

**Meeting: Board**

**Date: Wednesday 29 March 2023**

**Time: 10:00am**

**Place: Chamber, City Hall, Kamal  
Churchie Way, London E16 1ZE**

**Members**

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

Dr Mee Ling Ng OBE

**Government Special Representatives**

John Hall

Becky Wood

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Ben Story

Peter Strachan

Councillor Kieron Williams

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

This meeting will be open to the public and 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. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://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](mailto:ShamusKenny@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Howard Carter, General Counsel  
Tuesday 21 March 2023

**Agenda  
Board  
Wednesday 29 March 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 1 February 2023**

(Pages 1 - 16)

General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 1 February 2023 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority**

(Pages 17 - 28)

General Counsel

**The Board is asked to note the updated actions list and the use of authority delegated by the Board and to authorise the General Counsel to make future changes to Standing Orders in relation to the close out of the Crossrail project.**

**5 Commissioner's Report (Pages 29 - 66)**

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 1 February 2023 and updates Members on significant projects and initiatives.**

**6 Elizabeth Line Operational Readiness and Crossrail Update**  
(Pages 67 - 68)

Commissioner

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

**7 TfL Budget 2023/24** (Pages 69 - 108)

Chief Finance Officer

**The Board is asked to note the paper and approve the TfL Budget for 2023/24.**

**8 2023/24 TfL Scorecard** (Pages 109 - 122)

Chief Customer and Strategy Officer

**The Board is asked to note the paper and approve the 2023/24 TfL Scorecard.**

**9 TfL Prudential Indicators 2023/24 to 2025/26 - To Follow**

Chief Finance Officer

**The Board is asked to approve: the TfL Prudential Indicators for 2023/24 and the following two years; the Treasury Management Indicators for 2023/24 and the following two years; and the Annual TfL Policy Statement on Minimum Revenue Provision.**

**10 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 22 February 2023** (Pages 123 - 126)

Panel Chair, Dr Lynn Sloman MBE

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

**11 Report of the meeting of the Programmes and Investment Committee held on 1 March 2023** (Pages 127 - 130)

Committee Chair, Ben Story

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

**12 Report of the meeting of the Remuneration Committee held on 2 March 2023** (Pages 131 - 134)

Committee Chair, Kay Carberry CBE

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

**13 Report of the meeting of the Finance Committee held on 8 March 2023** (Pages 135 - 140)

Committee Chair, Anne McMeel

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

**14 Report of the meeting of the Audit and Assurance Committee held on 15 March 2023** (Pages 141 - 144)

Committee Chair, Mark Phillips

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

**15 Report of the meeting of the Customer Service and Operational Performance Panel held on 22 March 2023** (Pages 145 - 146)

Panel Chair, Mee Ling Ng OBE

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

**16 Report of the meeting of the Land and Property Committee held on 23 March 2023** (Pages 147 - 150)

Committee Chair, Professor Greg Clark CBE

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

**17 Any Other Business the Chair Considers Urgent**

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

**18 Date of Next Meeting**

**Wednesday 7 June 2023 at 10.00am.**

## Transport for London

### Minutes of the Meeting

**Virtual Meeting on Microsoft Teams  
10.00am, Wednesday 1 February 2023**

#### **Members**

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

#### **Government Special Representatives**

Becky Wood  
John Hall

#### **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
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Kate Keane	Corporate Affairs Lead
Shamus Kenny	Head of Secretariat
Zoe Woodhams	Chief of Staff to the Chief Finance Officer

## **01/02/23 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Bronwen Handyside and Councillor Kieron Williams. Due to the industrial action on the railways, the meeting was being held virtually on Teams and, therefore, was not quorate. Two items on the agenda required decisions, approval of the minutes and a delegation in relation to the appointment of the Commissioner and these would be taken under Chair's Action.

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.

As previously discussed, Seb Dance was leading on the recruitment process for the role of Commissioner and was joined on the Appointment Panel by Professor Greg Clark CBE, Anne McMeel, Dr Mee Ling Ng OBE and Marie Pye. All Members would be kept updated on the progress of the recruitment campaign.

The Chair was pleased to announce that Patricia Obinna would shortly take up the role of Interim Director of Diversity and Inclusion, following a competitive recruitment process. The appointment was a 12-month secondment from her current role as the Head of Employment Law. She would work closely with the HR Leadership team and the Diversity and Inclusion team to implement a number of key actions, including launching Action on Inclusion.

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

## **02/02/23 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. There had been one change since the last meeting as, on 30 January 2023, Mark Phillips had stood down as a Trustee of Saffron Walden Choral Society.

There were no interests to declare that related specifically to items on the agenda.

## **03/02/23 Minutes of the Meeting of the Board held on 7 December 2022**

**The Board confirmed the accuracy of the minutes of the meeting of the Board held on 7 December 2022 and the Chair exercised Chair's Action to authorise their signature as a correct record.**

## **04/02/23 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the item. Since the meeting on 7 December 2022, there had been no use of Chair's Action, nor any other use of specific authority delegated by the Board to Committees.

The paper referred to one Mayoral Direction issued to TfL relating to permanent changes to free travel arrangements for older Londoners from 18 January 2023 (MD3014). Since the publication of the paper, a further Mayoral Direction had been issued in relation to March 2023 Fare Changes (MD3083).

Members were also asked to consider a delegation of the Board's authority to the Chair of TfL (in consultation with the Appointment Panel) to approve the appointment of a permanent Commissioner of Transport at the end of the current recruitment process. Members would be updated on the progress of the recruitment process after this meeting.

Members noted the progress against the actions from previous meetings, as set out in Appendix 1 to the paper. In relation to action 82/10/22 (7), a position paper on cyber security was being developed and a briefing would be arranged for Members.

**The Board noted the paper and the Actions List, as set out in Appendix 1 of the paper.**

**The Chair, noting that all Members had received the paper and in consultation with available Members, who gave their views in discussion with each other and the Chair, delegated authority to the Chair of TfL, to be exercised in consultation with the Appointment Panel Chaired by the Deputy Chair, Seb Dance, to approve the future appointment of the Commissioner of Transport.**

## **05/02/23 Commissioner's Report**

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 Commissioner thanked all colleagues across TfL, in particular frontline staff, who helped to keep London moving over the festive period. He had been out extensively on the network meeting key stakeholders and colleagues and observed the very detailed management of the TfL operation on New Year's Eve. He had also taken part in several site visits to see progress and developments first-hand, including notably to Old Street and Silvertown Tunnel, which was an impressive feat of engineering and construction.
- 2 During the festivities, TfL supported the Mayor's first public New Year's Eve event since 2019 and colleagues were integral to its planning and delivery. The Tube, DLR and, for the first time, the Elizabeth line ran throughout the night and special bus hubs were created to ensure everyone could travel home safely.
- 3 An increase in intoxication on the network was often a by-product of celebrations over the festive period, and some customers who could be vulnerable themselves were aggressive to other customers and staff. To help counter this, TfL's approach focused on engagement, education and enforcement to influence customer behaviour. Transport Support and Enforcement officers, British Transport Police and Roads and Transport Policing Command officers were deployed to priority

locations to tackle the triggers of work-related violence and aggression and support frontline colleagues. TfL had recently increased the size of its work-related violence team and was starting to see the benefits of that.

- 4 On the news concerning the Metropolitan Police over the past few weeks, the Commissioner's thoughts were with those affected by the horrendous incidents but he also acknowledged the many thousands of police officers and staff who continued to bravely serve and protect the transport network. TfL would continue to remain close to the leadership of its policing partners to become aware of any developments as they arose.
- 5 On 16 January 2023, under the leadership of Siwan Hayward OBE, Director of Security, Policing and Enforcement together with policing partners, TfL launched its bystander intervention campaign to help tackle sexual harassment. Research showed that bystander intervention could be an effective way of stopping sexual harassment before it happened, as bystanders played a key role in preventing, discouraging or intervening when an act of violence had the potential to occur. Bystanders could also support victims and report what they witnessed and details of incidents to transport staff or the police.
- 6 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 was supported by London TravelWatch and other stakeholders who had a role in tackling violence against women and girls. The report highlighted the work of TfL alongside colleagues in the police services on this critical initiative. Fortunately, incidents were low across the network, but any number of incidents was too many.
- 7 On progress with one of the key priorities of winning back customers, TfL continued to see a strong return to the network, with demand over the previous two weekends in stations in tourist and shopping areas very close to the same weekends in January 2020, before the coronavirus pandemic. TfL was working to ensure that the recovery in demand in these Zone 1 locations continued and strengthened, and spread to the rest of the network and throughout the days of the week.
- 8 The Commissioner announced that a significant milestone was achieved today as there had been more than 100 million journeys on the Elizabeth line since its opening in May 2022. Data also revealed that ridership on the line was currently above expected levels with around 600,000 journeys made each day, meaning the railway was one of the busiest in the UK and was on track to break even by the end of the 2023/24 financial year. The data clearly showed the popularity of the capital's newest transport option and the benefit of investing in transport in London.
- 9 The five most popular journeys made on the Elizabeth line all included Tottenham Court Road, with the most popular journey on the line being Tottenham Court Road to Stratford. The popularity of Tottenham Court Road had propelled the station into the top five most-used stations in the TfL network, above Waterloo and Liverpool Street stations. Business groups and small businesses in and around the new stations across the Elizabeth line had hailed its transformative effect since its launch. For many businesses, the new railway helped power growth and recovery by attracting new customers.



- 10 The Elizabeth line connected world-leading financial sectors in the Square Mile and Canary Wharf to key business and events hubs in the east including the Royal Docks, and to London's cultural and creative heart in the West End. Access to Heathrow Airport had also been transformed for customers and businesses all over London and the South-East.
- 11 Since opening, despite one recent media report, the Elizabeth line had proven to be one of the most reliable railways in the country. Data from the most recent four-week period showed an overall industry performance rating of nearly 93 per cent, compared to the average industry performance of 78.5 per cent. The railway was regularly in the top three performing railways in the country. London Underground was one of the other top three, which was a real credit to the operations teams.
- 12 Customer satisfaction for the line had to date also been extremely high. According to TfL's Customer Satisfaction Survey, the Elizabeth line achieved the highest score across all TfL services between July and September 2022.
- 13 The Commissioner congratulated Glynn Barton, Howard Smith, Director of the Elizabeth line and his leadership team, TfL frontline staff and Mass Transit Railway (MTR) colleagues on the ground at stations, and operational and maintenance staff, who had all contributed to the line's huge success and was an outstanding achievement.
- 14 He thanked Network Rail colleagues under Andrew Haines leadership as Chief Executive. Delivery of the Elizabeth line was a joint enterprise, and without the close collaboration and partnership of TfL and Network Rail, the three once separate railways of the Elizabeth line, East, West and Central, would not have come together as smoothly to deliver these great demand figures.
- 15 The Commissioner also thanked Jim Crawford, outgoing Chief Programme Officer for Crossrail, who was integral to ensuring TfL had a railway to operate so successfully. His leadership and determination had been exemplary and he wished him all the best in his new role as Programme Director for the Trans-Pennine Rail upgrade. Finally, he thanked Nigel Holness, Managing Director of the Elizabeth line at MTR, who had ensured the integrated service was delivered so successfully from May 2022, including through running before Christmas. Nigel was starting a new position at MTR in February 2023 and would be replaced by Mike Bagshaw, who would continue his excellent work.
- 16 On the success of the Elizabeth line, the Chair thanked Anne McMeel and Dr Nelson Ogunshakin OBE in particular for their invaluable oversight from the beginning of the project and Heidi Alexander for all her hard work in driving the railway forward. He added that Andy Lord's transition to Commissioner had been seamless and exemplary and thanked him for his leadership and performance.
- 17 The commissioning of the ELR300 signalling software upgrade over Christmas had been a great success and the final timetable would go live on 21 May 2023, boosting frequency in central London to 24 trains per hour in the peak, providing new access to Heathrow Airport and improving journey times on the west of the railway.

- 18 On the Elizabeth line Whitechapel interchange section, Glynn Barton would look into whether the precinct roundabout and Whitechapel Road outside of the station formed part of TfL's road network and would discuss the safety concerns raised with the relevant borough. **[Action: Glynn Barton]**
- 19 10 January 2023 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 the Commissioner met with four London Underground staff members who have given a total of 160 years of service in a range of roles across the organisation. The celebration took place at Baker Street station, one of the original stations that opened on 10 January 1863, and a special 160<sup>th</sup> year roundel was unveiled, Love the Tube, which could be seen at stations across the network, including Gloucester Road, Brixton, Oxford Circus and Covent Garden.
- 20 Excellent progress was being made on the Four Lines Modernisation programme. The roll out of the new automated signalling on the Hammersmith & City line was completed and this huge undertaking further improved the line's reliability for customers. The area now operating under the new signalling contained 52 stations and four complex junctions, including the entire Circle and Hammersmith & City lines. This meant that the Victoria, Jubilee, Northern, Central, Circle and Hammersmith & City lines now had fully automated operations and signalling, making up 55 per cent of the Tube network, with automated signalling on the central section of the Elizabeth line also. The section from Dagenham Heathway to Upminster would be introduced in March 2023, which would extend the roll out on the District line and connect the first depot to the network.
- 21 A huge amount of work had been carried out into asset condition across TfL's portfolio, which had started in the first pandemic lockdown. An informal update on the information and the data behind it would be provided to Board Members at an appropriate forum or meeting. **[Action: Stuart Harvey]**
- 22 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 2022, 500 new e-bikes were launched to support the scheme's continued success, helping to break down the barriers that stopped some people from cycling, such as fitness, age and journey length. The introduction of e-bikes added to the scheme's popularity with more than 146,000 hires now made and e-bikes being ridden at an average rate of four trips per bike per day. The launch was supported by a marketing campaign to promote awareness among customers and would continue to run until spring 2023.
- 23 On 16 December 2022, in partnership with Southwark Council, TfL opened the last of seven new docking stations to expand the scheme in the borough. This allowed more people in Southwark to explore the capital in an affordable way that supported their physical and mental wellbeing, while helping to cut air pollution and protecting the local environment. To date, more than 8,500 hires had taken place from the new docking stations alone.
- 24 Alex Williams confirmed that his team was looking into the ability to upgrade the payment system on the Santander Cycles hire network to allow for contactless payments using mobile phones, as happened on other parts of the network. The issue was one of pace but would happen at some stage in the future.

- 25 HS2 Limited was 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 Department for Transport (DfT). Outcomes were expected to be shared in early 2023. HS2 Limited began work on the Euston Road on 9 January 2023. In joint letters with the Chief Executive of Camden Council, the Commissioner had written to both the Chief Executive of HS2 Limited, Mark Thurston, and the Secretary of State for Transport, Mark Harper, to express their concerns from a safety, environmental and congestion perspective if the materials were removed by road. Updates would continue to be included in the Commissioner's Report, including any final decision that HS2 Limited made.
- 26 At Old Oak Common, TfL continued to work with HS2 Limited on the design development of the new surface intermodal area to ensure the requirements for buses, cycling and the new Elizabeth line station were met. Detailed planning and interface work was being developed for Network Rail's planned extensive blockade programme over Christmas 2023, to ensure the impacts on TfL's networks, services and work across the capital and operations programmes were understood and mitigated where necessary. More information would be available over the coming months.
- 27 From December 2022, a further six London Underground stations began offering high-speed mobile coverage to customers, as the next stage of the 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 had 4G mobile coverage, including in ticket halls and on platforms, as well as in tunnels between those stations. This enabled customers to get the latest travel information, access social media, check emails, make calls and stream videos while on the move on the Tube.
- 28 From this morning, 5G mobile coverage was also available for the first time on the Tube at Archway, Tufnell Park and Notting Hill Gate, including in the tunnels approaching the stations. By the end of 2024, all Tube stations, as well as the Elizabeth line, would have 4G and 5G-ready coverage. The next phase would deliver mobile coverage to more Central and Northern line stations, as well as tunnel sections, and would include notable stations at Euston, Oxford Circus and Tottenham Court Road by the end of March 2024.
- 29 To help clear London's polluted air and improve the health of people across the capital, the Ultra Low Emission Zone was expanding across all London boroughs from 29 August 2023. TfL was focused on supporting the successful implementation of the scheme and, in support of this, launched a multi-channel campaign on 9 January 2023 to raise awareness and educate Londoners and drivers from outside the capital to get ready for the expansion. It encouraged all drivers to check their vehicle to see how the expansion would affect them, using channels such as TV, radio, press, roadside posters, a door drop and customer emails.
- 30 To support Londoners on lower incomes, disabled Londoners, charities and micro-businesses, the Mayor would provide £110m in funding for a scrappage scheme, which opened to applications on 30 January 2023. Londoners receiving certain means-tested benefits and non-means-tested disability benefits could apply for grants of up to £2,000 to scrap their non-compliant cars or motorcycles. The

Commissioner thanked Alex Williams and Christina Calderato, Director of Transport Strategy and Policy, for all their work on the programme.

- 31 TfL was working hard to improve and strengthen its environmental credentials, including work to transition its buildings and construction to zero carbon emissions, generating energy from the network and improving carbon literacy for staff. Lilli Matson confirmed that TfL had reported last year in its annual reports on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). TfL was transitioning towards a mature understanding of managing risks and climate impacts, which was also being furthered by the carbon budgeting work. TfL was using the TCFD framework to assess physical and other climate risks, and the Climate Change Adaptation Plan would be discussed shortly at a meeting of the Safety, Sustainability and Human Resources Panel. **[Action: Lilli Matson]**
- 32 Industrial action on the National Rail network continued, and a limited amount on the TfL network, with knock on impacts on TfL services. The Commissioner apologised to customers for today's industrial action disruption on the west and south-west London bus network.
- 33 TfL continued to work with trade unions and to try and minimise the impact of the disruption on customers. The continued action was damaging to London and the economy, and to those who needed to use public transport to travel around the capital and country each day. TfL staff worked hard to keep customers informed and to keep as many services running as possible during these periods of action.
- 34 On pay, TfL confirmed last week that it would implement the two-year pay offer of four per cent for 2022 and 4.4 per cent for 2023, which provided certainty to colleagues. While not all trade unions involved accepted the offer, two had agreed, which was positive and supported TfL's belief that the offer was reasonable given its current financial position.
- 35 The results of the Fire Brigades Union (FBU) ballot were announced yesterday. No dates for industrial action had been given, as the FBU was delaying announcing any strike dates until after it had met fire service employers. TfL would monitor the situation and assess and plan for any potential impact to the network should any dates be announced.
- 36 On pensions, TfL submitted a comprehensive Pensions Options Paper that set out two broad categories of options in October 2022. In that paper, it raised issues and questions that required responses from Government to further develop any possible proposals and meet the next requirement in the funding settlement, which was scheduled to be completed by 31 January 2023. The DfT had written to TfL advising that it was still working on providing the responses and had therefore extended the milestone to 28 February 2023.
- 37 It remained the case that there were still no plans for the reform of TfL pensions, or any changes being proposed, and TfL had not assumed any financial savings with regards to pensions in the Business Plan. If any reforms were proposed in the future, it would consult fully with affected members and their representatives, as appropriate. If any proposals for change were made in the future, these would not have any impact on benefits built to date. TfL's focus remained on delivering its savings programme and achieving financial sustainability.

- 38 Proposals to deliver a 100 per cent affordable residential scheme next to Barkingside Tube station were approved by Redbridge Council on 11 January 2023. Mainly covering an area previously used as a builder's yard next to the station, the development would deliver 98 new homes, all of which would be affordable, as well as an enhanced public space. Delivered across three buildings, the new homes would be a mixture of one, two and three-bedroom properties and provided a mix of both social rent and shared ownership, which offered an affordable route into home ownership.
- 39 This was part of TfL's development activity taken forward through TTL Properties Limited, delivering thousands of new high-quality homes, including affordable housing, and vital revenue to reinvest back into the transport network.
- 40 On 18 January 2023, the Mayor announced that fares would increase on TfL services by 5.9 per cent on 1 March 2023, in line with the Government's increase to national rail fares. 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 2023.
- 41 TfL had also considered 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 had confirmed that funding from the Greater London Authority (GLA) would be used to avoid this change and protect the concession for Londoners over 60 years old.
- 42 The Commissioner thanked everyone on his Executive team and all colleagues at TfL for their work over the past couple of months. A lot had been achieved and he was proud of what had been delivered. It had been an incredibly busy time with a huge number of challenges. TfL had risen to those challenges and continued to deliver excellent, safe services to Londoners throughout.
- 43 Alex Williams confirmed that there were currently 11,500 publicly accessible electric vehicle charging units on London's roads, which was one third of the supply in the entire country. TfL was working with the suppliers and the boroughs to reach the target of 40,000-60,000 units by 2030. It was also looking at using TfL land and land next to highways for charging units to ensure there was a good distribution across the capital. The Board would continue to be kept up to date on progress through the Commissioner's Report.
- 44 In relation to the existing action, Glynn Barton confirmed that a comprehensive note on the A40 joint expansion works was being drafted, to include the works on the A406 that impacted the A40, TfL works on the A40 and the utilities work, and would be circulated to Board Members.
- 45 The number of deaths and serious injuries on TfL roads where a 20 miles per hour speed limit was introduced had fallen dramatically by 25 per cent and by 63 per cent for collisions involving pedestrians. Rollout of the 20 miles per hour zones over the next two years was a relatively low-cost intervention that could help TfL to meet its Vision Zero targets by 2030. Lilli Matson confirmed that a deep dive discussion, including the broader system changes required to meet the Vision Zero targets, would take place at a future meeting of the Safety, Sustainability and Human Resources Panel. **[Action: Lilli Matson]**

- 46 Alex Williams confirmed that the Government was expected to legislate to allow the use of private e-scooters but it was unclear when this would happen. Consequently, TfL had extended its e-scooter trial with the boroughs for another year. More details on the potential content of the legislation would be provided to Board Members when available. John Hall offered to assist with ensuring that the issue was picked up with the right DfT team. **[Action: Alex Williams]**
- 47 Andy Lord confirmed that the tragic death of a customer in a wheelchair who was taken down the escalator had occurred at Tooting Broadway station. TfL's thoughts were with the family and friends of the woman involved. It was not a step-free access station and was staffed at the time. Staff had intervened to strongly advise against doing so but the advice and support was ignored. She tragically fell out of the wheelchair and later died in hospital. Incidents of this nature were extremely rare, as were incidents involving pushchairs on escalators. Lilli Matson would circulate the latest data to Board Members. **[Action: Lilli Matson]**
- 48 Andy Lord confirmed that progress on meeting the wider conditions of the funding settlement would be included in future finance reports to provide assurance to the Board. **[Action: Rachel McLean]**
- 49 Glynn Barton confirmed that an issue had emerged with some electric buses in extreme temperatures that impacted their range, which could be compensated by adjusting routes. This could have been compounded by an electrical failure at one of the bus garages which was unrelated to the cold weather. If Anne McMeel could provide any specific details of her recent experience where the electric bus journey ended prematurely due to bad weather, Glynn Barton would confirm if it was related to that specific issue.
- 50 Alex Williams confirmed that slow progress with the Cockfosters station housing scheme was frustrating, which would provide 351 homes next to a station with local authority planning consent. TfL was waiting for a decision from the Secretary of State but he would raise it again with Tom Copley, Deputy Mayor for Housing at the GLA, to work to try to break the impasse. John Hall added that his understanding of the position was that the Government was waiting for another application from TfL. **[Action: Alex Williams]**

**The Board noted the report.**

## **06/02/23 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 the final opening stage of the Elizabeth line railway including the remaining work on the Crossrail project.

