Crossrail, Northern Line Extension and Bank station projects were lost to TfL.
- 4.5 An update would be provided to a future meeting on strategic workforce planning, TfL's Reward Strategy, which included benchmarking roles across the organisation and externally, the future operational model – Our TfL Programme and talent management.

Pay Outcomes of £100,000+ Approvals

- 4.3 A process was in place for the Committee to approve full-time equivalent salaries in excess of £100,000 per annum for permanent and NPL positions. The Committee noted an update that compared the salary approved by the Committee with that given on actual appointment for the period covering September 2020 to July 2022.
- 4.4 The Committee discussed the use and duration of NPL roles and noted that this was the subject of a review.
- 4.5 The Committee supported the need for oversight on the approval of the highest salaries but recognised the need to streamline the current process to avoid unnecessary delays in filling key positions, which saw strong candidates recruited elsewhere and also impacted service and project delivery.

Chief Officer and Director Pay Review 2022

- 4.6 Annual pay review processes for Chief Officer and Director populations had been frozen since 2016. As a result, base pay had remained static for individuals in this population unless a role re-evaluation, structural change or promotion had taken place. The restructure of the Executive Committee in February 2022 had resulted in the Committee approving some remuneration changes made in line with external benchmarking.

- 4.7 The Committee noted the annual pay review for those Chief Officers that had not received a pay adjustment as part of the leadership organisation restructure during 2022. It approved the proposal to apply the same percentage increase as the first year of the TfL pay deal currently under negotiation with the relevant TfL Trades Unions for employees in pay bands 1 to 3 – which was also intended to be applied to pay bands 4 and 5. It also noted the intention to apply the same approach to any Directors who similarly did not receive pay adjustments as part of the leadership restructure.
- 4.8 The Committee would have an opportunity to engage on the reward and retention strategy for Chief Officers and the wider organisation before any proposals for change were considered at a future meeting.
- 4.9 The Committee was also updated on the process for the appointment of the Commissioner.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Remuneration Committee on 9 November 2022

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

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Board



Date: 7 December 2022

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 16 November 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 16 November 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 16 November 2022 were published on 8 November 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) TfL Sustainability Report and Corporate Environment Plan Progress Report;
 - (d) Direct Vision Standard and Safety Permit Scheme for Heavy Goods Vehicles;
 - (e) Vision Zero Action Plan Progress Report – One Year On;
 - (f) Vision Zero Plan for TfL's River-Based Operations;
 - (g) Bus Safety Programme Update;
 - (h) Responsible Procurement;
 - (i) Human Resources Quarterly Report;
 - (j) Leadership Development at TfL; and
 - (k) Plan for Managing our Safety, Health and Environment Enterprise Risks.

- 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 22 February 2023.

4 Issues Discussed

Safety, Health and Environment Performance Report

- 4.1 The Panel noted the safety, health and environment (SHE) performance for London Underground, TfL Rail, Surface Transport (including London Overground) for Quarters 1 and 2 of 2022/23 (covering 1 April to 17 September 2022).
- 4.2 Performance for the year to date was mixed, with road safety on target but customer and workforce injury rates slightly above target. The period had also seen an increase in deaths and serious injuries to occupants of motor vehicles. Slips, trips and falls remained a significant factor in customer injuries and work was ongoing to control the risk.

Safety, Health and Environment Assurance Report

- 4.3 The Panel noted the overview of the risk controls for Enterprise Risk 1 - Failure to Prevent Major Safety, Health or Environmental Incident or Crisis.

TfL Sustainability Report and Corporate Environment Plan Progress Report

- 4.4 The Panel noted the progress against key sustainability themes from the Sustainability Report and Corporate Environment Plan. Members were updated on how the themes were mainstreamed into TfL's capital projects and operations. Carbon literacy was a key part of the approach, with staff training and engagement driving it forward. Climate change had a significant cost impact to TfL and the need to mitigate through adaptation and change was vital.

Direct Vision Standard and Safety Permit Scheme for Heavy Goods Vehicles

- 4.5 The Panel noted the update on the Direct Vision Standard. The number of heavy goods vehicles involved in fatal collisions where vision was cited as a contributory factor had fallen compared to previous years (six in 2021, compared to eight in 2020 and nine in 2019), although this needed to be considered in the context of the coronavirus pandemic. The Direct Vision Standard offered benefits over other Safe System equipment, which further pointed to the need to further raise minimum standards.

