

Agenda

Meeting: Board

Date: Wednesday 1 February 2023

Time: 10:00am

Place: Teams Virtual Meeting

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 is being held online due to planned industrial action. It will be 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. 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 24 January 2023

**Agenda
Board
Wednesday 1 February 2023**

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 7 December 2022
(Pages 1 - 16)**

General Counsel

The Board is asked to confirm the accuracy of the minutes of the meeting of the Board held on 7 December 2022 and for the Chair to sign them by exercising Chair's Action.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 17 - 26)**

General Counsel

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

5 Commissioner's Report (Pages 27 - 60)

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 7 December 2022 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operations and Further Opening Stages
(Pages 61 - 64)

Interim Commissioner

The Board is asked to note the paper.

7 Finance Report - Quarter 3, 2022/23 (Pages 65 - 80)

Chief Finance Officer

The Board is asked to note the Finance Report.

8 TfL Viewpoint Survey Results 2022 (Pages 81 - 94)

Interim Chief People Officer

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

9 Report of the meeting of the Programmes and Investment Committee held on 14 December 2022 (Pages 95 - 98)

Committee Chair, Ben Story

The Board is asked to note the report.

10 Report of the meeting of the Land and Property Committee held on 16 January 2023 (Pages 99 - 104)

Committee Chair, Professor Greg Clark CBE

The Board is asked to note the report.

11 Report of the meeting of the Elizabeth Line Committee held on 24 January 2023 (Pages 105 - 106)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

12 Any Other Business the Chair Considers Urgent

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

13 Date of Next Meeting

Wednesday 29 March 2023 at 10.00am.

Transport for London

Minutes of the Meeting

**Chamber, City Hall, Kamal Churchie Way, London E16 1ZE
10.00am, Wednesday 7 December 2022**

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Heidi Alexander
Kay Carberry CBE
Professor Greg Clark CBE
Anurag Gupta (via Teams)
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE (via Teams)
Ben Story (via Teams)
Peter Strachan
Councillor Kieron Williams

Government Special Representatives

Becky Wood

Executive Committee

Andy Lord	Interim Commissioner
Glynn Barton	Interim Chief Operating Officer
Fiona Brunskill	Interim Chief People Officer
Howard Carter	General Counsel
Stuart Harvey	Chief Capital Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Rachel McLean	Chief Finance Officer
Alex Williams	Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review

Staff

Patrick Doig	Group Finance Director and statutory Chief Finance Officer
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

91/12/22 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Members Anurag Gupta, Dr Lynn Sloman MBE and Ben Story joined the meeting by Teams and therefore did not count toward the quorum. The meeting was quorate. John Hall, Government Special Representative, was also unable to attend the meeting.

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 Andy Lord to his first meeting as Commissioner.

The Chair had accepted the Commissioner's Report and the Draft TfL Business Plan 2023 as late items on the agenda as information on the development of the Business Plan was not available at the time the agenda was published.

As discussed at the last meeting, Seb Dance was leading on the permanent recruitment process for the role of Commissioner. Members had been briefed on the process and that TfL was tendering for an executive search firm, who would also assist in the recruitment campaign for the role of Chief Operating Officer. The appointment panel for the role of Commissioner had been confirmed as Seb Dance (Chair), Professor Greg Clark CBE, Anne McMeel, Dr Mee Ling Ng OBE and Marie Pye.

The Chair and Members noted the following appointments to the Commissioner's Executive Committee, since the last meeting of the Board: Rachel McLean as TfL's Chief Finance Officer, Alex Williams as Chief Customer and Strategy Officer and Glynn Barton as interim Chief Operating Officer.

The Secretary of State for Transport had confirmed the appointment of John Hall as the Government's Strategic Special Representative and the reappointment of Becky Wood as the Technical Special Representative.

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.

92/12/22 Declarations of Interests

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

The only changes made to declarations by Members since the last meeting were: the publication of Councillor Kieron Williams' interests and an update for Professor Greg Clark CBE to reflect his appointment as Senior Advisor, Global Cities & Urban Innovation, New London Architecture.

93/12/22 Minutes of the Meeting of the Board held on 12 October 2022

Howard Carter notified Members of a correction to Minute 82/10/22 paragraph 16, where the action on circulating key milestones on the rollout of 4G should have referred to the Underground and not buses. The correction had been made to the Minutes before the Chair.

Subject to the correction of Minute 82/10/22 paragraph 16, the minutes of the meeting of the Board held on 12 October 2022 were approved as a correct record and the Chair was authorised to sign them.

94/12/22 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. Since the meeting on 12 October 2022, there had been no use of Chair's Action, nor any other use of specific authority delegated by the Board to Committees, nor any Directions issued to TfL. While there had been no Mayoral Directions to TfL, the Mayor had made decisions in relation to a change to his Transport Strategy in relation to road user charging and to the London-wide Ultra Low Emission Zone, which was covered in the Commissioner's Report.

Seb Dance had exercised the authority delegated by the Board on 12 October 2022 (Minute 81/10/22) to appoint Councillor Kieron Williams to the Programmes and Investment Committee and the Customer Service and Operational Performance Panel. Professor Greg Clark CBE had stood down from the Elizabeth Line Committee to focus on his other Board commitments. It was also noted that Matthew Lodge had replaced Kathryn Cearns OBE as the Government's representative on the Elizabeth Line Committee.

Members noted the progress against the actions from previous meetings, as set out in Appendix 2 to the paper. They also noted that the actions on 4G rollout on the Underground (82/10/22 (5)) and Barking Riverside wayfinding improvements (53/07/22 (1)) had also been completed.

The Board noted the paper and:

- 1 noted the membership of Committees and Panels, as set out in Appendix 1 of the paper (subject to a correction to list Matthew Lodge as the Government's representative on the Elizabeth Line Committee), 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;**
- 2 noted the Government's appointment of John Hall as its Strategic Special Representative and the reappointment of Becky Wood as its Technical Special Representative; and**
- 3 noted the actions list, set out in Appendix 2 of the paper, and the close out of actions 82/10/22 (5) and 53/07/22 (1).**

95/12/22 Commissioner's Report

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a matter of urgency. The reason for urgency was to allow for the latest information on the Business Plan to be included in the paper and this was not available at the time papers were published on 29 November 2022. The paper was published on 30 November 2022.

Andy Lord 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 The Chair expressed his thanks to Andy Lord and his team for the impressive achievements and stability they had provided over the last period. The Commissioner responded that he was honoured and delighted to attend his first TfL Board meeting as Commissioner, taking over from Andy Byford who did an incredible job.
- 2 On 9 November 2022, TfL marked the sixth anniversary of the tragic Sandilands tram overturning. TfL's thoughts remained with the families and friends of those who lost their lives and were affected by the incident. The Commissioner and the Chief Operating Officer visited Sandilands last week to see the changes that had been made. They also joined the family of a colleague, Stewart Grainger, and unveiled a tram in his memory, following his tragically death in a hit and run incident in May 2022.
- 3 The report detailed some notable safety incidents on the network and the Commissioner reassured Members that thorough investigations were underway. Lilli Matson confirmed that the incident on 4 October 2022 of a passenger falling off a bus in Newham was found to be an unusual, one-off event rather than a systemic issue. There was an ongoing follow-up investigation to examine any learnings. Updates on the progress of safety incident investigations were made to the Safety, Sustainability and Human Resources Panel.
- 4 The Commissioner welcomed the new look Executive team, with the recent appointments of Rachel McLean as Chief Finance Officer; Alex Williams as Chief Customer and Strategy Officer; Glynn Barton as interim Chief Operating Officer; Tricia Wright as Chief Officer of Pensions Review; and Fiona Brunskill as interim Chief People Officer.
- 5 The new Business Plan, the first since 2019, set out four clear priorities for TfL: empowering and supporting colleagues, winning back customers, rebuilding finances, and protecting and improving the environment. The Plan was developed at a time of great economic uncertainty and did not underestimate the challenges ahead with the volatility of inflation, interest rates, energy prices, the labour market and the cost of living crisis. It also provided a positive opportunity for the organisation to progress forward and contribute to the growth of the city.
- 6 On 28 October 2022, the Commissioner and the Chief Capital Officer opened Phase 3 of the Bank station upgrade connecting the Northern line and the Central line, which would improve journey times by up to nine minutes for over 50,000

passengers daily. Bank Monument station was expected to be confirmed as the largest underground railway complex in the world.

- 7 On 29 November 2022, the Mayor and the Commissioner met with the new Secretary of State for Transport, Mark Harper MP, to discuss plans for combating environmental challenges, long-term capital investment in transport and unlocking growth. It was an extremely positive and productive meeting, and the Commissioner thanked the Mayor for his role in building relationships with Government. The Commissioner also had a positive and engaging meeting with Richard Holden MP, Minister for Roads and Local Transport, which included a tour of the London Underground and the Network Management Control Centres.
- 8 On 3 December 2022, entries and exits at stations near London's key shopping areas reached pre-coronavirus pandemic levels. More than one million entries and exits were recorded at Tube stations such as Oxford Circus, Knightsbridge and High Street Kensington. At Tottenham Court Road and Bond Street, where the new Elizabeth line now operated, entry and exit levels exceeded pre-pandemic levels, with Tottenham Court Road recording customer levels of more than 160 per cent, compared to a similar weekend in 2019.
- 9 On 6 November 2022, the Mayor and the Commissioner, joined by the Deputy Mayor, the Minister for Transport and the Mayor of Newham, introduced a Sunday service on the Elizabeth line and launched direct journeys across the line, enabling customers travelling from Reading and Heathrow to Abbey Wood and Shenfield to travel directly into central London without the need to change trains. The frequency of services in the central section between Paddington and Whitechapel increased from 12 trains per hour up to 22 trains per hour in peak times, and 16 trains per hour during off-peak times, significantly reducing journey times. Further increases in frequency were planned for May 2023. The Commissioner thanked the Director of the Elizabeth line and the operational team for achieving this significant milestone.
- 10 On 21 November 2022, the Mayor, the Commissioner and the Secretary of State for Transport attended an Elizabeth line stakeholder event at the Royal Academy, which celebrated the launch of through-running services, the recent opening of Bond Street station and the railway's six-month anniversary. Ridership and revenue for the Elizabeth line continued to increase. From the start of service in May 2022, 78 million passenger journeys had been made, with 3.8 million journeys the previous week, and an estimated 646,000 journeys on 1 December 2022. The Elizabeth line was forecast to break even in the 2023/24 financial year, which demonstrated the value of long-term investment in transport.
- 11 The initial findings on Elizabeth line traffic were presented to the meeting of the Elizabeth Line Committee on 24 November 2022. Data was not yet available post-Bond Street station opening or post through-running, but the figures showed some evidence of genuine growth and activity on transport around key areas such as Canary Wharf, Woolwich and Tottenham Court Road. The traffic transfer from other TfL modes was slightly below forecast and work was ongoing to establish whether growth came from elsewhere such as National Rail. A programme of monitoring and evaluation was being carried out and Rachel McLean would bring the latest analysis to the Elizabeth Line Committee, once the data on Bond Street and through-running was available. Members noted that the recent presentation to the Committee was very encouraging and asked that it be circulated to all Board Members for information. **[Action: Rachel McLean]**

- 12 The Commissioner confirmed that TfL actively engaged with the key train operators that interacted with the Elizabeth line. South Eastern were potentially bringing in a timetable change on 10 December 2022 with a limited number of peak-time services not stopping at Abbey Wood. The proposals and their impact for the Elizabeth line would be sent to Board Members. **[Action: Alex Williams]**
- 13 Industrial action continued across the London and national transport networks. TfL continued to mitigate the impacts on its services as much as possible. The Commissioner apologised to everyone affected by the industrial action on TfL services. TfL continued to actively engage with Trade Unions to find a sensible resolution to the disputes. Ambassadors and volunteers were on hand across the network to provide travel advice and information to those who needed to travel on days impacted by industrial action.
- 14 On 23 November 2022, TfL announced that the Mayor had provided additional funding, averaging £25m per year, to enable the central London bus consultation proposals to be re-assessed. This was in addition to the £500m Greater London Authority financing facility which was still required for TfL to maintain a balanced budget. As a result, TfL would not proceed with most of the proposed changes. The consultation report and revised equality impact assessments had been published, with the changes scheduled to occur over the course of 2023. The Commissioner thanked the Mayor for his support and the teams involved in the largest consultation undertaken at TfL.
- 15 On 25 November 2022, the Mayor announced his intention to proceed with the expansion of the London-wide Ultra Low Emission Zone (ULEZ), starting on 29 August 2023. The expansion was forecast to greatly reduce emissions in outer London with significant health benefits. To support people on lower incomes, disabled Londoners, businesses, sole traders and charities to prepare for the London-wide ULEZ, the Mayor also announced a new £110m scrappage scheme for vehicles that were not ULEZ compliant. TfL's focus was to ensure a successful implementation of the scheme.
- 16 Alex Williams confirmed that, following helpful input from Inclusion London in shaping the proposals for the ULEZ expansion, there were some important changes for supporting disabled people in relation to concessions, grace period extension and definition of the scrappage scheme. The main change was the extension to the standard rate of disability allowance, which was more generous than the Blue Badge scheme. A note on the specific changes would be circulated to Board Members. **[Action: Alex Williams]**
- 17 TfL continued to support the Royal British Legion's annual Poppy Appeal, which raised money to provide life-long support to the armed forces community. Memorable, large-scale vinyl stickers with poppy designs featured on all London Underground, Overground, Docklands Light Railway and tram vehicles, plus Elizabeth line trains for the first time. Flags with poppy designs were also flying at TfL's piers and giant poppy designs featured on selected London buses.
- 18 On 11 November 2022, the Commissioner laid a wreath at City Hall's Remembrance Day Service on behalf of TfL. The Prime Minister visited Westminster station and collected donations from members of the public to the Poppy Appeal. On 11 and 13 November 2022, all London stations honoured the

minute silence at 11.00am to honour the sacrifices of the armed forces community past and present.

- 19 On Remembrance Sunday, 13 November 2022, members of the London Transport Old Comrades Association participated in the National Service of Remembrance and the Royal British Legion's annual march past the Cenotaph. The Commissioner thanked everyone who supported this year's appeal on the network and helped raised more than £1m for the Royal British Legion.
- 20 On 16 November 2022, TfL hosted its first-ever award ceremony for the You Matter Awards at City Hall. The ceremony recognised and highlighted the contributions and achievements of colleagues over the past year. Nominations were invited to recognise those who had steered TfL closer to achieving its Vision by following one of its roadmaps: colleague, customer, finance, green or our foundation, as well as a special recognition award to those involved in the successful delivery of Operation London Bridge. More than 300 nominations were received, making this year's competition particularly strong and the award's even more special. The Commissioner congratulated Paul Van Gelder in particular, who was the winner of the People's Choice Award.
- 21 The Commissioner thanked his Executive team and all TfL colleagues for their incredible hard work this year, and in particular the support they had given him in his new role. He also thanked Sarah Gasson, his Chief of Staff and her team, for managing the smooth transition.
- 22 Despite several obvious challenges facing TfL, the Commissioner was hopeful and excited about the year ahead and looked forward to working with the Mayor, the Board, central Government and everyone throughout the organisation to make 2023 a successful year.
- 23 Alex Williams confirmed that the recent step-free access consultation had been published and he would circulate a copy to Members. The funding would be used to restart the programme and complete the schemes already started. The programme going forward would take account of the results of the consultation, which indicated that people valued step-free access where there was a significant interchange. The prioritised programme would be brought back to the Customer Service and Operational Performance Panel meeting in March 2023. **[Action: Alex Williams]**
- 24 TfL was actively engaged with the HS2 project, particularly around Euston and with Network Rail on redevelopment at Old Oak Common. Alex Williams confirmed that legislation required that the spoil from the Euston site be transported by rail to prevent the heavy use of lorries on the dense urban road network. Two options had been identified of either using a platform in Euston or a conveyor belt through Somers Town and next steps would be considered in more detail at the Euston Partnership in February 2023.
- 25 Glynn Barton confirmed that a significant amount of work on expansion on the A40 was completed earlier in the year. There had been some recent utilities work on the A406 and the team was managing the impact, plus some temporary restrictions on the A40. He would provide a separate update to Board Members.
[Action: Glynn Barton]

The Board noted the report.

96/12/22 Elizabeth Line Operations and Further Opening Stages

Andy Lord introduced the item, which provided a 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.

Since the last meeting of the Board, the two key milestones were achieved that had significant benefits for users: the opening of Bond Street station on 24 October 2022 and the introduction of through-running and a seven day a week service, with extended operating hours, on the Elizabeth line on Sunday 6 November 2022.

Despite some initial teething issues during the first week of through-running services, the performance of the railway remained strong. London Overground and the Elizabeth line were ranked second and third, respectively, in the UK on the Public Performance Measure, which was an amazing achievement given the central section of the Elizabeth line ran a metro-style service. The next software update would address the technical issues that impacted performance. Network Rail had also been very responsive to addressing issues.

The focus for the railway now was around Christmas 2022, where there would be a short closure for the software update and then around Easter 2023, in preparation for the final integration of the line to form an end-to-end service in May 2023.

Heidi Alexander, as Chair of the Elizabeth Line Committee, congratulated everyone involved in meeting the latest milestones and for information provided to the Committee on the interactions with train operating companies in the east and west to ensure that end-to-end services resulted in a net increase in capacity for the public. The Crossrail project would move to its Close Out Organisation from 16 January 2023 at which point Jim Crawford would step down as Chief Programme Officer for Crossrail and the Crossrail Close Out Organisation would be a full part of the TfL Elizabeth line team. Members thanked Jim Crawford and his team for their significant contribution to the project.

Ridership and performance meant income from the line was higher than budget. A strong grip on finances remained as the project moved to its final stages, with the cost-to-go continuing to reduce, though still above target.

The Elizabeth Line Committee was due to be updated on the learning legacy work, which would include a review of commercial models and of the benefits realised against the business case and third-party contributions.

The Board noted the paper.

97/12/22 Draft TfL Business Plan 2023

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a matter of urgency. The reason for urgency was to allow for the latest information on the Business Plan to be included in the paper and this was not available at the time papers were published on 29 November 2022. The paper was published on 30 November 2022 with the slide presentation (Appendix 1) published on 5 December 2022.

Andy Lord, Alex Williams and Rachel McLean introduced the item on the Draft TfL Business Plan 2023, which set out TfL's plans for the four years from 2022/23 to 2025/26. It was TfL's first detailed medium-term plan published since 2019 and underpinned TfL's draft Budget submission to the Greater London Authority (GLA). The Plan was built on the funding arrangements in place with the Government and the GLA and provided a clear path to financial sustainability while ensuring that TfL supported London's recovery from the coronavirus pandemic.

The Plan included an updated forecast for 2022/23 and a forward look from 2023/24 to 2025/26. Given the material difference between the funding assumptions in the original Budget for 2022/23 and the final Government funding settlement agreed on 30 August 2022, the forecast replaced the Budget and would serve as a new reporting baseline for the remainder of the 2022/23 financial year. As a result of updating that baseline, a small number of updates to the TfL Scorecard were required.

In addition to the Plan, the GLA Budget submission included a Capital Strategy, setting out an aspirational vision of TfL's future investment for 20 years, and the London Climate Budget, setting out TfL's operational carbon emissions to 2030. Both submissions were appended to the paper and the full document outlining TfL's draft submission to the GLA had been published on TfL's website.

Seb Dance and Andy Lord thanked Members and the Executive team, in particular Alex Williams, Rachel McLean and Patrick Doig who led the process, for their co-operation and pro-active support in developing the Plan. It had not been an easy process to prioritise the various needs and concerns in the post-pandemic and constrained financial context that TfL now operated. Engagement sessions had been held to gain Members' extensive knowledge and views on the key priorities and how to progress them. The Plan was an exciting opportunity to demonstrate a positive step forward for TfL now it had a longer-term funding settlement.

Significant financial challenges remained. The Plan assumed inflationary costs above the budgetary assumption would be met by Government going forward, as per the terms of the funding settlement. The intention was to secure longer-term capital funding, not just for the assets that Government recognised that TfL could not fund from its operating account. The programme included acceleration of the electrification of the entire bus fleet, potentially in partnership with other cities to ensure enough orders for bus manufacturers. TfL was in dialogue with Department for Transport (DfT) representatives and positive discussions with the Mayor and the Secretary of State for Transport had taken place.

There was a focus on critical road infrastructure, which required funding for some interventions to move forward. The programme also included completion of some significant programmes such as the Elizabeth line, and key projects including the Piccadilly line upgrade, Four Lines Modernisation, Docklands Light Railway (DLR) re-fleet and the Silvertown Tunnel, which would all deliver significant benefits for London. The Mayor's Transport Strategy (MTS), TfL's Visions and Values and associated roadmaps were used to frame the prioritisation process. The overarching MTS target was to increase the sustainable transport mode share to 80 per cent. Recovery in public transport ridership and continued investment in active travel were needed to achieve this key metric, and included delivery of the next stage of the Direct Vision Standard, and rollout of the London-wide Ultra Low Emission Zone and vehicle scrappage scheme.

There was a welcome new requirement for carbon budgeting with a focus on operational carbon, including bus fleet electrification, progression of Power Purchase Agreements and a new commitment to a zero-emission vehicle support fleet. Key deliverables for a good public transport experience included improving bus speeds and continuation of the step-free access programme. Supporting new homes and jobs continued in partnership with Homes England, developers and boroughs, including the Housing Infrastructure Funding work, the potential for the DLR extension to Thamesmead and the work of TTL Properties Limited to ramp up the delivery of more affordable homes and residential units. Work continued on the office and operational portfolio, and investment in improving the quality of staff welfare facilities.

The Plan confirmed TfL's strategy to rebuild finances, improve efficiency and secure its financial future. Areas of focus to secure progress included further growth in passenger income and continued reduction of like for like costs, which combined would achieve a small but growing operating surplus from 2023/24. Any surplus that TfL generated would be re-invested in improvements for customers. While TfL expected to cover its renewals expenditure from operating surplus, it would continue to rely on Government investment for major enhancements.

In the medium term, demand on services was forecast to reach 91 per cent of pre-pandemic levels on buses and 86 per cent on rail and Tube, excluding the Elizabeth line, by the end of the Plan. TfL was challenging itself to achieve a further upside of £140m per annum by 2025/26, both in passenger income and stepping up action to minimise fare evasion.

In its 2019 Business Plan, TfL set a savings challenge of £730m over five years and had delivered annualised recurring savings of almost £400m by the end of the last financial year. Following the funding settlement with Government, the £300m still to deliver target had been stretched to £600m by 2025/26. These savings would be delivered through a range of initiatives, including energy efficiency projects, greater certainty with the supply chain where longer contracts and higher volumes helped achieve better prices, and improved efficiency and lower requirements to hold contingency budgets.

Successive economic forecasts in the last year had worsened the outlook for inflation, resulting in a net pressure on cost forecasts for 2023/24 of £400m. Although the funding settlement contained an inflation mechanism to adjust the level of TfL's funding, it was subject to review and approval by the DfT and was capped in the current financial year. TfL was working collaboratively with the DfT to set out the necessary evidence ahead of the review in January 2023.

The Plan anticipated a £3bn turnaround in TfL's operating results and a move into operating surplus during 2023/24, albeit with only a small surplus. This would begin to build and enable TfL to start to fund capital investment and re-start net borrowing, although any borrowing would be tested against strict affordability limits and would continue TfL's policy of only entering into prudent levels of debt.

On the capital enhancement programme, investment was forecast to rise after the current year to over £1bn per annum, to deliver improvements to road and rail. TfL had made a planning assumption that Government would agree support for a portion of those major programmes, above the amounts that TfL could finance from borrowing and forecast operating surplus, consistent with the intention in the funding settlement. This funding was not yet agreed and was subject to further discussions with Government on long-term capital funding.

On the long-term Capital Strategy for the next 20 years, the early years were the same as the Business Plan, but costs in the later years would rise to meet an aspirational level of investment consistent with the MTS, as well as due to the impact of inflation.

To support financial resilience, TfL had to maintain average cash reserves of £1.2bn, which equated to around 60 days of operating expenses to make payments and protect against shocks. The Plan supported cash reserves growing at the same rate as operating costs over time. Aside from cash reserves and a prudent approach to net borrowing, TfL's risk profile was in part mitigated by the GLA financing facility, which continued to be necessary to protect the balanced Budget position. TfL would aspire wherever possible to do more than was set out in the Plan to improve its financial position, particularly for growing revenue.

Members suggested that the Plan needed key messages on how TfL worked with suppliers to deliver the London Climate Budget. More emphasis was needed on TfL's strength of conviction to push suppliers harder to deliver the net zero agenda and to tie in the sustainable development framework. Lilli Matson confirmed that some baseline work showed that supply chain emissions were twice the levels of TfL's own operational carbon emissions. Informal liaison was carried out, including with suppliers in capital delivery who brought examples of good practice. Any contract above £5m had to demonstrate carbon reduction plans but more needed to be done, so initial discussions were underway on how to move towards more science-based targets initiatives to drive further change. It would be driven more effectively through the London Climate Budget process. The 2022/23 process looked only at operational emissions, which had been a good learning and upskilling exercise, and would be reporting on scope three emissions by year three. Lilli Matson would ensure that the key messages were reflected in the Business Plan. **[Action: Lilli Matson]**

The extensive and meaningful involvement of Members and external stakeholders at a formative stage had resulted in a better Business Plan. Members suggested that the positive engagement process be captured as a lesson learnt and replicated for the development of future plans. Members also asked that more emphasis be placed on the narrative around product quality and performance in the Plan, such as with the success of the Elizabeth line, to provide customer confidence in the ambition of TfL's forward plan. **[Action: Alex Williams/Andy Lord]**

Andy Lord confirmed that TfL's focus was on how it would function independently from an operational and capital perspective from April 2024. The Board would be kept updated.