The paper covered performance for the railway, including the new through running and enhanced timetable services, which had 22 trains per hour (tph) in the Central Operating Section at peak times, a near-doubling of service from 12 tph since opening in May 2022. Performance issues, collaboration with Network Rail and the next major software upgrade had been discussed under the Commissioner's Report (Minute 05/02/23).

Members noted that a significant amount of work was ongoing to evaluate the short to medium and long-term benefits of the new railway on productivity, employment, connectivity and the environment. This would inform business cases and funding models for future sustainable transport infrastructure projects. An update on this work was scheduled to be presented to the Elizabeth Line Committee in July 2023.

The Elizabeth line team would look at messaging on the service to encourage users, particularly those travelling with bags to and from Heathrow Airport, to spread out along the length of the trains. A Member also raised concerns about Reading station, which as a major interchange serving multiple lines did not have specific Elizabeth line signage.

**The Board noted the paper.**

## **07/02/23 Finance Report – Quarter 3, 2022/23**

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Quarter 3, Period 9 of 2022/23 (year-to-date ending 10 December 2022).

TfL's financial performance was on track to deliver the Revised Budget approved by the Board in December 2022, and to achieve operational financial sustainability in 2023/24, as set out in the Business Plan. There were several external risks and headwinds to achieving financial sustainability heading into the next year, with continued substantial inflationary pressures and significant economic uncertainty.

The economy had been turbulent this year and was forecast to be relatively weak over the coming years, although other views predicted a shorter or shallower recession than previously feared. The next Office for Budget Responsibility (OBR) forecast would be released on 15 March 2023, alongside the Government Budget. TfL was protected on downside risk on revenue until the end of the funding settlement with Government but needed to continue to improve passenger income and ridership, to exit revenue support on the right trajectory. This was a key priority and work was underway with some encouraging signs, although it needed to be broader and not affected by economic headwinds.

On Quarter 3 performance, TfL continued to show good forecast accuracy even in these uncertain times, with year-to-date passenger income slightly ahead and one per cent better than the Revised Budget. Passenger journey levels overall were at 84 per cent of pre-coronavirus pandemic levels and remained broadly in line with the prior period and Budget. All modes were performing in line with or better than expected.

The financial effects of the Elizabeth line success to the end of Period 9 showed 32 million passenger journeys ahead of those originally budgeted, which was a £49m upside on passenger income. The Elizabeth line continued to show strong growth which offset some of the impact of industrial action on the National Rail network. TfL continued to work towards the full operating service of the line in May 2023.

By the end of the Business Plan, ridership on buses was expected to be at 91 per cent of pre-pandemic levels, and rail and Tube at 86 per cent. On other income, there was an adverse variance on TfL's extraordinary revenue grant of £52m, which was simply a timing difference which would reverse over the coming periods.

Operating costs were £23m lower than the Revised Budget. TfL had embedded the risks around rising inflation and some of the savings secured this year. The favourable variance reflected some reduction in maintenance costs and some one-off upsides. On a like-for-like basis, costs were £400m lower than before the pandemic in real terms on the operational expenditure account.

There was extensive work across the organisation and with the supply chain to identify and deliver efficiencies. TfL had further stretching targets embedded in its Budget and, as part of the detailed budget preparation work, was currently ensuring that these were deliverable and mitigating the impact of inflation on contracts where possible. It was working hard to address and reduce fare evasion and improve the bad debts position, as these payments could be invested for the benefit of customers and colleagues.

Capital enhancement was within one per cent of the Revised Budget. The underspend was due to slippage on third-party funded projects, largely due to factors outside TfL's control. The Revised Budget was forecast to deliver very close to the capital envelope set by the funding settlement over the full year and expected to be back on track.

Capital renewals were two per cent lower than the Revised Budget. The Revised Budget included the ambition to deliver the higher level of renewals of £635m set by the funding settlement and TfL was actively managing its renewals programme to achieve this.

A condition of the current funding settlement was that cash balances would average no more than £1.2bn for the duration of the settlement. Cash balances at the end of Quarter 3, excluding Crossrail construction, were just over £1bn. This was £250m lower than the start of the year and £150m lower than Revised Budget, largely a result of matured commercial paper which had not yet been re-borrowed, which TfL expected to re-borrow while managing cash to £1.2bn at year end.

Credit ratings agency Fitch had upgraded TfL's credit rating from A+ to AA- at the end of January 2023. This was back to the pre-pandemic position and in line with Fitch's current rating for the Government. Fitch had assigned a negative outlook, which reflected the negative outlook assigned to the Government's credit rating. This positive move was driven primarily by TfL's improving financial position and increasing ridership on the network.

TfL had gone live with the full implementation of SAP Ariba, a new procurement and payment system to improve efficiency and control of cashflow. The previous system was over 20 years old and implementing the new system was a huge and complex change that would bring big benefits.

TfL was keen to track the progress and outcome of the benefit of the carbon budget and incorporate it into business-as-usual reporting. This was being encouraged through the budgeting process, with the concept of spend to save in green and environmental areas becoming mainstream and part of routine budgeting and forecasting.

Patrick Doig confirmed that progress on all the conditions of the funding settlement was reported to each meeting of the Finance Committee, and also subject to scrutiny by the Board and the internal Oversight Group. TfL was comfortable with the progress made on meeting all the conditions to date.



When the funding settlement was agreed with Government in August 2022, inflation was a significant issue, so the settlement included an inflation review mechanism to reflect the growth in costs due to inflation in both 2022/23 and 2023/24. The mechanism only covered operating costs and was capped at £15m for this financial year. There was no cap for next year but the revision was subject to review of evidence by the Government. At the time of entering into the agreement, TfL expected increased inflation to create an operating cost pressure of £145m for 2023/24 compared to the March 2022 Budget. In the Business Plan, higher inflation expectations meant this increased to almost £300m, but with the latest OBR forecast published in November 2022, this pressure could increase to around £400m.

The Government asked TfL to provide evidence showing how the figures were calculated and how it was being impacted by inflation. Evidence for the financial year 2022/23 was submitted before Christmas 2022, and initial evidence for 2023/24 was submitted in January 2023. TfL continued to work with the Department for Transport to respond to questions and provide the information needed to validate the impact of inflation on its cost base. It hoped to receive an indication from Government soon on the outcome of these discussions both for 2022/23 and 2023/24. Given the scale of the pressure in 2023/24, the process would take longer and there would be an update when further progress was available.

Another element of the funding discussions in the short-term concerned whether TfL would be able to carry forward any potential underspend on the capital funding envelope this financial year. Focus was on delivery of services safely, on time, to scope and to budget. There was a provision, subject to review, for potentially carrying that funding forward and TfL would engage with Government post year-end when the quantum of any possible underspend was known.

Fiona Brunskill confirmed that data showed that the employee attrition rate overall was only 7.4 per cent with some hotspots in highly skilled areas where the rate was higher, such as finance, project management, engineering and technology and data roles. A strategic workforce planning dashboard had been developed to ensure appropriate benchmarking across the organisation and to review reward and job families. The non-permanent labour (NPL) numbers had significantly reduced since 2016 and NPL continued to be used in areas where the skills were in very high demand across the market and recruits only wanted contracting work.

When comparing the cost of using NPL contractors with permanent staff, TfL took the total reward package it could offer into account, including the cost of pensions and other benefits. Competition was high in the market hotspots where organisations had to pay a premium for NPL. Details of how the costs per head of NPL verses permanent labour and how overall costs were calculated would be brought to a meeting of the Remuneration Committee or the Safety, Sustainability and Human Resources Panel.

**[Action: Fiona Brunskill]**

**The Board noted the report.**

## **08/02/23 TfL Viewpoint Survey Results 2022**

Andy Byford and Fiona Brunskill introduced the item, which provided an update on the key themes drawn from the annual employee survey, Viewpoint, results so far, along with how TfL was responding. The survey took place between 26 September and 21 October

2022. TfL's Total Engagement, Inclusion and Wellbeing at Work indices included on the TfL Scorecard were also measured from this survey.

TfL's Total Engagement was 59 per cent in 2022, which, while down from 61 per cent in 2021, was higher than before the coronavirus pandemic. This score was calculated by averaging the total number of positive responses received to the questions which made up the index. Employee engagement mattered as an engaged workforce directly correlated with improved performance in safety, reliability and customer service, along with increased productivity and retention.

The Inclusion index was 50 per cent in 2022, down one per cent on 2021, but up from 47 per cent in 2019. The Wellbeing at Work index was 56 per cent in 2022, also down one per cent from 2021. These measures differed slightly from the Total Engagement index, as they focussed on questions within the survey that helped to identify the culture of the organisation and the wellbeing of employees.

The response rate to the survey was 57 per cent, up from 54 per cent in 2021, with over 15,000 employees completing the survey.

The results of the survey were shared with all TfL staff on 23 November 2022 and were also shared and discussed with Company Councils in December 2022. Listening sessions were being held with staff in local areas and with Staff Network Groups to understand how the results might be improved.

The results were impacted by several external and internal factors, which included the impact of the drawn-out funding discussions and threat of moving into a managed decline scenario leading to uncertainty on TfL's future direction, as well as the cost-of-living crisis. Internally, there had been a high turn-over in the Executive Committee and other senior roles, with the departures of two key staff announced around the time the survey opened and with some parts of the organisation going through transformation.

Clear areas of focus, which were reflected in the survey results, included the need to embed the new Vision and Values by developing, investing in, and growing the capability of TfL's leaders, with a new leadership programme recently launched; to review and develop a new approach to pay and reward; and to address diversity and inclusion issues, which would be supported by the launch of Action on Inclusion.

Members discussed the results and the need to address neutral scores as well as low scores. They supported the need to support leaders and would discuss under the quarterly Human Resources reports to the Safety, Sustainability and Human Resources Panel how this was managed to avoid the risk of overwhelming leaders and staff with new initiatives. They also welcomed the focus on getting leaders to be more visible across the organisation.

As TfL now focused on building back ridership through better engagement with customers, work was required to improve working conditions for operational staff, many of whom had less flexibility in terms of working patterns and location and had also continued to work on the frontline during the pandemic and having to enforce coronavirus restrictions.

The Chair and Board recognised and valued the role of staff as TfL's most important asset, particularly their efforts and perseverance during the pandemic and the subsequent uncertainty over funding. The Board supported the efforts on talent management.

**The Board noted the report.**

### **09/02/23 Report of the meeting of the Programmes and Investment Committee held on 14 December 2022**

The Chair of the Committee, Ben Story, introduced the item. The meeting had been held online, with decisions taken by Chair's Action. The Committee discussed safety, which was on a good trajectory, while recognising that there was always more to do.

The Committee discussed the good progress and well managed Investment Programme and noted potential cost and supply chain issues. It welcomed the good disclosure on where issues were known, particularly on the Four Lines Modernisation programme.

Two in-depth reviews were considered, in relation to the Old Street Roundabout project and on Road User Charging.

**The Board noted the report.**

### **10/02/23 Report of the meeting of the Land and Property Committee held on 16 January 2023**

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. This was the third meeting of the Committee, though there had been several briefings and site visits to keep Members up to date.

The Committee noted the good progress from the quarterly performance report and welcomed the evolution of its layout. Good progress was also being made on the approach to assurance, with management welcoming the input of the Independent Investment Programme Advisory Group sub-group

The Committee approved the Procurement and Commercial Strategy and proposals for the Bollo Lane and West London Development Joint Venture and noted the comprehensive update on the Build to Rent programme. It discussed but deferred a decision on the Commercial Office Investment Portfolio Joint Venture, which would be considered by the Committee via Chair's Action once further information was available.

**The Board noted the report.**

### **11/02/23 Report of the meeting of the Elizabeth Line Committee held on 24 January 2023**

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 Committee had agreed to have an informal discussion in March 2023, rather than a meeting. The

next meeting would be in May 2023, with a further meeting in July 2023 after the final integration stage of the railway had been completed.

**The Board noted the report.**

### **12/02/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

### **13/02/23 Date of Next Meeting**

The next scheduled meeting of the Board would be held on Wednesday 29 March 2023 at 10.00am.

The meeting closed at 1.10pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

**Board**



**Date: 29 March 2023**

**Item: Matters Arising, Actions List and Use of Delegated Authority**

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## **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 1 February 2023.
- 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 The paper requests a delegation of authority to the General Counsel to make changes to Standing Orders, in due course, to reflect the close out of the Crossrail project and standing down of the Elizabeth Line Committee.
- 1.4 There have been two Mayoral Directions issued to TfL since the last meeting, relating to Low-Paid Transport Workers' Concession Scheme (MD3079) and March 2023 fare changes (MD3104).
- 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) **note the change to the Commissioner Appointment Panel;**
  - (b) **authorise the General Counsel, in due course, to make any amendments to Standing Orders and the Terms of Reference of the Committees and Panels necessary to reflect the close out of the Crossrail project and standing down of the Elizabeth Line Committee, as outlined in the paper; and**
  - (c) **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.

### **Appointment of a Permanent Commissioner of Transport**

- 4.2 At its meeting on 1 February 2023, the Board delegated authority to the Chair of TfL to approve the permanent appointment of the successful candidate, in consultation with the Appointment Panel, to ensure a timely appointment.
- 4.3 Since that meeting, Professor Greg Clark CBE has stood down as a member of the Appointment Panel, due to other work commitments, and Peter Strachan has joined the Panel. The Appointment Panel now comprises Seb Dance, as its Chair, and Members Anne McMeel, Dr Mee Ling Ng OBE, Marie Pye and Peter Strachan.
- 4.4 Members are being kept informed of the progress of the recruitment campaign and the Remuneration Committee has had an informal discussion on the proposition for the remuneration of the role.
- 4.5 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 has agreed the remuneration parameters for the role through Chair's Action.

### **Close out of the Crossrail Project and Elizabeth Line Committee**

- 4.6 Since November 2016, the Board has received regular standalone reports on the progress of the Crossrail project, which as the project progressed and the Elizabeth line entered operational service in May 2022 have focussed on the performance of the line and the completion of the outstanding phases of the project.
- 4.7 On 1 October 2020, the responsibility for the Crossrail project moved to sit directly with TfL to ensure that decision making was seamless and fully aligned during the critical final phases of the project as the operational testing was undertaken and the remaining parts of the railway were completed and transferred to our operational teams. The governance transition plans were approved by the Board and Department for Transport Ministers and included the establishment of a special purpose committee, the Elizabeth Line Committee, to simplify decision making and provide assurance and oversight for the Board on the completion and close out of the Crossrail project and the opening of the Elizabeth line.

- 4.8 The final phase of the Elizabeth line into a fully integrated railway and the full transition of the Crossrail project into TfL are on track to be completed by the end of May 2023. As part of that transition, it is proposed that reporting on all aspects of the Elizabeth line revert to business-as-usual processes through the existing Committees and Panels.
- 4.9 The Commissioner's Report to the meeting of the Board in June 2023 will provide an update on the final integration of the railway. Future updates to the Board on safety, operational performance, contracts, future investment and assurance will be reported through the Commissioner's Report to the Board and through the Committee and Panel structure as with other TfL projects and services.
- 4.10 The Elizabeth Line Committee is scheduled to meet in May 2023, shortly before the final phase of the line is completed. It is proposed that its final meeting will be in July 2023, where it will receive reports on the evaluation of the business case for the project, Crossrail complaints and a detailed update on ridership.
- 4.11 The completion of the project and standing down the Elizabeth Line Committee will require changes to Standing Orders in due course to remove references to the Crossrail project and the Elizabeth Line Committee. These changes will include the general delegations in relation to the Crossrail project, references to the project and to the Elizabeth Line Committee and the deletion of the Elizabeth Line Committee in the Terms of Reference of Committees and Panels document and the transfer of any residual authorities to the relevant Committee.

## **5 Mayoral Directions to TfL**

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

Regular reports will list the relevant Directions for as long as they are applicable.

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

(a) **Low-Paid Transport Workers' Concession Scheme (MD3079)**

The Mayor directed TfL to introduce, implement and administer the Low-Paid Transport Workers' Concession Scheme as soon as practicable from April 2023. The travel concession will provide free travel on public passenger transport services on the TfL network to employees of TfL's directly contracted suppliers who are paid no more than 10 per cent above the London Living Wage, as well as to workers employed on this same level of pay by TfL's contracted public transport operators in cleaning roles dedicated to TfL's services.

(b) **March 2023 Fare Changes (MD3104 – replacing MD3083)**

The funding settlement with Government, dated 30 August 2022, assumed that the Mayor would increase fares for 2023/24 in line with increases in National Rail fares and provided that, if he did not do this, this would affect TfL's funding. Government decided to increase National Rail fares by 5.9 per cent for 2023/24. The Mayor approved an overall average increase on TfL fares under his control of 5.9 per cent.

The Mayor directed TfL to implement the fare changes from 5 March 2023.

The original Mayoral Direction, MD3083, was replaced with MD3104 to correct administrative errors in the original Direction, which had resulted in some fares being stated incorrectly. The corrections did not change the overall average increase in fares.

## 6 Actions List

- 6.1 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.

Standing Orders and Terms of Reference of Committees and Panels

Greater London Authority Decision Making Database.

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## Board Actions List (to be reported to the meeting on 29 March 2023)

## Actions from the meeting held on 1 February 2023

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (1)	<p><b>Commissioner's Report: Elizabeth line Whitechapel interchange</b></p> <p>Glynn Barton would look into whether the precinct roundabout and Whitechapel Road outside of the station formed part of TfL's road network and would discuss the safety concerns raised with the relevant borough.</p>	Glynn Barton	April 2023	In progress.
05/02/23 (2)	<p><b>Commissioner's Report: Asset Conditions</b></p> <p>A huge amount of work had been carried out into asset condition across TfL's portfolio, which had started in the first pandemic lockdown. An informal update on the information and the data behind it would be provided to Board Members at an appropriate forum or meeting.</p>	Stuart Harvey	March 2023	<b>Completed.</b> A briefing was provided for members of the Programmes and Investment Committee on 2 March 2023.
05/02/23 (3)	<p><b>Commissioner's Report: Task Force on Climate-Related Financial Disclosures (TCFD) Reporting</b></p> <p>TfL was using the TCFD framework to assess physical and other climate risks, and the Climate Change Adaptation Plan would be discussed shortly at a meeting of the Safety, Sustainability and Human Resources (SSHR) Panel.</p>	Lilli Matson	February 2023	<b>Completed.</b> The draft Plan was considered by the SSHR Panel on 22 February 2023. The Climate Change Adaptation Plan 2023 was published on 14 March 2023 - <a href="https://tfl.gov.uk/corporate/about-tfl/adapting-to-climate-change">https://tfl.gov.uk/corporate/about-tfl/adapting-to-climate-change</a> .
05/02/23 (4)	<p><b>Commissioner's Report: Vision Zero Deep-Dive</b></p> <p>A deep dive discussion, including the broader system changes required to meet the Vision Zero targets, would take place at a future meeting of the SSHR Panel.</p>	Lilli Matson	November 2023	On SSHR Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (5)	<p><b>Commissioner's Report: E-Scooters</b> The Government was expected to legislate to allow the use of private e-scooters but it was unclear when this would happen. More details on the potential content of the legislation would be provided to Board Members when available.</p>	Alex Williams	March 2023	A paper was considered by the Customer Service and Operational Performance (CSOP) Panel on 22 March 2023 on Electrified Travel Devices (Micromobility) which set out the current position around the use of private e-scooters. Any changes will be reported in the Commissioner's Report to the Board or to the SSHR Panel as appropriate.
05/02/23 (6)	<p><b>Commissioner's Report: London Underground Accidents Involving Vulnerable Users</b> Incidents involving wheelchair users and pushchairs on escalators were extremely rare and Lilli Matson would circulate the latest data to Board Members.</p>	Lilli Matson	April 2023	The team have reviewed the relevant data from the last two years. Early indications show this is a rare event. The team is undertaking a detailed review and will share a comprehensive update with Board Members.
05/02/23 (7)	<p><b>Commissioner's Report: Funding Conditions Assurance</b> Progress on meeting the wider conditions of the funding settlement would be included in future finance reports to provide assurance to the Board.</p>	Rachel McLean	Ongoing	The Finance Committee is being kept informed of progress with meeting the wider conditions of the funding settlement.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (8)	<p><b>Commissioner's Report: Cockfosters Station Housing Scheme</b></p> <p>TfL was waiting for a decision from the Secretary of State but it would be raised again with Tom Copley, Deputy Mayor for Housing at the Greater London Authority, to work to try to break the impasse. John Hall added that his understanding of the position was that the Government was waiting for another application from TfL.</p>	Alex Williams	Ongoing	The Land and Property Committee is being kept informed of progress with all developments and planning applications.
07/02/23	<p><b>Finance Report – Quarter 3, 2022/23: Non-permanent Labour (NPL)</b></p> <p>Details of how the costs per head of NPL verses permanent labour and how overall costs were calculated would be brought to a meeting of the Remuneration Committee or the SSHR Panel.</p>	Fiona Brunskill	March 2023	<b>Completed.</b> An update on Resourcing at TfL was considered by the Remuneration Committee on 2 March 2023.

### Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/01/20 (2)	<p><b>Commissioner's Report: Bus Safety Standard Visit</b></p> <p>Members would be offered a visit to see a bus that met the new Bus Safety Standard.</p>	Glynn Barton / Lilli Matson	TBC 2023	Members will be consulted on availability for a visit via Bus Operations.
74/10/21	<p><b>Report of the Customer Service and Operational Performance (CSOP) Panel: Briefing on Action on Inclusion programme.</b></p> <p>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.</p>	Fiona Brunskill / Alex Williams	March 2023	Briefing scheduled for 29 March 2023.
67/11/21 (2)	<p><b>Commissioner's Report: Safety at junctions</b></p> <p>An update including timeframes would be brought to a future meeting of the SSHR Panel.</p>	Alex Williams	February 2023	<b>Completed.</b> An update was provided at the meeting of the SSHR Panel.