Vision Zero Action Plan Progress Report – One Year On

- 4.6 The Panel noted the progress against the action plan and the results of installing Intelligent Speed Assistance (ISA) within TfL's vehicle fleet. The rollout of ISA had delivered a 62 per cent reduction in speeding events but made no difference in the driving experience or journey times. The Vision Zero target of a 70 per cent reduction in people killed or seriously injured on

London's Roads by 2030 was a challenge however evidence had shown that the interventions were effective, which included speed reduction, bus safety and addressing safety at junctions. The use of 20mph speed limits was an important factor in road safety and required the police to prioritise enforcement appropriately.

Vision Zero Plan for TfL's River-Based Operations

- 4.7 The Panel noted the proposals for a SHE Vision Zero Plan for TfL's river-based operations. This built on the Mayor's River Action Plan from 2013. Good progress was being made on river safety. The approach used was to assess risk and prioritise actions to mitigate the risk.

Bus Safety Programme Update

- 4.8 The Panel noted the update on the progress of the delivery of the Bus Safety Programme. A risk-based approach was used. The Bus Safety Standard was being rolled out through a phased introduction due to the differing scales of development of the technologies that formed the Standard. The customer injury rates varied between operators which was the result of the different profiles of the routes and distances operated.

Responsible Procurement

- 4.9 The Panel noted an update on the programme. The Greater London Authority (GLA) Group Procurement Policy governed activities through the GLA Group Responsible Procurement Implementation Plan 2022-2024. Members discussed the possibility of increasing the social value weighting in procurement noting that there were potential cost implications that needed to be understood. A proportionate approach would be used dependent on the nature of the good and services being procured. Activities were taking place to increase the number of women working within TfL's supply chain.

Human Resources Quarterly Report

- 4.10 The Panel noted an update on key Human Resources led activities and performance for the period June to October 2022. The Viewpoint staff survey had taken place and had seen an improvement in response rate, at 57 per cent compared to the previous year's rate of 54 per cent. Further improvements in the rate were desirable. Further work was taking place to embed hybrid working with research underway to show the benefits of people working together. Consultation activities were taking place in the Occupational Health department to strengthen its medical advisory capability.

Leadership Development at TfL

- 4.11 The Panel noted the approach being taken to develop leaders at all levels in TfL and how this supports our mitigation of our Enterprise Risk 2 on the attraction, retention and wellbeing of our people. The development of a value lead and inclusive leadership at all levels was important. TfL's leadership also needed to be diverse and applications from under-represented groups was

welcomed. Progress was tracked to give greater visibility of the retention aspects of the programme.

Plan for Managing our Safety, Health and Environment Enterprise Risks

- 4.12 The Panel noted the progress in developing SHE Enterprise Risks and the Strategy and Plan for effective management. This included ensuring Enterprise Risks focus on each of the SHE outcomes, with appropriate governance in place for each risk, the Strategy for improving the maturity in managing SHE risk, and detailing the actions being taken to work collaboratively in managing SHE risk across our business areas in line with roles, accountabilities and influence.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 16 November 2022

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

Board



Date: 7 December 2022

Item: Report of the Meeting of the Finance Committee held on 23 November 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 23 November 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 23 November 2022 were published on 15 November 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 – Period 7, 2022/23;
 - (c) TfL Power Purchase Agreements;
 - (d) Surface Technology Contracts Retender;
 - (e) Communications, CCTV, Access Control and Security Systems Maintenance and Upgrade Services Contract – Increase to Procurement Authority; and
 - (f) Enterprise Risk Update – Changes in Customer Demand (ER09).
- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 8 March 2023.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting on 6 October 2022, there had been no use of Chair's Action. There had been two uses of unbudgeted Financial Authority by the Commissioner in relation to: Occupational Health and Wellbeing - Outsourcing Physiotherapy Services and Trauma Counselling; and Change Transformation Delivery Partner.
- 4.2 There had been two uses of Procurement Authority by the Commissioner in relation to; Road User Charging Next Generation 2025 Acceleration and Road User Charging Now Changes Tactical Approach using Crown Commercial Service Framework Call Off Agreements; and Hazardous Materials Framework (contractors) extension. It was clarified that the third use of Procurement Authority reported in the paper in relation to the extension of the Metro newspaper distribution agreement had not yet been decided and an update would be brought to the next meeting.
- 4.3 There had been five uses of Land Authority by the Chief Finance Officer in relation to: Edgware (Conditional Joint Venture); Build to Rent; Wembley Park; Lillie Bridge Depot; and Cockfosters. It was proposed that the use will be reported to the Land and Property Committee going forward.
- 4.4 There had been no Mayoral Directions to TfL.