Alex Williams confirmed that the qualified inclusion metrics used to assess the Plan were shared with Members at the last Business Plan briefing. They were extracted from the Action on Inclusion document and he would re-send the summary to Board Member Marie Pye. **[Action: Alex Williams]**

Andy Lord confirmed that TfL needed to pivot to growing customer numbers on the network post-pandemic and Alex Williams was leading work on the customer strategy. This would be included on the agenda of the informal Board and Executive team briefing session being organised for early 2023. **[Action: Alex Williams/Secretariat]**

The Board noted the paper and:

- 1 approved the TfL 2023 Business Plan;
- 2 authorised the Chief Finance Officer to make any minor presentational amendments to the TfL 2023 Business Plan, before it is published as the final version on the TfL website;
- 3 approved the 2022/23 forecast included in the TfL Business Plan as the Revised Budget for 2022/23 and being the reporting baseline for the remainder of this year;
- 4 approved the changes to the TfL Scorecard as a result of changing the reporting baseline from the original Budget to this submission; and
- 5 noted the Capital Strategy and London Climate Budget submissions that form part of the GLA Budget submission.

98/12/22 Finance Report

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 7 of 2022/23 (year-to-date ending 15 October 2022).

TfL remained on track to achieve financial sustainability and performance was tracking close to Budget but slightly out-performing on operating costs. The out-performance was necessary given the additional savings requirements, as part of the funding settlement which was agreed after the Budget. TfL's performance in the year-to-date provided confidence that it would deliver the savings required in the course of this financial year.

The forward look provided details of the financial risks and uncertainties that TfL faced, as reflected in the previous Business Plan discussion. This was compounded by the lack of certainty on the future inflation mechanism that was to be reviewed and approved by the Department for Transport.

On behalf of the Board, the Chair expressed his thanks to Patrick Doig for his outstanding work in managing the financial risks and challenges TfL faced over the past 12 months, and for his work dealing with the Government on the funding settlements.

Andy Lord confirmed that a further breakdown on the increase in non-permanent labour (NPL), where it was concentrated within the organisation, the costs and actions being taken to reduce NPL in line with Budget was recently raised as an action at the Remuneration Committee and would be shared with the Board.

[Action: Fiona Brunskill]

The Board noted the report.

99/12/22 Our TfL Programme

Andy Byford and Fiona Brunskill introduced the item. The Our TfL Programme was established to review and improve all elements of TfL's new operating model to support the delivery of its Vision and Values and to reduce costs to contribute towards financial sustainability. Delivery of TfL's Business Plan required TfL to be a great place to work, with consistent high-value processes and collaborative working to deliver on savings and

non-financial benefits. This required TfL to invest in its people and review all end-to-end processes.

The changes to the Chief Officer and director structures improved accountability. Staff and trade unions would continue to be engaged in the programme as it moved from the feasibility phase, which had looked at opportunities, into the Design and Delivery phase.

A more detailed briefing would be provided to Members in early 2023 and regular updates on progress would be provided to the Board and Committees and Panels.

The Board noted the report.

100/12/22 Annual Travel in London Report

Alex Williams introduced the item, which presented the Overview of Travel in London 15 ahead of the full report being published on TfL's website.

Travel in London reports provided an interpreted summary and evidence base of key trends and developments affecting travel in London, in the context of the aims of the Mayor's Transport Strategy. It also provided an evidence and analysis base for the general use of stakeholders and policymakers.

Transport demand and sustainable transport had been significantly impacted by the coronavirus pandemic, although both were recovering. While the expected growth of London's population was not as high as expected, it continued to grow and so discussions were ongoing with Government on future infrastructure projects including Crossrail 2 and the Bakerloo line extension, drawing on the lessons learnt from the Crossrail project and the use and wider-benefits, such as new homes, already evident from the launch of the Elizabeth line, Barking Riverside extension and Northern line extension.

The summary also provided an update on the impact on travel 10 years on from the 2012 Games, including the changes to travel patterns and unlocking of land for homes.

The Board noted the Travel in London 15 Overview Report.

101/12/22 Report of the meeting of the Land and Property Committee held on 18 October 2022

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. This was the second meeting of the Committee, with Members also engaging in briefings and site visits.

The Committee engaged on the development of the investment, business and corporate plans for 2023/24. These would not only provide housing and revenue streams but supported lots of small businesses and TfL's operations.

The Board noted the report.

102/12/22 Report of the meeting of the Programmes and Investment Committee held on 19 October 2022

The Chair of the Committee, Ben Story, introduced the item. The Committee welcomed that there had been no safety incidents reported for any of the capital projects and the progress on addressing recommendations from 12 project assurance reviews, with no critical recommendations overdue. The Independent Investment Programme Advisory Group had highlighted a systemic risk on engineering resources that TfL was seeking to address.

The Committee reviewed progress on upgrades to the Piccadilly line and Elephant & Castle station capacity. It also approved authority for the Docklands Light Railway rolling stock replacement. Following a site visit, the Committee was also briefed on the Old Street Roundabout works and was encouraged by the progress now being made.

The Board noted the report.

103/12/22 Report of the meeting of the Remuneration Committee held on 9 November 2022

The Chair of the Committee, Kay Carberry CBE, introduced the item. The Committee had discussed resourcing at TfL, including strategic workforce planning and talent management, which was reflected in the discussion on the Our TfL Programme discussion earlier at this meeting (Minute 99/12/22). The Committee also discussed the developing reward strategy to ensure that TfL was competitive.

The Board noted the report.

104/12/22 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 16 November 2022

The Chair of the Panel, Dr Lynn Sloman MBE, introduced the item.

The Panel discussed the Sustainability Report and Corporate Environmental Plan and how the environmental agenda was being mainstreamed into operational and capital delivery. The Panel also discussed leadership development and how TfL's leaders could be more representative of London.

The Board noted the report.

105/12/22 Report of the meeting of the Finance Committee held on 23 November 2022

The Chair of the Committee, Anne McMeel, introduced the item. Some issues had been addressed earlier in this meeting. The Committee had discussed TfL's savings programme and the enterprise risk on customer demand and had requested a further briefing on both ahead of its next meeting in March 2023.

The Committee also welcomed the use of a paving paper on the Surface Technology Contracts retender, provided to inform an anticipated use of Chair's Action for approval before the next meeting.

Members were also updated on the pausing of the Power Purchase Agreements process, due to review of the impact of proposed legislation from Government. Members would also be invited to view the traffic control centre, to better understand how traffic signalling on roads was managed.

The Board noted the report.

106/12/22 Report of the meeting of the Elizabeth Line Committee held on 24 November 2022

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

The Board noted the report.

107/12/22 Report of the meeting of the Audit and Assurance Committee held on 30 November 2022

The Chair of the Committee, Mark Phillips, introduced the item. The Committee had met after the papers for the meeting of the Board had been published.

The Chair highlighted the Committee's review of the external auditor's Audit Plan and the reprioritising of internal audit work to address staff issues. The Committee had a renewed focus on the closing out of outstanding actions from internal audit reports.

The Committee also noted the recent recruitment to the Independent Investment Programme Advisory Group and its TTL Properties Limited sub-group.

The Board noted the report.

108/12/22 Report of the meeting of the Customer Service and Operational Performance Panel held on 6 December 2022

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel had met on the day before the meeting of the Board.

The Chair highlighted the Panel's consideration of a deep dive on TfL's customer care metrics, where it encouraged greater ambition in maintaining and improving the scores.

The Panel also commended TfL's achievements in the management and delivery of its role in Operation London Bridge, the state arrangements following the death of Her Majesty Queen Elizabeth II.

The Panel also considered an update on Assisted Transport Services and commended its work in stepping in to support vulnerable people when Hackney Community Transport services collapsed, with all of its drivers subsequently transferred to Dial-a-Ride.

The Board noted the report.

109/12/22 Any Other Business the Chair Considers Urgent

There was no other urgent business.

110/12/22 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 1 February 2023 at 10.00am.

The meeting closed at 1.00pm.

Chair: _____

Date: _____

Board



Date: 1 February 2023

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 7 December 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.
- 1.3 There has been one Mayoral Direction issued to TfL since the last meeting, relating to permanent changes to free travel arrangements for older Londoners from 18 January 2023 (MD3014).
- 1.4 This paper also seeks a delegation to authorise the Chair of TfL (in consultation with the Appointment Panel) to approve the appointment of a permanent Commissioner of Transport (Commissioner) at the end of the current recruitment process.
- 1.5 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

- 2.1 **The Board is asked to note the paper and:**
 - (a) **delegate authority to the Chair of TfL, in consultation with the Appointment Panel Chaired by the Deputy Chair, Seb Dance, to approve the future appointment of the Commissioner of Transport; and**
 - (b) **note the actions list, set out in Appendix 1 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 Delegation of Authority Request: Appointment of a Permanent Commissioner of Transport

- 5.1 Under Standing Order 100(c)(i), the appointment or removal of the Commissioner is a matter reserved to the Board.
- 5.2 Following the resignation of Andy Byford to return to America, the Deputy Commissioner, Andy Lord, is filling the role on an interim basis until a permanent appointment is made.
- 5.3 Given the profile and status of the role, TfL is engaging an executive search firm to lead an open and international recruitment campaign. Members were briefed on the process on 12 October 2022. A further update will be provided to Members on 1 February 2023 and updates will continue to be provided as the process continues.
- 5.4 The Deputy Chair of TfL, Seb Dance, is leading the recruitment process and will Chair the Appointment Panel, which will also comprise Members Professor Greg Clark CBE, Anne McMeel, Dr Mee Ling Ng OBE and Marie Pye. At the appropriate time, the Appointment Panel will review the list of candidates and approve a shortlist of those that it will interview for the role. The Remuneration Committee will agree the remuneration parameters for the role.
- 5.5 To ensure a timely appointment, it is requested that authority be delegated to the Chair of TfL to approve the permanent appointment of the successful candidate, in consultation with the Appointment Panel.

6 Mayoral Directions to TfL

- 6.1 The Greater London Authority (GLA) Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 6.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.

- 6.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 6.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 6.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 6.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 6.7 There has been one Mayoral Direction issued to TfL since the last meeting, which will also be reported to the next meeting of the Finance Committee:

(a) **Permanent changes to free travel arrangements for older Londoners (MD3014)**

The Mayor approved revisions to the Older Persons' Freedom Pass and the 60+ London Oyster photocard validity to permanently remove free travel between the hours of 4:30am and 9:00am on weekdays (excluding bank holidays) and directed TfL to implement the changes on and from 18 January 2023.

The time restriction had been in place temporarily since 15 June 2020, (under MD2642). The change was introduced to meet conditions attached to Government funding settlements that were required to support TfL due to the impact of the coronavirus pandemic on TfL's finances.

The change does not affect holders of the Disabled Persons' Freedom Pass on either TfL or National Rail services, where current acceptance would continue unchanged.

7 Actions List

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

List of appendices to this report:

Appendix 1: 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

Board Actions List (to be reported to the meeting on 1 February 2023)

Actions from the meeting held on 7 December 2022

Minute No.	Item/Description	Action By	Target Date	Status/Note
95/12/22 (1)	Commissioner's Report: Elizabeth line traffic Members noted that the recent presentation to the Elizabeth Line Committee was very encouraging and asked that it be circulated to all Board Members for information.	Rachel McLean	January 2023	Completed: Included in Chapter 9 of the published Travel in London report at https://content.tfl.gov.uk/travel-in-london-report-15.pdf .
95/12/22 (2)	Commissioner's Report: Elizabeth line – South Eastern trains timetable proposals South Eastern were potentially bringing in a timetable change on 10 December 2022 with a limited number of peak-time services not stopping at Abbey Wood. The proposals and their impact for the Elizabeth line would be sent to Board Members.	Alex Williams	June 2023	The timetable changes were implemented on 10 December 2022. Monitoring will be carried out on all the various impacts.
95/12/22 (3)	Commissioner's Report: Ultra Low Emission Zone (ULEZ) expansion – supporting disabled people Alex Williams confirmed that, following helpful input from Inclusion London in shaping the proposals for the ULEZ expansion, there were some important changes for supporting disabled people in relation to concessions, grace period extension and definition of the scrappage scheme. The main change was the extension to the standard rate of disability allowance, which was more generous than the Blue Badge scheme. He would circulate a note on the specific changes to Board Members.	Alex Williams	January 2023	Completed: Section 6.1 of the Report to the Mayor on ULEZ expansion and future Road User Charging Proposal available from the 'Have Your Say' TfL website, sets out all the changes proposed as a result of impacts identified through engagement/consultation.
95/12/22 (4)	Commissioner's Report: Step-free access programme The prioritised programme would be brought back to the Customer Service and Operational Performance (CSOP) Panel meeting in March 2023.	Alex Williams	March 2023	On CSOP Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
95/12/22 (5)	Commissioner's Report: Expansion of A40 Glynn Barton confirmed that a significant amount of work on expansion on the A40 was completed earlier in the year. There had been some recent utilities work on the A406 and the team was managing the impact, plus some temporary restrictions on the A40. He would provide a separate update to Board Members.	Glynn Barton	February 2023	In progress.
97/12/22 (1)	Draft TfL Business Plan 2023: Key messages on working with suppliers to deliver the London Climate Budget Lilli Matson would ensure that the key messages were reflected in the Business Plan.	Lilli Matson	December 2022	Completed: Additional text was added to the published Business Plan.
97/12/22 (2)	Draft TfL Business Plan 2023: Narrative Members asked that more emphasis be placed on the narrative around product quality and performance in the Plan, such as with the success of the Elizabeth line, to provide customer confidence in the ambition of TfL's forward plan.	Alex Williams / Andy Lord	December 2022	Completed: Additional text was added to the published Business Plan.
97/12/22 (3)	Draft TfL Business Plan 2023: Inclusion metrics Alex Williams confirmed that the qualified inclusion metrics used to assess the Plan were shared with Members at the last Business Plan briefing. They were extracted from the Action on Inclusion document and he would re-send the summary to Board Member Marie Pye.	Alex Williams	March 2023	A briefing is being set up with Marie to discuss the draft version of the Action on Inclusion document and this includes the metrics.
97/12/22 (4)	Draft TfL Business Plan 2023: Passenger growth Andy Lord confirmed that TfL needed to pivot to growing customer numbers on the network post-pandemic and Alex Williams was leading work on the customer strategy. This would be included on the agenda of the informal Board and Executive team briefing session being organised for early 2023.	Alex Williams	March 2023	Briefing scheduled for 1 February 2023 rearranged due to National Rail industrial action.

Minute No.	Item/Description	Action By	Target Date	Status/Note
98/12/22	Finance Report: Non-permanent labour (NPL) Andy Lord confirmed that a further breakdown on the increase in NPL, where it was concentrated within the organisation, the costs and actions being taken to reduce NPL in line with Budget was recently raised as an action at the Remuneration Committee and would be shared with the Board.	Fiona Brunskill	January 2023	Completed: Included in the published Resources at TfL report at remcom-20221109-item05-resourcing-at-tfl.pdf .

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 2023	Members will be consulted on availability.
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	March 2023	Briefing scheduled for 1 February 2023 rearranged due to National Rail industrial action.
67/11/21 (2)	Commissioner's Report – Safety at junctions An update including timeframes would be brought to a future meeting of the Safety, Sustainability and Human Resources (SSHR) Panel.	Alex Williams	February 2023	An update will be provided at the next meeting of the SSHR Panel.
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	February 2023	An update will be provided at the next meeting of the SSHR Panel.

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 CSOP Panel for feedback and then to the Board.	Andy Lord / Alex Williams	February 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	Will be addressed in HR Quarterly Report to the SSHR Panel.
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.
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.
82/10/22 (1)	Commissioner's Report: Climate Adaptation Plan TfL's climate adaptation plan would be brought to the SSHR Panel and the learnings shared more widely with the Board.	Lilli Matson	June 2023	On SSHR Panel forward plan.
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	February 2023	An update will be provided at the next meeting of the SSHR Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
82/10/22 (7)	<p>Commissioner's Report: Cyber Security</p> <p>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.</p>	Shashi Verma	February 2023	In progress.

Safety Incident Investigation reporting: As the SSHR Panel receives updates on the outcomes of major safety and accident investigations, four long-standing actions to report on the following incidents have been removed from the list above to simplify it. The Chief Safety, Health and Environment Officer will report on the outcome of each investigation when it is completed, and updates have been provided at previous meetings of the Panel:

- London Overground Incident at Enfield Station, 12 October 2021, 67/11/21 (4);
- Passenger incident at Tottenham Court Road station, 3 December 2021, 82/12/21 (3);
- Car and tram collision at Oaks Road Croydon, 3 December 2021, 05/02/22 (1); and
- Bus collisions, August 2022, 82/10/22 (3).

[page left intentionally blank]

Board



Date: 1 February 2023

Item: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides a review of major issues and developments since the meeting of the Board on 7 December 2022.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – February 2023

List of Background Papers:

None

Andy Lord
Interim Commissioner
Transport for London

[page left intentionally blank]



Commissioner's report

February 2023

Contents

Introduction	3
Safety and environment	4
Operations and customers	16
Our people	27
Finance	28

Introduction

The new year brings a tremendous amount of activities for us to look forward to

I am hugely grateful to all those who have worked so hard to keep London moving over the festive period. While we all look forward to the holiday season, it can often be a difficult time to run and operate public transport. I'm proud of the huge effort that all our frontline colleagues make to ensure that our services run as smoothly and efficiently as possible to take people to where they want to be to celebrate and spend time with their families.

I look back on 2022 with a great sense of pride. It was a year full of challenges – a cost-of-living crisis and industrial action, which both continue into this year, the passing of Queen Elizabeth II and our rapid response in Operation London Bridge – but every challenge we faced we met head on. And we achieved great things. We secured a long-term funding deal; we opened the Elizabeth line, then completed Bond Street station and launched the first through-running services; we saw a steady return of customers to our network as the country recovered from the impacts of the coronavirus pandemic; and we opened the Barking Riverside Extension on London Overground, to name a few.

Now into 2023, we've picked up where we left off. Since my last report, we completed the roll out of the new signalling on the Hammersmith & City line, a huge undertaking and key step in our Four Lines Modernisation programme, further improving the line's reliability for customers. This means that some 55 per cent of the Tube network now has an automated signalling system.

We have extended high-speed mobile coverage to three more Underground stations, with the whole network due to be fully connected by the end of 2024. And we've had the green light on 98 new affordable homes by Barkingside Tube station, which will be 100 per cent affordable and a great example of how we continue to make use of our land to better serve the capital.

We also started 2023 with a special birthday. London Underground turned 160 years old on 10 January, and I was delighted to be joined by the Mayor of London to unveil our new commemorative roundel at Baker Street to celebrate the anniversary, and then to get out on to the network and meet several colleagues who have made a massive contribution to the world's oldest metro system. A milestone like this is a great opportunity to take a moment to reflect on the incredible contribution that the Underground has made to the growth of London as a city, and the daily lives of Londoners for so many generations.

And our planned year of celebration to mark this anniversary will not just look back, but also look towards the incredibly exciting future that the London Underground has. Whether it's the Piccadilly line upgrade, or the Four Lines Modernisation programme, it's absolutely vital that we continue to fund and improve on our past successes, to make sure that the Tube continues to serve London for another 160 years.



As detailed in this report, we have a tremendous amount to look forward to this year – none of which would be possible without the hard work and dedication of all my colleagues at TfL and the support of the Mayor and all those at City Hall.

Lastly, in light of the awful news that came out of the Metropolitan Police Service (MPS) this month - with one of its officers pleading guilty to 49 offences across two decades - I want to reaffirm our commitment and unrelenting focus

on making sure our network, workplaces and city as a whole are safe for women and girls. This includes the launch of our Bystander campaign which took place this month, and which I cover in greater detail later in this report.

Since becoming Commissioner in October, I have tried to get out on to the network and around London to meet as many colleagues and stakeholders as possible. I look forward to continuing to do so over the coming months.

Safety and environment

The safety of our transport network, customers and people remains a priority

Upcoming inquests

On 18 February 2019, an adult and their three-year-old child were tragically struck by a TfL Rail train at Taplow rail station. The inquests took place between 14 and 30 November last year and we were one of the Interested Persons. At the inquest, witnesses gave evidence on our behalf about the management of the station and refurbishment works at the time of the incident. The Assistant Coroner gave a conclusion of suicide for the death of the adult and a detailed narrative conclusion for their child, detailing some events preceding their death. No prevention of future deaths report was issued to TfL. On 18 September 2019 Christian Tuvi, a self-employed contractor working for Cleshar Contract Services, was fatally injured while cleaning a moving walkway at Waterloo Underground station. London Underground is an Interested Person in the inquest. A pre-inquest review hearing took place on 2 December last year at Southwark Coroner's Court, and a further hearing will take place on 4 April. The inquest will take place before a jury between 5 and 16 June.

Notice of Contravention: Victoria Bus Station

On 10 August 2021, a person tragically died as a result of a collision between two electric buses at Victoria Bus Station. The Health & Safety Executive (HSE) carried out an investigation following the incident and identified contraventions of Health & Safety law which resulted in the issuing of a Notice of Contravention (NOC) on 23 December 2022. The investigation focused on the site layout and risk management at Victoria Bus Station.

We and the bus operator also carried out separate investigations. We have already reviewed and made changes to the risk assessment for the bus station. We are working to address the remaining issues raised in the NOC and will respond to the HSE with the requested action plan by 1 March 2023.

Fatalities and injuries on our network

Sadly, since my last report, a customer has died as a result of an incident on the London Underground. The customer, who was in a wheelchair, was being taken down an escalator at Tooting Broadway station by her son, despite advice by staff to avoid doing so. Unfortunately, she subsequently fell, sustaining head and leg injuries in the process. We were informed in early January that she had died as a result of the injuries sustained, and our thoughts are with her family at this difficult time. Our thoughts are also with the family and friends of the seven people who have died on London's road network during this time.

Sixteen of our customers were seriously injured, ten people on buses and six on London Underground. The most serious incidents occurred on our escalators and stairs, and included an upsetting incident where a young child was seriously injured when their shoe became trapped in an escalator. Across our workforce, serious injuries remain low in number, with nine reported across all transport modes since my last report. Icy conditions were a factor in at least three of these incidents.

Our safety performance has remained broadly on track with our scorecard trajectory for improvements across the year, though further work is needed to achieve our Vision Zero ambition.

Our road network

Vision Zero

On 6 December, we hosted an event with Urban Design London to explore measures that boroughs can adopt to mitigate work related road risk, including a freight safety initiative aligned with the Mayor's Vision Zero approach to road danger reduction.

Committing to eliminating casualties on our streets through supply chains and fleets, is one of our five key borough 'asks' to help deliver our Vision Zero ambition to eliminate all deaths and serious injuries from London's transport network by 2041.

More than 20 borough representatives attended the event, including presentations from the external parties running the Fleet Operator Recognition Scheme and the Construction Logistics and Community Safety Standard, which are key components of the Vision Zero Action Plan and have been embedded in our contracts for more than 10 years.

Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero. Between 30 November and 15 January, our policing partners dealt with a total of 2,686 traffic offences for risky, dangerous and antisocial driving such as speeding, drink and drugs, no insurance and non-compliance with road rules.

During the months of November and December, the MPS enforced a total of 82,139 speeding offences.

The MPS has enforced 443,609 speeding offences in the financial year to date, up from 270,458 in the same period last year. This includes mobile safety camera enforcement which was introduced in February 2022, which has provided both additional speed enforcement and enabled us to flexibly respond to speeding concerns from London boroughs. This highlights the good progress on our commitment to improve safety on our roads and increase the levels of speed enforcement undertaken by the police, building the capacity to enforce up to one million offences per year.

As part of its efforts to tackle road danger, the Roads and Transport Policing Command (RTPC) participates in monthly national campaigns coordinated by the National Police Chiefs' Council. The focus for December was on tackling the dangers of driving under the influence of drugs and alcohol, with 58 arrests made for drink and drug driving during the month.

Leading up to Christmas, we anticipated an increase in the sale of private e-scooters and Will Norman, London's Walking and Cycling Commissioner, contacted retailers to remind them of their responsibility to make customers aware of the law regarding the use of private e-scooters.

The use of private e-scooters is illegal on public roads, including pavements, with riders at risk of receiving significant fines and having their e-scooters seized. A legal trial of rental e-scooters is currently taking place in certain London boroughs. To use the rental e-scooters, riders must be 18 or over and hold at least a provisional driving license. These e-scooters have safety measures built in. The RTPC continues to support and brief local policing teams on enforcement approaches for dealing with illegal private e-scooters and their involvement in other crimes.

Safer Junctions

Design work is continuing on the remaining 30 Safer Junction locations which were prioritised due to the high number of fatal or serious injury collisions involving pedestrians, cyclists, and motorcyclists. Since October last year, we have completed detailed design for improvements on Holloway Road in Islington, which will provide 10 new and improved crossing points along this busy corridor, and at York Road roundabout in Wandsworth, which will see improvements to the circulatory area and crossing points around the roundabout. We plan to start construction on site for both schemes by March.

A consultation on proposals to reduce road danger for pedestrians and cyclists at the Battersea Bridge junction with Cheyne Walk started in November and completed on 24 January. This is the second phase of the scheme, following the installation of a new pedestrian crossing over Battersea Bridge in December 2021. Good progress is also being made at Old Street, with more information available later in this report.