<b>67/11/21 (3)</b>	<b>Commissioner's Report: Safety for women and girls</b> 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	May 2023	An update will be provided at the next meeting of the SSHR Panel.
<b>05/02/22 (4)</b>	<b>Commissioner's Report: Step-free Access</b> 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	March 2023	The will be covered in the Board briefing scheduled for 29 March 2023.
<b>37/06/22 (3)</b>	<b>Commissioner's Report: Talent Strategy</b> 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	<b>Completed.</b> Information included in the HR Quarterly Report to the SSHR Panel.
<b>40/06/22</b>	<b>Delivering the Mayor's Transport Strategy 2021/22 Annual Update: Step-free Access</b> 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 action 05/02/22 (4) above.
<b>58/07/22</b>	<b>Slavery and Human Trafficking Statement: Landlord</b> Future statements would contain more detail on how TfL managed risks relating to its role as a landlord.	Rachel McLean	June/July 2023	This will be addressed in future Statements.
<b>82/10/22 (1)</b>	<b>Commissioner's Report: Climate Adaptation Plan</b> TfL's climate adaptation plan would be brought to the SSHR Panel and the learnings shared more widely with the Board.	Lilli Matson	February 2023	<b>Completed.</b> See action 05/02/23 (3) above.

Minute No.	Item/Description	Action By	Target Date	Status/Note
82/10/22 (6)	<p><b>Commissioner's Report: E-Scooter trial</b> 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.</p>	Alex Williams	February 2023	<b>Completed.</b> An update was provided at the meeting of the SSHR Panel and a paper on e-mobility is included on the agenda for the meeting of the CSOP Panel on 22 March 2023.
82/10/22 (7)	<p><b>Commissioner's Report: Cyber Security</b> 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	March 2023	<b>Completed.</b> A briefing was held for Members ahead of the meeting of the Audit and Assurance Committee on 15 March 2023.
95/12/22 (2)	<p><b>Commissioner's Report: Elizabeth line – South Eastern trains timetable proposals</b> 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.</p>	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 (4)	<p><b>Commissioner's Report: Step-free Access Programme</b> The prioritised programme would be brought back to the CSOP Panel meeting in March 2023.</p>	Alex Williams	March 2023	A briefing will be provided after the CSOP Panel meeting on 22 March 2023.
95/12/22 (5)	<p><b>Commissioner's Report: Expansion of A40</b> 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.</p>	Glynn Barton	February 2023	<b>Completed.</b> Information was circulated on 6 February 2023.

Minute No.	Item/Description	Action By	Target Date	Status/Note
97/12/22 (3)	<p><b>Draft TfL Business Plan 2023: Inclusion metrics</b>  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.</p>	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)	<p><b>Draft TfL Business Plan 2023: Passenger growth</b>  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.</p>	Alex Williams	March 2023	Briefing scheduled for 29 March 2023.



**Board**



**Date:** 29 March 2023

**Item:** Commissioner's Report

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**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 1 February 2023.

## **2 Recommendation**

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

### **List of appendices to this report:**

Appendix 1: Commissioner's Report – March 2023

### **List of Background Papers:**

None

**Andy Lord**

**Interim Commissioner**

**Transport for London**

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# Commissioner's report

March 2023

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# Introduction

## We continue to improve our network and support sustainable travel across the capital and beyond

I was delighted to visit Bank station with the Mayor and Deputy Mayor for Transport at the end of February to mark the completion of the Bank station capacity upgrade. The new entrance on Cannon Street includes two new lifts which provide step-free access to the Northern line for the first time as well as improved access to the DLR. This major upgrade to one of the Tube network's busiest interchanges is a hugely important moment for the City of London and customers are already benefiting from quicker, easier journeys. I want to extend my thanks to everyone who worked so hard on this project.

From next year, DLR customers will benefit from new, air-conditioned, state-of-the-art trains. The Mayor and I visited the Beckton Depot to see the first train, which features walk-through carriages, increased capacity and improved accessibility. These new trains will transform journeys for our customers and help support future growth in east London, which will further benefit the UK's economy. I look forward to seeing these across the DLR network in 2024, after a period of rigorous testing.

One year on from the expansion of the Ultra Low Emission Zone (ULEZ) to the North and South Circular roads, it's clear that the scheme is working: the existing ULEZ has had a transformational impact, helping to reduce harmful roadside nitrogen dioxide by almost half in central London and a fifth in inner London.

This means that four million people are now breathing cleaner air, including children in more than 1,000 schools. As we reflect on the positive change the ULEZ has already achieved, we continue to prepare for the expansion of the scheme across all London boroughs. A £110m scrappage scheme has been launched and those who need it most are already benefitting from grants to change to cleaner vehicles or more sustainable travel.

We have published consultations on proposals to improve buses in Barnet, Brent, Havering and Wandsworth. The proposals are a key part of the Mayor's commitment to improving the bus network in outer London, which means customers will benefit from more than one million extra kilometres of bus services.

These add to previously announced enhancements, which include three new routes in the Sutton and Croydon areas, with improved services to the new London Cancer Hub at the Royal Marsden Hospital. New zero-emission cross-river services will also be introduced in east London, subject to consultation.

I was disappointed that the RMT and ASLEF unions took strike action on London Underground on 15 March, despite us proposing no changes to pensions or their working terms and conditions. I want to thank everyone who worked hard to keep London moving on that day and look forward to continuing to work with our trade unions to make our organisation a better place to work.



There is good news on our latest Budget, which shows that we will achieve an operating surplus in 2023/24, returning TfL to operating financial sustainability. This achievement has taken a lot of hard work and there will, no doubt, be more to come as we aim to rebuild our ridership and invest billions in making London's transport network better for everyone.

We continue to work closely with the Government on the review of our pension arrangements, as required by our funding agreement. We have written to the Government to explain we are unable to progress until we are provided with certain assurances and further information. It remains the case that no changes to the TfL pension are currently being proposed.

Without the Government's detailed analysis, it remains our firm view that alternative potential approaches considered in the 14 October submission are likely to be capable of delivering better outcomes than moving to the LGPS when reviewed against all the assessment criteria set out in the funding agreement and, therefore, should remain under consideration.

A handwritten signature in black ink, appearing to read 'Andy Lord', written over a horizontal line.

**Andy Lord**  
Interim Commissioner

# Safety and environment

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



Analysing of our road data is key to meeting our Vision Zero goal

## Our road network

We have committed to eliminate deaths and serious injuries from London's roads by 2041 and have been working towards an interim target of a 65 per cent reduction from levels from 2005 to 2009. As we gather and check the final 2022 collision data and associated analysis it is clear that, while good progress has been made, there is further work to do to achieve our Vision Zero goals.

In the spring we will also publish the outcomes of detailed analysis of inequalities in road danger in London, which will assist in developing interventions.

We are also progressing significant work to ensure we improve safety for those most at risk on the road network, including motorcycle delivery riders, by developing a code of practice for the motorcycle delivery sector.

## Police activity to support Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero goal. Between 1 February and 21 March, our policing partners dealt with a total of 3,171 traffic offences for risky, dangerous and antisocial driving, such as excessive speed, distraction, alcohol and drugs, no insurance and non-compliance with road rules.

During the months of February and March, the Metropolitan Police Service (MPS) enforced a total of 41,591 speeding offences. This included 37,356 offences through fixed safety cameras and 3,258 offences through mobile safety cameras.

The MPS has enforced 565,945 speeding offences in the financial year to date, up from 416,941 in the same period last year. In our work to improve safety on our roads, we are making good progress on our commitment to 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 MPS's Roads Transport Policing Command (RTPC) participates in monthly national campaigns coordinated by the National Police Chiefs' Council. These operations are themed around national road danger enforcement priorities and are an important element of the RTPC's operational activity. The focus for February was 'the fatal four': speeding, drink and drug driving, driving while distracted and not wearing a seat belt. A total of 4,421 traffic offence reports were issued, including 56 vehicle seizures – 635 for no insurance, 584 for speeding and 88 for drink and/or drug driving offences.

### Vision Zero dashboard

On 9 March, we published the Vision Zero dashboard, which is available on our website alongside the existing Road Danger Reduction dashboard. The dashboard brings together data from the MPS and the City of London Police and enables users to more easily access and interpret London's roads policing and enforcement data. It contains data on arrests, Notice of Intended Prosecutions issued by the police for public reports of road traffic offences and for offences detected through London's safety cameras, Traffic Offence Reports issued by police at the roadside, and letters to speeding motorists identified through Community Roadwatch.

Users can filter the data by police force, time period (month and year), offence categories or specific offences, as well as enforcement output. The dashboard provides access to data from January 2015 to December 2022, which will be updated this week to include January and February 2023. We want to improve this data over time and welcome feedback from users.

### Vision Zero projects

Design work continues on the remaining 30 Safer Junction locations, which were prioritised due to the high number of fatal or serious injury collisions involving people walking, cycling and riding motorcycles.

Work has started at York Road Roundabout in Wandsworth, on improvements to the circulatory area and crossing points around the roundabout.

In addition, we continue work on the former Old Street Roundabout which, this summer, will have permanent, fully segregated cycle lanes and cycle-only traffic signals around the re-designed junction alongside new pedestrian crossings to make it easier to navigate the area on foot. Construction has also begun on a major transformation of Lea Bridge Roundabout. Further details of both these projects are included later in the report

We have started consulting on a safety scheme at King's Cross, where we are proposing walking, cycling and bus priority improvements to the junctions of Pentonville Road, King's Cross Road and Northdown Road as part of a phased approach to making the corridor safer for people travelling through it.



Improvements to Old Street Roundabout continue



Work is progressing to lower speed limits on our roads

### Lowering speed limits

The programme to introduce a 20mph speed limit on our road network in central London was completed in March 2020 – two months ahead of schedule.

Analysis to date shows that collisions involving a vulnerable road user have decreased by 36 per cent and collisions resulting in death or serious injury have decreased by 25 per cent since speed limits were lowered.

The next phase of the programme, to reduce speed limits on more than 140km of our roads by 10mph in 37 town centre locations, is making good progress. To date, speed limits on 40km of the TfL road network have been reduced, against a target of 140km.

We're working to deliver five further projects, which will cover 28km of streets with reduced speeds. This will see a consistent 20mph speed limit on the majority of roads in the London boroughs of Camden, Islington, Hackney, Tower

Hamlets and Haringey. Local residents and businesses have been contacted and details of the proposals have been added to our Have your say website.

We have launched local engagement on plans to introduce 65km of new 20mph speed limits in Greenwich, Kensington and Chelsea, Lewisham, Southwark, Wandsworth, Merton, Bromley and Lambeth. The new speed limits would help to make a large area of south London safer and work could begin in September to go live by the end of October.

The remaining seven kilometres of our road network, scheduled for delivery by March 2024, in the London boroughs of Wandsworth, Richmond, Merton, Sutton, Hounslow and Enfield, is currently in concept design.

### Direct Vision Standard phase 2

We are asking people to have their say on proposals to improve lorry safety in London, by making changes to London's pioneering Direct Vision Standard and HGV

safety permit scheme. Data from 2018 to 2020 showed HGVs were involved in nearly half of fatal collisions involving people cycling and 19 per cent of collisions involving people walking. The proposed changes are designed to improve the safety standards of HGVs operating in the capital, further reducing the risks to vulnerable road users, such as people walking and cycling.

Our HGV safety permit scheme, first introduced in 2019, requires all operators of HGVs weighing more than 12 tonnes to apply for a free permit to operate in London. Data shows that fatal collisions involving HGVs where vision is cited as a contributing factor halved from 12 in 2018, the year before the scheme was introduced, to six in 2021.

We are now asking people to have their say on recommendations to enhance the current safe system, taking into account new and emerging technology or safety equipment that was not previously available. Moving to a new progressive safe system is vital to our continued efforts to meet the Vision Zero goal of eliminating all deaths and serious injuries from London's transport network by 2041.

The proposals include requirements for vehicles to be fitted with cameras to eliminate any remaining blind spots on the passenger side, as well as audio warnings about intended manoeuvres. It is estimated that these new safety requirements will be applied to around 165,000 vehicles, which is 90 per cent of the existing fleet operating in London.

### New lane rental-funded technology

Our lane rental scheme encourages behaviour change and reduces highway occupation by applying a daily charge for utility companies working on the most traffic-sensitive locations and times of day on the TfL road network. To manage surplus income generated from the scheme, a committee has been established and meets quarterly to authorise funding requests for individual projects aimed at reducing disruption and other adverse effects caused by street and roadworks.

In March we assisted Southern Gas Networks on the A3 Clapham Road to use three different lane rental-funded technologies as part of their gas main remediation programme. Their cast iron joint sealing robot has been working on Clapham Road since September 2022 to renew 5.5km of gas pipe. In March it was joined by a semi-autonomous robotic platform that detects and marks out below-ground infrastructure, as well as an excavation toolhead that uses supersonic air nozzles to agitate and break up the soil.

The use of these technologies improves site safety, provides speedier processes and significantly reduces disruption to road users, residents and businesses. By using these new tools rather than the traditional open-cut methods, less of the highway is dug up, fewer bus stops and bays need to be suspended, and multi-way signals have not been required to cross busy road junctions. Most of the work has been completed unseen and underground, further limiting the effect on our customers.



### Bus priority programme

Our target to deliver 25km of new bus lanes by March 2025 continues at pace. We have completed an assessment exercise to identify locations that are potentially suitable for bus lanes, and where there is likely to be significant benefit to bus journey times. Locations on our roads have progressed into feasibility design. We are still on track to deliver 10km of new bus lanes by March 2024, with our current total delivered standing at 3.8km.

A number of bus priority infrastructure schemes on our roads have progressed to later delivery stages, with Lower Clapton Road in Hackney taken through a public engagement exercise in February and construction work due to finish on the A41 Finchley Road/ Fortune Green Road in Hampstead in late March. The traffic signals programme continues to deliver high levels of benefit to bus customers, with more than 8,000 bus passenger hours saved this financial year.

### Bus network

#### Bus Safety Standard

The number of buses that meet our Bus Safety Standard continues to grow as new buses join the fleet. Today, around 925 buses – about 10 per cent of the current fleet – meet the standard. Intelligent speed assistance (ISA) technology, which limits the bus speed to the posted speed limit, is one measure required in the bus safety standard and we are now working on plans to extend our retrofit of ISA technology to around 1,800 more buses, with preparations under way for work to begin in April this year.

Around 780 of our 9,000 buses are now fitted with our acoustic vehicle alerting system (AVAS) and this continues to grow as we add more quiet-running buses to our fleet. We now have camera monitoring systems on 832 buses, which reduce blind spots and provide enhanced visibility for our bus drivers – particularly important in poorer weather and lighting conditions.

We have commercialised our ‘urban bus sound’, which is used in AVAS and we are actively licensing it for use on buses outside London, across the UK and internationally.

### Zero-emission buses

Key to our journey to reaching net-zero carbon emissions across our operations is the work to transition our entire bus fleet of approximately 9,000 vehicles to zero carbon emissions by 2034. We now have more than 950 zero-emission buses in the fleet, with around a further 700 zero-emission buses on order with various manufacturers.

We remain open to trialling new types of zero-emission technology, which includes hydrogen fuel cell and battery electric buses, which makes up the largest proportion of the zero-emission bus fleet, and more recently ‘opportunity charged’ buses, which operate on route 132 in Bexleyheath. We currently have the largest electric bus fleet in western Europe.



Our fleet now has more than 950 zero-emission buses

Work continues on building electric bus charging infrastructure (using pantograph technology to deliver a quick, high-power charge) at either end of route 358 in Bromley, which will also see the introduction of 20 new single-deck buses, combining innovative electric bus technology and enhanced customer features on board the bus. These new technologies are supporting the wider objective of converting the fleet to zero emission no later than 2034.

#### Bus driver welfare

The refurbishments to improve bus driver welfare facilities are going well and we are refurbishing 25 toilets and mess rooms, and providing three new toilets by the end of March. 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.

#### Organisational safety Safety, health and environment management system

Our work to refresh and improve our safety, health and environment (SHE) management system continues apace. We have successfully launched instructions and guidance on key risk topics, providing in one place the tools our people need to be safe and healthy in the workplace. This digital transformation will play a significant part in embedding our SHE culture in all that we do.

#### Safety data and reporting

We continue to make progress to improve our system capability for safety data. This month, we processed the records of 2,500 road traffic collisions that occurred in October 2022, which will be added to our public dashboard of collisions in London. Members of the public can now see trends and injury modes, as well as analysis of vehicles involved, and retrieve data from specific junctions or roads that are of interest to them.

#### Fatigue management

We know that a mature safety culture requires consideration of performance, both in terms of what has happened through incidents, using lagging indicators, and in understanding the use and effectiveness of controls to prevent incidents or harm occurring. We actively encourage leading indicator reporting, including incidents of fatigue, so we can work to address them.

Included in our SHE management system, our new fatigue management plan (FMP) and associated tools give us a wider set of indicators to understand fatigue risk and to focus further improvements. These improvements are targeted at strengthening our preventative fatigue risk management activity to reduce the risk from fatigue for all staff before harm materialises.

The FMP sets out 12 activity areas for managing fatigue risk, aligned with regulatory and industry best practice. Progressive requirements from minimum to best practice are set out for each activity. Business areas need to meet minimum 'must' requirements, ensuring compliance with standards, but are encouraged to work towards progressive 'should' good practice requirements, continually building maturity in risk management.

A range of leading indicators have been identified, including completion of fatigue training appropriate to colleagues' roles, incident investigations where consideration of fatigue has been included and measures relating to overtime.

Further performance indicators and measures we can now use include use of the SHE management system fatigue pages, completion of risk screening, delivery of improvement plans and fatigue self-reports.

Now that our FMP has been launched, we will be supporting all business areas to adopt the tools and monitoring usage.

#### Notable injuries on our network

There have been two recent incidents at South Kensington station where young children have been hurt when they trapped a foot in an escalator. Our engineering experts carried out thorough inspections of the asset after both incidents, concluding that the escalator is compliant with TfL and European standards and the escalator was put back into customer service both times.

As a result of these incidents, the SHE team is leading a detailed review of escalator entrapments. This will include a number of workshops, with attendees from across our organisation as well as the Rail Safety and Standards Board, Network Rail and other train operating companies. We are also working closely with our health and safety regulator, the Office of Rail and Road.

This will enable us to share any learnings and look at what can do to reduce the possibility of these incidents taking place and make the network safer for our customers. While this work is being done, temporary activity is in place in a number of stations, including South Kensington, such as giving customers travelling with children guidance on travelling safely through messaging on posters and in public announcements, and positioning station colleagues near the escalators at times of high customer footfall.

A severe braking incident on a bus on 15 February led to a serious injury for a passenger on route 235 along Staines Road in Twickenham. The bus driver braked hard to avoid a collision with a car, resulting in several passengers being thrown forwards. An older passenger standing near the luggage area fell to the floor and was taken to hospital with significant injuries. The incident is currently under investigation.

We are working with Joint Venture partners to deliver new homes for London and, on 25 January 2023, an employee of one of our partners was badly injured during construction work at our Earls Court development site when they were hit by a reversing 360-excavator. We are working with our partners to ensure that the right lessons are learnt from this incident and shared more widely.

### **Crime and antisocial behaviour on public transport**

#### **Policing operations**

Between 1 February and 21 March, the RTPC conducted proactive operations targeting those committing crimes and showing antisocial behaviour across our bus network, in and around our public transport hubs and at bus stops. These operations target emerging risks using local knowledge, intelligence and crime patterns to prevent offences and antisocial behaviour from escalating. During these operations, 315 arrests were made and 166 seizures of weapons and drugs took place.

Operation Denali took place during February and March and focused on robbery offences at hotspots along bus routes. RTPC officers were deployed to key locations to prevent offences, gather intelligence and make arrests. During this operation, 19 arrests were made, and 50 seizures of weapons and drugs took place.

#### **Hate crime bystander campaign**

We launched our new Hate Crime Bystander campaign on National Bystander Awareness Day on Monday 13 March. We supported this by working with our policing partners, the British Transport Police (BTP) and Metropolitan Police Safer Transport Teams (STTs), and our Operational officers to increase awareness of what hate crime is, engaging with the public on how to be an active bystander, and making individuals aware of how to report hate crime. We conducted engagement events at transport hubs across the network, including King's Cross St Pancras and Walthamstow Central.

#### **Rough sleeping**

We are continuing to 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 bus routes where rough sleeping is most common, as well as conducting outreach shifts on London

Underground stations. Our outreach team carried out regular shifts between Wednesday 1 February and Tuesday 28 February on night bus and London Underground night services. In total, the team engaged with 22 people and 15 people given access to temporary accommodation.

#### **Work-related violence and aggression**

The BTP is focusing on locations on our network where we are experiencing high volumes of staff assaults and public order offences, to reduce assaults and deter or apprehend offenders and make our network a safer place to work. Officers are deployed at specific times where key triggers, such as intoxication, rough sleeping and groups of youths, are present.

Officers have been deployed to various locations including Baker Street, Bank, Bethnal Green, Bond Street, Caledonian Road, Barnsbury, Seven Sisters and Victoria. Following the successful roll-out of body-worn cameras to all our frontline, customer-facing colleagues, we have now installed 'pools' of body-worn cameras for back-office teams who may occasionally have to travel on the network and interact with members of the public. Teams including Engineering, Public Transport Service Planning, Investment Delivery Planning and Commercial Development and Property Management are now able to access a body-worn cameras when needed.

In our drive to ensure all staff have access to safety equipment, we have awarded a contract to provide 500 more emergency communications devices (ECDs), which will be rolled out by the end of May. ECDs are small and portable keyring devices that, when pressed in an emergency, connect direct to an emergency services operator, opening a two-way communication channel. Using advanced, real-time data technology, they provide all the information needed to dispatch a priority response, removing the need for colleagues to give their location, name and contact details.

### **Tackling violence against women and girls Bystander intervention campaign**

Early indications from our bystander intervention campaign, launched in January 2023, which offers customers practical guidance to support victims of sexual harassment, have been extremely positive. Posters on the network have been supported by communications and social media activity, including a livestream reaching more than 1,900 people. A post on Ladbible's Instagram page, featuring a video of a woman who intervened when she witnessed another woman being harassed on the Tube, received more than 31,000 likes within 12 hours, exceeding our expectations.

It is estimated we will reach more than one million Londoners with our campaign content, reinforcing the key messaging from the campaign which is to #speakupinterrupt and report offences if you feel you cannot intervene. Recent analysis of our network advertising has also shown that safety is one of the most relatable themes on our network, with this campaign being consistently cited by customers as eye-catching and notable.

On 9 February, our Head of Operational Response, Graham Daly, joined the Mayor, Deputy Mayor for Transport, Seb Dance, Deputy Mayor for Policing and Crime, Sophie Linden, and other Greater London Authority (GLA) staff in taking part in the L'Oréal Paris Stand Up Against Street Harassment bystander training course to help tackle street harassment, delivered by the Suzy Lamplugh Trust.