Finance Report – Period 7, 2022/23

- 4.5 The Committee noted TfL's financial results to the end of Period 7, 2022/23, the year-to-date ending 15 October 2022. Based on performance to date and with a funding settlement with Government until the end of March 2024, TfL remained on track to achieve operating financial sustainability in 2023/24. Members noted the detail on progress against each of the funding settlement conditions and what it meant for TfL finances.
- 4.6 As agreed with Government, TfL was providing periodic financial reporting to the Department for Transport and its advisors, who recently noted the good progress being made towards meeting the requirements of the funding settlement. TfL was engaging with Members on the development of its first Business Plan since 2019, which is elsewhere on the agenda for this meeting for approval.
- 4.7 Passenger journey levels were at 82 per cent of pre-coronavirus pandemic levels and remained broadly in line with the prior period and with budget. Journeys on the Elizabeth line were much higher than expected and showed very strong performance as TfL continued to work to the full operating service in May 2023.
- 4.8 While the year-to-date position and full year forecast was broadly positive, some like-for-like operating costs were increasing due to inflationary

pressures, and TfL continued to face significant risks due to the economic uncertainty and high inflation rates. This was being managed through effective cost control measures and working capital management.

- 4.9 Members requested a briefing ahead of its next meeting on key risks, progress against funding settlement actions and the savings programme.

TfL Power Purchase Agreements

- 4.10 The Committee noted an update on TfL's progress towards operating a net zero railway by 2030 by procuring renewable electricity, and a summary of the issues encountered with its first Power Purchase Agreement (PPA) tender and the proposed next steps.
- 4.11 In June 2022, TfL launched a tender to procure a 15-year PPA for 12.5 per cent of TfL annual volume of renewable electricity. Despite significant market engagement, the response was limited with only four submissions which failed to pass the initial stage. TfL worked with external energy advisors Arup and tested the market to improve participation, and planned to relaunch a revised PPA tender in October 2022. Since then, the Government introduced the Energy Prices Bill with potential implications for the wholesale price of renewable electricity so the proposed re-launch was paused. Developments regarding the legislation would be closely monitored and, if no structural changes were required and the Government's current timeline was maintained, TfL would be able to re-launch in early January 2023.
- 4.12 To date, TfL's Energy Purchasing Strategy protected it from the highest of energy prices, however there was increasing risk from energy prices to its operating cost base. TfL was reviewing its overall approach to energy purchasing to ensure it remained robust, agile and fit for purpose in the current market. An update would be provided to the Committee in spring 2023.

Surface Technology Contracts Retender

- 4.13 The Committee noted the briefing on the procurement process for the Surface Technology Contracts Retender (STCR) for the supply, install, maintenance and disposal of Automated Traffic Signals (ATS), Variable Message Signs (VMS), Overheight Vehicle Detectors (OVD) and CCTV.
- 4.14 Extensive analysis determined that a change to the geographical split for the delivery of services covering ATS, VMS and OVD could deliver increased value for money. STCR had therefore moved from five geographic areas to three areas. Analysis also demonstrated that, if a bidder were to win two of the geographic areas, it could generate even greater economies of scale. STCR would award a framework agreement which mirrored the three geographic areas and provided resilience to TfL should a main contractor deliver poor performance or suffer financial distress. The framework would also act as a mechanism to compete high value capital works to drive additional value. Under STCR, CCTV services would be delivered under one

contract as per the incumbent contract. The current contracts would all expire on 31 July 2023.

- 4.15 It was anticipated that the procurement process would be concluded during December 2022 and approval of Procurement Authority to enter into the contracts would be required before the next meeting of the Committee in March 2023 and would therefore be sought via Chair's Action.
- 4.16 On the contribution made by the boroughs towards the cost of the provision of the services, Members asked that more information on the recharge mechanism be included in the paper when Procurement Authority was sought.
- 4.17 Members welcomed the opportunity for a site visit to Palestra to demonstrate the innovation and technology behind the traffic signalling systems.
- 4.18 The Chair had agreed that the Procurement Strategy on Major Contracts paper be deferred to the meeting of the Committee in March 2023.