Lowering speed limits

Work is progressing well on the Lowering Speed Limits programme, with almost 110km of our road network now having a 20mph speed limit. Analysis of road safety data for the first two years of the sections of roads where speeds have been reduced indicates that fatalities and serious injuries have reduced by almost 25 per cent. Collisions involving pedestrian are 63 per cent lower, those involving powered two-wheelers down by 49 per cent, and overall collisions involving vulnerable road users have fallen by 36 per cent.

This three-year programme has been accelerated to be completed in two years to bring road safety benefits to the public sooner. To achieve this, the programme will consist of signing and lining changes, and lamp column mounted banners only. If necessary, physical interventions to make the speed limits self-enforcing will be delivered at a later stage where appropriate.

Detailed design is under way on six further projects to deliver 28km of roads with reduced speeds, which will see a consistent 20mph speed limit on most roads across the boroughs of Camden, Hackney, Haringey, Islington and Tower Hamlets as well as West Wickham town centre in the London Borough of Bromley. Residents and businesses have been contacted by post with details of the proposals and we have updated our online digital engagement website Have Your Say. We are aiming to deliver these schemes by the end of March.

A further 65km of our roads across the boroughs of Greenwich, Lambeth, Lewisham, Southwark and Wandsworth and the Royal Borough of Kensington and Chelsea is nearing completion of concept design. A new 30mph speed limit on the A4180 Ruislip Road in Ealing is in detailed design, reducing the posted speed limit from the current 40mph. These projects are scheduled for delivery by October.

Work to lower the speed limit on the final 12km of our targeted roads in London is in concept design. This will see new 20mph speed limits on selected roads in Wandsworth, Richmond, Sutton, and Merton as well as the A312 Harlington Road West in Hounslow. A new 30mph speed limit is proposed on the A4 Great West Road in Hounslow and new 40mph speed limits will be introduced on the A4 Bath Road in Hillingdon, to complement proposed pedestrian safety improvements, as well as the A406 North Circular Road in Enfield and Waltham Forest.

London Underground

Managing intoxication on our network

Some of our customers use our network after drinking alcohol, and we have an important role in helping them travel safely. While this happens throughout the year, it is especially common during the Christmas and New Year period. As a result, some customers who can often be vulnerable themselves, can be aggressive to other customers and members of staff.

To help counter this, we have developed our approach to the issue and focused on three key activities to influence our customers' behaviour:

1. Engagement: working with customers and staff to proactively prevent incidents linked to intoxication
2. Education: reminding customers of alcohol-related dangers and hazards through co-ordinated messaging across our network. To keep our customers safe when travelling on our services and reduce pressure on the ambulance service during this busy time, we teamed up with staff from London Ambulance Service to urge partygoers to take extra care after drinking alcohol
3. Enforcement: deploying our Compliance Policing, Operations and Security (CPOS) operational officers to work with our policing partners at key locations at critical times and days, such as busy central London stations, to better protect vulnerable customers

Our bus network

We are continuing to roll out the Bus Safety Standard to new vehicles joining the fleet, with 874 buses, around ten per cent of the current fleet, meeting the new standards by the end of January this year.

The new safety measures include Intelligent Speed Assistance (ISA) technology which limits the speed of a bus to the posted speed limit. Around 30 per cent of London's bus fleet has now been fitted with this technology, including buses which have been retrofitted.

Now that funding for the 2023 Business Plan (covering the period from 2022/23 to 2025/26) has been agreed, we are working on extending our retrofit of ISA technology to a further 1,800 buses, with preparatory work under way to begin this work by April this year. Other measures in the safety standard include an Acoustic Vehicle Alerting System (AVAS), which is now operating on 734 quiet-running buses, and Camera Monitoring Systems aiming to reduce blind spots, which have been fitted on 780 buses.

Confirmation of funding availability for 2023/24 has meant that we are now in the process of preparing a campaign to upgrade all existing buses with AVAS to our improved 'responsive AVAS' which enables the AVAS volume to change to pre-set levels depending on ambient noise conditions and the time of day. We will also be ensuring that all our electric buses have AVAS through a retrofit campaign that is currently in the planning phase.

These retrofit campaigns and potential of further retrofitting Bus Safety Standard technologies onto existing buses will enable a much faster reduction in the potential number of casualties than relying only on new vehicles entering the fleet being compliant with the standard. This helps bring us ever closer to achieving our Vision Zero target of no one being killed in or by a London bus by 2030.

We have developed a Bus Safety Strategy that sets out how we intend to achieve this Vision Zero target, with research showing us we need to focus on our customer safety. This document will be published in February.

We have worked with bus operators to complete an annual review of their fatigue risk management systems and we have completed research on fatigue risk assessment tools with the University of Surrey. The 10 Bus Safety Innovation Challenge projects which focus on bus driver fatigue, health and wellbeing have continued being delivered over the last few months, with the last innovation with DriveTech UK now also under way.

Bus driver welfare

The refurbishments to improve bus driver welfare are on track to meet our target of refurbishing 21 toilets and mess rooms, and providing three new toilets, by the end of March. Eight of these have already been delivered and contracts have been awarded for the remaining sites. The renewals include providing extra capacity, where required, and improving the condition and functionality of the assets.

Work is also on track to complete five feasibility designs for new bus driver toilets and 16 concept designs for the renewal of existing bus driver welfare facilities to be delivered over the next two years.

Capital projects

Keeping in touch safety sessions

On 8 December, we held the latest in our ongoing series of supplier engagement sessions. These 'Keeping in touch' events, organised by our Safety, Health and Environment team, take place four times a year and are an opportunity for our own staff to meet with representatives from our contractors, away from site, to share experiences and develop best practice.

Each session focuses on different topics and in this latest session we provided an overview of work in progress within our organisation to improve our approach to health surveillance and offer the best possible protection to employees who may be exposed to certain adverse health conditions through their work.

We shared this with our suppliers so that they can consider whether they are doing enough for their own workers. This was followed by a supplier sharing details of how they use a data index to monitor employee health and to improve the managing of health risks. The next session will take place in February and will be focused on the environment.

Learning from safety incidents

Our Asset Operations team visit the site of every fatal collision on our roads within 24 hours as part of what is known as the Go Look See process. The team conducts checks of the road and associated infrastructure, such as barriers and traffic signals, to make sure they are safe following the collision.

The concept of a Go, Look, See site visit is fundamental to the objectives of Vision Zero as lessons learnt after a collision can reduce future risk on London's roads and helps maintain and improve the safety of our road network.

Key stakeholders, including borough contacts, are informed of a collision after it has taken place so that wider issues can be explored, any necessary changes are considered alongside any possible behaviour change and communications campaigns.

Colleague safety and wellbeing

We are continuing to train our staff as wellbeing champions using the excellent Rail Safety and Standards Board training through funding gained from a joint initiative between the Employee Health Innovation Fund/Design Council and Impact on Urban Health. Our wellbeing champions understand physical and mental health and promote healthy behaviours in the workplace.

We are currently working with our internal communications teams to focus on promoting winter wellbeing to our colleagues, including advice on the coronavirus booster and flu vaccines. We are also helping colleagues to find advice and support with regards to heating and finance during this difficult winter and the cost-of-living crisis.

We are committed to supporting colleagues who experience any of the harms associated with problem gambling. In December, nine members of our Occupational Health team received training from GamCare, a leading national provider of information, advice and support for anyone affected by this problem.

We are working to build a productive relationship with GamCare, which includes the development of a direct referral pathway for any of our staff who need treatment and support. The objectives of the training were to raise awareness of the signs and symptoms of this harmful behaviour and to improve the health and wellbeing team's understanding of the referral process. A further 15 members of staff will undergo the training at a second session later this month.

Crime and antisocial behaviour on public transport

Public transport policing and enforcement operations

We continued to deploy police and our own enforcement staff across our public transport network to keep customers safe and secure as they travelled over the festive period and new year. This included operations to tackle violent crime, robbery and theft, violence against women and girls, antisocial behaviour and the triggers of work-related violence and aggression.

One example is the joint British Transport Police (BTP) and MPS operation that took place at several West End locations, including Bond Street, Leicester Square, Oxford Circus and Tottenham Court Road. Officers used a range of tactics including passive drug detection dogs, a weapons arch and plain clothes officers to deter, disrupt and detect violence, robbery, weapons, and drugs. Officers made 19 arrests, six seizures of weapons and three of illegal substances.

The BTP and City of London Police conducted Operation Safer Nights every Friday night, starting on the International Day for the Elimination of Violence Against Women on 25 November and running until 24 December. Officers targeted crime hotspots and provided crime prevention advice.

Along with our policing partners, we continue to use and trial different approaches and tactics to keep staff and customers safe. One example of this is Operation Charge Point which took place on 9 and 10 December. Officers had a space in the ticket hall at Wembley station where people who were lost, vulnerable or in need of police assistance could seek help.

Customers were also able to charge their phones, speak to officers about concerns and get advice to help prevent crime. As well as supporting customers, this work provided officers with an opportunity to engage with people on safety and security issues.

Our RTPC colleagues provide valuable support to MPS-wide operations which focus on our shared priorities. Officers carried out a range of activities as part of the police's Operation Winter Nights, between 28 November and 8 January. This was designed to help prevent and tackle violence, specifically violence against women and girls, as well as robbery and weapon offences on the road and bus network.

Work-related violence and aggression

The festive period brings challenges for policing and enforcement in our continued efforts to keep our staff and customers safe. While most customers will be respectful, frontline colleagues can sometimes bear the brunt of poor behaviour from a small minority.

Our Transport Support and Enforcement Officers, BTP and RTPC officers were deployed to priority locations to tackle the triggers of work-related violence and aggression and support our frontline colleagues.

We are committed to doing more to protect our staff from work-related violence and aggression as well as providing high quality victim support. We continue to deliver on the commitments we set out in our Work-Related Violence and Aggression Strategy that covers all our modes of transport.

To deliver our strategy, we committed to increase the size of our work-related violence team, with our new team starting their work in January. We now have a team of six people dedicated to activities to prevent work-related violence and aggression, and an integrated support and investigation team to provide support to those who experience this sort of behaviour as well as help with investigations of incidents.

A key element of the strategy is investing in technology to reduce the risk of work-related violence and aggression. Body-worn video cameras are crucial in preventing incidents escalating and providing evidence if they do occur, while emergency communication devices help connect our staff with emergency services should they need it.

global

Distract with a question

What's the next stop? What's the time? What zone are we in?

You can help defuse an incident of sexual harassment by asking the person being targeted a small question. Only interrupt if you feel safe.

Always report by texting British Transport Police on 61016, or by using the Railway Guardian app. Call 999 in an emergency.

Want to remain anonymous? Call Crimestoppers on 0800 783 0137.

Together, we can stop sexual harassment on public transport.

MAYOR OF LONDON Crimestoppers BRITISH TRANSPORT POLICE TRANSPORT FOR LONDON EVERY JOURNEY MATTERS

Bystander intervention can help reduce violence on our network

In January, we completed phase 2 of the roll out to staff in Woolwich Ferry, River Services and Dial-a-Ride. We now have 4,777 cameras in use, 7,829 unique users and cameras based at 323 locations.

Our Transport Support & Enforcement officers play an important part in tackling triggers caused by antisocial behaviour and breaches of our rules and byelaws. They are trained and equipped to deal with these triggers through engagement, enforcement and problem-solving activity and work closely with our policing partners.

During the months of December and January, our officers removed 34 passengers who were refusing to comply with the rules and regulations of our network and were obstructive or threatened our staff. They dealt with another 125 customers for byelaw breaches who were reported for prosecution and denied 489 customers access to the network because of their behaviour.

Officers engaged with 734 customers who accepted advice and guidance and adapted their behaviour to be able to continue their journeys. The current Transport Support & Enforcement team is made up of 105 uniformed officers and we are aiming to recruit additional officers into this team towards a commitment of 135 officers by the end of this financial year.

Tackling violence against women and girls Bystander intervention campaign

On 16 January, together with our policing partners, we launched our bystander intervention campaign to help tackle sexual harassment. Encouraging active bystander intervention is an increasingly important part of our response.

Research shows that bystander intervention can be an effective way of stopping sexual harassment before it happens, as bystanders play a key role in preventing, discouraging or intervening when an act of violence has the potential to occur. Bystanders can also support victims so they don't feel isolated, and they can report what they saw and details of incidents to transport staff or the police. Research from London TravelWatch in 2021 found that 63 per cent of people would feel more confident in responding to a crime if they had more information about how to help. This approach is supported by London TravelWatch and other stakeholders who have a role in tackling violence against women and girls.

The campaign includes posters on the network, social media, podcasts, and PR activity. It gives bystanders some practical guidance on how to safely intervene, such as distracting the person being targeted with a question, documenting and reporting what they see, and supporting the person targeted and asking if they are ok.

Operation Safer Travel at Night

Running throughout December, Operation Safer Travel at Night (STaN) is a joint initiative between the Mayor, MPS, City of London Police and us which aims to improve the safety and security of travelling in the capital at night, with a focus on taxi and private hire services. As part of this work, officers checked drivers' licences and the safety of their vehicles, and dealt with any non-compliant or criminal activity. They also carried out inspections at private hire operating centres, checking records and customer complaints as well as driver, vehicles and booking records to ensure they complied with regulations.

Operation STaN forms part of our ongoing activity to improve the safety of women and girls as they travel in the capital. Officers are out engaging with the public about taxi and private hire safety and importance of reporting any incidents, to us or the police, so that they can be investigated.

The December phase of the operation included 296 deployments, with officers engaging with 3,579 customers and members of the public to provide support and advice. Officers stopped and checked 6,281 taxis and private hire vehicles and drivers, resulting in 665 reports and offences.

This enforcement activity continues beyond Christmas, and our officers are out every day checking drivers and vehicles to improve passenger safety.

International Day of the Elimination of Violence Against Women and 16 days of activism

Each year, along with our police partners, we undertake activity in support of the International Day to Eliminate Violence Against Women on 25 November and the 16 days of activism that follow. Our work this year was supported by our White Ribbon male allies who are playing a crucial role in our workplace, having conversations to help challenge harmful attitudes that lead to this type of violence.

It was an action-packed couple of weeks with a series of both public and internal events to raise awareness of violence against women and girls and encourage people to play an active role, in whatever way they can.

The FIFA World Cup provided a great theme to help promote the White Ribbon message: to never commit, excuse or stay silent about male violence against women. We teamed up with Network Rail and other transport operators to run engagement events, including a White Ribbon emblazoned train running from Birmingham to Euston, and additional activity at both Waterloo and King's Cross St Pancras stations, where volunteers from Network Rail, BTP, MPS and our own organisation engaged with customers.

Our enforcement teams were encouraged to make the White Ribbon pledge and wear the ribbon to demonstrate our commitment to tackling this issue. The BTP worked together with the RTPC's Safer Transport teams to promote our zero tolerance to sexual harassment campaign, running various local engagement initiatives and intelligence-led operations over the course of the 16 days.

There were also several virtual events for our colleagues across the business led by male White Ribbon allies and our Women's Staff Network Group, including guest speakers from the BTP, MPS and domestic abuse charity Hestia. It provided a good opportunity to remind colleagues of our domestic abuse policy, the support available and the role we can all play in challenging sexist behaviour and harassment in our workplace.

Begging, rough sleeping and supporting homeless people across our network

Begging

Many associate begging with homelessness but this is not always the case. The nature of begging on our networks and the individuals involved warrants different types of intervention. We have issues with passive begging, aggressive begging, and merchandise begging through the act of trying to sell small-value goods. We are working with our operational teams and the police to better understand the begging issues experienced on our networks and, where begging is happening, are working in close partnership with outreach services to ensure safeguarding risks are mitigated. Where there are issues with aggressive or organised begging, our police partners will use enforcement powers to deal with the behaviour.

The BTP is running Operation Bonda throughout the months of December and January, with the focus on London Bridge. The operation is being conducted in response to the increase in organised begging in the local area. The operation targets the tissues sellers who are actively begging and acting in an anti-social manner while on board trains. The BTP is encouraging customers to report this via their non-emergency reporting methods, including the 61016 text message service. Data will be used to inform deployments.

Rough sleeping

Rough sleeping is a safeguarding priority for us. This is because rough sleepers are highly vulnerable, often have health problems, are at greater risk of assault and have a life expectancy half that of the general population.

The CPOS team closely manage a range of rough sleeping locations across the network, which have a variety of challenges or high levels of rough sleeping. The team is currently actively managing 30 locations, one of those being Euston Road, which is a rough-sleeping hotspot on our network. There are about 15 to 20 individuals who sleep rough on an area of our land with associated concerns about safety and behaviour. The CPOS team facilitates an ongoing multiagency working group attended by police, outreach, and council representatives to discuss interventions.

We work closely with outreach services and local authorities to provide the best possible chance for rough sleepers to find long-term housing with specialist support. Our own outreach team, operated by Thames Reach, works at night, and focuses on the six busiest bus routes for rough sleeping, as well as conducting outreach shifts on London Underground stations.

Around 40 shifts were conducted by Thames Reach between 30 November and 24 January. So far this financial year, Thames Reach has engaged with 116 individuals who were rough sleeping on our network and have conducted 136 shifts.

Additional support is provided when the Severe Weather Emergency Protocol (SWEP), an emergency response to prevent deaths of people sleeping rough during the winter months, is in place. SWEP was activated in London on 7 December 2022, and has been active from 17 January to now. Communications were sent to all frontline staff encouraging them to report anyone they saw rough sleeping to StreetLink, which is a service that helps individuals sleeping rough access support and SWEP facilities.

Security

Our activity to strengthen the security mindset and culture across the organisation continues. In December, our internal communications focused on the correct security labelling for documents, to prevent security and privacy breaches.

Our security policy sets out the role we all have to play in security, and we launched a security culture survey in January to establish a baseline across our organisation. This will help us understand our current level of awareness and inform future activities. We are in the process of refreshing the business continuity plans across the organisation which is currently underway. The cyber security improvement programme is progressing well, with a recent focus on staff awareness.

Our security controls and strategies are continually refreshed to respond to the latest threats that come up and any legislation changes. The Executive Security Group met in January and received an updated briefing from colleagues in the security services. Discussions at the meeting included a review of the outcomes of the Manchester Arena Inquiry, the independent public inquiry established to investigate the deaths of the victims of the 2017 Manchester Arena attack, as well as the progress on the Government's implementation of Martyn's Law, proposed new legislation that aims to provide better protection from terrorism.

Taxi and private hire vehicles

Taxi fares and tariffs review

We look to review taxi fares and tariffs annually and aim to implement changes in April of each year, and always try to strike an appropriate balance between drivers being fairly paid and taxi users getting fair and affordable fares. This year's consultation ran from 11 November to 22 December 2022 and included five options for fares and tariffs.

We received 944 responses to the consultation and these are now being reviewed. Once the review is completed we will be submitting recommendations to the Finance Committee to be considered at the meeting on 8 March. If changes to the taxi fares and tariffs are approved, we will aim to implement these in April.

New zero-emission licensing requirements

As part of the Mayor's Transport Strategy to improve air quality, from 1 January this year, all private hire vehicles licensed for the first time must be zero-emission capable (ZEC) and meet Euro 6 emissions standard. These licensing requirements were subject to a full public consultation and were confirmed in 2015. In recognition of the fact that vehicle technology was still evolving, a stepped approach was taken to introduce these requirements, so that vehicle owners had sufficient time to ensure compliance.

The previous requirement, which came into force at the start of 2020, was for all vehicles less than 18 months old and licensed for the first time to be ZEC. This has led to 25 per cent of all private hire vehicles in London now meeting these transformative standards, with a number of the larger operators committing to having an all-electric fleet by 2025.

The effectiveness of a pioneering emission standard has already been seen in the taxi and private hire industry, with more than 6,000 taxis (40 per cent of those in London) now capable of not producing any emissions at their exhausts.

We are working with the vehicle owners to ensure they are supported as part of this transition.

Vehicle licence renewals

There are six vehicle inspection centres where our supplier conducts inspections for new and renewal vehicles to meet our statutory obligations. As part of our resource management, we plan and consider demand based on the number of renewal and average number of new applications.

We anticipated an increase in demand in late 2022 and increased capacity ahead of the changes regarding the new ZEC requirements for private hire vehicles outlined above. While this change was announced in 2015 to provide the industry with sufficient time to comply, demand for first time vehicle licenses was significantly higher than expected which impacted the capacity available for existing vehicles to renew.

We introduced several measures to alleviate the issue, including operating a separate telephone line for renewals, opening a temporary seventh inspection centre and undertaking evening and weekend inspections.

Also, to ensure that existing taxis and private hire vehicles due to be relicensed in December 2022 were able to continue to meet passenger demand over the busy Christmas and New Year period, we extended taxi and private hire vehicle licences which had expired or were due to expire between 1 and 31 December 2022 by four months. As part of this measure, vehicle owners were required to ensure an MOT was undertaken for all vehicles subject to a period of further licensing.

Divisional Court judgement update on private hire vehicles

We have previously reported updates following the Divisional Court judgment on 6 December 2021 which clarified that all operators must contract directly with the customer when they accept a private hire booking.

On 22 April last year, we introduced Regulation 9(14) of the Private Hire Vehicles (London) (Operators' Licences) Regulations 2000 to reflect the court ruling and published guidance to help London private hire vehicle operators understand whether they need to change their terms and ways of working to ensure compliance. We continue to communicate with all existing operators to ensure they are compliant with Regulation 9(14).

Judicial review by UTAG on plying for hire

The Court of Appeal dismissed the United Trade Action Group's (UTAG) appeal relating to plying for hire following a hearing on 6 and 7 July 2022. UTAG appealed the judgment directly to the Supreme Court on 18 August 2022 and we provided our response on 1 September 2022. The Supreme Court refused UTAG permission to appeal on 4 January this year on the basis that it did not raise an arguable point of law and awarded us our costs.

Air quality and the environment

Environmental sustainability is one of our top priorities and it is vital that we do all we can to cut carbon emission, regenerate nature and adapt to the impacts of climate change in this critical decade.

We are in the process of increasing our capacity to speed up our actions and build on the huge positive impact for environmental outcomes that we have already achieved. Sustainable travel, including public transport, walking and cycling, is central to creating a healthy, prosperous and inclusive city, which means sustainability and contributing to the UN Sustainable Development Goals is already at our core.

Our ambition is to go further, looking not just at what we do, but how we do it. We want to achieve positive outcomes for the environment, not only through our enhancement projects but also through our approach to renewals and maintenance as well as through driving our supply chains.

Considering the environment in everything we do

Addressing environmental impacts in every business case

We are committed to playing our part in the Mayor's goal of drastically reducing London's carbon emissions towards net zero and helping to create a greener, more biodiverse city that is resilient and well adapted to climate change. To help inform our decision making in this area, from December 2022, all our business cases now explicitly consider environmental impacts. This involves clearly defining and assessing options, impacts and desired outcomes to complement existing structures in place such as standards, value management and environmental evaluations.

Transitioning vehicles to zero carbon emissions

The Ultra Low Emission Zone

To help clear London's polluted air and improve the health of people across the capital, the Ultra Low Emission Zone (ULEZ) is expanding across all London boroughs from 29 August. In support of this, we launched a multi-channel campaign on 9 January to raise awareness and educate Londoners and drivers from outside the capital so they can get ready for the expansion.

The campaign's main aim is to increase awareness and understanding of the scheme, including attitudes towards air quality and road user charging. Our campaign includes a paid media content partnership, working with advocates to help make the case for the expansion.

We are also encouraging all drivers to check their vehicle and see how the expansion will affect them, using channels such as TV, radio, press, roadside posters, a door drop and customer emails.

Our campaign will also help prepare non-compliant vehicle owners through radio and DVLA letters, sharing details from the scheme and encouraging them to plan the right option for them. This will be supported by comprehensive stakeholder and borough engagement, press releases and separate scrappage and modal switch campaigns.



We are supporting the continued roll-out of electric charge points

To support Londoners on lower incomes, disabled Londoners, charities and micro-businesses, the Mayor confirmed that he would provide £110m in funding for a scrappage scheme. This will open to applications on 30 January. Londoners receiving certain means-tested benefits and non-means-tested disability benefits will be able to apply for grants of up to £2,000 to scrap their non-compliant cars or motorcycles.

Charities, micro-businesses and sole traders will also be able to scrap or retrofit a ULEZ non-compliant van or minibus and receive a cash payment starting at £5,000 or replace the vehicle with a fully electric vehicle. Modifications to the original London-wide ULEZ proposals were made in response to the consultation to further support for disabled Londoners and create new and extended grace periods, to reflect the need for some groups to have more time to prepare for the scheme.

Zero-emission buses

We continue to add zero-emission buses to the London fleet as quickly and affordably as possible, with the aim of having an entirely zero-emission fleet by 2034. We maintain the ambition to bring this forward to 2030 if funding for vehicles and infrastructure can be provided by the Government. This will help support the Government's wider plans to reduce emissions in the UK and support British manufacturing, innovation and jobs, as well as reduce reliance on vehicles powered by fossil fuels such as diesel.

There are 905 zero-emission buses in the fleet, operating across multiple bus routes in London, helping clean up London's air and reduce CO₂ emissions. We are on track to reach 950 zero-emission buses by the end of March, subject to manufacturing supply chains and vehicle delivery, and the essential power upgrade at multiple bus garage sites around London.