Research by L'Oréal Paris and the Suzy Lamplugh Trust reveals 80 per cent of women in the UK have reported experiencing harassment in public spaces and nine out of 10 people surveyed in the UK have experienced some form of unwanted behaviour – such as staring, intimidatingly sitting or standing right by someone, and verbal abuse – on public transport in the past five years. The training helps to ensure that London is a city where all women and girls feel confident and safe at night.

#### **Canning Town bus station trial**

As part of our Ending Violence Against Women and Girls programme, we want the image of the roundel to become a symbol of safety across the capital and help increase women's confidence to travel on the network, especially at night. Moving beyond our traditional crime prevention measures, we are undertaking a feasibility study at Canning Town bus station, engaging with the community to identify initiatives that could help.

#### **Railway safety Managing the fire risk in TfL**

It is more than 35 years since a catastrophic fire at King's Cross London Underground station claimed 31 lives, and the tragedy continues to have a significant impact on the way in which we manage fire risk across our network.

As part of our ongoing focus on fire safety, we have recently overhauled our training to make sure that everyone responsible for managing fire risk – whether they be based at a London Underground station, a TfL bus station or at one of our office buildings – has a deep understanding of their responsibilities and has the tools and support to manage fire risk in their area.

In February, we launched a new fire-responsible person training course, which provides specific training as defined by the fire regulations.

#### **Capital safety Keeping in touch safety sessions**

'Keeping in touch' events are organised by our Safety, Health and Environment team and take place four times a year. They are an opportunity for our staff to meet with representatives from our contractors, away from site, to share experiences and develop best practice. Each session focuses on a different topic, or series of topics.

The latest session took place on 7 February and dealt with the control of emissions from non-road mobile machinery (NRMM) such as cranes, dumpers, excavators and generators. The topic was chosen in collaboration with the GLA and links directly to the drive for cleaner air and healthy streets in London, as well as the obvious health benefits for site workers and the general public. The event explained the NRMM low-emission zone that is already in place for Greater London, and the requirements for registering plant that falls within the scope of the controls with the GLA.

The good news is that benefits have already been achieved for cleaner air in Greater London, but further improvement is still needed. We were fortunate to be joined by a member of the audit and inspection team from the borough of Merton, who explained some of the practical aspects, as well as inspection and award process.

#### **Learning from safety incidents Safety, health and environment culture assessment pilot schemes**

We have developed our safety, health and environment (SHE) culture programme, focusing on four key areas to enable and drive improvements to the overall culture in the SHE directorate. These are characterised by committed, consistent, visible and open SHE leadership at every level, building a psychologically safe environment in which people feel able to raise concerns, knowing they will be heard and action will be taken, as well as being an organisation where we face up to challenges and failures, acknowledge lessons learned and pinpoint where we need to improve.

To achieve this goal, we have developed our SHE culture assessment, asking colleagues to complete a series of questions so that we can measure how they think, feel and act with regards to safety, health and wellbeing, and the environment. Results are used to better understand our overall culture, our strengths and weaknesses, and enable teams to identify focus areas for improvement planning activities.



We opened two new vehicle inspection sites

### Taxi and private hire vehicles Vehicle inspection sites

As part of the roll-out of a new vehicle licensing inspection contract that ensures we are fit for the future, two new vehicle licensing inspection sites were opened on 27 February at Rainham and Sidcup.

The new contract has seen a transition from a six- to a five-site model, following the closure of three sites (Canning Town and Coulsdon on 24 January and Crayford on 27 January). Our remaining three sites at Heston, Staples Corner and Enfield are in the process of being upgraded. The five sites will retain our current vehicle inspection capacity and geographic spread across London while reducing costs.

As new sites, both Rainham and Sidcup benefit from improved vehicle inspection equipment, a better customer environment, electric vehicle charging points and additional parking for vehicle owners. Further customer improvements will be made when the new licensing IT contract is introduced later this year.

### New driver assessment centre

On 23 September 2022, we announced new transitional arrangements to ensure all private hire vehicle (PHV) drivers satisfied both the English language requirement (ELR) and the safety, equality and regulatory understanding (SERU) requirement.

To help deliver this, on 20 February our driver assessment team opened a third assessment centre at our Pier Walk office, to complement the existing Baker Street and Ashfield House sites. The new assessment space will initially provide up to 150 assessment spaces per day for the delivery of the SERU and ELR assessments. Further driver assessments will be delivered at the site from April 2023. We are also exploring the feasibility of merging our assessment facilities into this new site.

### Statutory standards

In July 2020, the Department for Transport (DfT) set out new statutory standards to raise taxi and private hire vehicle standards. While the focus of these standards is on protecting children and vulnerable adults, all passengers will benefit.

Most of the standards are already in place in London, but a number are complex or may have a significant impact on the taxi and private hire industries. On 27 February, we launched a consultation on how we plan to deliver the remaining standards. This consultation also includes some areas for exploration, alongside some additional proposals which we believe could further enhance passenger safety. The consultation is available through our Have your say portal and closes on 12 May 2023.



We have reviewed and consulted on our taxi fares

### Taxi fares and tariffs

TfL regulates taxi fares and sets the maximum fares that can be charged for journeys in London. We review fares annually using a cost index, which tracks the costs to licensees providing taxi services. The review aims to strike an appropriate balance between taxi drivers being fairly paid and the affordability of fares for passengers.

Given the economic circumstances of the past year, we consulted on five options for how the taxi fares could be changed, from a freeze of fares to implementing the whole cost index amount of 11.64 per cent. The consultation ran from 11 November to 22 December 2022 and we received 944 responses, which we have considered.

An update on the consultation outcome was presented to the Finance Committee on 8 March. At that meeting the committee approved:

- increasing tariffs 1, 2 and 3, as proposed in the consultation, by 7.61 per cent
- removing the requirement for the extra charge to be added to the taximeter for hires arranged by telephone, mobile phone, smart phone, mobile application, any other application software and through the internet
- increasing some of the fixed-fares for shared-taxis that operate during the Wimbledon Tennis Championships
- amending one of the authorised places from which the fixed-fare, shared-taxi scheme operates during the Wimbledon Tennis Championships

### Zero-emission capable (ZEC) taxis

We have now licensed more than 6,600 ZEC taxis in London, representing 44 per cent of the overall taxi fleet (15,018). Of these, 6,464 are London Electric Vehicle Company TXe taxis, now the most common form of taxi on the capital's streets, more than its predecessor the diesel TX4.

### Air quality and the environment

#### One year on from the North and South Circular expansion

The expansion of the ULEZ in August will build on the existing success of the scheme since it was last expanded in October 2021 to the North and South Circular roads. The Inner London Ultra Low Emission Zone Expansion One Year Report, published on 10 February 2023, evaluates the impacts of the ULEZ and the Low Emission Zone (LEZ) schemes and shows dramatic improvements when compared to what would have happened without the scheme, including:

- A 26 per cent reduction in nitrogen dioxide emissions within the expanded ULEZ area
- Nearly 50 per cent reduction in harmful pollution levels in central London
- Twenty-one per cent lower pollution levels in inner London

- Around 74,000 fewer polluting vehicles driving in the zone each day, a cut of 60 per cent since expansion in October 2021
- Four million people now breathe cleaner air, including children in 1,362 schools

Alongside the air quality benefits, since 2019 it is estimated the ULEZ has led to a reduction of around 800,000 tonnes of carbon dioxide emissions from vehicles across London over the four-year period compared to without the ULEZ, a saving of three per cent. The reduction in emissions is a vital step closer to achieving the Mayor's aim of reaching net zero carbon emissions by 2030.

However, the report highlights the vital need for further action to be taken, as average pollution concentrations at background monitoring sites in outer London have remained constant since 2021, with more than half of deaths attributable to air pollution in outer London.

The Mayor's announcement on 25 November 2022 to expand ULEZ across all London boroughs in August 2023 will help bring air quality and associated health benefits to the five million people living in outer London.



Preparations are under way for the ULEZ expansion in August

#### London-wide ULEZ preparations

To help clear London's polluted air and improve the health of people across the capital, the ULEZ is expanding across all London boroughs from 29 August. Modelling suggests this expansion will reduce the number of non-compliant cars each day from 160,000 to 46,000 and the number of non-compliant vans from 42,000 to 26,000. Overall, the scheme is forecast to lead to 146,000 fewer car trips (nearly a two per cent reduction) and reduce London-wide road transport NOx emissions by an estimated 5.4 per cent. This is the equivalent to a 6.9 per cent reduction in outer London.

A new £110m scrappage scheme successfully launched on 30 January. It is the largest of its kind and offers support for Londoners on lower incomes, disabled Londoners, charities, sole traders and businesses with 10 or fewer employees to replace or retrofit their old, polluting vehicles. The money is already helping those who need it most to move to cleaner vehicles or more sustainable travel at a challenging time, with a high number of applications to the scheme already.

Successful scrappage applicants receive a grant to scrap or retrofit their vans and minibuses. Successful car and motorcycle scrappage applicants can opt to receive a smaller grant accompanied by up to two free annual bus and tram passes, which

would give them a higher-value package. In addition, to further help disabled Londoners, there are two new exemption periods, which will apply until October 2027. One is for recipients of certain disability benefits (or their nominated driver) and the other is for all wheelchair-accessible vehicles and some vehicles with other adaptations. Applications are now open on our website.

The London-wide marketing campaign, launched in January, continues to raise awareness of the ULEZ expansion in August, encouraging Londoners to check their vehicle and emphasising the health benefits of the scheme. We are also working with stakeholders including London and home counties boroughs, Members of Parliament and London Assembly members, businesses, community groups and organisations representing disabled people, as well as a wide range of other Londoners to raise awareness of ULEZ expansion and of the scrappage scheme.

On 27 February, I visited Capita, which manages and operates the Congestion Charge, LEZ, ULEZ, Direct Vision Standards and scrappage schemes on our behalf. We looked at how the team manages applications to the scrappage schemes and how they are helping us get ready for the London-wide expansion of ULEZ.

Installation of infrastructure to support the London-wide ULEZ launch on 29 August is under way, with work focused on signs and cameras on TfL assets or where TfL is the highway authority, such as traffic signals on our road network.

Seventeen of the 24 Section 8 consent agreements have been signed with local authorities, which enables signs and cameras to be installed on borough roads. The other seven boroughs have not signed the consent agreement. Infrastructure on their roads is being progressed through direct installation powers under the GLA Act. Engagement is also continuing with county councils directly outside London to secure consent for advanced warning signs.

#### Proposed judicial review by Hillingdon Borough Council and others of the Mayor's decision to expand ULEZ London-wide and grant scrappage scheme funds

We have received an application for judicial review made on behalf of the London boroughs of Hillingdon, Harrow, Bexley and Bromley and Surrey County Council challenging the Mayor's decision made on 24 November last year to confirm the expansion of the ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme. TfL is named as an interested party.

The claimants' alleged grounds of challenge include that there has been:

- A failure to comply with the statutory requirements relating to road-user charging schemes
- An unfair and unlawful consultation in relation to, and a failure to have regard to, expected compliance rates in the outer London zone
- An unlawful failure to take into account the potential for inclusion of non-Londoners in the new scrappage scheme; uncertainty on scrappage scheme details made available to the Mayor when making his decision; and an alleged failure to consult on the details of the scrappage scheme
- An unlawful failure to carry out any cost-benefit analysis and/or have regard to the Green Book methodology
- An inadequate consultation, apparent predetermination as to the outcome and the alleged exclusion of certain organised responses from consultation results

We will be defending the claim on behalf of TfL and the Mayor.

#### Electric vehicle infrastructure strategy and delivery

London is expected to need between 40,000 to 60,000 electric vehicle (EV) charge points by 2030, including up to 4,000 rapid chargers. The capital has more than 11,500 EV charge points, which represent one-third of all of UK charging infrastructure, and we continue to be at the forefront in rolling out the charge points needed to support the phasing out of petrol and diesel vehicle sales.

Following the Mayor's announcement that the electric vehicle infrastructure delivery project (EVID) will implement an

initial tranche of 100 rapid charging bays, we have received a positive response from prospective suppliers to provide a turnkey solution.

The evaluation of potential sites is continuing for delivery across multiple tranches and consideration is being given to how EVID's approach could be adopted by boroughs to accelerate delivery of charge points on their highway and freehold land. A borough-engagement event was held on 31 January, with more detailed engagement activities now under way to identify additional sites, both for EVID and the TfL Rapid Hubs programme.



Work continues to fulfill our sustainability goals





We are working with 10 boroughs on our e-scooter rental trial

#### E-scooter rental trial

The London e-scooter rental trial has now been operating for more than 19 months, with 10 participating boroughs making up a continuous trial area. In the period ending 12 February, 75,000 trips were made with a total fleet size of 4,590 vehicles. This brings the total to 2.25 million trips for the trial to date.

#### Micromobility rental services

The term 'micromobility' generally applies to personal transport – low-speed, low-emission devices such as cycles, e-bikes, cargo cycles and e-scooters. We are already delivering forms of micromobility rental through our record-breaking Santander Cycle hire scheme and London's e-scooter trial, but options also encompass rental dockless e-bikes, which are popular in London but unregulated. Managed the right way, together these rental services could play an important part in London's transport offer, as sustainable connections to public transport, strengthening London's green heartbeat, reducing congestion and improving air quality.

In the 2022 Queen's Speech, the Government proposed legislation to legalise e-scooters and grant powers to strategic authorities to manage rental operations for micromobility. Although the

timing of this proposed regulatory change is uncertain, we continue to advocate for this legislation to enable us, working closely with London Councils and the boroughs, to apply the same approach we have taken with the e-scooter rental trial to all micromobility rental services in London, specifying standards and how operations should work in London, including parking.

In the meantime, we have been engaging with the market on future rental services ahead of re-letting our own cycle hire scheme for continued services from 2025 and continue to work with councils and the boroughs to optimise these wider micromobility rental opportunities and ensure a consistent service.

#### Climate change adaptation

On 14 March, we published our Climate Change Adaptation Plan. This underpins our Corporate Environment Plan, published in 2021, helping us to move from strategy to delivery. Our challenge is to adapt our systems to reduce the impacts of climate change and ensure that we are resilient in the face of more extreme and frequent weather events across London. Adapting to climate change also offers us great opportunities to create a more attractive, nature-rich, liveable city, with strong community and new partnerships.

### PPA procurement

In February, we relaunched our first procurement for a power purchasing agreement (PPA) which will facilitate up to 10 per cent of our required electricity coming from new-build renewable energy assets and paves the way towards the aim for all our power to come from renewable sources by 2030. As the largest consumer of electricity in London, we play a vital role not only in decarbonising our energy sources, but in ensuring we use our purchasing power to expand the nation's renewable grid capacity overall. Long-term PPAs are a key part of our strategy to do this as they provide the best strategic fit for balancing renewable energy credentials and financial objectives.

### Carbon literacy

We have continued our accredited, peer-led carbon literacy training for colleagues to increase in-house awareness of carbon and our collective role in reducing our emissions. This activity supports our ambition for net zero operations by 2030 and supports the Mayor's ambition of London becoming a net zero carbon city by 2030. More than 500 of us, including the Executive Committee, have now completed the training, with 24 attendees going on to become carbon literacy trainers, developing skills to enable them to work as carbon specialists embedded across the business. I completed the training in February and found it a very sobering, but inspiring session.

### Bankside Pier light freight trial

On 27 February, we started a new four-week sustainable freight trial at Bankside Pier, funded by the Cross-River Partnership, involving Lyreco (a distributor of office supplies) and Speedy Services Packages. In the trial, up to eight cages of goods from both delivery companies are loaded onto a Thames Clippers vessel in Dartford and transported to Bankside Pier. At the pier, the goods are then loaded onto a waiting electric van or several cargo bikes for onward delivery.

The trial is a further proof of concept to show the advantages of transporting light freight on the river and thereby reduce the number of vehicle trips from London's strategic road network. The trial makes use of Cross River Partnership funding and will help to define the business case for longer-term light freight operations in the river, making use of underused pier space at quieter periods of the day.

### Future of temporary active travel schemes

We continue to make progress with our programme of reviewing and amending temporary and trial schemes delivered during the pandemic. Currently, this programme has eight live experimental schemes (Bishopsgate, Cycleway 8: Lambeth Bridge to Chelsea Bridge, London Bridge/Borough High Street, A21 Lewisham to Catford, A23 Oval to Streatham, Mansell Street, Sheen Lane and Cycleway 9 Chiswick High Road) and three remaining temporary schemes (Park Lane, Cycle Superhighway 7: Colliers Wood to Balham and Cycle Superhighway 7: Clapham to Oval. Works



We are progressing our temporary active travel schemes

have started to replace barriers with semi-permanent footway in Brixton Town Centre, by creating more space for an additional bus stop and moving the shelters onto the new footway area.

We are currently replacing blue barriers with semi-permanent footway buildouts to improve the additional space for people walking on Borough High Street. These works are due to be completed by April.

# Operations and customers

## Planning ahead enabled us to deal with wintry weather and strike action

### Elizabeth line

More than 120 million journeys have now been made on the Elizabeth line since the central section opened on 24 May last year. A total of 100 million journeys had been made on the line by 1 February, in less than nine months of operation, and a recent YouGov poll showed that nearly half of Londoners have used the Elizabeth line since it opened. Office of Rail and Road figures show that usage increased by 41 per cent between October and December 2022, meaning that one in six of all UK rail journeys was made on the Elizabeth line.

The Elizabeth line's central operating section, between Paddington and Abbey Wood, will be closed from 7 to 10 April to enable the roll out of two software upgrades during the Easter weekend to fix minor software issues and remove 21 operational restrictions.

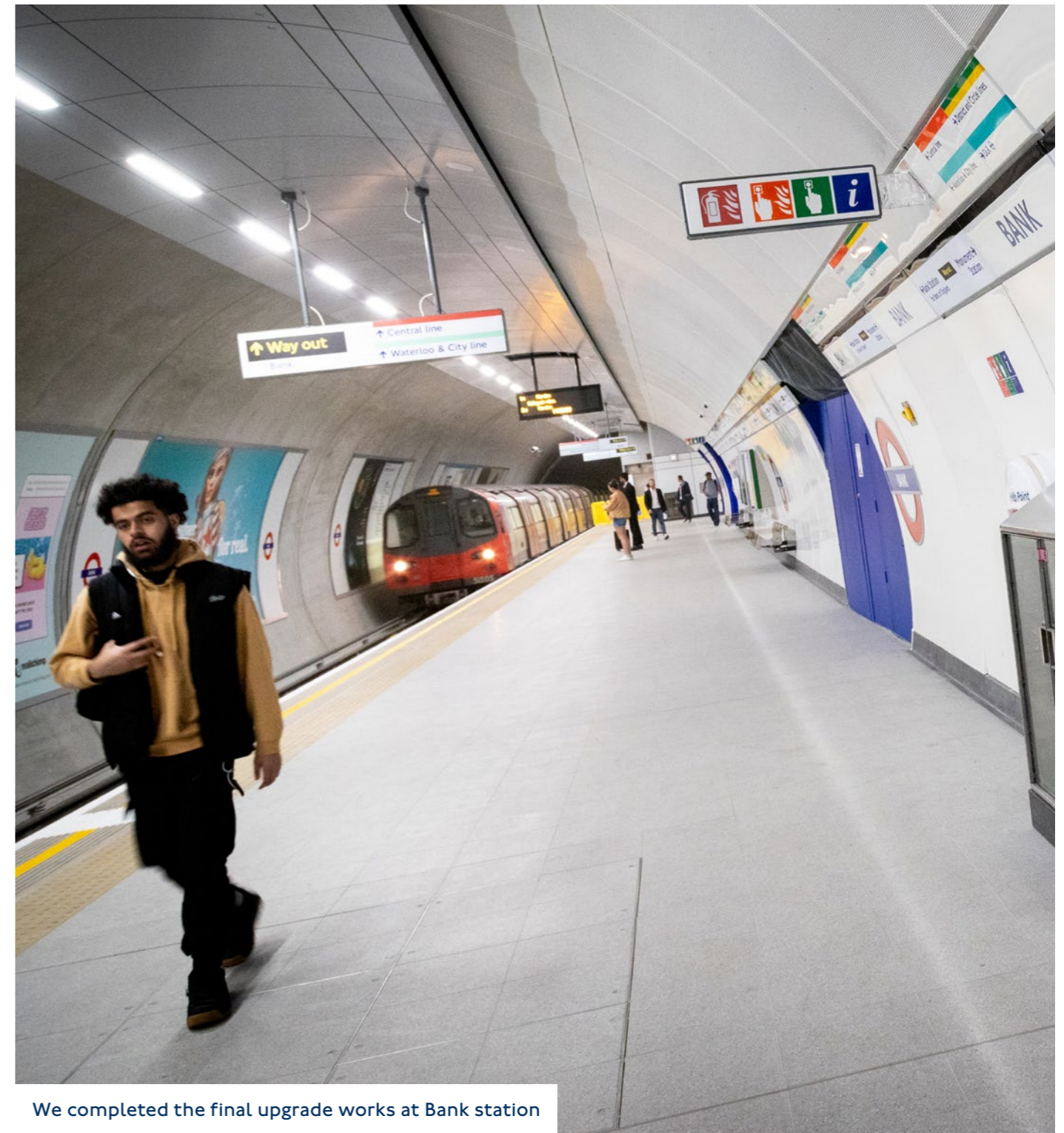
National Rail has agreed a new timetable, which will begin on 21 May. This will provide direct services between Shenfield and Heathrow Airport for the first time and will also deliver an increase in services in the central section to 24 trains per hour, improving journey times, especially for those travelling from Heathrow and Reading, and marking the completion of the project.

### Bank station capacity upgrade

On Monday 27 February, the new street-level station entrance on Cannon Street was brought into passenger use, marking the final phase of the upgrade works at Bank station. This is now the station's main entrance and has been designed to fit in with the architectural style and design of the City of London area. This new addition to Bank station connects all the other elements of the capacity upgrade and includes six further escalators between street level and the Northern line platform, step-free access to the Northern line and, for the first time, improved step-free access to the DLR via new lifts. The new entrance marks the completion of the Bank station upgrade, which has increased station capacity by 40 per cent.

In the last nine months, the Bank project team has successfully commissioned and brought into use: a new Northern line southbound platform and spacious tunnel that connects two further tunnels; a new bank of escalators and lifts providing interchange to and from the DLR; a new interchange area, including two new moving walkways; and a new bank of escalators between the Central and Northern lines. These upgrades have significantly improved the customer experience at Bank by reducing journey times, improving ambience and reducing evacuation times.

Public consultation on the reinstatement of the highway works around Arthur Street was held in early March.



We completed the final upgrade works at Bank station



We are celebrating London Underground's ongoing impact on the city

### London Underground 160-year anniversary

On Thursday 23 February, I joined current and former colleagues, supply chain partners and organisations representing London's diverse communities at the London Transport Museum to mark the 160th anniversary of the London Underground. The evening celebrated the incredible impact of the Tube on the city's history and recognised the magnificent contribution of our frontline staff who keep the network running day-in, day-out. I would like to thank Siemens Mobility for generously supporting the event and everyone who was involved in organising it.