Communications, CCTV, Access Control and Security Systems Maintenance and Upgrade Services Contract – Increase to Procurement Authority

- 4.19 In 2019 TfL awarded a contract for the communications, CCTV, access control and security systems maintenance and upgrade services across the TfL estate. The contract was awarded for an initial period to 31 March 2027, with an option for TfL to extend for up to five years.
- 4.20 No fundamental changes were proposed to the contract or the operational delivery strategy. The contract continued to provide value for money but estimated values for upgrade works were based on budget allowances in the TfL approved Business Plan at that time.
- 4.21 The Committee approved additional Procurement Authority to cover immediate requirements for the services until its next meeting, at which point further work would have been undertaken to confirm estimates for future years.

Enterprise Risk Update – Changes in Customer Demand (ER09)

- 4.22 The Committee noted the current position on changes in customer demand, which was a broad risk at the heart of TfL's business so scored highly. The financial impact it created was exceptionally high, as experienced over the course of the coronavirus pandemic. It also had a fundamental influence over TfL's relationship with customers and stakeholders and the long-term prosperity outlook for London.
- 4.23 Protection against revenue volatility was afforded until March 2024 as part of the Government funding agreement but did not mitigate the risk to TfL's financial sustainability from April 2024 onwards, or the risk to policy aims which were impacted by mode shift, such as carbon reduction.

- 4.24 Although lower than last year, all four risk impact categories were still considered to be outside tolerance. The risk had materialised and remained a top priority to monitor and mitigate against further falls in customer demand. Actions to drive customer demand were key to achieving TfL's strategic aims.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 23 November 2022

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

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Board

Date: 7 December 2022

Item: Report of the Meeting of the Elizabeth Line Committee held on 24 November 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Elizabeth Line Committee at its meeting on 24 November 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 24 November 2022 were published on 16 November 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) Safety Update;
 - (b) Elizabeth Line Operations and Programme Completion Update;
 - (c) Finance and Risk Update;
 - (d) Elizabeth Line Programme Assurance Update; and
 - (e) Crossrail Learning Legacy.
- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 24 January 2023.

4 Issues Discussed

Safety Update

- 4.1 The Committee noted the update on safety on the Crossrail project for Periods 6 and 7 of 2022/23 (covering 21 August to 15 October 2022).

4.2 Safety performance continued to see an overall improvement, partly attributed to the declining risk profile of the remaining works but also due to the continued safety and leadership engagement.

4.3 All close calls were reviewed weekly and discussed in detail by senior managers, with clear actions and lessons learnt.

Elizabeth Line Operations and Programme Completion Update

4.4 The Committee noted the update on performance and status of the Crossrail project.

4.5 Through-running services and Sunday services were introduced on 6 November 2022, delivering many of the railway's key benefits.

4.6 Overall reliability and performance were good, including step-free access and other assets, with continuing improvements on the western section of the railway. Customer feedback would be included in future reports.

4.7 An average of more than 400,000 journeys were made during Periods 6 and 7 across the whole of the line every single day and over 60 million journeys since May 2022.

Finance and Risk Update

4.8 The Committee noted the update on financial performance at Period 7 of 2022/23 and on risk management progress and the supplementary information on Part 2 of the agenda. The Elizabeth line was on target to break-even in the year 2023/24.

Elizabeth Line Programme Assurance Update

4.9 The Committee noted progress with Programme Assurance activity across the Crossrail Three Lines of Defence Integrated Assurance Framework. The project continued to make significant progress since the last report.

Crossrail Learning Legacy

4.10 The Committee noted the report on the Crossrail Learning Legacy Programme, in operation since mid-2015, which was established in response to a recommendation by the House of Commons Public Accounts Committee.

4.11 Members highlighted the importance of ensuring any learning legacy was shared across the transport industry, as well as within TfL, as a live document used in real time. The Committee asked that the final document include lessons learnt from the start of the programme through to benefits realisation beyond 2022.

4.12 The final papers would be circulated to the Committee for information before publication.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 24 November 2022

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

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Board



Date: 7 December 2022

Item: Report of the Meeting of the Audit and Assurance Committee to be held on 30 November 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 30 November 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 30 November 2022 were published on 22 November 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) External Audit Plan TfL, TTL and Subsidiaries – Year Ending 31 March 2023;
 - (b) Annual Audit Letter;
 - (c) EY Report on Non-Audit Fees for the Period 1 April – 30 November 2022;
 - (d) Risk and Assurance Quarter 2 Report 2022/23;
 - (e) Independent Investment Programme Advisory Group Quarterly Report;
 - (f) Elizabeth Line Programme Assurance Quarter 2 Report 2022/23;
 - (g) Annual Tax Compliance Update;
 - (h) Legal Compliance Report (1 April 2022 – 30 September 2022);
 - (i) Finance Control Environment Control 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 15 March 2023.