Electric Vehicle Infrastructure Strategy and Delivery

It is expected that London will need between 40,000 to 60,000 electric vehicle (EV) charge points by 2030, including up to 4,000 rapid chargers. This infrastructure could help support a reduction of CO₂ emissions of between 1.5 and 2.6 million tonnes per year. At the end of 2022 there were 11,559 public charge points across London. The Mayor has committed to supporting the continued roll-out of charging points alongside the private sector to help meet exponential growth in demand and contribute towards London becoming a net zero carbon city by 2030.

He has announced that an initial 100 sites to accommodate rapid EV charging bays have been identified on our roads. The first 25 of these sites were put out to tender on 30 November, with plans under way to accelerate the release of the remaining 75.

To date, we have conducted an initial assessment of more than 1,700 individual sites across the Greater London Authority (GLA) estate, while also exploring options to broaden the number of available sites, to help deliver the volume of charging infrastructure outlined in the London Electric Vehicle Infrastructure Strategy.

A key part of this work will be to identify options for installing additional EV charging infrastructure on roads where boroughs are the highway authority. To do so, we continue to actively engage with boroughs to invite views on how this could be progressed.

Transitioning our buildings to zero carbon emissions

Reducing carbon emissions from our buildings is key to achieving our ambition of net zero operations by 2030. Following our work to establish our buildings' carbon emissions baseline and develop a strategy to replace fossil fuel consuming equipment and improve energy efficiency, our 2023 Business Plan published in December commits £39m over the next four years to decarbonise our buildings.

With £108m worth of investment, we estimate we could reduce our carbon emissions by 34 per cent and energy costs by 21 per cent, and that this investment would be offset in just nine years. Therefore, £39m is being invested over the next four years to start to decarbonise our buildings. Part of the money allocated in the Business Plan will be used to develop a large pipeline of projects and unlock additional funding such as grants and private investment.

Transitioning construction to zero carbon emissions

We are working closely with Islington and Hackney councils to make the area around Old Street station more friendly for people walking and cycling. Works to introduce improved pedestrian crossing, segregated cycle lanes, a new public space and new station entrance are under way.

Using our assets to generate renewable energy

Generating energy from our network

We continue to work with partners to deliver schemes that use waste heat from the London Underground network and connect new, local, solar farms directly to our energy network. Our 2023 Business Plan, published in December, identified £600,000 worth of investment to support and accelerate work to finalise procurement strategies and launch an invitation to tender or other appropriate route to market. Delivery partners will be appointed in due course.

Improving our knowledge

Climate adaptation

The first meeting of the cross-London Surface Water Flooding Strategic Group took place on 8 December. The group is responsible for developing and delivering the first strategy for managing surface water flood risk across all of the capital. It is the first attempt to coordinate London's complex surface water flood risk governance arrangements, the need for which was identified following the flood events in July 2021.

Since then, we have worked closely with other key organisations, including the GLA, Thames Water, the Environment Agency and London councils, to identify what actions need to be taken to reduce London's surface water flood risk in the face of the climate emergency. The establishment of this strategic group marks an important milestone in that work to develop a cross-London plan of action to adapt to climate change.

Carbon Literacy

We have continued the roll-out of our one-day carbon literacy course for our colleagues, accredited by the Carbon Literacy Project. Through this course, colleagues increase their awareness about carbon emissions and our individual and collective role in reducing our organisation's carbon emissions and supporting the Mayor's ambition of London becoming a net zero carbon city by 2030. In the first six months of the course to December last year, more than 400 colleagues across the business have taken the training and our aim is to train more than 500 colleagues by the end of March.

Nurturing new talent

In December last year, we announced that we will welcome our first intake of Sustainability Graduates and Apprentices from September to help develop a strong pipeline of new talent. We have received a record-breaking number of applications, showing the high level of interest in working for an organisation committed to expanding its work in sustainability. More information about our apprenticeship scheme is detailed in the Our people section of this report.

TfL Youth Panel

On 2 December, the TfL Youth Panel held its second assembly-style hearing as part of its exploration of the connections between equality, diversity and environmental sustainability.

The hearing was held in the Chamber at City Hall and was facilitated by members themselves who sought insight from a panel of experts to inform their research and engagement. The exploration is supported by a partnership between our colleagues and Arcadis, Arup, Deloitte, Jacobs, McKinsey and WSP who are volunteering their time to support this work.

Encouraging mode shift Surface Intelligent Transport Systems programme

We are leading the way in delivering innovative new road management systems. These are delivered within the Surface Intelligent Transport Systems programme and will enable a multi-modal approach to managing the road network. The programme continues to deliver the two core replacement systems – the Real Time Optimiser to manage traffic lights more effectively and the Common Operating View Incident Management System to enable more effective management of incidents. These systems will reduce delays and improve journey times, and both projects are prioritised as operationally critical renewals.

The incident management system successfully delivered a further release of software on 24 November, with one more release now planned for March which will see the new system fully replace the legacy incident management system and enable that system to be decommissioned. Positive feedback on the new system from end users has been received and this increases confidence that the legacy system is on track to be fully decommissioned in April this year.

The Real Time Optimiser system will replace the legacy Urban Traffic Control system and is due to go live in October 2023. Two further elements of the Surface Intelligent Transport Systems programme are currently paused and set to restart in April. These are Predictive, which aims to forecast the impact of an incident to improve response times and reduce delays, and Video Analytics which will provide improved live data for all modes on road usage across London.

Bus priority programme

The Bus Priority programme aims to deliver 10km of new bus lanes by March 2024, and a total of 25km by March 2025. In addition, the programme will bring signal timing reviews to help junctions work more efficiently for buses as well as smaller schemes to remove bus progression 'pinch points' across the network. A total of 2.84km of new bus lanes have been delivered to date and we are on track to deliver the 10km target for March 2024.

Construction work is set to start on Clegg Street in Newham which will see improvements to crossing points and the delivery of a new bus lane, benefitting five bus routes and providing an estimated journey time saving of 40 seconds for each bus. Detailed design for improvements has started to seven bus stops along route 180 in Bexley to improve bus stop accessibility.

We have also started detailed design for the A41 Finchley Road junction with Fortune Green Road – a project that is expected to deliver around 50 seconds of journey time saving per bus heading northbound in the afternoon peak, benefitting routes 13 and 113.

Changes to 65 of our traffic signals to improve bus journey times have been identified for this financial year and 12 upgrades have already been implemented, with 53 due to be implemented before the

end of March 2023. In addition, so far this financial year, 275 signal timing reviews have been carried out leading to more than 6,000 bus passenger hours saved.

E-scooter rental trial

The London e-scooter rental trial has been operating for 18 months, with 10 participating boroughs making up a continuous trial area. In the period ending 19 December 2022, 85,115 trips were made with a total fleet size of 4,755 vehicles. This brings the total to 2.1 million trips for the trial to date. In response to recently updated Department for Transport (DfT) guidance and necessary legislative changes enabling e-scooter trials across the UK to run until 31 May 2024, we launched a competitive procurement to select operators for the next phase of the London trial. The current contracts with operators Dott, Lime and TIER were extended to continue services until this procurement is complete.



We are working on the next phase of our e-scooter rental trial

In December the DfT published its findings from the national evaluation of the e-scooters trial, with data from this report covering the period from July 2021 to December 2022. Given the date of London's trial launch, there was limited data available for London, however, the report included multiple stakeholder interviews and London as a specific case study trial. We will assess the conclusions of the national evaluation alongside our own monitoring and evaluation programme, and will aim to incorporate learnings into future delivery of the trial and policy development.

Future of temporary active travel schemes

Work continues on the Future of Temporary Schemes programme to determine the next steps for each scheme delivered through the Streetspace for London programme. Works to deliver improvements to the Cycleway 4 between Greenwich and Charlton have now been completed ahead of the scheme's transition from a temporary scheme to an experimental scheme in early 2023. We have also made some further improvements to the Park Lane scheme, including implementing a toucan crossing at Stanhope Gate to link cyclists from Park Lane to Mayfair.

Construction work also began on 16 January at Borough High Street to replace the blue barriers put up during the pandemic with wider footway build outs.

As part of the transformative London Walking and Cycling Grants programme that we co-fund with London Marathon Charitable Trust, we have awarded more than £534,000 of grant funding, including £416,000 to 87 new grants for the 2022/23 grant year. The funding is the highest we have ever awarded through the programme, with a record number of groups set to benefit. This investment will make a real difference to communities across the capital, enabling organisations to deliver projects and programmes that remove barriers to walking and cycling, and enable everyone to enjoy the benefits of active travel.

Operations and customers

Our planning enabled us to provide excellent transport services around a range of events and unforeseen weather conditions

Bad weather

The winter months have proven a challenging period for our services, with increased levels of rainfall and very cold temperatures so far. Our operational 5-4-3-2-1 adverse weather plans and procedures have been activated on multiple occasions. Our daily, five-day look-ahead forecasts include defined triggers relating to temperature, rain, wind and snow, which activate our response plans.

Our performance across all transport modes was impacted by the heavy snowfall on 12 December, with a complete suspension of e-scooters and a small number of bus routes temporarily suspended. Temperatures and snow levels were worse than forecast, which meant we experienced issues in the early morning but, thanks to the fantastic work of our colleagues and our supply chain colleagues, we were able to run a service across the Tube, Rail, buses and roads later in the day.

Since the cold weather snap, we have been working closely with the relevant utility companies to deal with water burst mains. These have caused localised flooding on the A406 Bowes Road in Camden, which was declared a major incident, and affected water supply to multiple properties including the London Underground Service Control Centre in Neasden.

Power

Overall, there is a very low risk of power outages impacting our network. However, in preparation for the heightened risk of power disruption this winter, we have undertaken extensive planning across all our transport modes to understand the current risks. We have developed specific plans to respond to different scenarios, including the most likely scenario of planned power cuts. We are working closely with our partner agencies and have taken part in several exercises involving multiple agencies to provide assurance of our plans.

We do have back-up sources of power to ensure we can continue to provide a restricted level of public transport, in certain circumstances.

Travel during festive period

The events calendar leading up to the festive season is always a busy time for us and our stakeholders.

The Mayor held a public New Year's Eve event for the first time since 2019, with more than a hundred thousand tickets sold. The spectacular drone and firework display showcased London to the world and reminded everyone that the city is open for business.

Our colleagues across the organisation were involved in the planning and delivery of the event, with the Tube, Elizabeth line and DLR running throughout the night and special bus hubs created around the event to ensure everyone could travel safely.



The winter months brought challenging weather conditions

The event was complicated by industrial action on some Network Rail services, however close collaboration in planning and delivery meant we were able to minimise disruption. Our Ambassadors were also out and about helping customers get to and from the event. I visited a number of locations on the network to thank our colleagues for their hard work.

The IFS Cloud Cable Car also hosted an exclusive event for customers to bring in the new year while travelling in the cable car at a height of 90 metres. The event included a champagne reception, canopies, bar, DJ and unlimited use of the cable car while watching the fireworks over London.

Once the evening's celebrations were over, we started to prepare for the return of the New Year's Day parade, with more than 3,000 seated spectators.

We ensured that our customers received useful and informative travel advice to help them make the most of public transport, while also working hard to help customers with clear and up-to-date information on industrial action taking place on National Rail and our own services this festive season along with planned works and closures.

We ran a customer campaign from 12 December to 8 January to inform Londoners of the festive hours of operation for the Congestion Charge and ULEZ and enable drivers to plan their Christmas journeys in advance. The campaign also highlighted when daily charges were back in operation to help reduce the risk of drivers being caught out with a fine after the festive period.

Communications materials included outdoor posters, digital display banners, social media, emails and our website.

As well as managing events, we also had several protests across the network between 30 November 2022 to 24 January 2023. We work with the MPS to manage the disruption caused by groups such as Just Stop Oil as well as localised protests. There was also some disruption on our roads during the World Cup which meant we had to implement short-term road closures. We manage our network and make any necessary changes to ensure this sort of disruption is contained and kept to a minimum.

While customer demand reduces overall during the festive period, we took advantage of the lower traffic levels and assisted Thames Water to provide an essential new water connection to the Multiplex building at 245 Blackfriars Road. The planning with Thames Water took several months, drawing on additional expertise from across our business to ensure disruption to all road users was kept to a minimum.

Works began overnight on 22 December and made use of extended working hours until 31 December with a full closure of both Blackfriars Bridge and Blackfriars Road from Southwark/Stamford Streets to Queen Victoria Street. Both cyclist and pedestrian provisions were maintained throughout, and works were completed and cleared in good time before the crowds arrived for the New Year's Eve fireworks celebrations.

Industrial action

Industrial action has continued, with multiple public service sectors calling for strike action. From a transport perspective, this has included bus operators, Network Rail staff and Train Operating Companies taking strike action and action short of strike over the festive period and into the New Year, as well as strike action and action short of a strike on the Elizabeth line. During the periods of industrial action, we worked closely with each of these organisations to mitigate the impact of the strikes to Londoners.

During industrial action and action short of a strike on our network or by other operators which impacts Londoners, we activate our industrial action readiness and resilience plans to minimise the impact to our customers as best as possible. We continued to run as many of our services as possible throughout the industrial action, including action by Network Rail which had knock on impacts on London Underground, London Overground and the Elizabeth line, and recovered services as quickly as possible the following day. We implemented

communications campaigns to ensure customers were aware of the industrial action, and advised customers to check before they travel and leave more time to complete their journeys. We ensured the TfL Go app and our website had the latest information on disruption and alternative travel routes. Despite this action, the Tube continued to carry 86.5 per cent of pre-pandemic passenger numbers across the festive period.

On Thursday 12 January, strike action by Transport Salaried Staffs' Association and Prospect members took place on the Elizabeth line. We held a number of meetings with the unions to try and avoid the strike action but did not reach agreement. The strike meant that there were no services in the central section of the line between Abbey Wood and Paddington.

The line also operated as separate railways on the east and west of the line. In the east, between Shenfield and Liverpool Street mainline station, we operated a Saturday service of eight trains per hour, with three extra services per hour during the morning and evening peak. In the west there were limited services, with two trains per hour running from Paddington to Reading, two trains per hour running from Paddington to Maidenhead, two trains per hour running from Paddington to Heathrow Terminal 4 and no services running to Heathrow Terminal 5. We continue to engage with the trade unions.



London Underground celebrated its 160-year anniversary in January

Industrial action has also continued by Unite union members employed by bus operating company Abellio, impacting a number of bus routes in south and west London. Affected bus garages include those in Battersea, Beddington, Walworth, Fulwell, Hayes and Southall. We continue to plan and deploy our resources to key locations to assist.

Further industrial action is planned on the Bakerloo line on 4 and 11 February by ASLEF members.

London Underground 160-year anniversary

Tuesday 10 January marked 160 years since the first Tube journey took place between Paddington and Farringdon stations, on what was then the Metropolitan Railway. To mark this milestone birthday, the Mayor and I met with four London Underground staff members who have given a total of 160 years of service in a range of roles.

The celebration took place at Baker Street station, one of the original stations that opened on 10 January 1863, and also saw the Mayor unveil a special 160th year roundel, Love the Tube, that customers will be able to spot at stations across the network, including Gloucester Road, Brixton, Oxford Circus and Covent Garden.

But the celebrations didn't stop there. A programme of activities throughout 2023 will celebrate London Underground's role as the lifeblood of the city, connecting Londoners with work and leisure opportunities for the past 160 years. Activities will be themed around the Tube's innovation, its contribution to improving the environment, how the Tube connects people and places, how it supports diversity and inclusion, and its unique and world-renowned architecture and design.

First up on 21 January was a self-guided treasure hunt across all the original Metropolitan Railway stations, including Farringdon, Baker Street and Paddington, encouraging participants to see these historic stations in a new light. I will be delighted to welcome a range of different colleagues and stakeholders to the London Transport Museum on the evening of 23 February to celebrate the Underground with them.

Elizabeth line

A full closure of the Elizabeth line's central operating section took place during the Christmas period. The blockade – from Westbourne Park to Pudding Mill Lane to Abbey Wood – took place between 01:10 on Sunday 25 December and 04:00 Wednesday 28 December, enabling the commissioning of the major ELR300 signalling software update, as well as upgrades to Central Management System and Station Management System software. This work was a great success and delivered all of the upgrades expected. A further signalling upgrade, ELR400, planned for Easter, will deliver the final configuration for auto reverse and enable the running of 24 trains per hour, ahead of the May timetable change and final state of the railway.

Minor timetable changes were delivered in December 2023, including an additional early morning service from Whitechapel to Paddington and faster journeys between Heathrow Terminal 2/3 and Terminal 5. Service impacts affecting wait and journey times for some customers will remain until the timetable change set for May.

Passenger journeys for the ten weeks since through running started on 6 November 2022 were 30 million, with strong growth in demand across the whole line.

Bus service changes

We recently carried out two consultation exercises on our central London bus network, the first in 2021 and the second last year. Following responses received, we will be implementing a reduced number of schemes over the course of 2023.

The first of these is on the Holloway Road corridor which we consulted on in late 2021, and will be implementing on 4 February. In this scheme, the current route 271, from Moorgate to Highgate Village, will be withdrawn and the day service on route 263 restructured to run between Highbury Barn and Barnet Hospital via Highgate Village. To maintain links, route 234, from Barnet to Highgate Wood, will be extended south to Archway via Archway Road, and route 21 is restructured to run between Lewisham and Nags Head, Holloway instead of to Newington Green. To maintain capacity from Newington Green, additional southbound morning peak journeys on routes 76 and 141 will be introduced and the current night service on route 271 will be extended north to North Finchley Bus Station and renumbered as route N271.

We are also working to enhance services in outer London, with a number of schemes planned for implementation and consultation later in the year. Further updates will be provided in future reports, but we are looking to extend route 485 to Wandsworth Riverside at the end of March, increase frequencies on a number of routes and start consultation on bus service change proposals in many areas including Alperton, Brent Cross, Havering, Tooting, Wanstead and Wembley.

Supporting growth and infrastructure investment

Government Levelling Up Fund Round 2

Results from the Round 2 of the Government's Levelling Up Fund were announced on 18 January and our £43.1m joint bid with the GLA to upgrade Colindale and Leyton Tube stations was successful. It is one of a number of successful public transport and active travel bids in London totalling approximately £114m. While London's per capita share of the overall £4.8bn fund remains low, this has been a positive round for transport investment in the city.

The new funding completes the funding package for upgrades at Leyton and Colindale London Underground stations and will deliver step-free access and anchor regeneration works, delivering thousands of new homes in areas of deprivation. In addition, five borough-led transport bids have been successful and will encourage increased walking, cycling and public transport use across London. The successful boroughs with transport proposals are the London Boroughs of Barking and Dagenham, Camden, Hackney, Lewisham and Sutton.

This success is a result of collaborative working between us, the GLA and our borough partners, and continues to show our ability to leverage third-party investment for our transport priorities. Given the scale of the award, the funding for the two stations is dependent on the acceptance of a final business by the DfT.

Our colleagues in spatial planning will work to ensure that we engage effectively with relevant boroughs on all successful projects.

Bank station capacity upgrade

The interchange routes between the Northern and Central lines and the DLR have been successfully brought into use. These new interchanges include six new escalators and two new 100-metre-long moving walkways which significantly improve journey times for our customers by up to nine minutes between the lines, and we have seen a resulting increase in customer demand at the station since October when these interchanges opened to the public.

The final phase of the project will provide a large new street-level entrance on Cannon Street. This will include six further escalators between street level and the Northern line platform, step-free access to the Northern line for the first time and improved step-free access to the DLR via new lifts. Works are progressing on this final phase, with the continued installation of the wall cladding and the floor and ceiling finishes.

We plan to bring the main entrance into passenger use in the next few weeks. Works to demolish the remaining basement levels of the original building in readiness for the over-site development are complete. Alongside the construction work, we have run a communications campaign to raise awareness of the improvements and build excitement for project completion.



I saw how work is progressing at the Old Street site

Four Lines Modernisation programme

We continue to make good progress on the programme, which is delivered by progressively installing new signalling onto sections of the railway called signal migration areas (SMAs).

The signalling section between Stepney Green to Becontree, SMA6, went live on 15 January. This represented a major achievement for the programme as it completes the roll out of the new automatic signalling on the Hammersmith & City line, further improving the line's reliability for customers.

The area now operating under the new signalling contains 52 stations and four complex junctions, including the full Circle and Hammersmith & City lines. For comparison purposes, the Jubilee line has 27 stations. This means that around 55 per cent of the Tube network is now operated by an automatic signalling system.

We are planning to introduce SMA7, the section from Dagenham Heathway to Upminster, in March. This will extend the roll out of the new signalling system on the District line and connect the first depot to the network. Software development continues for future signalling migration areas covering the Metropolitan line between Finchley Road and Preston Road (SMA8), including the interface with Neasden Depot and the Jubilee line.

Old Street

I was delighted to visit the Old Street site in January with Stuart Harvey, our Chief Capital Officer, and colleagues to see progress first hand. Construction has continued on the highway works for the four approach arms to the junction, including the infilling of Subway 3 on the southwestern side of the junction. Building work to the superstructure for the new main station entrance continues, with the green roof and glazing having started in January.

Work to the existing roof structure has continued with installation of the external steelwork. Construction of the new passenger and goods lifts has continued with installation of the new lift cars now completed, ahead of standalone testing in spring. Refurbishment of the subsurface concourse area has continued with installation of new mechanical, electrical and communications equipment and installation of new shop fronts for the retail units. The power supply to the new switch-room to enable testing, commissioning and handover of the new assets, was completed in January.

Once complete, the new design will make this busy location much safer and more inviting for those using sustainable transport modes. Cyclists will have segregated cycle lanes throughout the junction, while pedestrians walking in the area, using the station and changing between lines will experience a major improvement in the quality of the built environment.

The new public space will have places to sit and rest, surrounded by new trees and shrubs, various rain gardens and a green roof on the new station entrance all working together to improve biodiversity and people's experience of the local environment.

Silvertown Tunnel

Good progress has continued on both sides of the river in Greenwich and Silvertown.

The tunnelling work for the twin bore tunnel continues below the riverbed and the tunnel boring machine has now reached Greenwich. It will shortly break-through into the rotation chamber, where it will be rotated to bore the northbound tunnel from Greenwich to Silvertown.

Spoil from the tunnels is being transported by a conveyor from the boring machine to the barges, a process which will remove the need for this work to be done by thousands of lorries on our roads instead.

We ran a public and stakeholder consultation on the proposals for the initial network for bus services through the tunnel, which ran from 16 November 2022 to 11 January 2023. We are now in the process of reviewing the responses to the consultation and will publish the report in due course.

Rolling stock upgrades Piccadilly line upgrade

In December, Siemens completed the surface for the Key Motor car body for the first new Piccadilly line train, followed by the shell assembly for the first Direct Motor car in January. This keeps us on target for the first train to be fully formed and ready to start testing from summer.

Sudbury Hill substation works are on track, with Factory Acceptance Testing of the DC Switchboard taking place in Prague. Focus remains on the final installation of DC cables at South Harrow sidings, and subsequent testing and commissioning, to enable the bringing fully in to use before the important timetable change set for May. South Harrow sidings power is supplied from Sudbury Hill Substation and without the power assets being in place these works cannot be brought into use.

A total of 75 per cent of stations on the Piccadilly line are heritage or locally listed so we need consent from local authorities to install our equipment. The first heritage planning application was formally submitted for Caledonian Road station in support of the planned One Person Operation CCTV works.

Trams rolling stock replacement programme

Our rolling stock replacement programme will replace the life-expired Bombardier CR4000 trams, which are experiencing declining reliability and have one of the lowest states of good repair categorisations across our fleets.

The original CR4000 trams are used very intensively, with more than 91,000km covered per vehicle per year, and are among the oldest in the UK.

The trams are becoming less reliable with time, so availability has consistently not met peak service requirements since May last year. Repair time is also forecast to exceed the capacity of the maintenance facility in the next few years.

We have completed early market engagement and this has informed the procurement strategy that will be considered at the next stage gate meeting which has been rescheduled for December.

The initial assessments of infrastructure requirements to facilitate a new fleet have also been completed. This has informed the overall programme update which is also due to be considered at the gate meeting in November. Funding for replacement trams, alongside other rolling stock, has not yet been established.

DLR rolling stock replacement programme

The manufacture of the new DLR rolling stock in Spain is continuing as planned, with seven trains completed and on their test track to run checks. We took delivery of the first train at our Beckton depot on 13 January, two months ahead of target. We anticipate having completed the manufacture of 12 trains by the end of this financial year.



The manufacture of the new DLR rolling stock is nearly complete

Beckton depot and network infrastructure

At Beckton, critical works to complete the changeover of the signalling power supplies on the northern sidings works and to install new transformer rectifiers in the sub-station were successfully completed in line with the revised programme. This follows the cancellation of previous possession for other operational prioritisation resulting from the national mourning period following Her Majesty Queen Elizabeth II's death and our work to support this, Operation London Bridge.

The contract for the maintenance facility building and additional southern sidings have now been awarded. This is the largest procurement of the programme after the rolling stock contract. The new maintenance building will have 400 solar panels installed on the roof, providing excess low-voltage power required for the new shed. This excess will be used to offset the existing maintenance facility. We are also using composite sleepers throughout the depot manufactured from recycled plastics as opposed to concrete sleepers, reducing embedded carbon across the site.

We have started signalling testing with the existing fleet on the DLR network in preparation for the arrival of the new trains **in January**. In addition, we have awarded the contract for the design and build for a second entrance at Blackwall station which is essential for unlocking the full fleet roll out.