### Bus service changes

Following consultations on the restructuring of the central London bus network, additional funding from the Mayor enabled us to reassess proposals for the bus network and we are going ahead with 22 per cent of the services changes originally consulted on. These changes are all in areas with numerous alternative public transport options and in areas where, following the changes, there will be enough capacity on buses to meet demand.

The first of the central London restructuring schemes on the Holloway Road corridor was implemented on 4 February. Route 271, from Moorgate to Highgate Village, was withdrawn and route 263 restructured to run between Highbury Barn and Barnet Hospital via Highgate Village. To maintain links, route 234, from Barnet to Highgate Wood, was extended south to Archway via Archway Road, and route 21 was 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 were introduced and the night service on route 271 was extended north to North Finchley bus station and re-numbered as route N271. Further stages of the restructuring are due to be implemented during 2023, with the next set of schemes set for 29 April.

We are also continuing our work to enhance services in outer London, building on the 490,000 of additional bus kilometres we operated on outer London roads last year. This year, we plan to increase our network in outer London by more than one million operated kilometres. This includes the re-routing of route 485 to serve Wandsworth Riverside on 25 March. On 6 March, consultation started on several schemes, including the restructuring of routes 102, 189, 210, 232, 266, 316, 326 and C11 to better serve the area south of Brent Cross, including the new station at Brent Cross West in Barnet, extending route 79 from Alperton to Stonebridge Park in Brent, extending route 315 to Springfield Hospital in Tooting in Merton, and restructuring route 497 to incorporate routes 346 and 347 in the east of Havering.

On 15 March we launched a consultation on re-routing the 92, 206 and 440 in Wembley Stadium area in Brent. These consultations are due to close during April. More schemes are planned for implementation and consultation later in the year and further updates will be provided in future reports. We are also looking to increase frequencies on a number of routes.



Our new DLR trains will improve customer experience and boost capacity

### DLR rolling stock replacement programme

Our rolling stock programme will deliver 54 new, walk-through trains to replace the oldest trains on the DLR. The new trains are air-conditioned and able to provide real-time customer information. This will improve the customer experience and expand capacity across the network to support housing and employment growth in east London.

The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train-operation system and enhanced customer information systems.

### Rolling stock

The Mayor and I visited Beckton depot to view the first new train on 8 February. Each new, walk-through train will boost capacity by 10 per cent and offer better facilities for people with mobility impairments, with three multi-use areas and three dedicated wheelchair spaces.

The first train will now undergo a period of intensive testing on the network to ensure the new trains are reliable and integrate successfully into the signalling system before entering customer service in 2024.

### Beckton depot and network infrastructure

At Beckton, works have intensified in preparation for bringing into use the new northern sidings in the middle of this year. We have started piling and work on the sub-structure for the new electrical switch room. The contractor for the maintenance facility building and southern sidings has now been agreed and is working with the project team to identify further programme and delivery opportunities.

We have successfully concluded the first phase of signalling testing with the existing fleet on the DLR network. The contractor for Blackwall station has mobilised and begun site activities.

### Housing infrastructure funding

We have now received funding from the Government for 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 now working with the train manufacturer to confirm the schedule for the supply of these additional trains.

### DLR extension to Thamesmead

On 9 March, Patrick Doig, our Group Finance Director, stepped in for me during a visit to Thamesmead with Housing Minister Rachel Maclean. Along with other stakeholders including Peabody and Lendlease, they took a tour of the potential site and reviewed the plans for housing and public transport infrastructure in the area.

### Elephant & Castle station capacity upgrade

A new station entrance and Northern line ticket hall will support the creation of 5,000 new homes and 10,000 new jobs in the area. This new entrance will significantly increase the station's capacity to meet both existing and new demand for Tube services.

The developer, Delancey, is creating a new structure for the station as part of its scheme, within which we will fit out a new ticket hall, subject to funding being available. Customers will have step-free access to the Northern line for the first time, together with future-proofing an interchange to support any increases in demand from the possible future Bakerloo line extension which would provide step-free access to the Bakerloo line.

The project team is currently pushing ahead with procurement arrangements for the new tunnels, with the Invitation to Tender set for May this year. Tender responses for pre-tunnelling ancillary works were not deemed to represent good value for us, and a revised approach is being finalised. This updated strategy has no adverse impact on final time or costs.

The team has procured a package of work to determine best options for the eventual fit-out (known as Stage 2). The successful supplier is Arcadis with architects Hawkins Brown. The contract was awarded ahead of schedule, and work is under way. A costed options report will be delivered during August this year for consideration.

A second supplier information day took place on 17 March to go through the proposed civils scope (constructing the connecting tunnels and other works). Invitations to Tender are on target for issue during May this year.

### High Speed 2 (HS2)

HS2 has several interfaces and implications for our network, and our work involves securing the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, as well as protecting operational networks and services, and minimising disruption for residents, customers and local businesses.

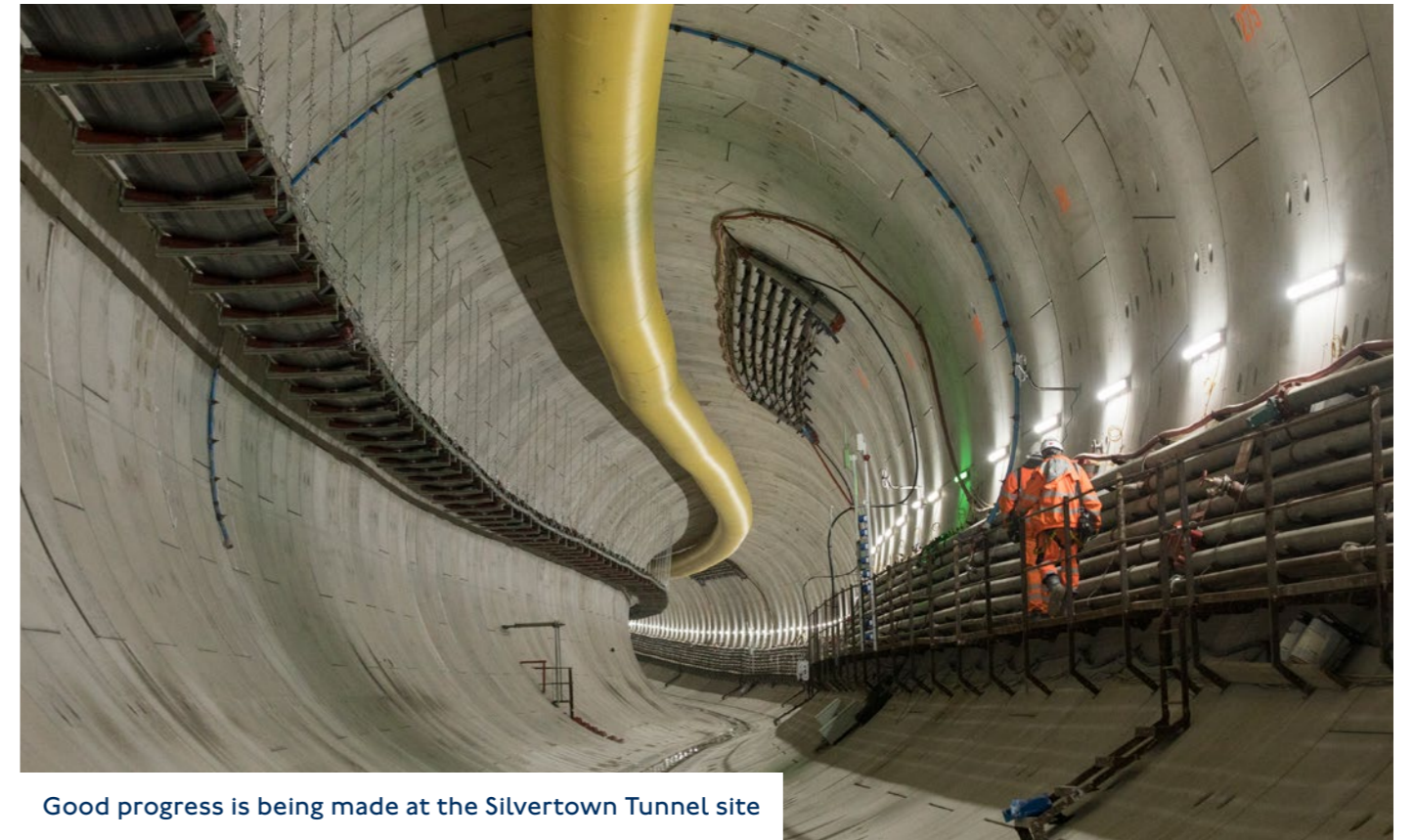
HS2 Ltd began a major lane closures programme on the Euston Road in February. These works will be ongoing for the next seven years as HS2 Ltd completes essential utilities diversions, enabling works for the construction of the new Euston Square and Euston London Underground station upgrades.

We have an active travel demand management campaign in place for road users who will be affected and are advising customers travelling through the area to check their journeys before they travel. We have mitigations in place for bus services in the area. We will also be engaging with affected businesses to help them adapt to long-term road space reduction and make positive changes to how they receive deliveries and servicing visits.

We continue to work with The Euston Partnership to ensure our requirements are met for the future bus station, taxi rank and cycle parking. Engagement with the Partnership on the integrated development of the Euston campus also continues, including the refurbishment of the existing Euston Network Rail station. We are working with Network Rail and HS2 Ltd to mitigate the impacts of the loss of stabling capacity for London Overground services at Euston later in 2023, when HS2 Ltd works take possession of platforms I5 and I6.

Following the news that HS2 Ltd is looking at potential delays to the project to save costs, the Mayor has written to the Secretary of State for Transport, urging all parties to work together to avoid Old Oak Common being used as a temporary terminus for HS2 for a long period of time. This could cause issues with Elizabeth line capacity and manual boarding ramps. We will continue to support the Mayor in making this case and work closely with HS2 Ltd and delivery partners to ensure that London benefits from this investment.

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.



Good progress is being made at the Silvertown Tunnel site

### Silvertown Tunnel

Good progress continues to be made on issuing notices for permanent land acquisition, with these planned to be completed by the end of March.

On the evening of 15 February, Jill, the Tunnel Boring Machine delivering the tunnel in east London, reached the rotation chamber in the Greenwich site, completing the tunnelling of the first bore. It will now be rotated in pieces within a 40m rotation chamber, before beginning its 1.1km journey back under the river to the Silvertown site in Newham in the coming months.

Our contracts for further transport and traffic monitoring, as well as socioeconomic and environmental monitoring are progressing well, with significant further modelling and analysis work now under way. This will support us in setting initial user charges at the Silvertown and Blackwall tunnels, developing the new cross-river bus services, and enabling a refreshed assessment of the scheme's environmental effects in advance of opening in 2025.



We will deliver major improvements to Old Street station

### Old Street

The Old Street Roundabout project team has completed the new cycle lanes and road layout, with the full project scheduled to complete by early 2024. Once complete, the new design will bring safety improvements for people walking and cycling by providing new and improved crossings, fully segregated cycle lanes and a new public space with an accessible main entrance to Old Street Underground station and the shopping arcade below ground. The project is delivering significant improvements to the station, including two new passenger entrances and new lifts to an upgraded retail concourse.

Construction has continued with the installation of the new traffic signals on City Road North and City Road South now under way. Carriageway resurfacing and commissioning of the new traffic signals is planned to take place during April and May.

The superstructure for the new main station entrance has continued to be built, with the green roof and glazing works substantially complete and internal fit-out now under way. Works are also progressing well in the peninsula area with installation of new sustainable drainage systems and hostile vehicle mitigation bollards.

Construction of the new passenger lift and new goods lift has been completed, ahead of standalone testing this summer. Refurbishment of the sub-surface concourse area is progressing with the installation of new mechanical, electrical and communications equipment. The power supply to the new switch-room beneath the main station entrance to enable testing, commissioning and handover of the new assets will be completed next month.

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

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

Following our successful commissioning of the signalling section between Stepney Green to Becontree, SMA6, on 15 January, the signalling section between Dagenham East and Upminster, SMA7, went live on 19 March. This is another significant achievement for the programme as it extends the roll-out of the new signalling system on the District line, completes automatic running on the east of the railway, and connects the first depot to the network.

Software development continues for future SMAs covering the Metropolitan line between Finchley Road and Preston Road (SMA8), including the interface with Neasden Depot and the Jubilee line.

### Piccadilly line upgrade

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

In February we delivered 22 out of 44 power connections in the communication equipment room, a significant step towards enabling train and platform CCTV to be installed. This marks the completion of 50 per cent of planned installations. Once completed, this work will enable the one-person operation and off-train communications equipment to be installed.

In January, Siemens Mobility completed all works at the test track in Wildenrath in Germany, including installation of third and fourth rail power upgrades and building of a platform for one-person operation. Testing will start on the track to ensure all upgrades are functioning correctly ahead of the first train arriving there for dynamic testing in the summer.

In March, the first-in-type driving motor car body shell was completed by Siemens, following lessons learnt from the build of the previous two first-in-types (IM and KM cars) in record time. The car body is now ready to enter the paint process. This keeps us on target for the first train to be fully formed and transferred to the test centre in Wildenrath to start commissioning tests this autumn.

The first 10 of 210 connect radio units were delivered to Siemens in March, following software acceptance testing. The radios are critical for integration testing of trains in Germany currently and also when the first train comes to London in 2024.

In March, enabling works started in the Northfields sub-station as part of the high-voltage power upgrade. The upgrade of Northfields sub-station is critical, not just for the future roll-out of the new trains, but also to support the increased power demand as a result of the ongoing upgrade to Northfields Depot.

Work is under way on the depot programme to review how to best deliver the facilities required to maintain the new fleet.

#### IFS Cloud Cable Car

From 11 to 14 February, the IFS Cloud Cable Car hosted an exclusive event for Valentine's Day. The event offered a memorable experience, including a VIP fast-track round trip for two people, a glass of champagne or non-alcoholic alternative each, a luxurious dessert box to share, a 50 per cent voucher for personalised memorabilia onsite and live music at IFS Cloud Greenwich Peninsula in the evening. This was followed by the IFS Cloud Cable Car Mother's Day event on from 18 to 19 March, which was themed around afternoon tea.

The IFS Cloud Cable Car experience was fully opened on 13 March, including a virtual-reality zone and events room. A stakeholder launch event will take place in late March.

On 20 March, the upgrade to the in-car communication system started, which will upgrade the unreliable and obsolete communications equipment in the gondolas and improve connectivity. This will enable further customer experience enhancements to help generate further revenue. This work is set to be completed by May.

#### London Trams

##### Mitcham track renewal

From 8 to 20 February, as part of our programme to renew the London Trams infrastructure, vital maintenance work took place to replace the track in the Mitcham area. There was no tram service between Wimbledon and Therapia Lane while we renewed around 150 metres of track, including a set of points, and 700 metres of track tamping. This work was essential to ensure tram services continue to be reliable and services run smoothly.

##### Trams rolling stock replacement programme

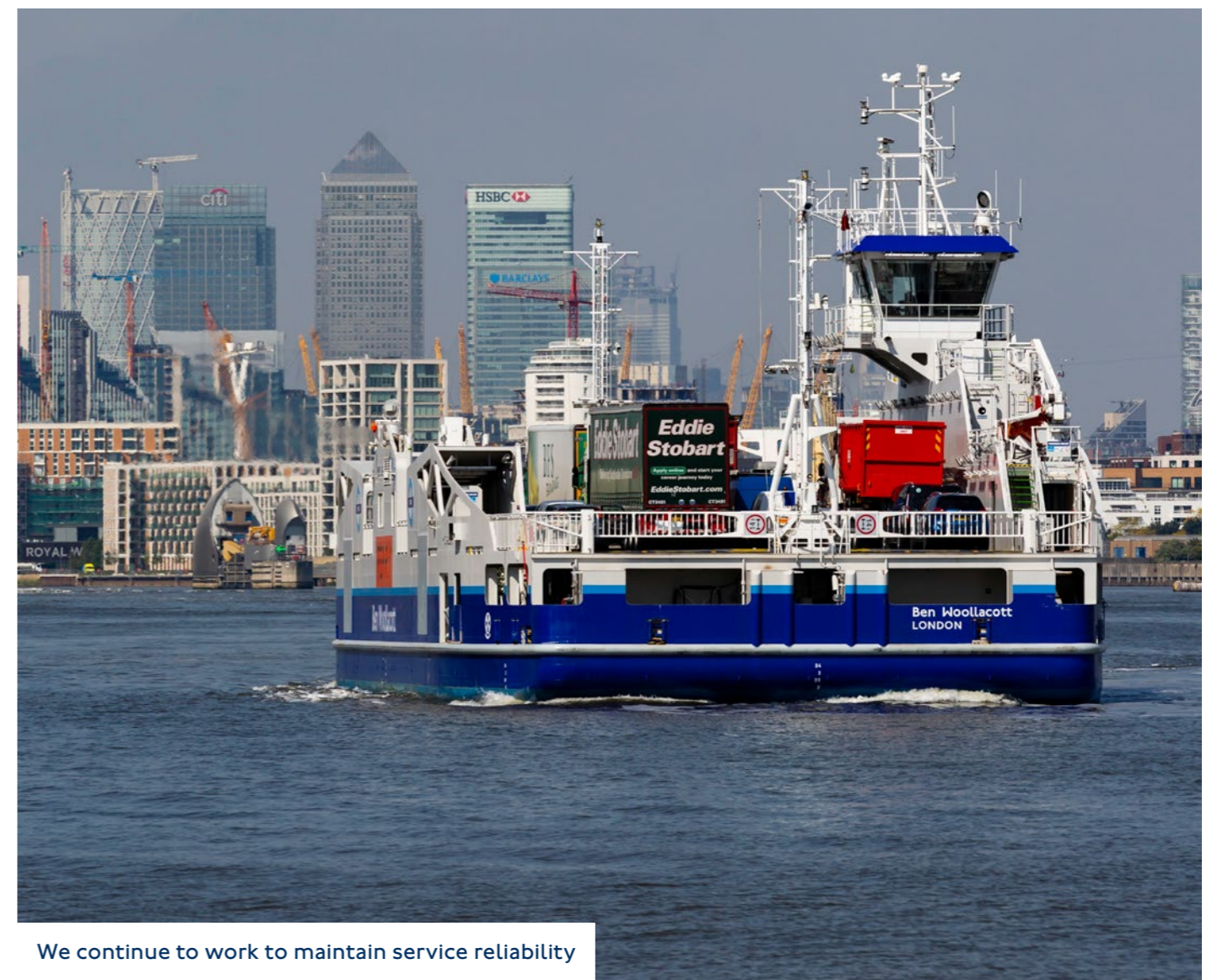
Our rolling stock replacement programme will replace the life-expired Bombardier CR4000 trams, which are becoming less reliable and have one of the lowest states of good repair categorisations across our fleets. Following detailed consideration of the options, it was decided that the best value-for-money option to address these problems was to replace the CR4000 trams.

The programme is likely to start procurement activities in late 2023. However, the full funding for replacement trams, alongside other rolling stock, has not yet been established.

#### Woolwich Ferry

Between 17 February and 5 March, the Woolwich Ferry was closed for planned maintenance. The vital work included upgraded staff welfare facilities, new bow pontoon guiderail installation, fire and bilge pipeline system replacement and vessels

cosmetic upgrade works. These essential works were completed ahead of schedule and are vital to maintain service reliability. During the closure, staff rotated around the business to gain work experience in other areas of the organisation.



We continue to work to maintain service reliability



### London Overground and Bakerloo line

Between 11 and 19 February, the Watford Junction to Euston line was closed to accelerate the renewal of Network Rail infrastructure. We also took the opportunity to undertake station refurbishments at five locations. Key to this work was our Transplant team, working closely with Network Rail to share their expertise in sleeper replacement works. The Bakerloo line was also closed between Queen's Park and Harrow & Wealdstone during this period to facilitate the work.

Passengers using the Bakerloo line and London Overground were advised to plan their journeys in advance of major improvements to both rail routes.

The overall works included: installing 7,000 modern concrete sleepers in place of wooden ones dating from the 1950s; replacing 28km of cabling for signals; structural improvements to five stations including platform resurfacing and roof-canopy maintenance; renewing the track at Willesden and Queen's Park stations; upgrading the power supply for London Underground and Overground trains; and carrying out signal maintenance work at Watford Junction.

This follows the successful completion of similar upgrades to a 17-mile stretch of the same lines in December. Two further closures are planned for later in the year.

### 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. Works are progressing well and we have started planning for works during the closure of the London Overground over the Christmas period this year.

The programme is monitoring the progress of the power upgrade work that was awarded to Network Rail for completion of detailed design. Further work is required for the procurement of installation works for Network Rail and the TfL power upgrade works. The procurement of the signalling upgrade has begun, with an Invitation to Tender issued on 2 February. Currently the programme is on target to meet all 2023 milestones agreed with the Department for Levelling Up, Housing and Communities.

### Cycleways

We have delivered 14.6km of new or upgraded cycle infrastructure since April 2022 and a further 13.9km is currently under construction.

### Cycleway 4: London Bridge to Greenwich

The Cycleway on Evelyn Street between Bestwood Street and Deptford Church Street has been in use since September 2022 and has now been handed over to the respective boroughs. Resurfacing of Creek Road bridge is the final package of work on this section of the route and is scheduled to take place in April 2023.

### Cycleway 9: Kensington Olympia to Brentford

The Cycleway on Chiswick High Road between Chiswick Lane and Goldhawk Road is in use while minor snagging work continues. Construction on Chiswick High Road between Chiswick Lane and Heathfield Terrace was completed by the London Borough of Hounslow on 14 February and the Cycleway is available for use.

### Cycleway 23: Lea Bridge to Dalston

Construction of the Lea Bridge Roundabout section started on 13 March. The design for Lea Bridge Road is under way and is being undertaken by the London Borough of Hackney.

### Cycleway 37: Mile End to Westferry Lane

Planning for the construction of the permanent scheme at Mile End Road junction is continuing ahead of confirming a start date. 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

Construction of the section on Seven Sisters Road and Tollington Road between Finsbury Park and Wartlers Road began on 20 February. Detailed design for the next section from York Way to Fonthill Road has now started and construction is planned to follow completion of the above works.

### Santander Cycles

The number of Santander Cycles hires has started to recover following a recent dip due to poor weather, and we have seen an increase in the use number of e-bike hires. We are seeing new usage patterns for e-bikes, particularly in the north of the scheme where customers are riding e-bikes to and from stations on the periphery. We are presuming these customers then continue their journeys from the station by other modes of transport.