4 Issues to be Discussed

External Audit Plan TfL, TTL and Subsidiaries – Year Ending 31 March 2023

- 4.1 The Committee is asked to note the draft plan for the audit of the financial statements of Transport for London, Transport Trading Limited (TTL) and its subsidiaries for the financial year ending 31 March 2023.

Annual Audit Letter

- 4.2 The Committee is asked to note the final Annual Audit Letter issued by EY, summarising their conclusions on TfL's Annual Statement of Accounts and value for money issued at the conclusion of the annual audit process.
- 4.3 A verbal update had been provided at the previous meeting of the Committee.

EY Report on Non-Audit Fees for the Period 1 April – 30 November 2022

- 4.4 The Committee is asked to note the update on fees billed by EY for non-audit services for the period from 1 April to 30 November 2022.

Risk and Assurance Quarter 2 Report 2022/23

- 4.5 The Committee is asked to note the update on work completed and in progress by the Risk and Assurance Directorate during Quarter 2 of 2022/23 (26 June to 17 September 2022).

Independent Investment Programme Advisory Group Quarterly Report

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

Elizabeth Line Programme Assurance Quarter 2 Report 2022/23

- 4.7 The Committee is asked to note the overview of programme assurance activity in relation to the Elizabeth line during Quarter 2 of 2022/23.

Annual Tax Compliance Update

- 4.8 The Committee is asked to note the annual update on the key policies and documents that form TfL's Tax Governance Framework and compliance with all relevant tax legislation.

Legal Compliance Report (1 April 2022 – 30 September 2022)

- 4.9 The Committee is asked to note the summary of information provided by each TfL Directorate for the Legal Compliance Report for the period 1 April to 30 September 2022.

Finance Control Environment Trend Indicators

- 4.10 The Committee is asked to note the update on the Financial Control Environment Trend Indicators.

Register for Gifts and Hospitality for Members and Senior Staff

- 4.11 The Committee is asked to note the update covering 1 August to 31 October 2022 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 30 November 2022

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

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Board



Date: 7 December 2022

Item: Report of the Meeting of the Customer Service and Operational Performance Panel to be held on 6 December 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 to be held on 6 December 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 Place Agenda and Summary

- 3.1 The papers for the meeting of the Panel to be held on 6 December 2022 were published on 28 November 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 2, 2022/23;
 - (b) Deep Dive on TfL Customer Care Metric;
 - (c) Assisted Transport Services Update;
 - (d) Operation London Bridge Update;
 - (e) Tube Noise and Mitigations;
 - (f) Customer Safety and Security;
- 3.3 A summary of the items to be considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 9 March 2023.

4 Issues to be Discussed

Customer Services and Operational Performance Report - Quarter 2, 2022/23

- 4.1 The Panel is asked to note the Quarter 2 Customer Services and Operational Performance Report.

Deep Dive on TfL Customer Care Metric

- 4.2 At its meeting on 4 October 2022, the Panel requested more detailed information on the drivers of Care, why there are differences in perceptions of Care, and how it is used alongside other customer insight to guide our work. The Panel is asked to note a presentation that covers these topics.

Assisted Transport Services Update

- 4.3 The Panel is asked to note the paper outlining the work carried out to progress the Assisted Transport Services (ATS) strategy since the last update to the Panel on 13 July 2022. This includes the refreshed ATS Strategy and Roadmap for review.

Operation London Bridge Update

- 4.4 The Panel is asked to note the paper, which provides an update on how TfL managed Operation London Bridge, following the death of Her Majesty Queen Elizabeth II, including a summary of TfL's approach to planning for the event, the response and lessons learnt.

Tube Noise and Mitigations

- 4.5 At its meeting on 4 October 2022, the Panel requested more detailed information on Tube noise and mitigations. The Panel is asked to note a presentation on this matter covering different types of noise complaint and the causes and the challenges TfL face dealing with noise complaints. It also covers mitigations, the complaints handling process, communications and stakeholder engagement around noise issues.

Customer Safety and Security

- 4.6 The Panel is asked to note the paper providing an update on our work to improve the safety of women and girls while travelling in London.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 6 December 2022

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