Housing Infrastructure Funding

We have received confirmation from the Government of its intention to fund 11 additional trains through the Housing Infrastructure Fund to provide additional capacity and unlock further housing growth in the Royal Docks and Isle of Dogs areas. We are working with the Government to enable the transfer of funds and the activation of the additional option with the train manufacturer, and expect this to take place in February.

East London Line Housing Infrastructure Fund programme

The East London Line Housing Infrastructure Fund programme will deliver capacity improvements to Surrey Quays station as well as signalling and power upgrades to support an increase in service frequency from 16 to 20 trains an hour, which will unlock significant housing growth in key opportunity areas along the line. The works are progressing well with the Notice to Proceed issued to the main works contractor, Morgan Sindall, on 12 December to progress the detailed design and build for the upgrade of Surrey Quays station.

The power upgrade work was awarded to Network Rail for completion of detailed design. The procurement strategy for the installation works for both Network Rail and our power upgrade has been finalised, and the next stage of Issuing of Instruction to Tender is expected to take place shortly. The signalling upgrade procurement strategy has been drafted and is going through our internal governance process. Currently we are on target to meet all agreed milestones for the programme's listed projects.

Elephant & Castle station capacity upgrade

The project team is currently pushing ahead with the procurement arrangements for the new tunnels, with Invitation to Tender set for May. A tender for essential pre-tunnelling Ancillary Works was issued in October, the team is currently analysing the tender returns and the contract award is planned for February.

Additionally, we are progressing the procurement of a package of works to determine the best options for the eventual fit-out, known as Stage 2. Invitations to Tender were issued in October with a successful bidder subsequently identified and contract awarded in December, earlier than planned.

Construction of the station box by the developer continues apace, with all station box piles now installed.

Closure of Bakerloo line Queen's Park to Harrow & Wealdstone and London Overground Euston to Watford Junction

A closure of this section was undertaken between 17 and 23 December, primarily to undertake replacement of rotten wooden sleepers. While the track is owned by Network Rail, this closure was a substantial collaborative effort between our two organisations, with us supplying the engineering trains to carry materials to and from the worksite as well as other specialist track machinery while Network Rail carried out the work. This is the largest such collaboration between the two organisations to date and Network Rail chair, Lord Hendy, visited the site on 22 December and praised the way the two organisations worked together.

As well as the replacement of sleepers, a redundant electrical substation that was in danger of collapse was demolished at Willesden Junction. A further closure is planned during the February half term, from 11 to 19 February, when the renewals work will continue. The total works planned also include replacement of electrical power supply equipment and improving stations, such as resurfacing platforms, as well as attending to long-term issues such as drainage and guttering.

High Speed 2

HS2 Ltd is carrying out an assessment of the feasibility of transporting materials by rail or conveyor from Euston, as recommended by Douglas Oakervee in a review commissioned by the DfT. Outcomes are expected to be shared in early 2023.

I have written to the CEO of HS2 in a joint letter with the Chief Executive of Camden Council to express my concerns on this matter.

HS2 began carrying out works on the Euston Road from 9 January. There will be lane and footway closures on the Euston Road for the next seven years as HS2 Ltd completes utilities diversions, and to enable construction of the permanent works for the new Euston Square and Euston London Underground station upgrades. We are working closely with HS2 Ltd on a travel demand management campaign for road users who will be affected and advising customers travelling through the area to check their journeys before they travel, in case of any disruption. We continue to work with The Euston Partnership to ensure our requirements are met for the future bus station, taxi rank, cycle parking and London Underground station at Euston. Engagement with the partnership on the integrated development of the Euston campus also continues, including the refurbishment of the existing Euston Network Rail station.

At Old Oak Common, we continue to work with HS2 Ltd on the design development of the new surface intermodal area to ensure our requirements are met for buses, cycling and the new Elizabeth line station. Detailed planning and interface work is being developed to consider Network Rail's planned extensive blockade programme over Christmas 2023 to ensure the impacts on our networks, services and work across our capital and operations programmes are understood and mitigated where necessary.

Cycleways

So far in this financial year, along with the boroughs we have delivered 13.8km of new or upgraded Cycleways across London. Some of the key progress updates are listed below.

Cycleway 4 London Bridge to Greenwich

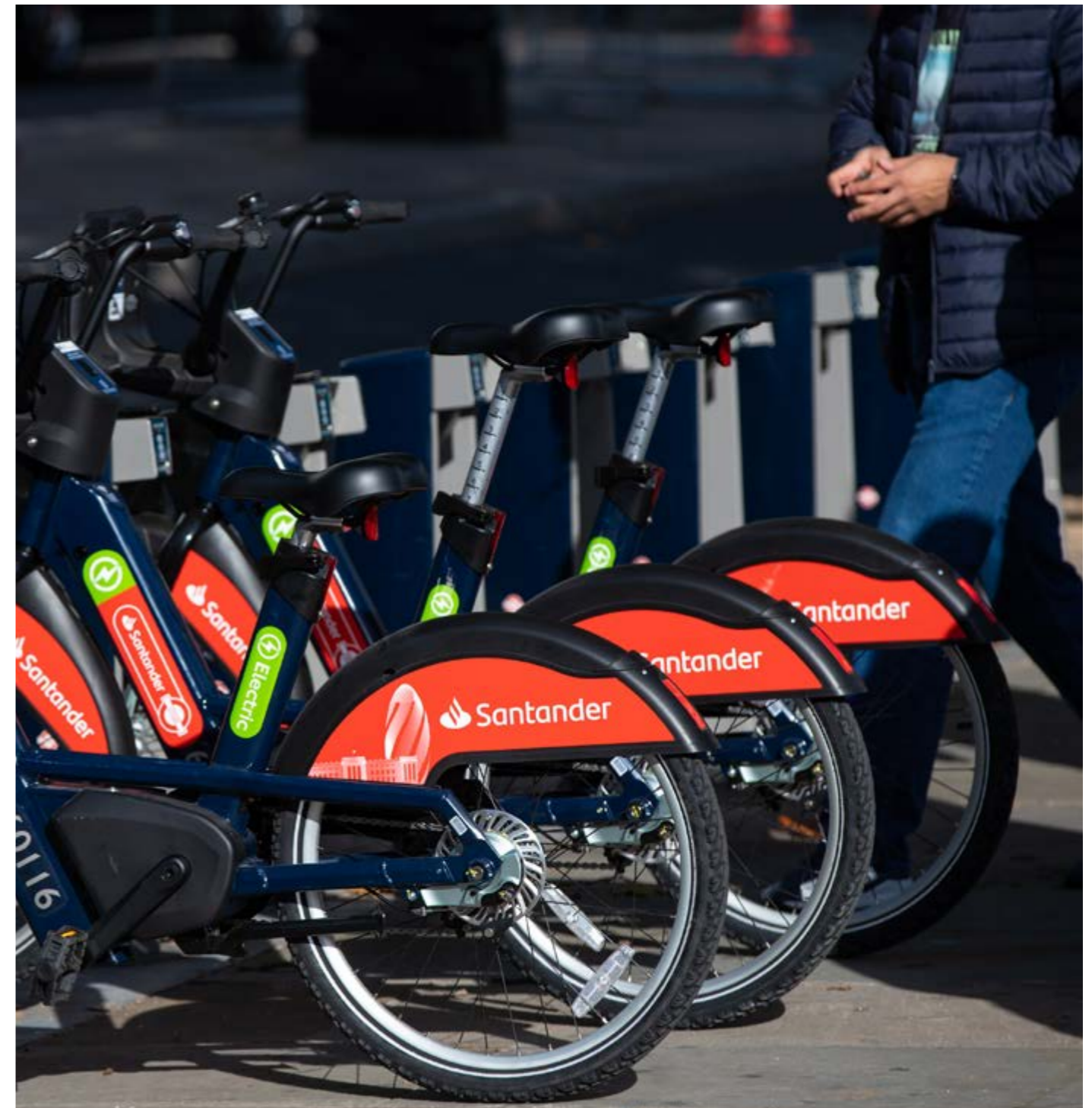
Snagging work and pre-handover inspection walks continue along Evelyn Street from Bestwood Street to Deptford Church Street following the completion of construction work on 13 September. The Royal Borough of Greenwich's works to Creek Road Bridge are scheduled to take place in early 2023.

Cycleway 9 East Kensington Olympia to Brentford

Snagging works on Hammersmith Gyratory are now complete, while those on Chiswick High Road from Chiswick Lane to Goldhawk Road are nearing completion. Construction is progressing well on Chiswick High Road between Chiswick Lane and Heathfield Terrace, although works were paused during the Christmas embargo due to the proximity to retailers and resumed on 3 January. These works are being delivered by the London Borough of Hounslow.

Cycleway 23 Lea Bridge to Dalston

The detailed design for Lea Bridge Roundabout is progressing and construction is planned for early 2023.



The Santander Cycles scheme now includes 500 new e-bikes

Cycleway 37 Mile End to Westferry Lane

Detailed design for the permanent scheme at Mile End Road junction is progressing and construction is planned for early 2023. Detailed design for the temporary-to-permanent scheme on Burdett Road is progressing and construction is planned to follow Mile End Road junction later this year.

Cycleway 50 Finsbury Park to Tottenham Hale

Detailed design for the roads from Caledonian Road to Finsbury Park is progressing and construction is planned for late January 2023.

Santander Cycles

The Santander Cycles scheme saw a record number of hires in 2022, surpassing 11 million hires for the first time in any previous calendar year.

In October, we launched 500 new e-bikes which has supported the scheme's continued success, helping to break down the barriers that stop some people from cycling, including fitness, age and journey length. The introduction of e-bikes has added to the scheme's popularity with more than 146,000 hires now made, and e-bikes being ridden at a rate of four trips per bike per day. The launch was supported by a marketing campaign to promote awareness among customers and will run until spring.

On 16 December, in partnership with Southwark Council, we opened the last of seven new docking stations to expand the scheme in that borough. This expansion allows more people in Southwark to explore the capital in an affordable way that supports their physical and mental wellbeing, while helping to cut air pollution and protecting the local environment. To date more than 8,500 hires have taken place from the new docking stations.

Before Christmas, a campaign ran to let customers know that Santander Cycles would be available on Christmas Day, as well as promoting an offer of free 30-minute rides on the weekend of 17 and 18 December. Alongside this, videos showing off the scheme and its new e-bikes continued on social media through to 23 December.

IFS Cloud Cable Car

From 28 November to 8 December the IFS Cloud Cable Car was closed for its largest planned maintenance programme since it opened 10 years ago. This included replacing the haul rope, which is the main cable that carries the gondolas around the system and building a new and exciting customer experience centre aimed at enhancing the cable car's leisure appeal.

The centre gives customers the chance to find out more about how the cable car works, provides a themed photo selfie area, and gives customers the opportunity to explore a virtual reality offer, as well as a retail area and café. This will enhance the customer experience and generate additional revenue. The venue will also be available for private hire.

On 16 December, we also launched the a special Christmas offer for customers in association with Railway Children, an international charity. This included a festive round trip on the cable car and gift from Santa's helpers, provided in themed terminals. A donation of £2 per experience will be given to Railway Children.

Customer experience

4G coverage on the London Underground

A further six London Underground stations have begun offering high-speed mobile coverage to customers, as the next stage of our project with BAI Communications to bring coverage to the Tube network.

Customers travelling between Kentish Town and Archway on the Northern line and between Holland Park and Queensway on the Central line, are starting to see 4G and 5G-ready mobile coverage. There is coverage in ticket halls and on platforms, as well as in tunnels between those stations, enabling customers to get the latest travel information, access social media, check emails, make calls, and stream videos while on the move underground.

By the end of 2024, all Tube stations, as well as the Elizabeth line, will have 4G and 5G-ready coverage. The next phase will deliver the mobile coverage to more Central and Northern line stations as well as tunnel sections, and will include Euston, Oxford Circus, Tottenham Court Road, Mornington Crescent and Camden Town by the end of March.

TfL Go

The TfL Go app has now been downloaded 2.9 million times and was used by around 540,000 customers in both November and December. The app also won the prestigious BIMA (British Interactive Media Association) Gold Award for best product design and build.

We have continued to release regular app updates, improving the information provided during periods of severe disruption. We have also enhanced our routing information so that it links directly with live bus times, and prototyped new features showing the live location of buses. In December, we published content featuring festive days out in London, following a successful series of content related to key Elizabeth line stations. We are planning a six-month pilot to test the commercial potential of this 'promoted places' format for premium-branded content.

We continue to prepare for the launch of payments functionality in early 2023 when customers will be able to plan, pay and travel through a single integrated experience. We will first test internally, then widen access to up to 10,000 customers in a beta trial before sharing with all app users.

Contact centre operations

Our Contact Centres continue to provide customers with travel information, help and support where needed. Customers have benefited from significantly reduced queue times on calls and quicker response times to email correspondence when compared to recent years, due to a renewed focus on ways of working with our suppliers and stakeholders.

Service levels have also remained high throughout the festive period and new year, despite the disruptions to services caused by the sudden extreme weather and industrial action across the London Underground and National Rail network.

The nature of our workforce and range of skills it brings means that we are able to prioritise our resources and people to key services when we are hit with sudden fluctuations in demand. This was tested by the overnight extreme weather which resulted in a peak in customers seeking immediate travel advice. Demand to our telephone centres increased by 40 per cent and we were able to react by moving staff who had been allocated to correspondence handling to switch to helping customers over the phone instead. This has been a key feature in our ability to support customers while remaining productive and cost-efficient.

In other areas of our contact centre operations, we have seen a significant increase in the number of people coming to our Visitor Centres during the festive period. We have seen demand grow throughout the year and December was the busiest since the pandemic. This shows, again, how valuable and popular this service is to our UK and overseas visitors.

London's recovery

To further support our organisation's and London's recovery from the impacts of the pandemic we delivered a multi-channel, festive public transport campaign celebrating the role public transport plays in enabling the lives of Londoners, inspiring and influencing them to make more journeys and do more of the things they love during the festive season.

A range of festive activity was delivered across high impact and engaging media, including updated festive radio ads and bus wraps, as well as our existing Video On Demand, digital and printed posters and heritage posters across the TfL network. We also published new Christmas themed content as part of our partnership with Time Out and Metro in the week starting 13 December, showing the best festive activities in the capital that can be reached by bus.

On 25 January, I spoke to members of BusinessLDN about the future of London and how we are working to attract people back to the transport network and play our part in becoming a net zero carbon city. I also spoke with supporters of Centre for London on the key issues facing the capital, including climate change, infrastructure investment and how to make the transport network inclusive for all.

London Transport Museum

Named as London Visitor Attraction of the Year in 2022, London Transport Museum continues to welcome back its domestic market, with visitor numbers above 90 per cent of pre-pandemic levels. Throughout December, the Covent Garden Museum welcomed visitors to enjoy its Christmas programme for families and traded strongly in its shop. This included the return of its much-loved bus tours of the West End's festive light displays on a historic Routemaster bus running across two weekends on 10 and 11 as well as 17 and 18 December.

On 7 December, London Transport Museum launched the latest set of tickets for its award-winning Hidden London tours. These exclusive tours give the public the chance to immerse themselves in the rich heritage of the Underground network, which celebrated its 160-year anniversary on 10 January this year.

Between January and early February, ticketholders will be able to explore the subterranean deep-level shelters beneath Clapham South, go behind the scenes at Shepherd's Bush, discover the disused platforms at Charing Cross and step into what remains of the original Edwardian station at Piccadilly Circus. A line-up of virtual tours is also available to book.

National Railway Heritage Awards

On 6 December, the Railway Heritage Trust presented its annual awards ceremony. London Underground won the Operational Enhancement Award for its step-free access scheme at the listed Sudbury Hill station. Judges were impressed by the steps taken to ensure that the improvements were sympathetic to the heritage of the station. The restoration of the heritage lightbox indicators at Earl's Court station was also commended by the judges.

Blackhorse Road mosaic roundels

In December, a series of mosaic roundels were installed at Blackhorse Road station. These roundels were a community project spearheaded by local artist Maud Milton.

More than 500 members of the local community, including members of station staff created ceramic tiles that reflect local history, community, culture and creativity. The project was funded by William Morris Big Local, the London Borough of Waltham Forest, Taylor Wimpey and us.

Our people

We engage with our people to provide support and improve our organisation



We welcomed our final cohort of apprentices in January

Welcoming our latest apprentice cohort

On 16 January, we welcomed our third and final cohort of apprentices for the 2022/23 intake. A further 19 apprentices joined Level 3 apprenticeship schemes, including Transport Planning, Trams Engineering, Project Controls, Dial-a-Ride and Tech and Data making a total of 127 who joined during the 2022/23 campaign. This year, the percentage of women hired into apprenticeships increased to 38 per cent, from 34 previously, and the number of Black, Asian and minority ethnic candidates hired increased from 38 to 47 per cent.

Viewpoint

Our annual employee survey, Viewpoint, ran from 26 September to 21 October. This gave all our colleagues the opportunity to tell us what it's like to work here and what they feel strongly about, giving us the evidence to make things better in the future.

We have now shared the results which showed that colleagues across the organisation were less positive than they were in 2021: our Total Engagement measure has declined by two points to 59 per cent, the Wellbeing at Work index decreased by one point to 56 per cent and the Inclusion Index decreased by one point to 50 per cent.

A more detailed update on these results, along with the key themes that our colleagues have told us about, is provided as a separate agenda item at this Board meeting.

Our TfL programme

The Our TfL Programme concluded its initial feasibility phase in November and has now entered design and delivery. Members of the five core sub-programmes are working through the possible 'quick wins' to be delivered in the early part of this year and are developing plans for the remainder of the programme at the same time. These plans are expected to receive a clearly defined starting point in early 2023.

The programme team has engaged with the TfL and London Underground company councils a number of times, providing an overview of the programme's objectives, structure and feasibility outcomes. The team will continue to update the councils on a regular basis throughout the programme, with sub-programmes engaging at a local level as appropriate.

An Our TfL Programme Design Authority has been established to provide robust governance to the programme, in line with the change portfolio governance across our organisation. This forum will ensure there is adequate scrutiny of emerging designs across the sub-programmes: that designs are not assessed in isolation from one another and that they collectively contribute to the programme's dual mandate. The first forum took place on 19 January and future forums will be held periodically.

Our people leaders

Our vision is to have a strong culture of good people leadership across the whole of the business that reflects and supports our purpose and our Vision and Values of being open, caring and adaptable. To help us achieve this, for the first time, we have developed a set of minimal and common expectations around what it means to be a TfL people leader. By defining what it is we expect of our people leaders, we can target development and support more effectively to achieve this.

We have now shared this new framework with our people leaders across the organisation, together with details on how we will bring these expectations to life, how we will support them and next steps.

Steps into Work

On 8 December, we hosted an event for our graduating Steps into Work students. Parents, volunteers from across our organisation, Deputy Mayor for Transport Seb Dance, and Sir Steven Timms MP were all in attendance. Steps into Work is a 12-month programme offering neurodivergent participants the chance to gain skills and work experience to help them into the workplace.

Three students from the last cohort have already secured full-time employment and we will continue to support them into paid employment over the next 12 months.

Celebrating our people

The team behind the Old Street Roundabout project gained a notable 'Excellent' certificate from the Cleaner Construction for London scheme. The award recognised the team's use whenever possible of low emission machinery on site.

Construction sites and machinery, particularly on fixed sites, can make a difference to air quality, so we are particularly pleased to have received this commendation from the scheme, which is sponsored by the Mayor and administered by the London Borough of Merton on behalf of all London boroughs. The scheme considers criteria such as planning requirements for construction plant and has an enforcement element to drive compliance with emissions standards.

The Bank station capacity upgrade project won the prestigious New Civil Engineering 'Tunnelling Team of the Year' award in December. This was fitting recognition for an excellent safety performance during very demanding work to form the new running tunnel and concourse for the Northern line.

Industrial action and our people

We have extensive collective bargaining arrangements across the organisation and use these to engage with our trade unions on a regular basis.

The TfL full and final pay offer for 2022 and 2023 was provided to our trade unions and they have now received all the responses. Discussions with Rail for London Infrastructure trade unions, representing Elizabeth line staff, are ongoing on separate elements of their pay deal, however, currently there is action short of strike ongoing until 28 February. We continue to try and minimise the impact of the disruption and discussions are ongoing.

We continue to discuss future proposals with our trade unions in operational areas of the business. There are a number of ballots and live mandates on pensions, pay, agreements and detrainment.

Our operated services Trams Operations Limited and London Overground have now agreed a pay deal with their employees.

Revised pensions milestone

In October, we submitted a Pensions Options Paper that set out two broad categories of options.

In that paper, we raised issues and questions that required responses from the Government to further develop any possible proposals and meet the next requirement in our Funding Agreement which was scheduled to be completed by January 31. The Government has just written to us advising that they are still working on providing the responses we need. The Government has therefore extended the January 31 milestone to 28 February.

It remains the case that there are still no plans for the reform of TfL pensions or any changes being proposed. If any reforms are proposed in the future, we will consult fully with affected members and their representatives, as appropriate. If any proposals for change are made in the future, these would not have any impact on benefits built to date.

Finance

Protecting our income and tackling fare evasion continue to be key areas of focus

Financial performance

Year- to-date financial performance

In the year to date, we remain on track to deliver our new Revised Budget that sets us on the path to financial sustainability as set out in the 2023 Business Plan:

- Revenue is broadly in line with Revised Budget: journeys continue to recover, with latest journeys at 84 per cent of pre-pandemic levels. Journeys and passenger income are slightly better than Budget. Extraordinary revenue grant is lower than expected, which we expect to unwind over the next quarter
- Our core operating costs remain close to Revised Budget: the Revised Budget embedded the risks we saw materialise earlier in the year – from the impact of rising inflation and increasing Road User Charging bad debt – as well as tailwinds from lower pension deficit payments. Operating costs are £23m lower than Revised Budget, mainly from the timing of, and reduction in, maintenance costs, as well as some one-off upsides
- Capital enhancement is within one per cent of Revised Budget: due to slippage on third-party funded projects, largely because of factors outside our control. The Revised Budget is forecast to deliver very close to the capital envelope set by the funding settlement over the full year

- Capital renewals are two per cent lower than Revised Budget: our Revised Budget included the ambition to deliver the higher level of renewals of £635m set by the funding settlement. We are actively managing our renewals programme to achieve this

We are, however, still facing several external headwinds and risks to achieving financial sustainability especially into next year, but are working to mitigate these, including:

- Economic uncertainty: economic growth remains poor and UK GDP contracted by 0.3 per cent in the three months to November 2022. Latest forecasts suggest this may continue for a sustained period. The main risk this creates is around passenger income, which is protected by the funding settlement to March 2024
- Inflationary pressures on TfL cost base, including energy and third-party operator costs. Our current forecast is that higher inflation since setting our Budget in March 2022 will drive at least £300m of extra cost into our operating expenditure for 2023/24. The latest Office of Budgetary Responsibility forecast for inflation, published on 17 November 2022, indicates that this pressure could increase to around £400m. There is some protection on inflation risk from the funding settlement, but this is not yet confirmed

- Savings targets are stretching, with a target of £204m incremental recurring savings by the end of 2023/24 following the new funding agreement with the Government. We maintain the GLA financing facility in the event of this risk occurring

Revenue protection

Tackling fare evasion and protecting our income continue to be key areas of focus. There is a programme of activity under way, ranging from frontline revenue protection activity through to technology, to ensure that we are having maximum impact in reducing loss.

One area where we have made and are proposing changes relates to penalties for fare evasion and ticket irregularities. The penalty fare system establishes clear and immediate financial consequences for those travelling without a valid ticket.

On 18 October we began consulting on our proposal to increase the value of our penalty fare from £80 to £100, reduced by half if paid within 21 days. This would bring us in line with the DfT's announcement that the penalty fare for the National Rail network would be increased from £20 (or twice the full applicable single fare to the next station at which the train calls, whichever was the greater) to £100. The consultation on this proposal ended on 10 January. Overall, the responses were broadly supportive. We are working through the responses to inform next steps.

We are now taking stronger action against customers who have been detected for fare evasion and issued a penalty fare but have failed to pay it. Until now, customers would have been sent follow-up letters requesting payment and their details added to our enforcement systems, should they come to our attention again. Customers who have not paid their penalty fare within 39 days and have not made us aware of any mitigating factors will be prosecuted for the original offence. This approach will bring us in line with other Train Operating Companies. This applies to penalty fare notices issued from 1 April 2022. Between November and January, we successfully prosecuted 864 out of 918 offenders (per cent) with another 1,529 awaiting hearings.

On 31 December, we completed replacement of the Revenue Inspection Devices with new, Android based handsets which are lighter and easier for staff to use. The new devices, which are used to check Oyster and contactless payment cards being used for travel, are significantly cheaper than the devices they replace and have the longer-term benefit of being based on an off-the-shelf solution which will make future updates easier and more cost effective.

Changes to fares

As a result of the Government conditions in our recent emergency funding agreement, the Mayor announced on 18 January that he proposed to increase fares on TfL services by 5.9 per cent on 5 March 2023, in line with the Government's increase to national rail fares.

The overall level of fares set by TfL are proposed to increase by an average of 5.9 per cent, with a slightly higher increase for Pay As You Go fares on London Underground within Zone 1, which is set to increase by 30p. This is to keep costs as low as possible for Londoners travelling into the centre from outside Zone 1 for work, and for those using public transport in outer London – where car use tends to be higher – as journeys solely within Zone 1 are more likely to be made for tourism or leisure purposes.