As the new e-bikes have been very popular since they were introduced in October, we are exploring options for expanding the existing fleet. Adding to this, we are looking at a proof-of-concept in-dock charging station solution. This will enable both classic pedal bikes and e-bikes to be returned and those e-bikes to be charged in dock, therefore removing the need for battery swaps.

Further customer enhancements have been launched, with multi-bike hires available through the mobile app and clearer pricing breakdowns displayed.



We have made further improvements to our bus services

### Bus action plan

The Bus action plan was published in March 2022 and is celebrating its one-year anniversary this month. In the first year of the plan, we have made a lot of progress in key customer-facing areas. We have refurbished 255 New Routemaster buses and completed the roll out of the Welcome Aboard stickers with useful customer information and guidance on all buses across the fleet. We are also looking to provide information to customers on how to report a crime on all buses. We are currently rolling out a further 321 new countdown signs, which all boroughs will benefit from.

As a result of around 1,200 signal timing reviews in 2022/23, we have saved nearly 15,000 bus passenger hours. We also published our bus priority best-practice guidelines this spring to help with future planning work around improving journey times through bus priority measures – a key factor of the action plan. Improvements and developments to the bus network will continue in 2023/24.

Our Director of Buses and the Head of Bus Business Development continue their bus action plan roadshow to meet all boroughs, with 10 boroughs seen since this work began in early October. The remaining boroughs will be visited in the coming months. The meetings offer a fantastic opportunity to further our working relationship with key stakeholders, which is vital to the success of the action plan.

### Industrial action

Industrial action has continued to affect those living in and commuting to London. We were disappointed that the ASLEF and RMT unions decided to take strike action on 15 March, as we are not proposing to change anyone's pensions or terms and conditions, and instead have been working with our trade unions to see how we can make London Underground a fairer, more efficient and more sustainable place to work. The strike action on 15 March coincided with action being taken by other unions representing teachers, civil servants and junior doctors.

We continue to coordinate the industrial action planning and impact of action short of strike on London Underground and other operations areas, maintaining industrial action readiness and building on lessons learnt from previous action. We will work to minimise the effects on our customers wherever possible, and continue to work with other partner agencies to ensure we prepare appropriately for any action which may impact our customers.

Elsewhere, we are pleased that bus group Abellio London has now reached an agreement with Unite and implemented their pay award without further industrial action. A pay award has also been implemented for our Elizabeth line employees, and good progress has been made on other issues in dispute, which we hope will prevent further disruptive action.

## Weather

Our teams have continued to respond to challenges presented by the weather, including heavy rain, freezing temperatures, fog and snow. The TfL operations 5-4-3-2-1 adverse weather plans and procedures covers all operational areas and enable our teams to implement their plans, with staff and the supply chain, to respond to and mitigate the impacts of adverse weather. Our daily five-day look-ahead forecasts with defined triggers relating to temperature, rain, wind and snow are continually monitored.

Despite wintry weather on 8 March, our customers were able to move safely around the network as we had implemented a full gritting treatment of the carriageways, cycleways, bus and coach stations, piers, walkways, platforms and cable car terminals. We worked closely with Bus Operators, and had dedicated resources to ensure a coordinated response, including our gritting schedule.

Across London Underground, de-icing fluid was laid across all above-ground sections for several hours before and after the snow fell. Engineering hours were shortened to enable the 'sleet trains' to sweep the network ahead of the first customer trains going out.

## Power

With the continued risk of power disruption, we have moved forward with extensive planning across all our essential operational areas. Understanding the individual and collective risks and evolving our mitigations appropriately is crucial. We have developed plans for specific business areas to respond to the most likely scenario of planned power rota disconnections.

We have undertaken multiple internal desktop exercises and recorded briefing sessions for internal teams. The next step is to develop the key findings from the exercises into a fully worked-up plan. We have also engaged extensively with our partner agencies and taken part in several multi-agency exercises to offer assurance of our plans.

## Events and protests

### Events

The annual Six Nations Rugby Championship took place throughout February and into March with Twickenham Stadium hosting three England home games. At the end of February, the Carabao Cup final took place at Wembley Stadium and on 12 March the annual St Patrick's Day Parade and event took place in the Westminster area. I would like to extend my thanks to all our staff who helped these events run smoothly.

After the tragic earthquake in Turkey and Syria in early February, we supported the GLA and partner agencies with an event at Syria House – a temporary support space in Trafalgar Square set up for those affected by the earthquake – attended by both His Majesty The King and the Mayor to pay their respects to the communities affected by the tragedy. As a key strategic partner of the Disasters Emergency Committee, we provided unrestricted access to stations across our network for volunteer fundraising through bucket collections, as well as customer posters promoting ways to donate to the charity at all stations.

Planning for The King's coronation has ramped up, with the main event taking place on 6 May. Extensive multi-agency planning meetings are taking place, with us leading on the traffic and transport element of the planning for London.

### Protests

On 1 February and 15 March, marches organised by the National Education Union took place, with large numbers of people attending. We have seen numerous smaller-scale protests, demonstrations and marches with varying degrees of impact, but we continue to work with the MPS to understand the impacts and mitigate these as best we can, to ensure public transport services are maintained for our customers.

## Removing obstruction to the highway

Since 1 October, the environmental activist group Just Stop Oil, in coalition with Insulate Britain, has been staging protests in London, including on a number of our roads, resulting in obstruction of the highway and significant road-traffic disruption. In response to these protests, we made an application to the High Court seeking an interim order to protect 17 of the most important roads on our network, preventing further protests designed to obstruct the highway. The interim injunction was granted on 18 October last year and remains in place pending the outcome of the substantive proceedings. A final hearing has been set to take place on 4 and 5 May.

The final hearing in the proceedings brought against the protest group Insulate Britain has been listed for 29 and 30 March. At the hearing, we will seek to finalise the interim injunctions currently in place so that all 34 key roads and bridges on our road network remain protected.

## Engagement

In recent months, I have been having introductory meetings with a range of our key political stakeholders, including members of the London Assembly, boroughs and government ministers.

On 2 February, I joined the Secretary of State for Transport, Rt Hon. Mark Harper MP, on his first journey on the Elizabeth line. After showing him around the new station at Paddington, I travelled with him to Heathrow Terminal 5, as we took the opportunity to discuss our shared priorities.

I met Richard Holden, Minister for Roads and Local Transport at the DfT at Bexleyheath bus garage on the 20 March. The visit was an opportunity to show him London's electric bus fleet and the new rapid, wireless bus charging technology introduced on the network last year, and discuss our shared goal of decarbonising public transport.

On 21 March, Seb Dance, the Deputy Mayor for Transport, and I attended the annual Transport for London Q&A session with the London Assembly Transport Committee as part of its ongoing work to scrutinise our activities.

I have enjoyed meeting the leaders of Croydon, Kingston and Sutton over the last few weeks, too. We're always learning about the local challenges and opportunities in different parts of London and I look forward to working closely with all of London's boroughs in the future.

## Customer experience

### 4G on the Underground

New 4G connectivity on the London Underground is being delivered in phases during the next 18 months. Before Christmas 2022 we added three Northern line and three Central line stations to the network. January 2023 saw the addition of 5G to these stations, offering customers the maximum level of download speed available with current mobile technology. The next extension to coverage will include Euston, Oxford Circus, Tottenham Court Road, Mornington Crescent and Camden Town in the coming months.

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. In addition, initial testing is starting on the Bakerloo, Piccadilly and Victoria lines ahead of bringing mobile coverage to these lines in the future. By the end of 2024, all Tube stations, as well as the Elizabeth line, will have 4G and 5G-ready coverage.

I visited Tottenham Court Road station earlier in March to look at the vast amount of work taking place to bring 4G and 5G mobile coverage to the whole of the Tube network by the end of 2024. The positive impact this will have on our customer experience is truly impressive.

We will inform customers as coverage is implemented with local campaigns at stations.



New 4G connectivity is being delivered on the Underground

### Contact centre operations

Our contact centres continue to show good performance, through both telephone services and correspondence, and are operating well within agreed service levels. Our focus in recent months has been to support customers through rail strikes and public sector industrial action to minimise disruption when travelling in and across the capital. We have also been helping our customers to understand the new fares across our network and the London-wide expansion of the ULEZ later this year.

NotLost, our new customer relationship system in the lost property office has also improved the services we offer, helping customers get hold of lost items more quickly. The system enables customers to see if we have their item and where it is located, and they can often pick the item up before it is sent to our lost property office in South Kensington.

This saves customers time and expense and reduces the need for us to courier lost items to our different offices. The new is being rolled out across the network following a successful pilot at bus depots and 12 London Underground stations. As well as making life easier for customers, it will have the added benefits of reducing both our handling overhead costs and the carbon footprint of the lost property office service.

### TfL Go

The TfL Go app has now been downloaded 3.2 million times and is used by 570,000 customers each month. We continue to make progress towards the integration of payment features and functionality later this year. In February we ran Promoted Places content, suggesting things to do in the half-term break. We are now working towards a commercial trial of the format for premium branded content.

### Oyster online

We have made extensive changes to the Oyster online platform to update and replace legacy technology to ensure we are able to continue to accept payments for Oyster top-ups online, ready for new finance industry security protocols being mandated on 31 March. This was a significant achievement as the project was delivered during a period of other critical changes required to payment systems that will go live in the coming months.

### London Transport Museum

Sam Mullins OBE has announced he will step down as Director and Chief Executive of the London Transport Museum, after 28 years at the organisation. Under his direction, it has grown to be the world's leading museum of urban transport. Sam will step down later this year once a successor to lead the museum's new five-year strategy has been appointed. I'd like to thank him for his outstanding work leading the Museum, inspiring people and helping to shape the future of our city.



Julie Owen CEO, Siemens Mobility and Milly Johnston Advanced Apprentice, Siemens Mobility celebrate the 160th anniversary of the London Underground

On 9 March, the Executive Committee and I visited the Acton Museum Depot where we met some of the very passionate team members who manage the depot and were treated to a tour of some of the excellent exhibits on show.

During February half term, the award-winning London Transport Museum in Covent Garden hosted a week of family-fun activities celebrating the Underground

as part of celebrations to mark the 160th anniversary of the London Underground. The week included lively games and craft activities all about London's famous Tube network and the ways it connects people to the places they love. The museum invited families to share their thoughts, feelings and memories to create a wall dedicated to the Tube and the important role it plays in people's lives.

### Customer campaigns

#### Public transport recovery and fares change

On 9 February, we launched our fare-change campaign to make customers aware of the upcoming fares change taking effect on 5 March. From 6 March, the campaign messaging was adjusted to say that the fares change has happened. Our public transport recovery campaign continued to run throughout February and March, promoting our value fares and concessions such as kids travel free, Hopper Fare and daily cap. We also continue our media partnerships with Time Out and Metro, publishing engaging content featuring great things to do in London and how to get there on public transport.

#### Auto Pay annual registration fee removal and fine increase

From 30 January, the annual £10 per vehicle Auto Pay registration fee was removed to help drivers avoid fines for non-payment of the ULEZ and Congestion Charge. Additionally, the fine for non-payment of the ULEZ and Congestion Charge increased from £160 to £180, designed to act as a string deterrent and ensure the continued effectiveness of both schemes. Alongside stakeholder engagement, a communications campaign launched from 30 January and is running on radio, in press, across digital displays, online and through emails to raise awareness of the changes and encourage sign-ups to Auto Pay.

#### Southgate Underground station

On 12 March, we participated in a 90th birthday celebration of Southgate Underground station, held in conjunction with Southgate Civic District Voice and Enfield Council. On the day, we offered tours of the station and activities for families were held around the area. Southgate station, designed by Charles Holden, is considered one of the best examples of modernist architecture in London.

#### Poems on the Underground

In March, a new set of poems went live on London Underground. This is the first set of poems for 2023, and features classics from William Shakespeare and Geoffrey Chaucer, along with newer poems from writers like Kayo Chingonyi and Diana Anphimiadi. The poems touch on themes of love and yearning.

#### London Overground safety campaign

As part of our continued approach to safety, we have implemented a number of operational initiatives, including launching two customer-facing door safety videos for social media on our Instagram, TikTok, Twitter, LinkedIn and Facebook channels. The videos, created in collaboration with Customer Marketing and Behaviour Change and Arriva Rail London, feature a London Overground driver explaining to customers how the doors work and encouraging safer boarding. This content has received over a quarter of a million views to date and generated positive customer sentiment around what could have been seen as a potentially 'nagging' safety message.

These videos form part of a broader range of customer communications activity which has included targeted posters on platforms, digital posters in carriages and a blog post, all designed to help educate customers on how the doors work and alert them to the positive steps they should take.

# Our people

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



We provide a range of services for people in the capital

## Out and about

Since my last report, I have enjoyed getting out and about to meet our hard-working teams and see first-hand the ways that we are providing a wide range of services for the people working and living in London. Thanks to everyone at Silvertown tunnel, Beckton DLR depot, Bexleyheath bus garage, and Bank and Tottenham Court Road stations for being so welcoming. I look forward to meeting more of you in the coming weeks and months.

## Our TfL programme

The Our TfL programme (OTP) continues to progress through the design and delivery phase, looking at all the elements our new operating model needs, including the ways we work, what processes and technology we use and how we govern ourselves. Quick wins, including process improvements and activities to empower leaders, will begin to be rolled out from April, with work progressing to develop plans and deliver the majority of remaining initiatives by April 2024 to support our financial sustainability goals.

The first phase of an extensive exercise to understand and articulate our activities across the organisation is nearing completion. This is an essential component that will help inform the Our TfL design work and enable the design of a more efficient and considered operating model in the future that is aligned to our value chain.

We have introduced the OTP Design Authority forum, with the first session held on 16 February. Chaired by our Chief People Officer, Fiona Brunskill, this periodic forum brings together the sub-programme sponsors to discuss the emerging design options and interfaces within the scope of work being delivered by OTP. The Change Steering Group will continue to be the forum to set the strategic direction for all changes across our organisation and manage strategic risks and issues across the landscape.

## Pensions

To secure vital funding from the Government, we were required to explore possible future options for TfL's pension arrangements. In October, we submitted a Pensions Options Paper that set out two broad categories of options, raising issues and questions that required a response from the Government.

The Government responded on 24 February, setting out what it would and would not be willing to support. We have taken the time to consider the Government's response and there remain several fundamental outstanding practical and technical matters related to deliverability, value for money and fairness, which will need to be resolved before any agreement can be reached.

On 17 March, we replied to the Government's response, explaining it is not possible to progress until it provides the necessary assurances and information we need. It remains the case that no changes to the TfL pension are currently being proposed.

### National Apprenticeship Week

On 6 February we celebrated National Apprenticeship Week, showcasing the range of opportunities we have on offer. With more than 170 roles across more than 30 apprenticeships, we are proud to create exciting career paths for those interested in a career in transport.

Our apprenticeships support people of all ages, helping them learn new skills for a future career while in employment. Applicants can choose from a range of roles across various disciplines in London Underground, engineering, technology and business.

We also celebrated our relationship with our suppliers through our dedicated Supplier Skills programme, where we collaborate with our suppliers to facilitate the creation of skills and employment opportunities, such as apprenticeships for new or existing employees. In 2022, along with our supply chain, we helped create more than 850 apprenticeship starts.

We also hosted our annual supply chain recruitment fair during National Apprenticeship Week. This year's fair, held on 8 February, linked more than 20 employers from TfL, HS2 and our GLA partners with almost 1,000 prospective candidates who attended.

### End-of-year performance and readiness conversations

Our end-of-year performance conversations window opened on 13 February and is the start of our process for colleagues to demonstrate their achievements and performance over the previous year. This is the second year of using our new myJourney tool, which enables continuous feedback and helps our colleagues improve on their performance in real time.

As part of this process, each colleague takes part in a conversation with their line manager to discuss their future career aspirations and capture their readiness to progress further. These conversations enable both colleague and line manager to focus on what development is needed to take the next step in their careers.

These performance and readiness conversations follow on from the recent launch of the Our People Leaders framework. This framework is the first time we have developed a set of common expectations about what it means to be a TfL people leader. By defining what it is we expect of our people leaders, we can better target development and support to achieve as part of our performance and readiness conversations.

### Industrial relations update

The TfL full and final pay offer for 2022 and 2023 has now been implemented, meaning that relevant employees have received back pay for 2022, prior to the end of the financial year. Discussions with rail for London Infrastructure trade unions, representing Elizabeth line staff, remain ongoing on separate elements of their pay deal. Previously announced industrial action by the recognised trade unions has been suspended while these talks continue.

We continue to discuss future proposals with our trade unions in operational areas of the business. This has given rise to a number of ballots and live mandates on pensions, agreements and detrainment, and we continue to use our extensive collective bargaining arrangements to resolve these disputes, while working to minimise and mitigate the impact of action where we are unable to reach an agreement. In addition, we have started consultation on a number of our people policies, which are in need of updating.

The 2023 London Underground pay deal expires on 31 March 2023 and we will start discussions on a new pay deal. We will report progress on this back to the Board.

### London Underground Change

The London Underground Change programme focuses on improving productivity, fairness and flexibility across all our teams that operate London Underground services in customer operations and maintenance.

We are concluding our consultation on changes in customer services, now at a local level. These changes will realign our staffing numbers to travel trends and customer demand. It will also enable us to deploy our revenue and special requirements teams more flexibly to improve revenue protection and support resilience. The consultation process has helped us to adapt some of our plans with improved outcomes.

We have started more detailed discussions with trade union colleagues on our proposals for a new agreement with train operators to adapt rostering and coverage and ways of working, and look forward to progressing our negotiations.



## Diversity and inclusion

### Action on inclusion

While diversity has always been an important focus at TfL, we are moving towards a more inclusion-focused approach to positively impact our organisation for both colleagues and customers. We are focused on creating an equitable, high-performing workplace where people from all backgrounds can get the support they need to thrive and grow.

In response to this challenge, we have developed our Action on inclusion strategy which sets out the steps we will taking to make TfL a genuinely inclusive employer and organisation. This strategy will be separated into two documents, Customer and Colleague, with each document outlining the key themes to ensure our organisation and transport system truly reflects the diversity of the city we serve.

It will also highlight the practical steps we are taking to improving equity, diversity and inclusion in the workplace, including how we will work to help colleagues be mindful and supportive of each other, ensuring our organisation is a great place for everyone to work and thrive.

This strategy will be shared with Board members directly and updates will be provided through the Safety, Sustainability and Human Resources panel.

### Gender, ethnicity and disability pay gap reports

On 17 March we published our 2022 gender, ethnicity and disability pay gap reports. Diversity and inclusion are at the heart of our Vision and Values and our goal is to build a workplace where everyone feels – and is – safe, valued and able to develop. Addressing our pay gaps is fundamental

both to treating everyone fairly, and to attracting and retaining a workforce as diverse as the city we serve.

In 2021, the median gender pay gap was 18.1 per cent and the mean gender pay gap was 9.8 per cent. In 2022, these have fallen to 16.6 per cent and 9.5 per cent respectively.

The median ethnicity pay gap has decreased from 9.8 per cent in 2021 to 8.1 per cent in 2022, due to the slightly larger increase in Black, Asian and minority ethnic representation at director and senior management levels. The mean figure has decreased from 11.5 per cent in 2021 to 10.8 per cent.

Our mean disability pay gap has slightly increased from 2.5 per cent in 2021 to 2.9 per cent in 2022, but our median disability pay gap has decreased from 5.3 per cent in 2021 to 3.1 per cent in 2022.

While these trends are positive, there is more work to be done. We have already implemented better reporting and transparency, including our Count me in campaign, recently launched to encourage our people to share their diversity information so that we deliver the right schemes based on the data collected and show a targeted commitment to equality. We have anonymised recruitment and issued guidance on diverse interview panels.

### Inclusive transport forum

On 9 February we held our inclusive transport forum, bringing together organisations representing disabled and older Londoners. Issues discussed included

the expansion of the ULEZ, bus safety, our business plan and step-free access, and budding plans to set up Google Street View of our stations, to enable customers to view the layout and environment of a station in advance, making journeys easier.

## Health and wellbeing

### Time to Talk Day

Thursday 2 February was Time to Talk Day, a day devoted to bringing people together to talk about mental health. All colleagues were encouraged to make space in their day for a conversation about mental health – from simply checking on someone to see if they are ok to broader discussions about mental health issues – so we can create a helpful and sympathetic community in our organisation and have more open conversations to support everyone's wellbeing. The importance of this day was highlighted on the TfL operations leadership call on the same day.

### Support for colleagues

After a period of consultation and a competitive tender process we awarded a contract for provision of trauma counselling and physiotherapy to Vita Health Group. Our in-house team have provided a fantastic service but we wanted to be able to offer this service closer to where our colleagues live and work. Vita Health Group already provide our Employee Assistance Programme and have a good understanding of our organisation and our people. The quarterly review programme in February showed that 4.62 per cent of employees had contacted the service for advice and support in the last quarter.



We continue to build on our commitment to equality

# Finance

## Focusing on financial sustainability and generating income helps us better serve London

### Route to financial sustainability

I'm pleased to say that our latest Budget shows that we will achieve an operating surplus in 2023/24, returning TfL to operating financial sustainability. Operational self-sufficiency means we can run a safe and reliable network for all, while delivering real and vital improvements for the capital. I am immensely proud of the hard work that everyone in our organisation has contributed to get us to this significant point in our financial recovery.

Across the next financial year, we expect £9.1bn in revenue, which will cover our expected £7.9bn operating costs, £745m in capital renewals and £417m in net interest costs that TfL will accrue. This means that we will achieve an overall operating surplus of £79m which will then be reinvested directly into enhancements across the transport network as part of our wider £2bn capital programme as outlined in our Business Plan, with any Government funding in 2023/24 allocated to finance capital investments in the network.

Since 2016, and before the pandemic, we have worked hard to save £1.1bn from our annual operating costs. We are currently working on the delivery of £600m in further savings commitments as set out in our Business Plan, as well as continuing to build ridership following the pandemic.

During 2023/24, our Budget will ensure the delivery of a number of schemes to improve London for everyone, many of which are set out in this report, including new DLR and Piccadilly line trains, one million extra kilometres of bus services, expanding the

ULEZ, introducing the full peak Elizabeth line timetable, as well as ensuring TfL is the strong green heartbeat of the city by making our services more sustainable through more zero-emission buses, and upgrading LED lights in Tube stations and across the road network to reduce energy consumption.

The 2023/24 Budget has been developed on the assumption that the current funding agreement with the Government, which lasts until April 2024 unless operating financial sustainability is achieved sooner, remains in place and is fully honoured, including in relation to adjusting the amount of support provided to us in 2023/24 to reflect latest inflation rates.

We continue to work closely with the Government to make the case for capital investment. With continued Government capital investment from April 2024, we can continue to support London and make it an even better, greener, safer and more successful city. We need £475m in 2024/25 to support the delivery of the committed contracts for rolling stock and signalling on the Piccadilly line and the DLR.