In addition, the Mayor confirmed that the temporary travel time restrictions on 60+ London Oyster Card and Older Person's Freedom Passes became permanent from 18 January. We were also having to consider a proposal to increase the age of eligibility for the 60+ London Oyster Card concession on a phased basis so that the start date of eligibility would increase incrementally by around six months every year. The Mayor confirmed funding from City Hall will be used to prevent this change and protect the concession for Londoners over 60.

New homes and TTL Properties

New homes at Barkingside

Proposals to deliver a 100-per-cent-affordable residential scheme next to Barkingside Tube station were given the go-ahead by Redbridge Council on 11 January.

Regeneration specialist Vistry Partnerships and housing association Peabody have been working together to bring the development forward, alongside our wholly TfL-owned commercial property company, TTL Properties Ltd.

Mainly covering an area previously used as a builder's yard next to Barkingside Tube station, the development will deliver 98 new homes, all of which will be affordable, as well as an enhanced public area. Delivered across three buildings, the new homes will be a mixture of one-, two-, and three-bedroom properties and provide a mix of both social rent and shared ownership, which offers an affordable route into homeownership.

Designed by Sheppard Robson architects, the scheme will be sensitive to, and complement, the Grade II-listed station next to it. By being close to the Central line, as well as to local bus routes, new residents will be able to easily travel sustainably and affordably across the capital using public transport, taking approximately 40 minutes to get to central London or 20 minutes to Stratford, one of the capital's key interchanges, in east London.

The new homes have been designed to be car-free, with the exception of blue badge parking for residents, with cycle storage available within each of the buildings to further encourage active travel. While the development will also include upgrades to the Station Approach, the majority of the station car parking will remain.



We will deliver new affordable homes next to Barkingside station

New affordable homes at Hounslow West

Our plans for 348 new affordable homes next to Hounslow West Underground station were given the go-ahead by Hounslow Council on 1 December 2022. The 1.5-hectare development includes improvements to the public realm and Tube station.

The new homes, delivered across four buildings, will be a mixture of one- to four-bedroom properties, providing options for a range of households. The properties will be a mixture of shared ownership, which offers an affordable route into homeownership, and London Affordable Rent, the level of which is set by the Mayor and is substantially below open market rents, helping to provide low-cost rented homes to support low-income households.

New homes at Woolwich

Proposals for 523 homes at Armourer's Court, above the eastern end of the new Woolwich Elizabeth line station, were approved on 7 December. The proposals brought forward by our partner, Berkley Homes, improve the existing permission advancing the design with new public space and new pedestrian routes, and increasing the amount of affordable housing on site to a minimum of 35 per cent.

New homes at Cockfosters

We continue to wait for feedback from the Department for Levelling Up, Housing and Communities on our proposals for 351 homes, 40 per cent of which will be affordable, at Enfield. The department has asked Enfield Council not to grant permission of the planning application for the proposals in Cockfosters, to enable the department to consider whether the application should be referred to the Secretary of State to decide on. Unfortunately, this means we are still experiencing delay on this project and we are unable to progress building homes on this site while we await the outcome of this period of consideration.

About us

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car. The experience, reliability and accessibility of these services is fundamental to Londoners' quality of life.

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

During the pandemic, we took a huge range of measures to ensure people were safe while travelling. This included extensive cleaning regimes across the public transport network and working with London's boroughs to introduce the Streetspace for London programme, which provided wider pavements and cycle lanes for people to walk and cycle safely and maintain social distancing. London's recovery is vital to the UK's recovery as life returns to normal. We want to ensure London avoids a car-led recovery and we continue to reassure people the capital and our transport network is safe and ready for them.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock much needed economic growth. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as our work at Barking Riverside and the Bank station upgrade.

Working with the Government, we opened the Elizabeth line in time for Queen Elizabeth II's Jubilee. This transformational new railway adds 10 per cent to central London's rail capacity and supports the delivery of high-density, mixed-use developments, which are planned around active and sustainable travel to ensure London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

We are constantly working to improve the city for everyone. This means using information, data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. By working together, we can create a better city as London's recovery from the pandemic continues.

Board



Date: 1 February 2023

Item: Elizabeth Line Operations and Further Opening Stages

This paper will be considered in public

1 Summary

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

2 Recommendation

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

3 Performance of Operational Service

- 3.1 Period 9 of 2022/23 (13 November to 10 December 2022) (P9) represented the first full period of through-running, and of the new, enhanced timetable. Since 6 November 2022, the service has been operating 22 trains per hour (tph) in the Central Operating Section (COS) at peak times, Monday to Sunday (seven day per week) and from 05:30 to 23:30. Twenty-two tph represents a near-doubling of service from 12 tph since opening, more than six months ago.
- 3.2 Following the successful launch of the new timetable in November 2022, initial performance has been slightly below target, but in a period of disruption of rail services nationally. Good collaborative working with the operator MTR Elizabeth Line and Network Rail teams on preparing for it has followed through into timetable delivery and management of incidents and we have a good process to capture learnings.
- 3.3 The overall Public Performance Measure scores on the Elizabeth line for Period 8 of 2022/23 (16 October to 12 November 2022) (P8), P9 and Period 10 (11 December 2022 to 7 January 2023) (P10) were 91.8 per cent, 86.4 per cent and 92.7 per cent respectively.
- 3.4 The Elizabeth line remains the third most reliable railway in the country on the basis of the moving annual average performance (MAA) which in P10 was 93.1 per cent PPM. The only operators with greater reliability were Merseyrail and London Overground. For the first two weeks of P11 Elizabeth line reliability is second in the country at 92.7 per cent with only Chiltern railways higher.
- 3.5 New Year's Eve saw the first 24-hour passenger service run on the Elizabeth line.
- 3.6 Fifteen days of industrial action on Network Rail and TfL impacted the Elizabeth line between 6 November 2022 and 7 January 2023, with reduced services available on strike days and late start up on days following a strike. All partners are working closely together to deliver the best possible service levels and information

to customers during these times.

- 3.7 Strike action taken by Rail for London (Infrastructure) Limited staff resulted in a reduced service being available on Thursday 12 January 2023. Eight tph ran on the eastern section between Shenfield and Liverpool Street and six tph on the west departing from Paddington high level platforms. No service was available in the COS.
- 3.8 The key issues in terms of reliability have been:
- (a) Network Rail infrastructure in the west, where there have been a significant number of points failures, which are disruptive and take time to recover the service; and
 - (b) the reliability of the class 345 trains. A further train software upgrade to support this is expected to be delivered by Alstom in February 2023.
- 3.9 All 70 class 345 trains have now been converted into nine-car full length units. Since the autumn, the final three seven-car or 'reduced length' units have been converted to nine-car trains, with the last brought into service in December. A full fleet of nine-car units supports improved railway performance, for instance by allowing greater resilience in the event of service disruption or unit failures. It has also allowed for the withdrawal of all class 315 trains as of December 2022.
- 3.10 Step-free access was better than target for P8 with 99.05 per cent performance and close to target in P9 at 98.5 per cent.
- 3.11 Customer satisfaction for the line has to date been extremely high, with the Customer Satisfaction Survey (CSS) score for the Elizabeth line in Quarter 2 of 2022/23 (the first full period in which the COS was running) was at 83 – the highest score across all TfL modes. The score for the central section was exceptional at 87, while the east and west saw CSS scores of 82 (up from 79 in Quarter 1) and 80 (up from 75 in Quarter 1) respectively.

4 Project completion update

- 4.1 The Crossrail project is now in the final phase, with the stage known as Stage 5c, which is on track to be delivered by the end of May 2023.
- 4.2 At this point, the line will move to a peak service frequency of 24 tph in the central section – up from the current 22 tph. This increase will be facilitated by delivery of the auto reverse functionality. This uplift will take place in line with the National Rail timetable change scheduled for 21 May 2023.
- 4.3 A full closure of the Elizabeth line's COS took place during the Christmas 2022 period, with a number of works successfully completed.
- 4.4 The blockade (Westbourne Park – Pudding Mill Lane – Abbey Wood) took place between 01:10 on Sunday 25 December and 04:00 Wednesday 28 December 2022, allowing for commissioning of the major ELR300 signalling software update, as well as upgrades to Central Management System and Station Management System software. Additionally, no service ran between Whitechapel and Shenfield between Wednesday 28 December 2022 and Tuesday 3 January

2023 to allow National Rail power upgrades to take place.

- 4.5 A further signalling upgrade, ELR400, is planned for Easter 2023 to deliver the final configuration for auto reverse and 24 tph.
- 4.6 The handover of Bond Street Elizabeth line station to London Underground took place on 12 January 2023. All contracts are expected to be closed out by Easter 2023 except for signalling and communications software contracts with Siemens and Alstom, which are core to delivering Stage 5c in May 2023.

List of appendices to this report:

None

List of Background Papers:

None

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

[page left intentionally blank]

Board

Date: 1 February 2023

Item: Finance Report – Quarter 3, 2022/23

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation, at Appendix 1, sets out TfL's financial results to the end of Quarter 3 (Period 9, 2022/23 - the year-to-date ending 10 December 2022).

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Quarter 3, 2022/23

- 3.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Revised Budget (approved by the Board on 7 December 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

[page left intentionally blank]

Finance Report

Quarter 3, 2022/23

Management results from 1 April 2022 – 10 December 2022

Board

1 February 2023



We are on track to deliver the Revised Budget set in the 2023 Business Plan.

This means we are on track to achieve financial sustainability in 23/24, but there remain significant risks.

Page 68



Year to date

In the year to date, we remain on track to deliver our new Revised Budget that sets us on the path to financial sustainability as set out in the 2023 Business Plan:

- **Revenue is in line with Revised Budget** – journeys continue to recover, with latest journeys at 84% of pre-pandemic levels. Journeys and passenger income are slightly better than the Budget. Extraordinary revenue grant is lower than expected, which we expect to reverse over the next quarter
- **Our core operating costs remain close to Revised Budget** – the Revised Budget embedded the risks we saw materialise earlier in the year – from the impact of rising inflation and increasing Road User Charging bad debt – as well as tailwinds from lower pension deficit payments. Operating costs are £23m lower than Revised Budget, mainly from timing of, and reduction in, maintenance costs, as well as some one-off upsides
- **Capital enhancement is within 1% of Revised Budget** – due to slippage on third-party funded projects, largely because of factors outside our control. The Revised Budget forecast to deliver very close to the capital envelope set by the funding settlement over the full year.
- **Capital renewals are 2% lower than Revised Budget** – our Revised Budget included the ambition to deliver the higher level of renewals of £635m set by the funding settlement. We are actively managing our renewals programme to achieve this.

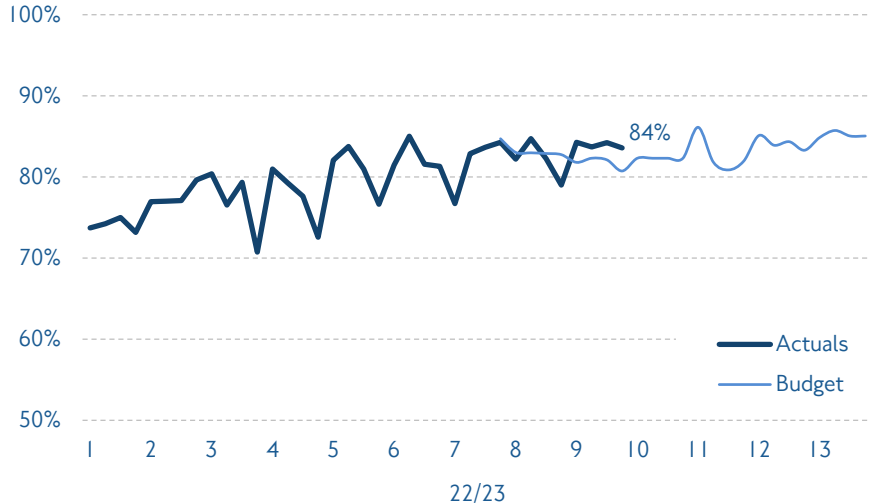
Forward look

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 0.3% in the three months to November 2022. Latest forecasts suggest this may continue for a sustained period. The main risk this creates is on passenger income, which is protected by the funding settlement to March 2024.
- **Inflationary pressures on TfL cost base**, including energy and third-party operator costs. Our current forecast is that higher inflation will drive at least £300m of extra cost into our operating expenditure for 2023/24. The latest Office for Budget Responsibility forecast for inflation published on 17 November 2022, indicates that this pressure could increase to around £400m. There is some protection on inflation risk from the funding settlement, but this is not yet confirmed.
- **Savings targets** are stretching, with a target of £204m incremental recurring savings by the end of 2023/24 following the new funding agreement with Government. We maintain the GLA financing facility if this risk crystallises.

Headlines

Total passenger journeys 84% of pre-pandemic levels in Period 9, up from 68% at the end of 2021/22



Passenger income almost £800m better than last year and £1.8bn up on 2020/21; income is now £470m lower than pre-pandemic levels, averaging just over £50m lower each period

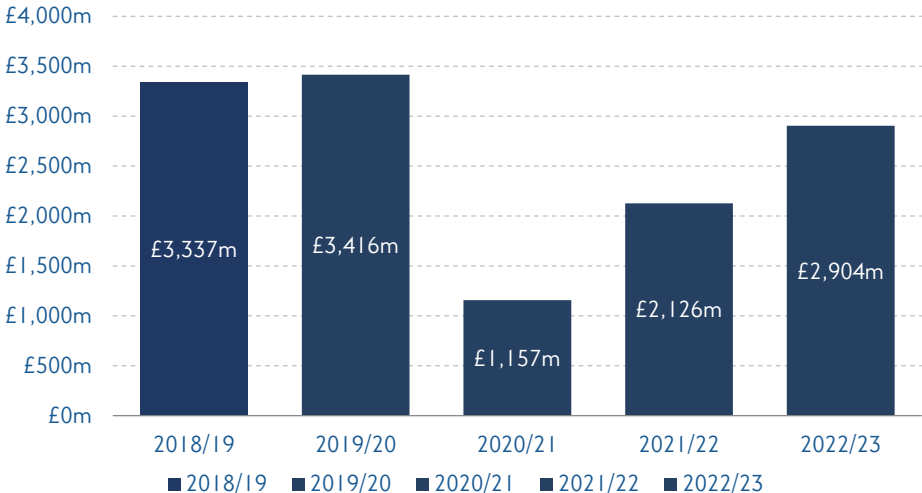
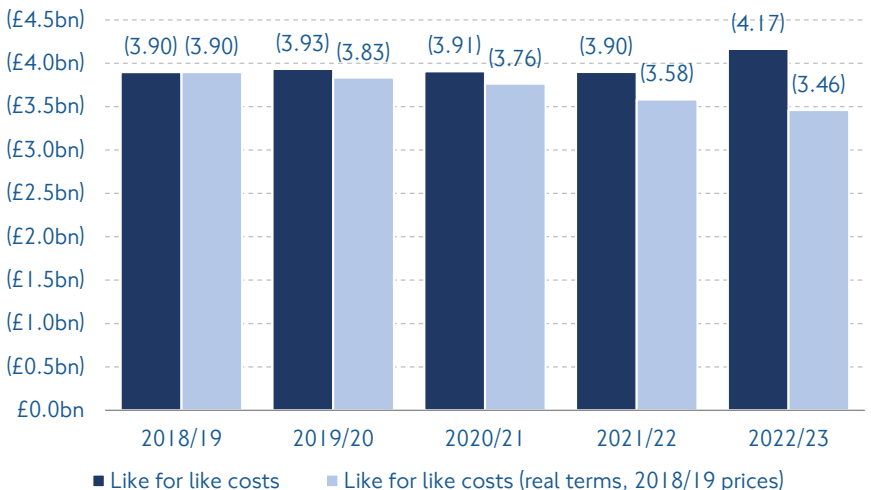
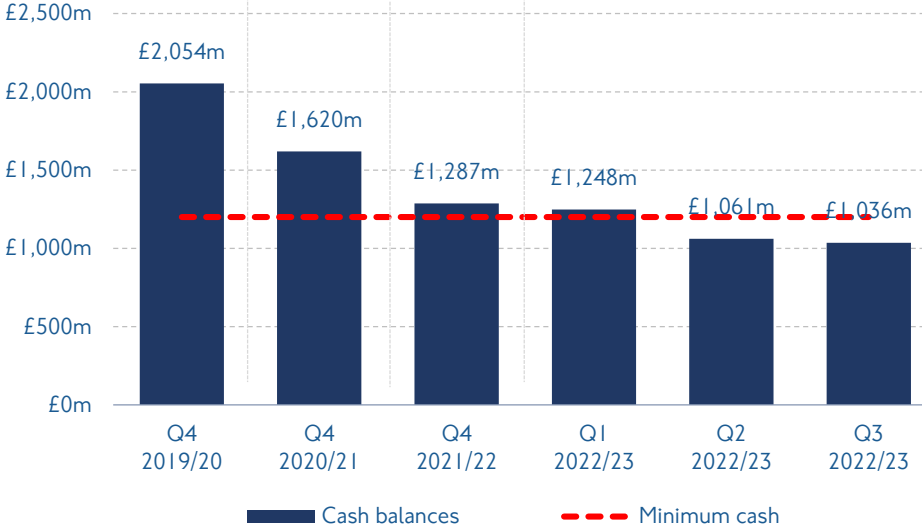


Chart shows year-to-date passenger income to end of Quarter 3 for each year

Year to date like-for-like operating costs up on prior years as a result of inflationary pressures; real terms costs over £400m lower than in 2018/19



We continue to maintain our cash reserves at no more than £1.2bn on average in line with our funding settlement condition and expect to end the year at £1.2bn



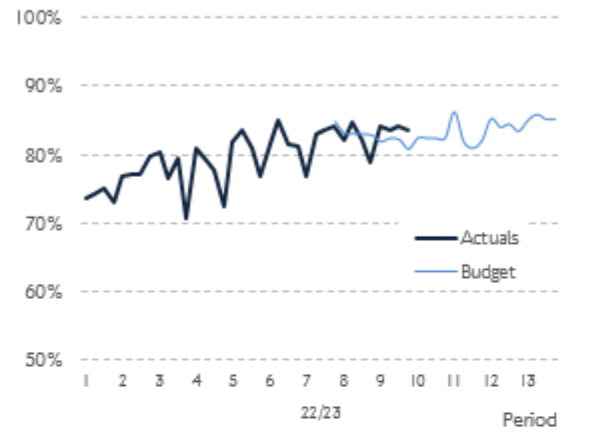
Passenger journeys

Total TfL journeys were 84% of pre-pandemic levels at the end of the Quarter, up from 68% at the start of the financial year, and with a slight improvement on the prior period (82%).

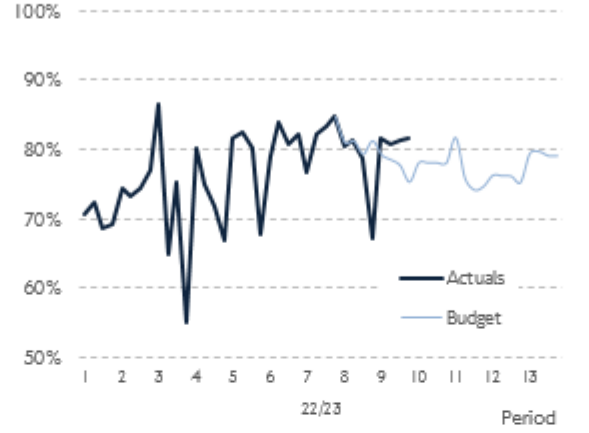
Tube journeys are relatively stable at 81% (broadly in line with our P7 report). Bus journeys are also stable at 81% and are broadly in line with forecast. However, bus journeys have remained flat since the end of Quarter 1 and there is a risk journeys (and corresponding income) may not reach the levels forecast.

Industrial action on the national rail network on Saturday 26 November saw a reduction in demand - with the exception of EL, which showed a jump in journeys - with the net impact being a small reduction of 67,000 journeys across our network (excluding buses).

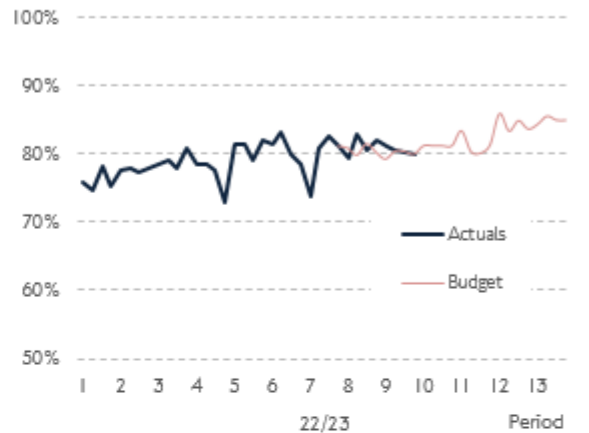
TfL	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	84%	82%	P	279	8
			Y	2251	5



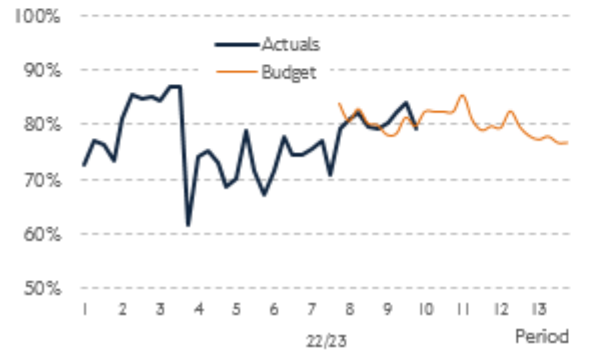
LU	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	81%	78%	P	95	3.7
			Y	738	-0.6



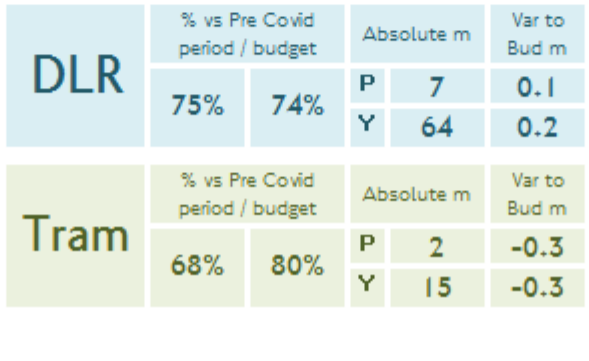
Bus	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	81%	80%	P	145	0.8
			Y	1237	1.5



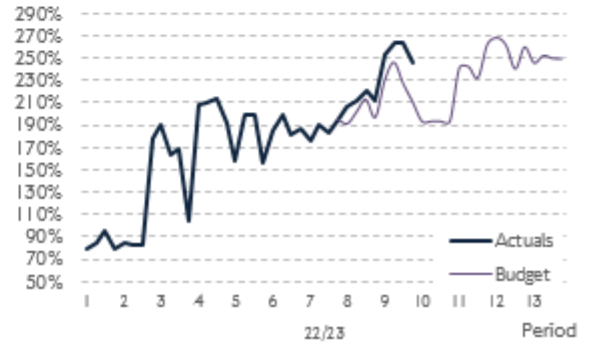
Rail	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	84%	79%	P	23	1.2
			Y	189	1.1



LO	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	92%	83%	P	14	1.4
			Y	111	1.2



EL	% vs Pre Covid period / budget		Absolute m		Var to Bud m
	261%	228%	P	15	2.0
			Y	87	2.6



Income statement

Passenger income is 1% higher than Revised Budget and now almost £800m higher than last year.

Other operating income is £13m better than Revised Budget, largely a result of higher enforcement income from ULEZ and higher third-party income. Other revenue grants includes Extraordinary revenue grant – this is £52m lower, and is a result of phasing which we expect to reverse over subsequent periods.

Operating costs are analysed in more detail overleaf.

Capital renewals are £6m lower than Budget, driven by timing differences in LU on some technology projects. We are aiming to deliver as much of the £635m envelope set in the funding settlement as possible.

£m	Quarter 3 year to date, 2022/23				Quarter 3 year to date, 2021/22		
	Actuals	Revised Budget	Variance to Revised Budget	Variance%	Last year	Variance to last year	Variance %
Passenger income	2,904	2,883	21	1%	2,126	778	37%
Other operating income	1,064	1,051	13	1%	735	329	45%
Business Rates Retention	1,290	1,290	-	0%	1,288	2	0%
Other revenue grants	722	774	(52)	-7%	1,595	(873)	-55%
Revenue	5,980	5,998	(18)	0%	5,744	236	4%
Operating costs	(4,825)	(4,848)	23	0%	(4,455)	(370)	8%
Operating surplus before renewals & financing	1,155	1,150	5	0%	1,289	(134)	-10%
Capital renewals	(380)	(386)	6	-2%	(310)	(70)	23%
Net financing costs	(295)	(294)	(1)	0%	(309)	14	-5%
Operating surplus / (deficit)	480	470	10	2%	670	(190)	-28%
Operating surplus excl. extraordinary revenue grant	(187)	(252)	64	-25%	(874)	687	-79%



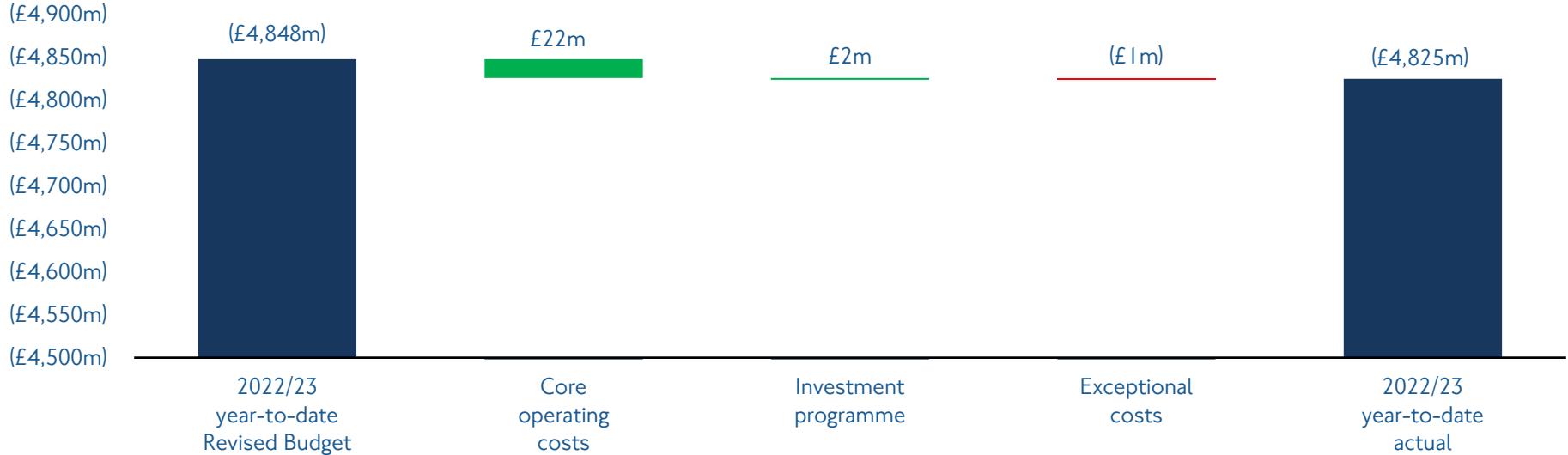
Operating costs

Total operating costs are £23m lower than Revised Budget.

Headwinds and tailwinds from earlier in the year – including bad debt from ULEZ enforcement income, inflationary pressures, and cost savings from lower pension deficit payments – have been incorporated into the new Revised Budget. We have seen a slight worsening of bad debt over recent periods, with a year to date pressure of (£6m).

We have additionally seen cost reductions of £23m, from lower LU maintenance costs, lower performance payments in Rail, lower utilities costs and a number of one-off favourable variances.

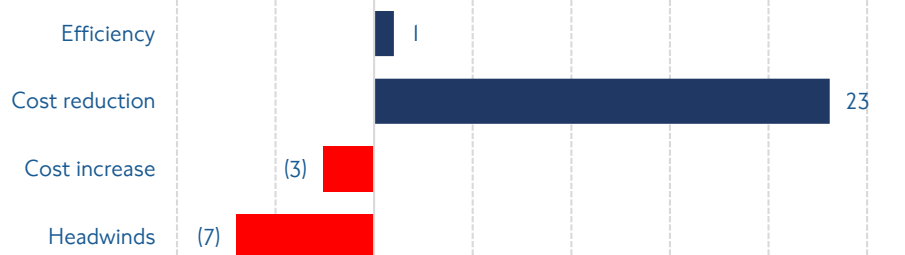
Operating costs: drivers of year to date variances (£m)



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

Total operating costs £23m lower than Revised Budget: underlying costs £16m better (with headwinds of (£7m) offset by £23m of cost reductions); timing differences of £6m, which we expect to reverse by year end.

Underlying costs £16m better



Timing differences of £6m



Other variances of £1m



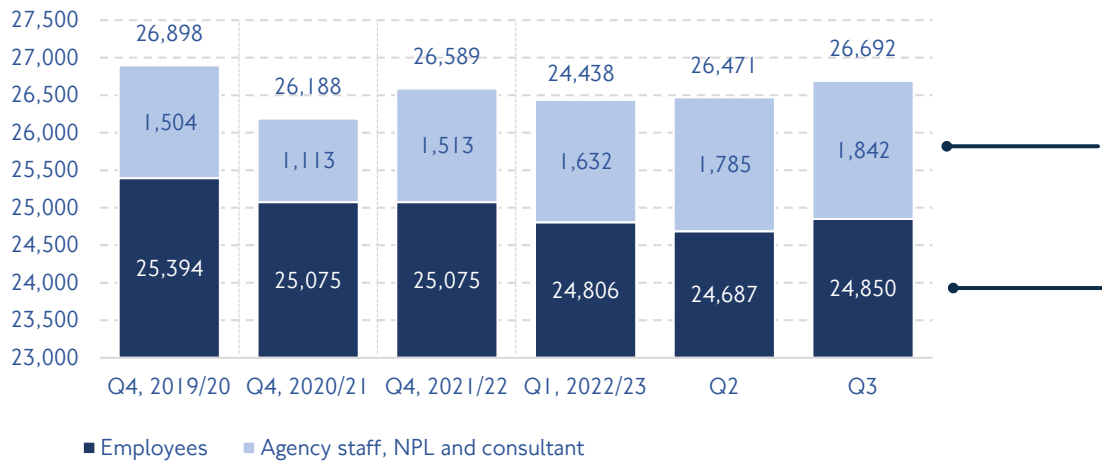
(£10m) (£5m) £5m £10m £15m £20m £25m

Staff

Total staff levels are just over 200 lower than pre-pandemic levels and are now slightly up from the end of last year.

Permanent employee numbers are now almost 550 lower than before the pandemic and are almost 250 down from last year. Agency and NPL staff have increased by almost 350 since the end of 2019/20, but remain significantly lower than 2015/16 levels. Ongoing labour market issues, and funding uncertainty earlier in the year hampered our ability to recruit; resignation rates have fallen slightly in the Quarter, but remain high. A buoyant external market has also contributed to these issues.

Headcount trends since 2019/20



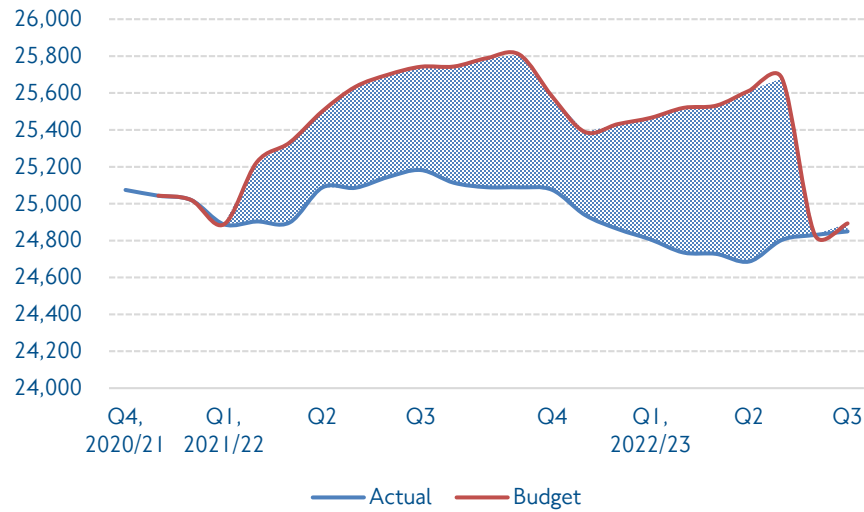
Total staff over 200 lower than pre-pandemic levels

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

Permanent employees down by around 550 since 2019/20 and in line with last year

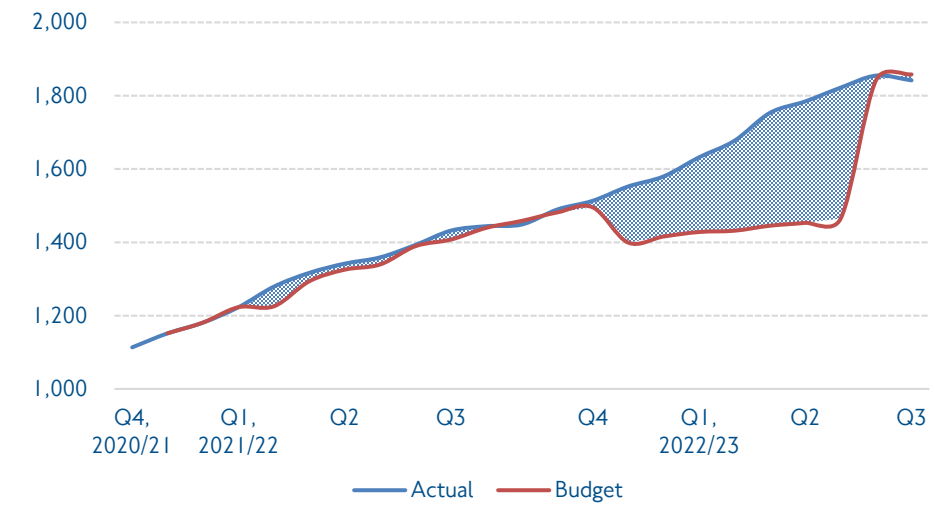
Permanent staff (FTE): actuals and Budget

Permanent employees down by almost 250 since the end of 2021/22, driven by large number of retirees and leavers, and earlier funding uncertainty. We are still seeing a competitive external market and higher resignation rates, with leavers averaging 150 per period in Quarter 3.



Agency and NPL staff (FTE): actuals and Budget

Agency and NPL FTE up by almost 350 since the end of 2021/22.



Capital renewals expenditure

Capital renewals (£m)	Quarter 3 year to date, 2022/23				Quarter 3 year to date, 2021/22		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
CCO	(123)	(125)	2	-2%	(100)	(23)	23%
Four lines modernisation	(3)	(3)	0	-4%	(5)	2	-46%
Surface assets	(64)	(62)	(2)	2%	(57)	(7)	13%
Air Quality and Environment	(8)	(8)	0	-1%	0	(8)	-3455%
Public transport	(32)	(34)	2	-7%	(28)	(4)	14%
Technology	(16)	(17)	1	-8%	0	(16)	0%
Savings challenge and deliverability	(0)	(0)	0	0%	(10)	10	-99%
COO	(219)	(221)	2	-1%	(187)	(32)	17%
LU	(218)	(220)	2	-1%	(187)	(31)	17%
Elizabeth line	(1)	(1)	0	-17%	0	(1)	0%
CCSO excluding TTLP	(34)	(35)	1	-4%	(21)	(13)	59%
Estates	(1)	(1)	(0)	184%	(1)	0	-14%
CCSO incl. T&D	(33)	(35)	2	-5%	(21)	(13)	62%
Corporate	(5)	(5)	(0)	2%	(2)	(2)	91%
Total TfL excl. TTLP	(380)	(386)	6	-2%	(310)	(70)	22%

Capital enhancements expenditure

Capital enhancements (£m)	Quarter 3, year to date, 2022/23				Quarter 3, year to date, 2021/22		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Rolling Stock and Signalling	(308)	(300)	(8)	3%	(243)	(65)	27%
Piccadilly line upgrade	(157)	(153)	(4)	3%	(98)	(59)	60%
Four lines modernisation	(82)	(82)	0	0%	(90)	8	-9%
Rail System Enhancements	(5)	(5)	0	-5%	(4)	(1)	30%
MPD Savings challenge	0	5	(5)	-100%	0	0	0%
Trams	(1)	(1)	0	-23%	(1)	0	-31%
DLR Rolling Stock replacement	(64)	(64)	0	0%	(50)	(13)	26%
Major Enhancements	(68)	(71)	3	-4%	(134)	66	-49%
Silvertown Tunnel	(11)	(11)	(0)	3%	(8)	(3)	35%
Northern Line Extension	(0)	(0)	0	-13%	(48)	48	-100%
Barking Riverside	(3)	(4)	1	-14%	(26)	23	-87%
Elephant & Castle Station Capacity	(6)	(6)	(0)	0%	(2)	(4)	185%
Bank Congestion Relief	(49)	(50)	1	-2%	(40)	(8)	21%
HS2	(0)	(0)	0	0%	(0)	0	-100%
Elizabeth line	1	(1)	2	-147%	(9)	10	-107%
Other Enhancements	(131)	(141)	10	-7%	(137)	6	-4%
Major stations	(1)	(1)	0	-21%	(1)	0	-29%
DLR RSRP HIF	(3)	(3)	0	-8%	(1)	(2)	140%
Surface assets	(1)	(1)	(0)	14%	(4)	3	-77%
Air Quality and Environment (AQE)	(33)	(35)	2	-6%	(31)	(2)	5%
Public transport	(5)	(6)	1	-14%	(6)	1	-19%
Healthy Streets	(42)	(42)	0	-1%	(29)	(13)	43%
Technology	(6)	(6)	(0)	5%	(9)	3	-29%
LU	(10)	(11)	1	-11%	(14)	4	-28%
CCSO excl. TTLP	(31)	(36)	5	-15%	(40)	9	-22%
Estates	(1)	(1)	0	-38%	(0)	(1)	194%
Corporate	(0)	(0)	0	-36%	(0)	0	-100%
Total TfL excl. TTLP and Crossrail	(508)	(513)	5	-1%	(515)	7	-1%
TTLP	(39)	(69)	30	-43%	(16)	(23)	138%
Crossrail	(172)	(180)	8	-5%	(438)	265	-61%
Total	(719)	(763)	44	6%	(969)	250	-26%

Cash flow statement

Cash balances

£m	Year to date, 2022/23			Year to date, 2021/22		
	Actuals	Variance to Revised Budget		Actuals	Variance to last year	
Opening balance	1,287	-	0%	1,620	(333)	-21%
Change in cash balance	(251)	(150)	149%	3	(254)	-8471%
Closing balance	(1,036)	(150)	-13%	1,623	(587)	-36%

Cash flow statement

£m	Year to date, 2022/23			Year to date, 2021/22		
	Actuals	Variance to Revised Budget		Actuals	Variance to last year	
Operating surplus	1,155	5	0%	1,289	(134)	-10%
Less TTLP, LTIG and LTM	(20)	(2)	11%	(19)	(1)	5%
<i>Cash generated / (used) from operating activities</i>	1,135	3	0%	1,270	(135)	-11%
Capital renewals	(380)	6	-2%	(310)	(70)	23%
New capital investment (VOWD)	(508)	5	-1%	(515)	7	-1%
Investment grants and ring-fenced funding	49	(4)	-8%	67	(18)	-27%
Working capital movements	114	6	6%	(274)	388	-142%
<i>Cash generated / (used) from investing activities</i>	(725)	13	-2%	(1,032)	307	-30%
Free cash flow	410	16	4%	238	172	72%
Net interest paid	(295)	(1)	0%	(309)	14	-5%
Existing debt maturing	(634)	-	0%	(305)	(329)	108%
New debt issued	554	-	0%	334	220	66%
Short-term net borrowing change	(286)	(165)	136%	45	(331)	-736%
<i>Cash generated / (used) from financing activities</i>	(661)	(166)	34%	(235)	(426)	181%
Change in cash balance	(251)	(150)	149%	3	(254)	-8471%

Cash balances

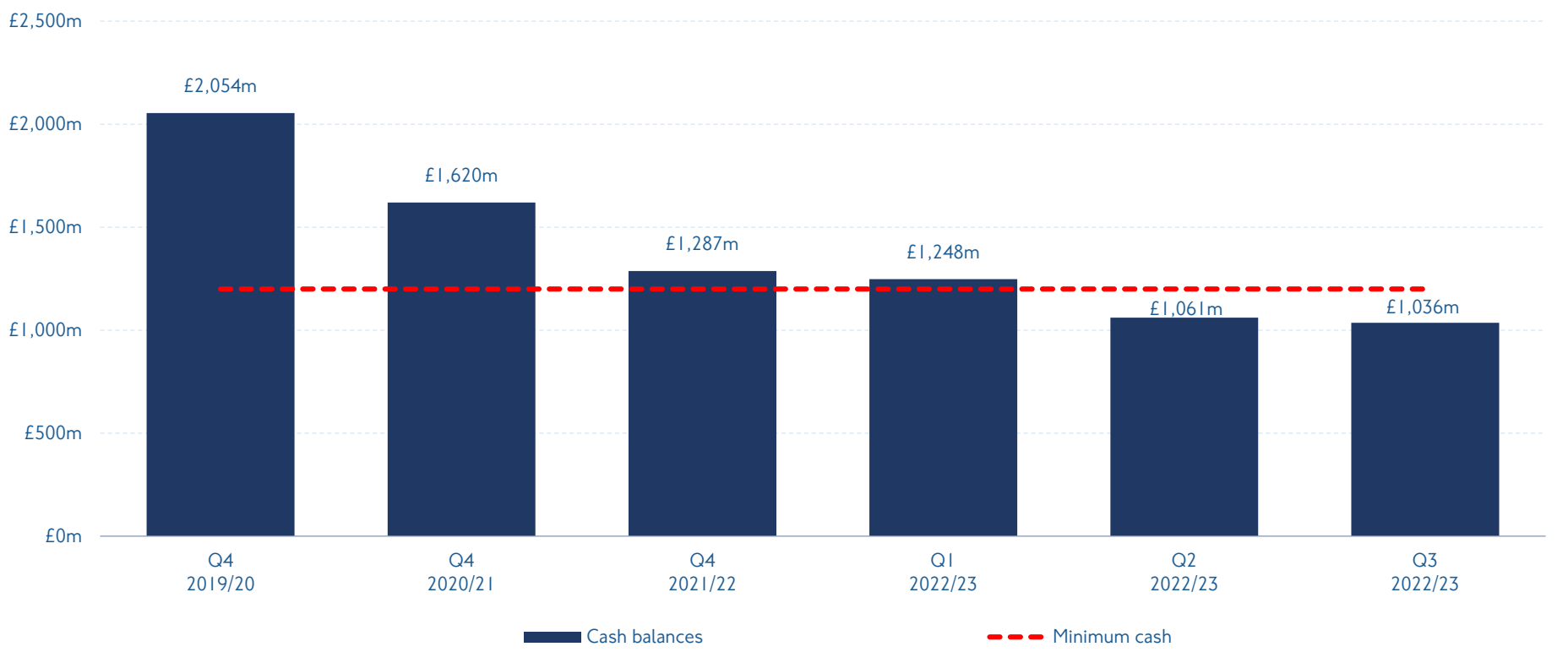
Total cash balances (excl. cash balances identified for Crossrail construction) are just over £1.0bn at the end of Quarter 3, £252m lower than at the start of the year. Cash balances are (£150m) lower than Revised Budget, largely a result of matured commercial paper which has not yet been re-borrowed – we expect to re-borrow this by year end while managing cash balances .

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

2021/22 closing cash	2022/23 cash movement	Quarter 3, 2022/23 closing cash	Quarter 3, 2022/23 variance to Budget
1,287	(252)	1,036	(150)

TfL closing cash balances

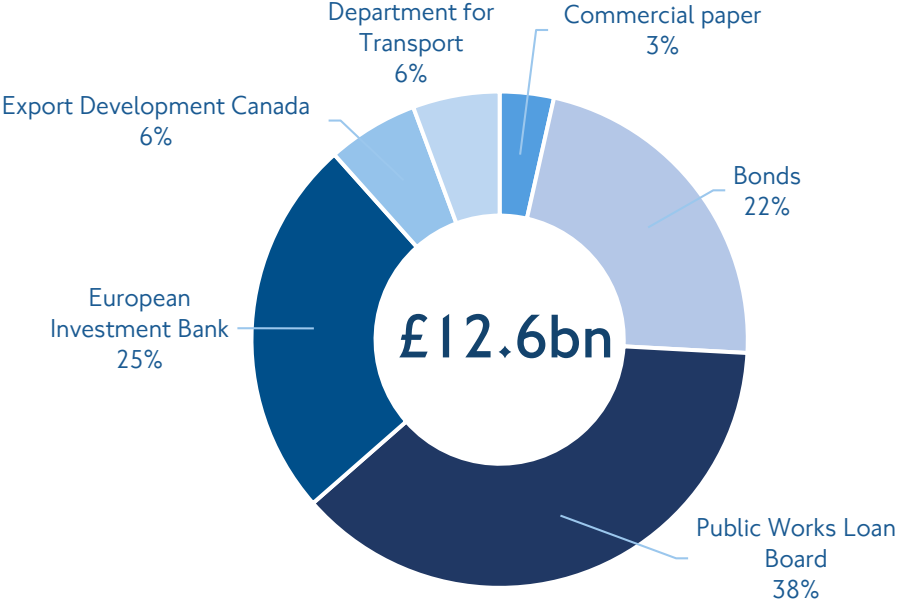
Cash balances reduced from £2,054m at the end of 2019/20 to £1,036m at the end of Quarter 3, 2022/23.



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%

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

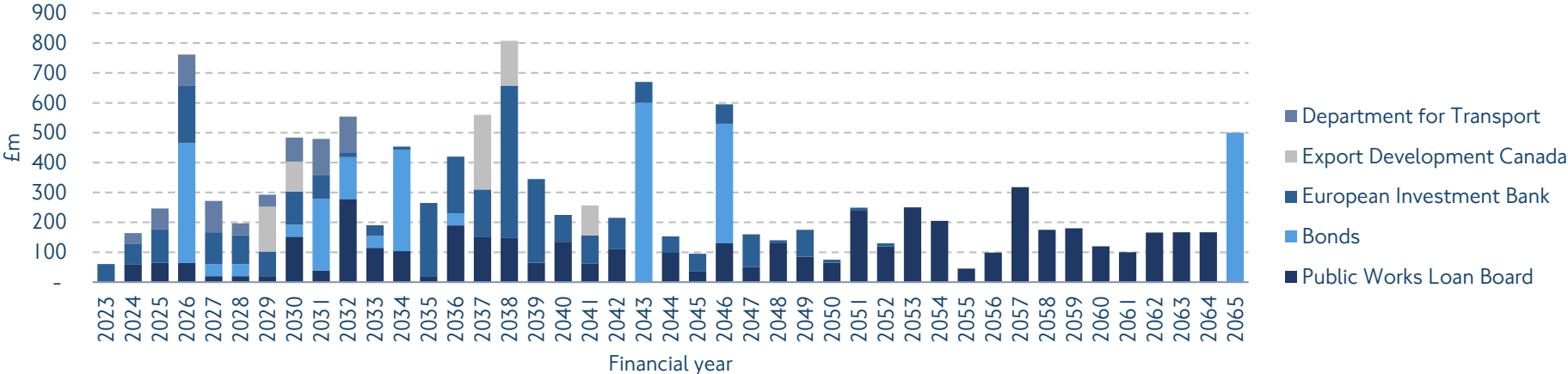
3.4%

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.
- Our current rating from Fitch is A+, which was downgraded from AA- in May 2020.

[page left intentionally blank]

Board

Date: 1 February 2023

Item: TfL Viewpoint Survey Results 2022

This paper will be considered in public

1 Summary

1.1 This paper provides an update on the key themes to emerge from our annual Viewpoint employee survey in 2022 and how we are responding to these findings.

2 Recommendation

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

3 Background

3.1 Our annual employee survey, Viewpoint, took place between 26 September and 21 October 2022, providing all employees with the opportunity to give us their views on what working at TfL is like.

3.2 Our Total Engagement, Inclusion Index and Wellbeing at Work indices included on the TfL Scorecard are also measured from this survey.

3.3 Our Total Engagement was 59 per cent, which is down from 61 per cent recorded in 2021 however is still higher than before the pandemic. This score is calculated by averaging the total number of positive responses received to the questions which make up the index.

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

3.5 Our inclusion index was 50 per cent in 2022, down one per cent on 2021, however is up from 47 per cent in 2019. Our wellbeing at work index was 56 per cent, also down one per cent from the previous year. These measures differ slightly from our Total Engagement index, as they focus on questions within the survey which help to identify the culture of the organisation and the wellbeing of our employees.

3.6 The response rate to this survey was 57 per cent, with over 15,000 employees completing the survey. This is up from 54 per cent who completed the survey in 2021.

4 Current Status and Next Steps

- 4.1 The results of the survey were shared with all TfL colleagues on 23 November 2022. We have also shared and discussed these with our Company Councils in December 2022.
- 4.2 We are now in the process of holding listening sessions, where our colleagues have an opportunity to provide feedback on their local area survey results and suggest ways to improve these results on a macro and micro level. We are also engaging with our Staff Network groups to gain a greater understanding of what the results are telling us and how we can improve.
- 4.3 Appendix 1 provides an update on the key themes we have drawn from the survey results so far, along with how we are responding to these themes.

List of appendices to this report:

Appendix 1: Viewpoint 2022 Insights and Analysis

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Interim Chief People Officer

Email: Fionabrunskill@tfl.gov.uk

Viewpoint 2022 insights and analysis

Board

Wednesday 1 February 2023

Page 83



Summary

This year's results were mixed

- Across TfL, colleagues were slightly less positive than they were in 2021
 - Total Engagement has declined by two per cent to 59%
 - The Wellbeing at Work index decreased by one point to 56%
 - The Inclusion Index decreased by one point to 50%
- However, they remain more positive than they were in 2019
- Five of the Total Engagement sub-measures are also down on 2021
 - The biggest decreases were Engagement with Customers (down four points) and Engagement with Brand (down three points)

The survey, Viewpoint, took place between the 26 September and the 21 October 2022

What's likely influenced the results

- Concern over potential changes to pensions
- A number of senior leaders including the Commissioner have left TfL in recent months
- The wider economy and cost of living crisis
- The labour market is competitive and we are operating with a number of vacancies in some areas
- Uncertainty around the financial situation of the organisation



What the results are telling us

Developing our people leaders is integral to driving improvements in engagement, inclusion and wellbeing

- We fully recognise that the role of our people leaders in embedding our new operating model, improving our culture and our colleagues' experiences of working at TfL. Our leaders have the ability to impact on all of the themes resulting from Viewpoint.
- The impacts of the pandemic had restricted our ability to invest in leadership development, something we are now seeking to address with urgency.