In the longer term, we are keen for the Government to support development work carried out on the DLR extension to Thamesmead and to re-start our joint work on the Bakerloo line extension and Crossrail 2. These were stopped at the onset of the pandemic, and restarting this work would ensure that these critical projects enabling hundreds of thousands of new homes and substantial economic opportunity across London and the wider UK can progress within the next decade.



New fares came into effect on 5 March

### Changes to fares

On 5 March we implemented the fares revision as directed by the Mayor. Guidance from the DfT on the fares increase for National Rail services, which also determines the new prices for Travelcards, daily and weekly capping, was received on 23 December 2022, leaving much less time than usual to determine the new fares and prepare the new fares tables. I want to extend my thanks and congratulations to the team that implemented these changes so seamlessly.

We have prioritised applying the new fares for pay as you go journeys and Travelcards, which form most of our revenue. Some other fares, mainly for through-journeys to National Rail destinations made using printed tickets, will be increased at the next fares revision in June.

### New homes and TTL property

Our dedicated property company, TTL Properties Limited (TTLP), continues to progress housing schemes with high levels of affordable housing.

In the last month, we have started construction work on three new housing projects with our strategic build-to-rent partner Grainger Plc. The three sites – at Montford Place in Lambeth, Southall in Ealing, and Arnos Grove in Enfield – brings the total number of homes that we have started building to 2,795.

There was positive development this month, with the DfT approving section 163 applications for three car parks to be released for development. This means we are now able to progress schemes at Bollo Lane, Hounslow West and Snaresbrook, and ensure much needed housing can be built on these sites. We are preparing to start construction at Bollo Lane in Ealing later this month, delivering around 850 homes, 50 per cent of which will be affordable.

As well as starting works at Bollo Lane, we are also due to start on another three other sites by the end of March: Barking Road in Barking and Dagenham, Nine Elms in Lambeth and Southwark station in Southwark. This will bring our total number of homes under construction up to 4,155.

### New vision for Earls Court

As part of The Earls Court Development Company we unveiled the draft masterplan ‘to bring the wonder back to Earls Court’. This ambitious redevelopment will see the 40-acre site in central London developed and reinstated as a destination for entertainment and innovation. We are proposing that the site can deliver up to 4,500 homes, of which some 1,575 homes will be affordable. The proposed masterplan is a landscape-led development which aims to go beyond our net-zero carbon ambitions and become a climate-positive neighbourhood.

The aspiration is for the development to incorporate the first large-scale zero-carbon energy-sharing network in the UK, enabling local people to benefit from cost-effective heat networks. Up to 15,000 jobs will be created, with the development becoming a research and development hub for green technology, attracting businesses that have a role in transforming our future by responding to the climate crisis.

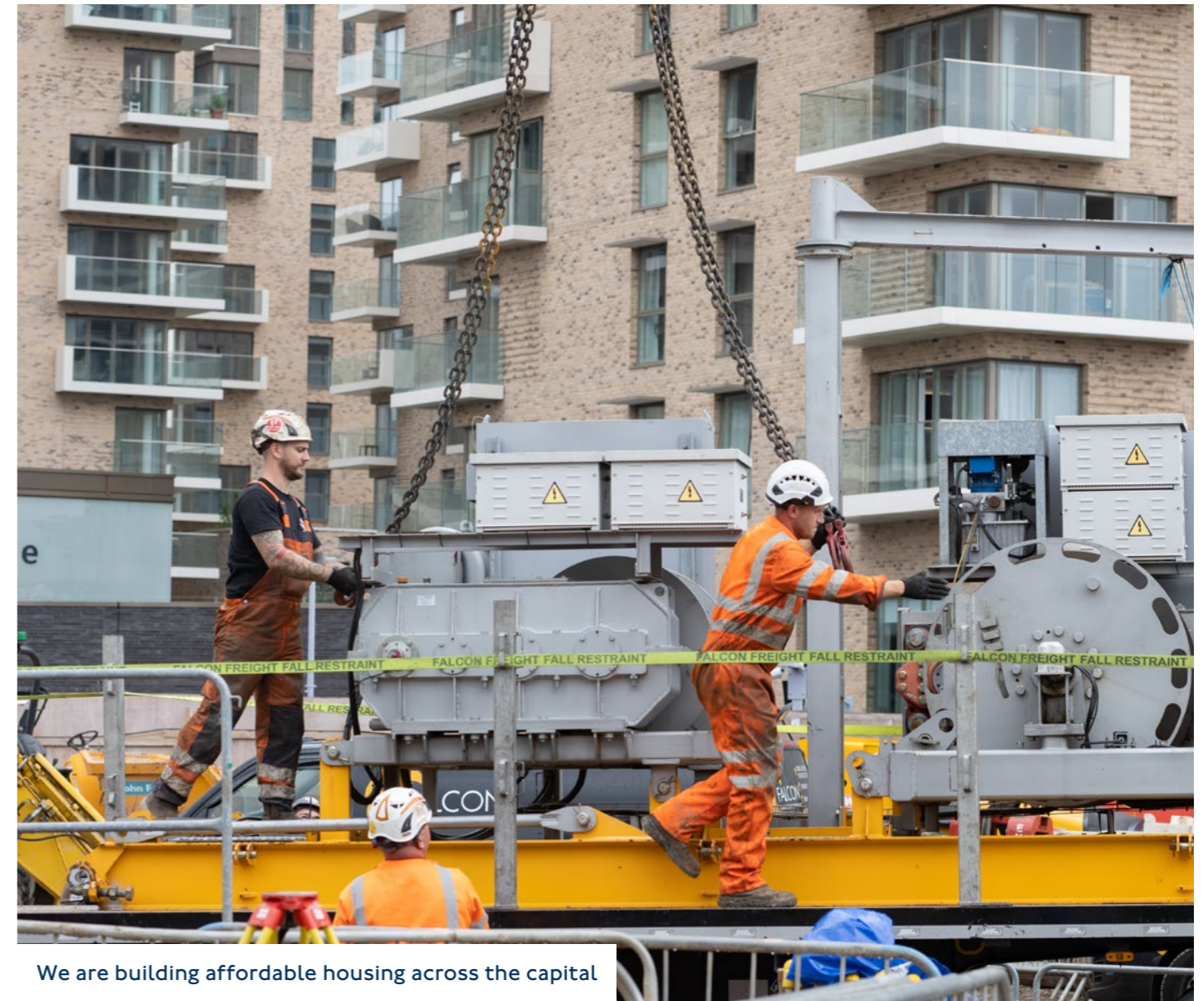
Only 40 per cent of the land in the proposed plan will have buildings on it to genuinely prioritise the streetscape and public open spaces. Landscaped piazzas, play space and public gardens at the entrances will connect through a network of pedestrianised streets and spaces to a park at the heart of the site.

The draft masterplan has been created following two years of discussion and engagement with local communities and stakeholders to understand the aspirations and priorities of those who already live and work in the area.

### New partnership with Network Rail

We announced a new partnership with Network Rail to use our estates to deliver new homes, including a significant proportion of affordable housing, during the next decade. Together with Network

Rail, we own almost 14,000 acres of land across the capital and, while a significant proportion is in use, there are further opportunities on previously developed land, also known as brownfield land.



We are building affordable housing across the capital

### Preferred partner for commercial office portfolio

We announced that we have selected Helical as our preferred partner to deliver new high-quality and sustainable office space above or close to Tube stations, currently consisting of three new developments at Bank, Paddington and Southwark. All three sites have full planning permission to deliver sustainable commercial office developments that offer exceptional workplaces and positively affect the local community.

The buildings will be constructed on the basis of net-zero carbon emissions and the joint venture will collaborate with tenants to target a rating of BREEAM Outstanding and Platinum WELL v2 Core – both of which are leading certification systems for sustainable built environment.

The sites will also fully incorporate a focus on active travel options for occupants, with the three sites providing almost 900 cycle spaces collectively. Combined with their close proximity to the public transport network, these new developments will encourage those who occupy the buildings in the future to travel sustainably.

### Mallet partnership to generate non-fare revenue

We have collaborated with premium brand Mallet London on a range of trainers that celebrate the iconic Tube map. As part of our Brand Licensing programme, Mallet paid a fee upfront to create the products, and a royalty fee on all products sold. Currently available in the UK, online sales may be extended to other regions.

### SAP Ariba

January saw the launch of our new company-wide procurement system, SAP Ariba. This digital solution enables our people to purchase critical goods and services from online catalogues and other indirect procurement services from our pre-established supplier contracts. For the first time, we now have a solution that joins up our supply chain processes, from the original sourcing event managed by procurement and commercial teams and the selection of goods and services through to efficient payment by our business services team, encompassing the entire source-to-pay journey.

The system was deployed initially in August for procurement and commercial processes, followed by a successful soft launch in November for a number of areas across our operations. Full deployment to more than 3,500 staff took place in January. Feedback has been positive, especially the ease of use and the streamlined approvals process for managers. Furthermore, the capability of the system has enabled our finance team to assess the financial approvals thresholds through systemisation and controls within SAP Ariba. This is a major principle of our enterprise resource planning transformation programme – to make the right way to do something also the simplest.

The next steps are to complete a small number of improvements identified and agreed to be delivered post-implementation, close the project and apply the continuous improvement model for this new cloud-based system.



Our Brand Licensing programme enables strong collaborations

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## 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:** 29 March 2023

**Item:** Elizabeth Line Operations and Further Opening Stages

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## **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 The Elizabeth line is the fourth most reliable railway in the country on the basis of the moving annual average performance which in Period 12 (5 February to 4 March 2023) was 92.6 per cent Public Performance Measure (PPM). This is compared to the national average PPM of 87.9 per cent. The only operators with greater reliability than the Elizabeth line were Merseyrail, London Overground and Greater Anglia.
- 3.2 The overall PPM scores on the Elizabeth line for Period 11 (8 January to 4 February 2023) and Period 12 were 91.3 per cent and 90.2 per cent.
- 3.3 Period 12 saw three of the highest performing days since through running began with Wednesday 22 February recording 99.3 per cent PPM, Wednesday 1 March 98.1 per cent PPM and Friday 17 February 97.9 per cent PPM.
- 3.4 However, we have also suffered some days of poor reliability, primarily due to points and signalling failures on the western route and faults on the train. Network Rail has an urgent plan to address the infrastructure issues and a programme of upgrades delivered by the train manufacturer, Alstom, is already seeing train reliability improve. We will continue to work with all the parties involved to increase reliability for our customers.
- 3.5 Step-free access was better than target in Period 11 at 99.07 per cent. For Period 12 it was 99.3 per cent.
- 3.6 Customer satisfaction for the line remains high, with the Elizabeth line scoring 82 in the Quarter 3 Customer Satisfaction Survey. This was down one point from Quarter 2 but remains the highest scoring mode across TfL services.

## **4 Project completion update**

- 4.1 We are now into the final stage of the Crossrail project, which is on track to be fully transitioned to TfL by the end of May 2023.
- 4.2 The May 2023 timetable was released by Network Rail on 30 January 2023. This timetable change sees the railway move to a peak service of 24 trains per hour in the central section, an increase from the current 22 trains per hour. Other benefits include:
- (a) more frequent services to Heathrow;
  - (b) additional peak services to and from Liverpool Street National Rail station;
  - (c) a small increase in peak services from Reading, trains which were previously operated by Great Western Railway; and
  - (d) the removal of any significant dwell times for trains between Paddington and Acton Main Line, which have been in place since November 2022. This will mean faster running times between Reading and Paddington and improved journey times for customers travelling from the west into central London.
- 4.3 The timetable change in May 2023 represents a further significant step up in terms of the operation of the Elizabeth line and a series of T-Minus reviews are taking place to check readiness. These are attended by various parts of TfL as well as Network Rail and the concession operator MTREL. The focus is on tracking the delivery of the necessary additional functions in the train and signalling systems and also reliability, particularly right time arrivals at the transitions to the central tunnel section.
- 4.4 The Elizabeth line's central operating section between Paddington and Abbey Wood will be closed from Friday 7 April to Monday 10 April 2023. The blockade will be used to rollout both the ELR 400 Software upgrade and the CMS 33.X upgrade to the communications system over the Easter weekend. This upgrade will remove 21 Operational Restrictions, close 194 minor issues with the software and deliver 13 further functional improvements.

### **List of appendices to this report:**

None

### **List of Background Papers:**

None

Contact Officer: Howard Smith – Director, Elizabeth line  
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**Board**

**Date: 29 March 2023**

**Item: TfL Budget 2023/24**

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**This paper will be considered in public.**

## **1 Summary**

- 1.1 This paper considers TfL's 2023/24 Budget which builds on our 2023 TfL Business Plan, our first business plan since 2019. The Budget updates 2023/24 for the latest information and turns it into a detailed plan, against which we can track progress through the year.
- 1.2 This Budget confirms our forecast to return to operating financial sustainability in 2023/24 and delivers on our key goals:
  - (a) Safety & security: ensuring everyone gets home safe and healthy;
  - (b) Colleague: being a great place to work for everyone to thrive;
  - (c) Customer: give people more reasons to choose sustainable travel;
  - (d) Green: tackling the climate and ecological emergency; and
  - (e) Finance: growing our income and controlling our costs to secure our future.

## **2 Recommendations**

- 2.1 **The Board is asked to note the paper and approve the TfL Budget for 2023/24.**

## **3 TfL 2023/24 Budget**

- 3.1 Our 2023 TfL Business Plan set out our strategy for rebuilding our finances, improving efficiency and helping to secure our future. This Budget confirms our forecast to return to operating financial sustainability in 2023/24, due to:
  - (a) rising passenger demand which we expect to grow by 7% from where we are now and increasing other sources of income to reduce our reliance on fares from 72 per cent to 65 per cent on a like-for-like basis;
  - (b) managing the impact of increasing inflation and continuing to deliver recurring cost savings: working towards our target of £600m per annum by 2025/26;
  - (c) creating an operating surplus: these actions mean we create an operating

surplus in 2023/24;

- (d) funding investment: our operating surplus is used to fund capital investment and also support a return to prudent, incremental borrowing to finance new investment. We have proactively taken opportunities to refinance debt to reduce ongoing costs; and
- (e) rebuilding our cash: we are now rebuilding our cash reserves after the impact of the pandemic, and we are continuing to maintain the GLA £500m financing facility to protect against further shocks.

## **4 Next steps**

- 4.1 We will report on the progress of delivering against this budget to the Finance Committee and Board throughout 2023/24.
- 4.2 As required under our funding settlement with Government, we will also continue to provide periodic financial reporting to Department for Transport and its advisers and update them on our progress on the requirements of the funding settlement.
- 4.3 In addition to delivering the requirements of the current funding settlement, we will also work with Government to secure a longer-term agreement beyond the end of the current settlement which expires in March 2024.

### **List of appendices to this report:**

Appendix 1: TfL 2023/24 Budget – presentation

### **List of Background Papers:**

None

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2023/24

# TfL Budget

TfL Board

29 March 2023



# Headlines

This Budget builds on our 2023 TfL Business Plan, our first business plan since 2019. The Budget updates 2023/24 for the latest information and turns it into a detailed plan, against which we can track progress through the year.

This Budget delivers on our key goals:

- **Safety & security: ensuring everyone gets home safe and healthy** by lowering speed limits on more roads, continuing our Safer Junction programme, progressing the second phase of the Direct Vision Standard and progressing the Ending Violence Against Women and Girls programme.
- **Colleague: being a great place to work for everyone to thrive** by launching our Action on Inclusion plan, improving welfare facilities for front line colleagues, developing our leadership capability and delivering more of the Our TfL programme.
- **Customer: give people more reasons to choose sustainable travel** by improving services including bringing new state-of-the-art DLR trains into service - increasing capacity and improved accessibility, improving services such as increasing the Elizabeth line to 24 trains an hour at the busiest times, improving high speed mobile coverage on the tube and delivering 10km of new bus lanes.
- **Green: tackling the climate and ecological emergency** by delivering the London-wide expansion of ULEZ, supported by a £110m scrappage scheme, continuing the roll out of zero emissions buses and moving towards renewable energy sources.
- **Finance: growing our income and controlling our costs to secure our future** by achieving an operating surplus without the use of Government base funding support (see overleaf).



# Financial summary

This Budget confirms our forecast to return to operating financial sustainability in 2023/24, due to:

- **Rising passenger demand:** by the end of 23/24 we expect our ridership to grow by 7% from where we are now, and passenger income by over £800m, even though we have assumed a recession during 2023 and only a gradual recovery thereafter. While we are still facing external uncertainty, we continue to have the protection of the revenue true-up with HMG until March 2024.
- **Increasing other sources of income to reduce our reliance on fares:** since setting the budget for 2020/21, just prior to the pandemic, we have increased total income by 14%, while decreasing fares as a percentage of income from 72% to 65% on a like-for-like basis.
- **Managing the impact of increasing inflation:** while higher inflation increases our operating costs by £279m in 2023/24 compared to our 2022/23 Budget, this would have been circa £400m without the action we have taken. This is lower than our estimate of £289m in the Business Plan, despite inflation having increased since that point.
- **Continuing to deliver recurring cost savings:** working towards our target of £600m pa by 2025/26.
- **Creating an operating surplus:** these actions mean we create an operating surplus in 2023/24, even with all DfT base funding allocated to fund capital investment. The level of passenger demand growth will determine whether DfT revenue top-up is required to deliver this operating surplus.
- **Funding investment:** our operating surplus is used to fund capital investment and also support a return to prudent, incremental borrowing to finance new investment. We have proactively taken opportunities to refinance debt to reduce ongoing costs.
- **Rebuilding our cash:** we are now rebuilding our cash reserves after the impact of the pandemic, and we are continuing to maintain the GLA £500m financing facility to protect against further shocks.

However, our ability to continue to deliver capital investment is dependent on the DfT providing additional funding to mitigate inflation (as per the 30 August 2022 settlement) and agreeing long-term capital funding for 2024/25 onwards.

# Building on our Business Plan



# Our Budget builds on our Business Plan

In December 2022, we published our first Business Plan since 2019, which:

- Set out our plans over the medium term to 2025/26
- Demonstrated how we will achieve financial sustainability
- Prioritised £8.1bn of investment to make progress against the Mayor's Transport Strategy

Mayor's Transport Strategy:

Healthy Streets and healthy people

Safe, Active, Efficient & Green

A good public transport experience

Connected, Accessible & Quality

New homes and jobs

Sustainable & Unlocking

Our Budget builds on this Business Plan:

- Focuses on the next year, 2023/24 and updates for the latest information and forecasts
- Sets out a more detailed plan for the year ahead to make progress against our goals over the short term.
- Is underpinned by our Scorecard, to track our progress throughout the year

Our Goals: bring together MTS outcomes and internal objectives

**Safety & Security:** Everyone home safe and healthy

**Colleague:** Be a great place to work for everyone to thrive

**Customer:** Give people more reasons to choose sustainable travel

**Green:** Tackle the climate and ecological emergency

**Finance:** Grow our income and control our costs

# Since publishing the Business Plan, inflation has continued to increase

Our 30 August 2022 funding settlement with Government was based on the 2022/23 TfL Budget, set in March 2022.

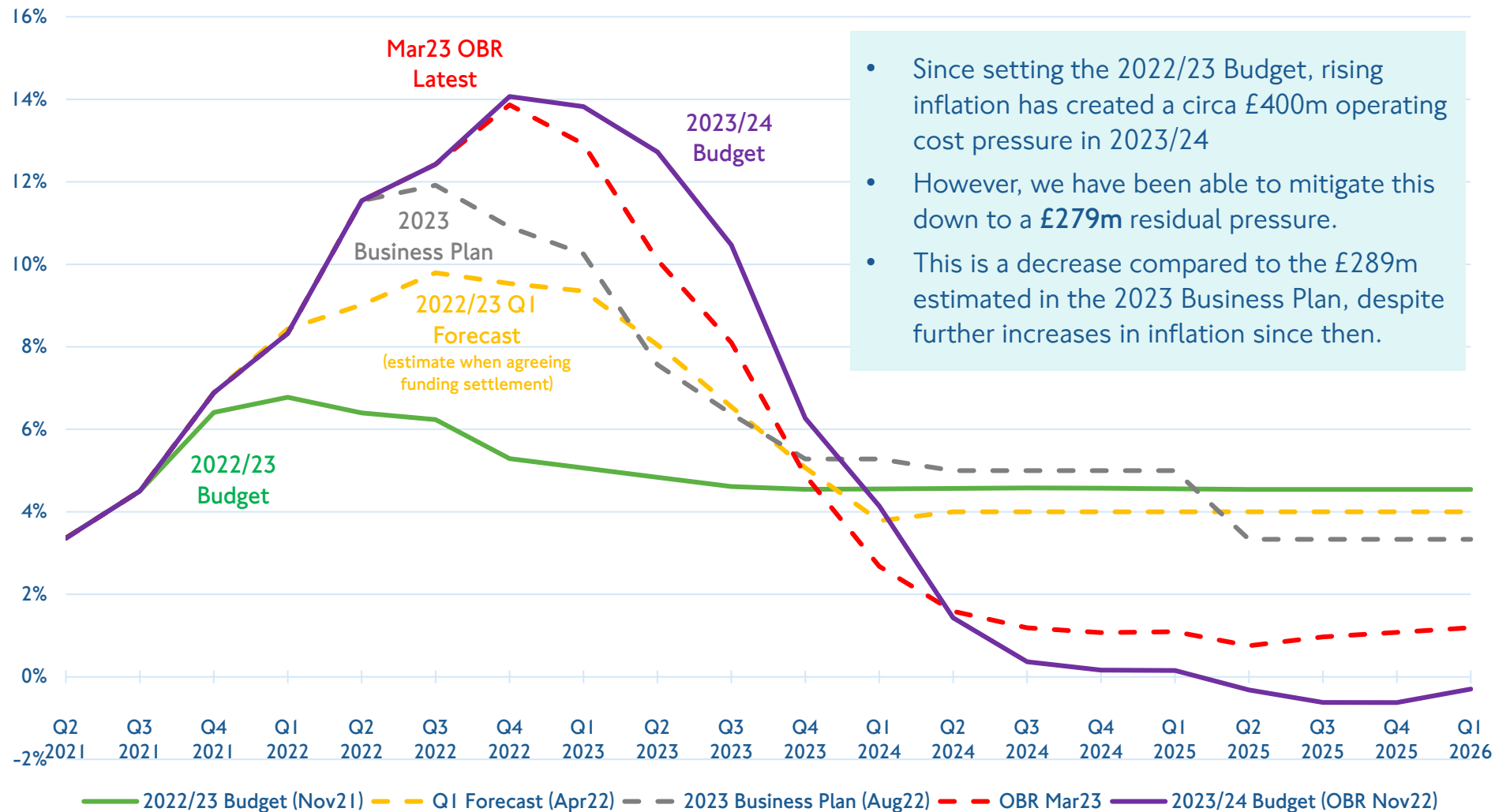
Inflation forecasts have continued to rise, creating a £279m increased cost pressure in 2023/24.