There is declining confidence in the future direction of the organisation

- Only 29 per cent of responses were positive about the future vision for TfL, falling six per cent since last year.
- Short term funding agreements throughout 2021 and 2022, and changes in senior leadership are both potential factors

There is increasing frustration with pay

- Two questions around pay and benefits were in the top five questions which saw the biggest decline since last year
- The third lowest scoring question was 'considering the work I do, I feel my pay is fair'.
- Making sure our pay is fair enables TfL to attract and retain talent.

Diversity and Inclusion matters to our colleagues

- With some people with protected characteristics responding least positively for engagement and inclusion we need to redouble our efforts to ensure TfL is an inclusive place to work, where everyone feels included, involved and safe.

Our colleagues seek further opportunities to develop and progress their careers

- Only 46 per cent of respondents viewed opportunities to grow and develop positively.
- It is vital we provide opportunities for all so that we can retain key skills and develop our own talent internally.



How we are responding to these findings:

Developing our people leaders is integral to driving improvements in engagement, inclusion and wellbeing

- The Our People Leader initiative has developed a series of universal people leader expectations which clearly articulates what it means to be a people leader at TfL and what good looks like. This moves us away from a managerial approach to a leader led approach.
- Developing our leaders will offer our people the opportunity to develop and progress their careers, further embed D&I into everything we do, and articulate to our colleagues what the future direction is for our organisation.

There is declining confidence in the future direction of the organisation

- We are currently developing our first pan-TfL Strategy which will state the vision for the organisation and what role our colleagues will play in this.
- We are refreshing our Roadmaps which bring our Vision and Values to life and clearly set out how we are going to make TfL a greener, more efficient and people focused organisation.

There is increasing frustration with pay

- We are developing a new approach to reward which will support the attraction and retention of key skills, focusing on rewarding talent with skills critical to our future success.
- This includes revising our pay frameworks to better align to market rates for key skills, and to introduce in role salary progression.

Diversity and Inclusion matters to our colleagues

- We will soon be launching our Action on Inclusion strategy which sets out our commitment to making TfL a diverse and inclusive place to work. This will set out commitments to our colleagues, demonstrating action that we will take up to 2025.

Our Colleagues seek further opportunities to develop and progress their careers

- Over the next 12 months, we will begin to use the outcomes of readiness reviews and career conversations to align with our resourcing strategy. Matching the aspirations of our people with the skills and capability we will need in the future.
- We want to offer our people to opportunity to develop and reach their potential individually which will lead collectively to a more engaged and motivated organisation.



TfL overall

Measure	2022	2021	(+/-)	2020	(+/-)	2019	(+/-)	2018	(+/-)
Total Engagement	59	61	-2	63	-4	57	+2	56	+3
Engagement with work	62	63	-1	65	-3	61	+1	60	+2
Engagement with management	60	60	0	62	-2	58	+2	57	+3
Engagement with change and leadership	42	43	-1	43	-1	32	+10	30	+12
Engagement with customers	63	67	-4	71	-8	65	-2	62	+1
Engagement with team and wider business	70	72	-2	79	-9	72	-2	58	+12
Engagement with brand	69	72	-3	79	-10	72	-3	71	-2
Inclusion Index	50	51	-1	52	-2	47	+3	51	-1
Wellbeing at Work Index	56	57	-1	59	-3	54	+2	43	+13

Page 87



TfL overall

Area	Total Engagement		Work		Management		Change and leadership		Customers		Team and wider business		Brand		Wellbeing at Work		Inclusion	
TfL (15,661 / 27,284)	59	-2	62	-1	60	0	42	-1	63	-4	70	-2	69	-3	56	-1	50	-1
Chief Customer and Strategy Officer (2,210 / 2,914)	69	-2	70	-1	71	0	55	-4	73	-5	80	-1	72	-4	66	-2	65	-1
Chief Finance Officer (718 / 1034)	61	+3	61	+3	65	+4	47	+4	71	0	77	+3	61	+1	60	+3	57	+3
Chief Capital Officer (1,678 / 2,388)	62	-2	65	-2	64	+2	43	-3	71	+4	78	-1	63	-5	60	-1	57	-1
Chief Operating Officer (10,129 / 19,632)	55	-2	58	-2	56	0	37	-1	58	-3	65	-1	70	-3	52	-1	44	-1
London Underground (8,379 / 17,033)	55	-2	58	-1	54	0	35	-2	57	-3	64	-1	70	-3	51	-1	43	-1
Chief People Officer (294 / 414)	72	-2	73	0	75	-4	58	-1	77	-5	80	-1	75	-3	70	-2	66	-2
General Counsel (337 / 535)	66	0	67	-1	69	0	51	+1	69	-2	79	+2	69	-2	63	0	58	0
Safety, Health and Environment (174 / 229)	67	-2	68	-1	72	+2	50	-5	76	-4	82	+5	70	-5	66	-1	62	-4
Communications and Corporate Affairs (113 / 134)	71	-1	71	-3	74	-3	59	0	74	-4	85	+5	73	-2	68	-1	65	0



Top 5 positive, neutral and negative questions

Highest positive scoring questions	% Positive
I understand how my work contributes to the success of TfL	85
The people in my team can be relied upon to help when I need support	76
I am proud to be part of this organisation	75
I am satisfied with my employee benefits (eg travel concessions and pension)	74
My manager provides me with help and support when I need it	73

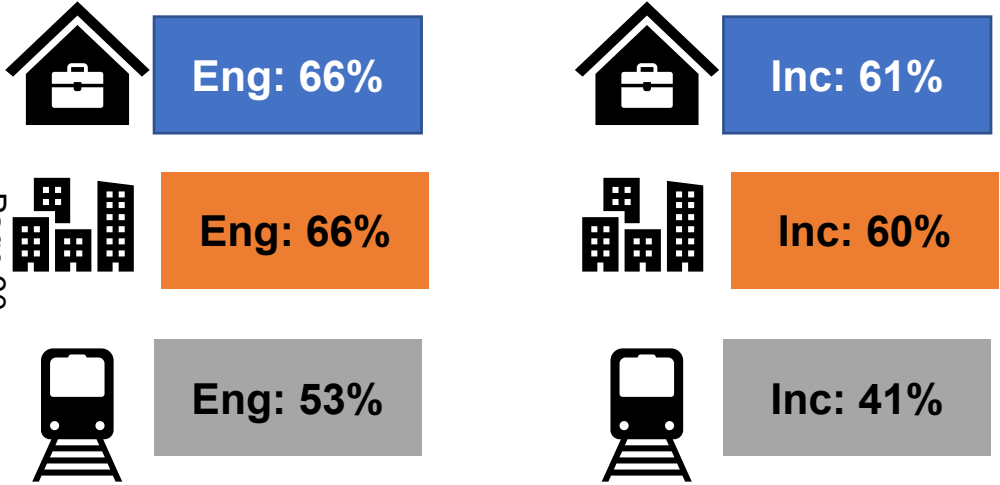
Highest neutral scoring questions	% Neutral
Change is well managed in my team	34
I believe actions will be taken on the results of this survey	33
Thinking of the past few weeks, how much of the time has your job made you feel each of the following: Tense	33
How is your health in general: Would you say it is.....?	31
I have confidence that there is a clear vision for the future of this organisation	30

Highest negative scoring questions	% Negative
I have confidence that there is a clear vision for the future of this organisation	41
I believe actions will be taken on the results of this survey	37
Considering the work I do, I feel my pay is fair	34
I feel involved in decisions that affect my work	32
Senior managers are open and honest in their communications with me	30



Place of work and its impact on our scores:

Page 90



Differences in Engagement and Inclusion by place of work:

- Colleagues who responded that their primary place of work was at home and the office had similar engagement and inclusion scores.
- Colleagues in operational areas scored lower, with inclusion scores significantly lower than office/home based colleagues.
- This can in part be attributed to:
 - Impact of operational requirements and lack of flexibility
 - Less face time with management and colleagues
 - More physically demanding, customer facing roles.



Who's most and least positive

Total Engagement

Up to one year's service (72%)

16-24 years old (72%)

Hindu (71%)

Sikh (69%)

Office hours / core hours (66%)

Inclusion Index

16-24 years old (64%)

Up to one year's service (63%)

Hindu (62%)

Sikh (61%)

Office hours / core hours (60%)

Wellbeing at Work Index

16-24 years old (70%)

Up to one year's service (69%)

Hindu (68%)

Sikh (66%)

Office hours / core hours (64%)

Faith (other) (57%)

People with a disability (54%)

Pansexual (49%)

Gender fluid (47%)

Sexual orientation: I use a different term (41%)

55-64 years old (50%)

People with a disability (44%)

Pansexual (37%)

Gender fluid (35%)

Sexual orientation: I use a different term (29%)

People with a disability (51%)

55-64 years old (56%)

Gender fluid (44%)

Sexual orientation: I use a different term (38%)

Gender: I use a different term (38%)



Biggest Increases and Decreases

Total Engagement

- Asexual +3%
- Bisexual +3%
- Buddhist +3%
- Age 65+ +1%
- Dual ethnicity +1%

Inclusion Index

- Buddhist +5%
- Bisexual +4%
- Sikh +3%
- Asexual +3%
- Age 65+ +3%

Wellbeing at Work Index

- Bisexual +5%
- Asexual +3%
- Buddhist +3%
- Age 65+ +3%
- Non Binary +2%

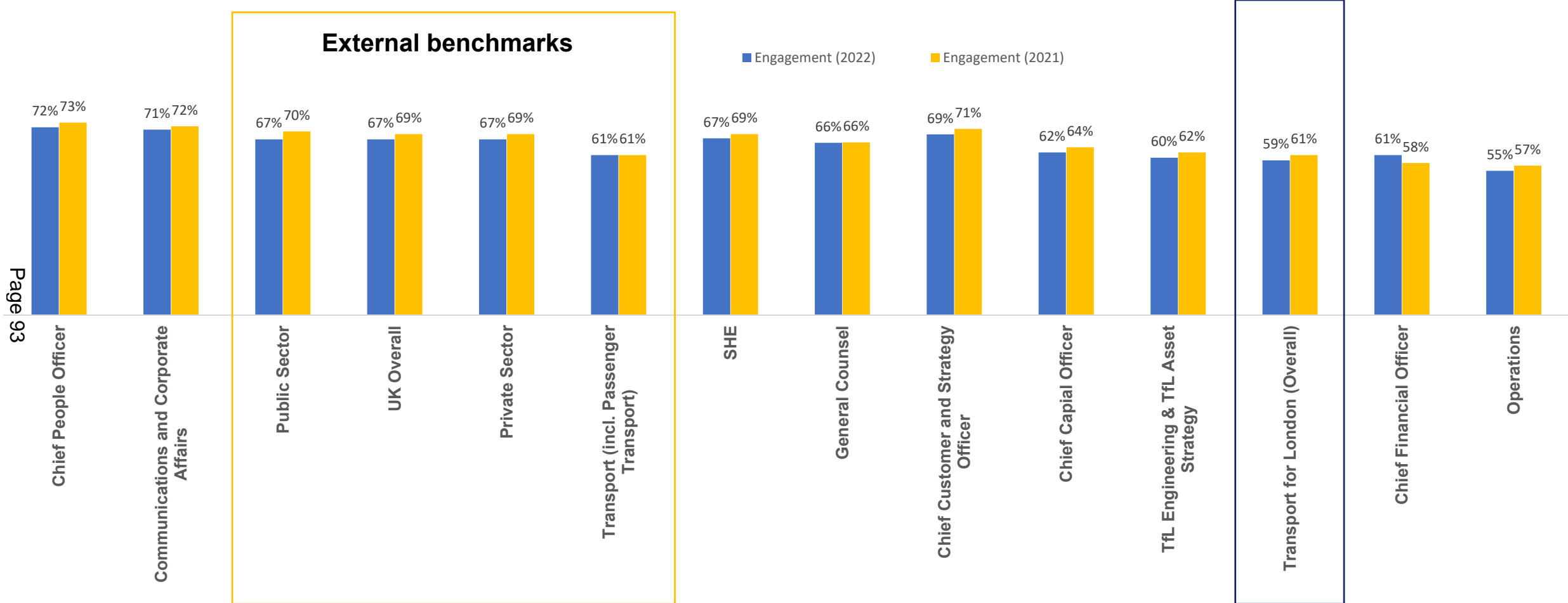
- Sexual Orientation – Other -11%
- Jewish -5%
- Length of service 10-20 -4%
- Managing 21-50 people -3%
- Disabled -3%

- Sexual Orientation – Other -14%
- Jewish -7%
- Length of service 10-20 -4%
- No Caring responsibilities -2%
- Disabled -2%

- Sexual Orientation – Other -12%
- Jewish -6%
- Length of service 10-20 -3%
- Managing 21-50 people -2%
- Disabled -2%



Benchmarking - comparisons with other sectors



External benchmark norms are based on a panel sample survey of all the Total Engagement questions asked across the UK workforce during the same survey period as Viewpoint 2022



[page left intentionally blank]

Board



Date: 1 February 2023

Item: Report of the Meeting of the Programmes and Investment Committee held on 14 December 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 on 14 December 2022 and the decisions taken by the Chair, under Chair's Action. Decisions were taken by Chair's Action as the meeting was held virtually on Microsoft Teams (and the public discussions webcast) to avoid any potential disruption to travel arrangements due to industrial action.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 14 December 2022 were published on 6 December 2022 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#). The Part 2 exempt paper for Old Street Roundabout Project - Healthy Streets Programme was published as a late urgent item on Monday 12 December 2022, as not all information was available at the time the meeting papers were published.

- 3.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Investment Programme Report - Quarter 2, 2022/23;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) Old Street Roundabout Project - Healthy Streets Programme; and
- (f) Road User Charging.

- 3.3 A summary of the items considered and the decisions taken by the Chair under Chair's Action is provided below. The more detailed minutes of the

meeting and exercise of Chair's Action will be published ahead of the meeting of the Committee on 1 March 2023.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the standing item on the use of delegated authority.
- 4.2 Since the meeting on 19 October 2022, there had been no use of delegated authority by Chair's Action, nor any Procurement Authority or Programme and Project Authority approved by the Commissioner or the Chief Finance Officer and no Mayoral Directions to TfL within the Committee's remit.

Investment Programme Report – Quarter 2, 2022/23

- 4.3 The Committee noted the update on the progress and performance in Quarter 2, 2022/23 (26 June to 17 September 2022) of TfL's Investment Programme TfL had delivered 12 of the 21 milestones either on time or early for 2022/23. The Committee discussed several issues, including the importance of climate change mitigation and the need to provide more information on this in future reports.

Independent Investment Programme Advisory Group Quarterly Report

- 4.4 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report to the Committee in October 2022.
- 4.5 IIPAG had undertaken two sub-programme reviews for the London Underground Enhancements and Silvertown Tunnel. A report on the findings would be submitted to the Committee in March 2023. IIPAG had also recently completed a review of the London-wide Ultra Low Emission Zone (ULEZ) extension and the tram replacement programme.
- 4.6 Following three new member appointments, IIPAG now had a full membership. Members also noted that, following the success of the IIPAG Elizabeth line sub-group in providing assurance to the project and to the Board, a similar model was being applied to TfL's property development activities delivered by TTL Properties Limited (TTLP). An IIPAG TTLP sub-group had been established and reported to the Land and Property Committee.

TfL Project Assurance Update

- 4.7 The Committee noted the update on the project assurance work undertaken during Period 7 and Period 8 of 2022/23 (18 September to 12 November 2022) and the key findings from the reviews.
- 4.8 TfL Project Assurance had undertaken two programme reviews with IIPAG during the period, and four project assurance reviews, with IIPAG involved in

two of them. This raised a total of 39 recommendations. The review also identified three critical issues as set out in the Part 2 paper.

- 4.9 The reviews had raised issues with the strength of business cases and the approach to evaluating the outcomes of projects. The Committee noted that teams were working to ensure that these documents were of a high quality and good progress continued to be made with strengthening capability

Old Street Roundabout Project – Healthy Streets Programme

- 4.10 The Committee noted a progress report on the delivery of the Old Street Roundabout transformational project. No additional authority was being requested at this time.
- 4.11 The Committee noted that the core structure of the new main station entrance had been installed, as well as the passenger lift. Part of the new staircase was now also open for customer use. Good progress also continued to be made on the lift-car installation and with equipment upgrades. There had also been further highways changes to facilitate utility connections.

Road User Charging

- 4.12 The Committee noted a paper on Road User Charging, which provided updates on the London-wide ULEZ, its associated vehicle scrappage scheme and the Blackwall and Silvertown Tunnel User Charging.
- 4.13 The Committee noted details of the work to develop the business case for the proposals and the benefits evaluation.
- 4.14 The Chair exercised Chair's Action to approve additional Programme and Project Authority to support the delivery of Road User Charging projects.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 14 December 2022

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

[page left intentionally blank]

Board



Date: 1 February 2023

Item: Report of the Meeting of the Land and Property Committee held on 16 January 2023

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 16 January 2023.

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 16 January 2023 were published on 6 January 2023 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 Quarterly Performance Report;
- (c) TTL Properties Limited Procurement and Commercial Strategy;
- (d) TTL Properties Limited Assurance Update;
- (e) Commercial Office Investment Portfolio Joint Venture;
- (f) Bollo Lane and West London Development Joint Venture; and
- (g) Build to Rent Programme Update.

3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 23 March 2023.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the approval of Land Authority by the Chief Finance Officer in relation to the Build to Rent programme and the approval of Land Authority by the Chief Finance Officer and the Commissioner to enter into two co-terminus leases at Buckingham Palace Road.
- 4.2 There had been no use of Chair's Action nor any other approvals of authority by the Commissioner nor Chief Finance Officer, nor any Mayoral Directions to TfL, within the Committee's remit.

TTL Properties Limited Quarterly Performance Report

- 4.3 The Committee welcomed the evolution of the report on TTL Properties Limited's (TTLP's) performance, which provided more information and greater clarity. The next iteration would include slides on health and safety performance, cash flow and a map showing the location of major projects.
- 4.4 The report set out the market context, which was currently challenging due to the impact of inflation and interest rates. A further discussion on market context would be held ahead of considering the Business Plan in March 2023.
- 4.5 On finance, the operating performance was better than budget, though that was partly due to phasing and lower than expected headcount. TTLP's capital account was also healthy despite project movements. The impact of post-coronavirus pandemic behavioural change was being considered in the management of assets and the development of the Business Plan. Members discussed how TTLP was addressing its void rate, which had risen and was slightly higher than the market and improving its collections and arrears to get back on target. Members noted the success of the vertically integrated Arches team and that this approach would be replicated in other parts of TTLP's operations.
- 4.6 The Committee also noted business performance, covering homes, transport, project delivery and people. It was particularly interested in how TTLP sought to provide benefits to TfL's operations through a range of initiatives such as improving staff accommodation and supporting a green bus fleet and how the management team was addressing staff vacancies and the Viewpoint staff survey results.

TTL Properties Limited Procurement and Commercial Strategy

- 4.7 The Committee noted the work undertaken to date by TfL and TTLP on TTLP's Procurement and Commercial Strategy, to design and deliver a more efficient approach to procurement in TTLP. The aim was to see projects mobilised quicker and delivered effectively, while retaining all the controls and protections currently enjoyed across TfL's wider procurement and commercial activity.

- 4.8 The proposed approach was to build a small core team within TTLP by 1 April 2023, to deliver critical procurement and commercial activities, while TfL's team would continue to deliver generic category services.

TTL Properties Limited Assurance Update

- 4.9 The Committee received an update on progress with programme assurance activity across TTLP during Quarter 3 of 2022/23 (18 September to 10 December 2022). Good progress had been made since the last report. Work was underway to develop strong assurance controls at project level as this was the first line of defence (LoD).
- 4.10 The second LoD had started to provide assurance on an ongoing continuous basis as well as commencing three Targeted Assurance Reviews on key areas, with two more planned for Quarter 4 of 2022/23.
- 4.11 The Independent Investment Programme Advisory Group (IIPAG) TTLP sub-group, which was the third LoD, had held meetings with the TTLP leadership team and welcomed their engagement and openness, with the leadership team keen to see the IIPAG-TTLP sub-group as a valuable resource to help deliver its mission. The sub-group was initially focused on residential reviews and joint venture management and had also recommended the strengthening of how risks associated with investment decisions were presented in approval papers.
- 4.12 Members recommended that TTLP progress its thinking on a digital operating platform as used by diverse multi-portfolio property companies to drive productivity and decision making.
- 4.13 Members also discussed how TTLP would address risks around attracting the right staff, given remuneration constraints, and environment and climate adaption.
- 4.14 The Committee noted the paper and the Integrated Assurance and Audit work in progress and forward plan and it approved the IIPAG-TTLP sub-group Terms of Reference. As the sub-group obtained a more detailed understanding of the business, it would add additional workstreams to the Integrated Assurance and Audit Schedule.

Commercial Office Investment Portfolio Joint Venture

- 4.15 TTLP wished to invest in a joint venture to create a growing long-term income stream from a portfolio of high-quality, commercial office assets with best-in-class environmental and wellbeing credentials located near central London transport interchanges. This joint venture was a core element of TTLP's Investment Strategy. As well as long-term income and financial returns that could be reinvested across the portfolio, it would provide investment diversification and should enhance TTLP's environmental sustainability performance and credentials.

- 4.16 The Committee noted the proposal to form a joint venture with a culturally aligned, financially strong, proven office investor / developer to bring forward suitable opportunities on TTLP's land. The three development sites at Bank station, Southwark station and Paddington station were the initial sites for this joint venture.
- 4.17 The tender exercise to select the joint venture partner was almost complete but with current market conditions, the level of authority being sought was within a broad range. The Committee was supportive of the proposal but agreed that a further paper be circulated once the bids had been fully assessed and the level of Land Authority required was more certain. The decision would then be taken by Chair's Action.

Bollo Lane and West London Development Joint Venture

- 4.18 The Committee had previously received a detailed briefing on the proposals for a residential-led property development at Bollo Lane, Ealing and the procurement of a joint venture development partner to undertake development management and construction works for sites within TTLP's west London land portfolio, potentially comprising some 2,500 new homes with a value of £1bn. It noted the progress to date and the request for Land Authority to enable the disposal of the first two phases at Bollo Lane and entry into contractual agreements with the preferred bidder, which would deliver 900 new homes, 50 per cent of which would be affordable, and new train crew accommodation.
- 4.19 The Committee approved Land Authority for the transaction and the formation of a wholly owned subsidiary company of TTLP, for the purposes of entering into the contractual agreements related to the transaction.

Build to Rent Programme Update

- 4.20 The Committee noted the good progress made by TTLP in its Connected Living London joint venture with Grainger plc to develop and manage a portfolio of Build to Rent homes. The joint venture was now ready to start construction at four sites at Arnos Grove, Montford Place, Nine Elms and Southall that would see 1,240 homes come forward.
- 4.21 The investment partnership with Grainger plc was initially approved in 2019 and additional authority was granted in July 2022, reflecting an increase in the estimated peak equity requirement resulting from increased construction cost inflation. As market conditions had worsened further the Committee approved a further increase in Land Authority and, while acknowledging that there remained risk to the financial performance of these developments, approved a course of action that would mitigate the risks while allowing the developments to progress to help meet the need for housing, including affordable housing, in London.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Land and Property Committee on 16 January 2023

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

[page left intentionally blank]



Board

Date: 1 February 2023

Item: Report of the Meeting of the Elizabeth Line Committee held on 24 January 2023

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 January 2023 (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 held on 24 January 2023 were published on 16 January 2023 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; and
- (d) Elizabeth Line Programme Assurance Update.

3.3 A summary of the items considered are provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Committee. Members agreed that the meeting scheduled for 23 March 2023 would be an informal briefing and the July 2023 meeting would be the final meeting of the Committee.

4 Issues Discussed

Safety Update

4.1 The Committee was asked to note the update on safety on the Crossrail

project for Periods 8 and 9 of 2022/23 (16 October to 10 December 2022).

- 4.2 Safety key performance indicators remain better than target with no major RIDDOR incidences (Reporting of Injuries, Diseases and Dangerous Occurrences). Accident Frequency Rates are at an all-time low.

Elizabeth Line Operations and Programme Completion Update

- 4.3 The Committee was asked to note the update on performance and status of the Crossrail project, which is in the final phase, known as Stage 5c, to be delivered by the end of May 2023.
- 4.4 At this point, the line will move to a peak service frequency of 24 trains per hour (tph) in the central section – up from the current 22 tph. This increase will be facilitated by delivery of the auto reverse functionality and will take place in line with the National Rail timetable change scheduled for 21 May 2023.

Finance and Risk Update

- 4.5 The Committee was asked to note the update on financial performance at Period 9 2022/23 and on risk management progress.
- 4.6 In the year to date (YTD) to Period 9, passenger journeys for the Elizabeth line has exceeded budget by 32 million. Fares income was, therefore, £49m above budget as a consequence.
- 4.7 YTD, direct operating costs were £14m lower than budget, and the Net Operating Deficit for the Elizabeth line was £123m, £65m favourable to budget. Elizabeth line capital expenditure was £8m lower than budget for the YTD.

Elizabeth Line Programme Assurance Update

- 4.8 The Committee was asked to note progress with programme assurance activity across the Elizabeth line Three Lines of Defence Integrated Assurance Framework.
- 4.9 In general, the overall assurance framework for Elizabeth line continues to operate effectively.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 24 January 2023

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