This cost pressure is increasingly challenging to offset given the savings already assumed in our plans.

Recognising this, Government included an inflation adjustment mechanism for our 2023/24 funding, although our claim is still under review.

The latest OBR forecasts suggest some near-term easing of inflation.

## Retail Prices Index (%) forecasts 2021/22 - 2025/26



- Since setting the 2022/23 Budget, rising inflation has created a circa £400m operating cost pressure in 2023/24
- However, we have been able to mitigate this down to a £279m residual pressure.
- This is a decrease compared to the £289m estimated in the 2023 Business Plan, despite further increases in inflation since then.

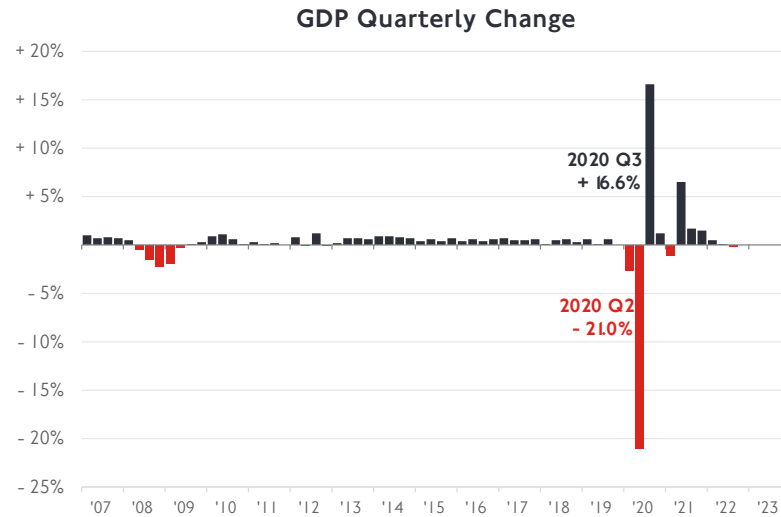


# And all other economic indicators remain volatile

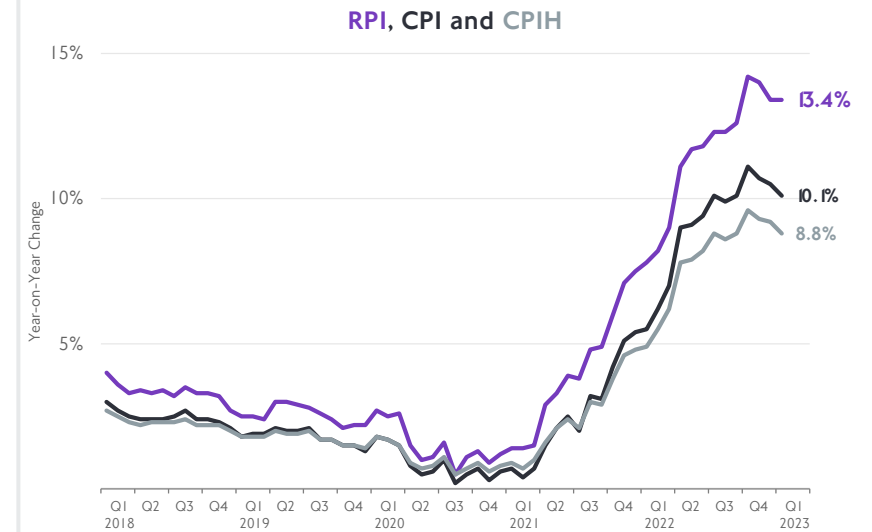
2022 was a turbulent year for the economy and while economic growth appears poor, the latest economic indicators suggest that there is some ground for optimism with the UK economy avoiding recession in Q4, 2022, retail sales growing by 5% in January 2023 and inflation & energy prices starting to fall.

However, this Budget is still being produced amid considerable uncertainty. The latest OBR economic forecast was released on March 15 alongside the HMT Budget, which forecast the economy would shrink in 2023 but avoiding a technical recession.

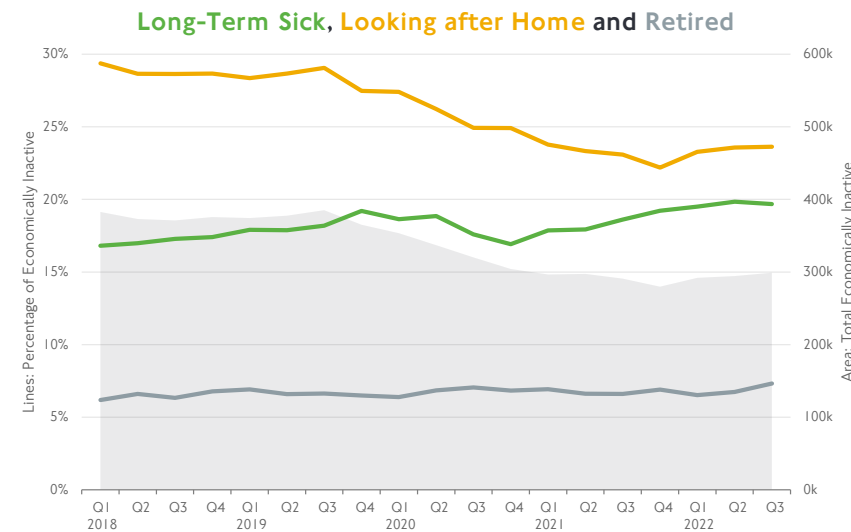
## GDP Growth



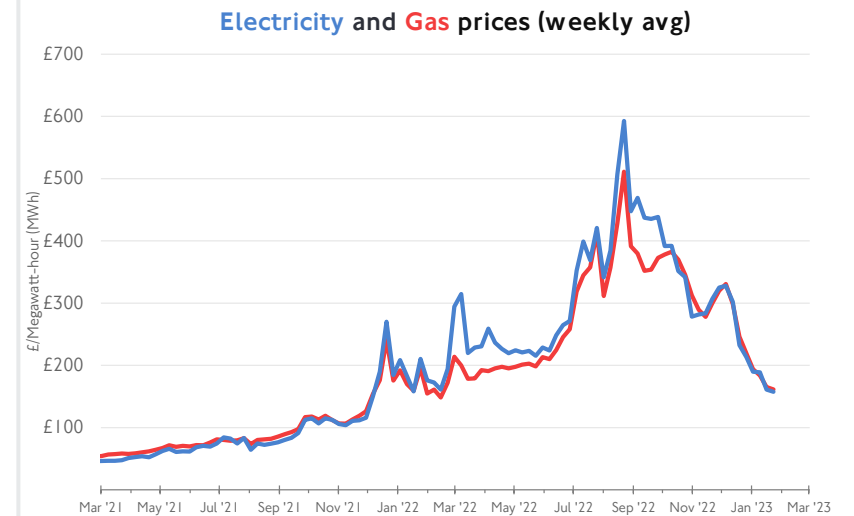
## Inflation



## Economic inactivity



## Energy prices



# The outcomes of the Mayor's Budget fed into the TfL Budget

These outcomes are supported by £4.8m of recurring additional funding support and £4.6m of one-off funding.

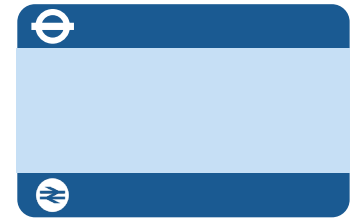
## Recurring / ongoing



Retaining inner London bus routes



Providing additional bus kilometres in outer London each year

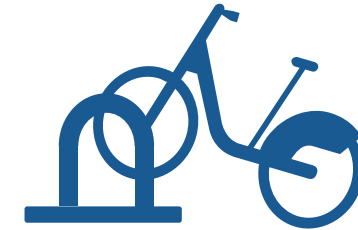


Retaining monthly and annual Travelcards

## Additional in 2023/24



Accelerating cycle route schemes



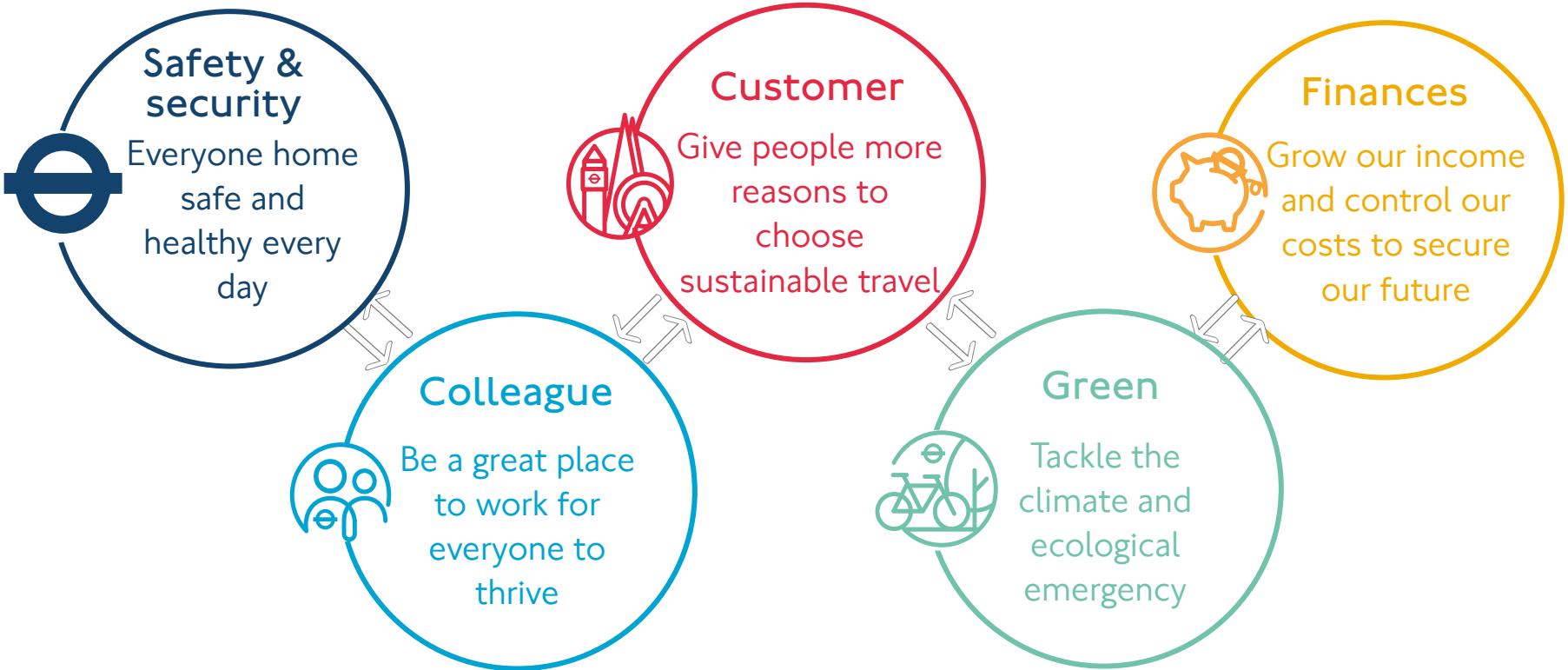
Providing additional cycle parking spaces

The Mayor has also followed the National Rail fares increase of 5.9% on all Mayoral controlled fares. The total increase in fares is expected to be around £98m and, by matching National Rail, this avoids a decrease to funding for TfL. We currently expect to be able to retain this income with the DfT revising their revenue scenario accordingly.

Source: Mayor's Background Statement 2023-24 in support of his draft Consolidated Budget for 2023-24, published 18 January 2023

<https://www.london.gov.uk/who-we-are/governance-and-spending/spending-money-wisely/mayors-budget>

# What this budget delivers against our goals



# Delivering on our Safety & Security goal

Everyone home safe and healthy every day



- Progressing our **Ending Violence Against Women and Girls Programme**, following the launch of our **Active Bystander** campaign
- Transforming **Old Street** to create a much safer environment
- Progressing the second phase of the **Direct Vision Standard** to improve the safety of vulnerable road users for launch in 2024
- **Reducing speed limits** on more roads and delivering our **Safer Junction** programme
- Delivering improvements to our **body worn cameras** to reduce work-related violence and aggression

## Metrics and milestones tracked on the scorecard



**27.3% reduction**  
in the number of people Killed or Seriously injured on London's roads from 2010-14 baseline



**7.8% reduction**  
in Customers Killed or Seriously injured on 22/23



**4.0% reduction**  
in Colleagues Killed or Seriously injured on 22/23

- **Old Street roundabout** – completion of highway works (July 2023)
- **DVS Phase 2** – completion of public consultation (August 2023)
- **Lowering speed limits by 10mph** - on 77 km of the network (March 2024)
- **Deployable enforcement cameras** – Installing automatic traffic contravention detection DEC cameras at a further 265 sites (March 2024)

# Delivering on our Colleague goal

## Be a great place to work for everyone to thrive



- Our TfL Programme is **reviewing our operating model** with the dual aim of improving how we work as well as delivering recurring financial benefits
- Developing **leadership capability** through the Our People Leaders’ Programme to improve engagement and wellbeing of employees
- Launching **Action on Inclusion** setting our long term approach to inclusion to improve representation and ensure we reflect the city we serve
- Delivering our **staff welfare facility upgrades**, including toilets and facilities for bus drivers

### Metrics and milestones tracked on the scorecard



**61%**  
Total engagement



**94.25%**  
Attendance %  
  
Added as a key indicator of staff engagement, health and wellbeing



Improving Senior Leader representation to:  
**Women 34.6%**  
**BAME 18.5%**  
**Have a disability 6.45%**  
**Minority faith/belief 12.2%**  
**LGB 5.5%**

- **Staff welfare** – Delivery of first eight LU staff welfare sites (December 2023)
- **Bus driver welfare** – Eight bus driver welfare facilities completed (March 2024)

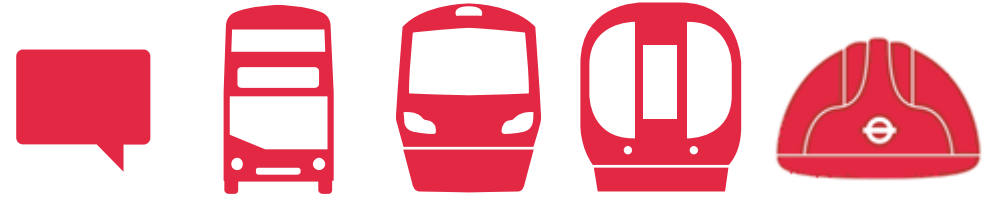
# Delivering on our Customer goal

## Give people more reasons to choose sustainable travel



- Expanding **high speed mobile coverage** on the tube
- Increasing the **Elizabeth line** to 24 trains an hour at the busiest times
- Delivering a **step-free** scheme to the Bakerloo line at Paddington and progressing a scheme at Knightsbridge to be opened in 2024
- Increasing **and improving bus services** in outer London ahead of London-wide ULEZ
- Continuing the **Four Lines Modernisation** programme, improving capacity, frequency and reliability
- Delivering **Cycleway 50** between Finsbury Park and Holloway, to encourage cycling
- Bringing the first of 54 new state-of-the-art **DLR trains** into service, to replace the oldest trains on the DLR, increasing capacity and improved accessibility

## Metrics and milestones tracked on the scorecard



**55%**  
of Londoners who agree we care about our customers

**33.8 mins**  
Bus Journey Time

**27.9 mins**  
LU Journey Time

**26.9 mins**  
Rail Journey Time (DLR, Trams, Overground, Elizabeth Line)

**90%**  
Investment programme milestone delivery

- **Elizabeth line** - completion (May 2023)
- **Surrey Quays Station** – start on site (June 2023)
- **Kingston Cromwell Bus Station** – start on site (December 2023)
- **Stratford Station** – Open new South-Western entrance (March 2024)
- **Bus priority** – 10km of new bus lanes delivered (March 2024)
- **New DLR trains** - First new train enters service (March 2024)



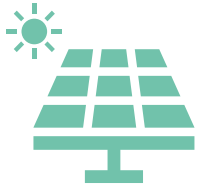
# Delivering on our Green goal

## Tackle the climate and ecological emergency



- Improving London’s air quality by implementing **London-wide ULEZ**
- Launched a new £110m **scrapage scheme** providing financial assistance to help eligible Londoners scrap their highest polluting vehicles
- Increasing green infrastructure and biodiversity through **sustainable drainage schemes** and **wildflower verges**
- Continuing the roll out of **zero-emission buses** and **rapid charging points on TLRN**
- Progressing the procurement process for **Power Purchase Agreements**, the contract will facilitate up to 10% of electricity from new-build renewable assets
- Continue developing our **Climate Budget** and carbon reporting

### Metrics and milestones tracked on the scorecard



**<845 ktonnes**  
CO<sub>2</sub> emissions from  
TfL operations &  
buildings (CO<sub>2</sub>e)



**29 August 2023**  
London-wide ULEZ  
delivery milestone



**3,000**  
Colleagues  
trained in carbon  
literacy

- **LED lighting** – install on 50% of Bakerloo line trains (July 2023)

# How this budget delivers against our financial roadmap

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Grow our income and control our costs to secure our future



For London to stay vital, we need to be strong



# Our financial roadmap

Our 2023 TfL Business Plan set out our strategy for rebuilding our finances, improving efficiency and helping to secure our future.



## Actively grow passenger demand, while creating new sources of revenue to reduce our reliance on fares income

- Increase passenger demand to 86 per cent for Tube and rail (excluding the Elizabeth line) and 91 per cent for buses of pre-pandemic levels by 2025/26
- Grow new revenue sources of at least £500m by 2023
- Increase non-fares revenue as a proportion of total income



## Create and grow an operating surplus based on our own sources of income

- Reach operating financial sustainability by 2023/24
- Grow an operating surplus from 2024/25 onwards to fund investment



## Continue to deliver recurring cost savings to remain affordable for customers and taxpayers

- Continue to reduce like-for-like operating costs in real terms
- Deliver a further £600m of recurring operating cost savings by 2025/26



## Fully fund our capital programme with a long-term Government settlement and an affordable level of debt

- Achieve a long-term funding settlement with Government
- Maintain an affordable level of debt based on a range of prudential indicators



## Maintain cash reserves to make payments and protect against shocks

- Maintain average cash balances of 60 days operating expenses, which is around £1.2bn
- Maintain Greater London Authority Financing Facility of £500m for additional protection against shocks and risks



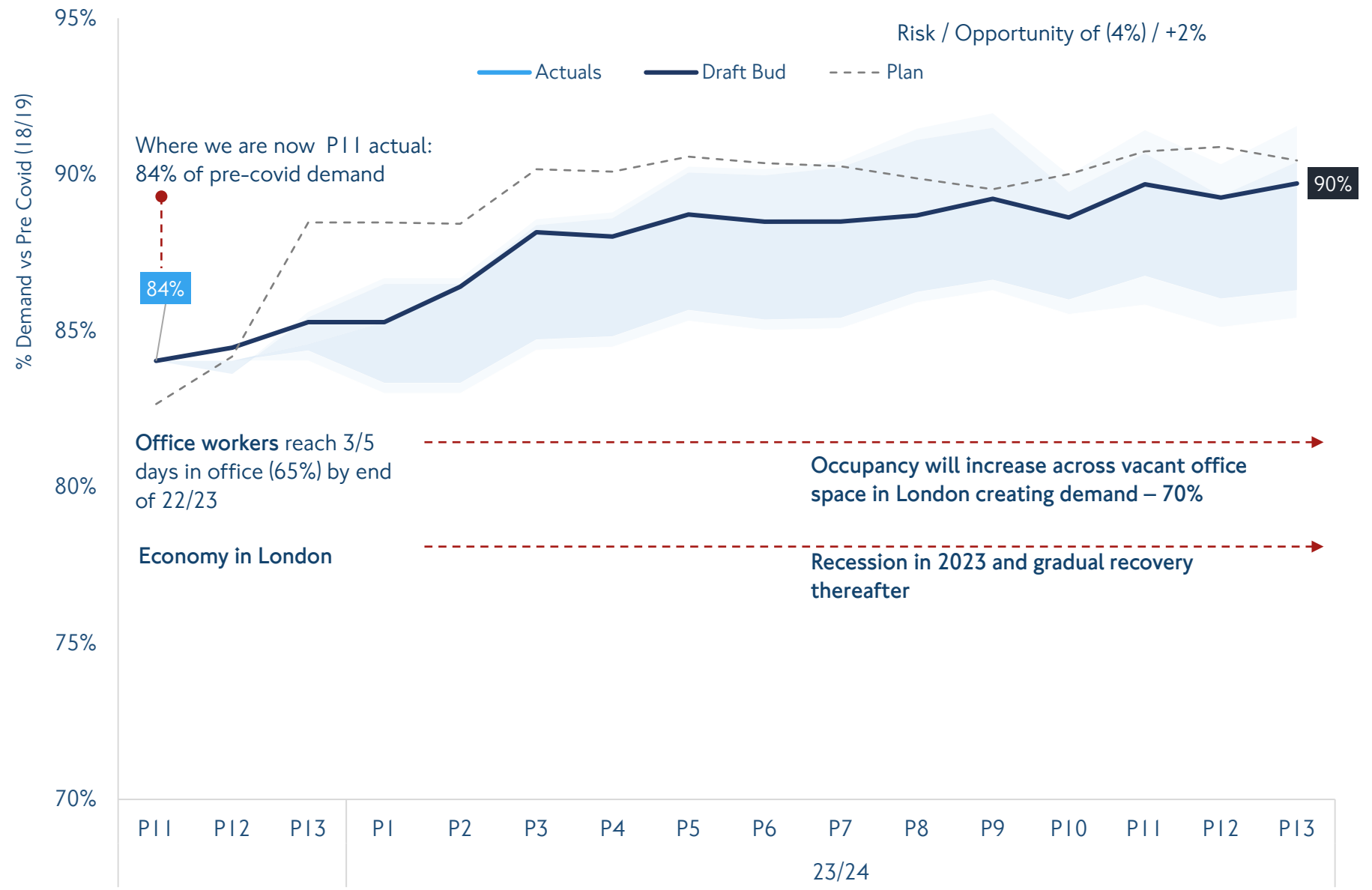
Actively grow passenger demand, while creating new revenue sources to reduce reliance on fares income

# We are growing demand by 7% and remain protected from demand risk

By the end of 23/24 we expect our ridership to grow by 7% from where we are now, even though we have assumed a recession during 2023 and only a gradual recovery thereafter.

There remains a high level of uncertainty in 23/24, a range of c. £400m of risk and c. £150m of opportunity in 23/24. However, this risk and opportunity is held by Government under the funding settlement.

## Passenger demand as percentage of pre-Covid (18/19)



Note: on a 18/19 pre-pandemic basis we are expecting 6% pts growth, but on a underlying year on year basis this is 7% growth

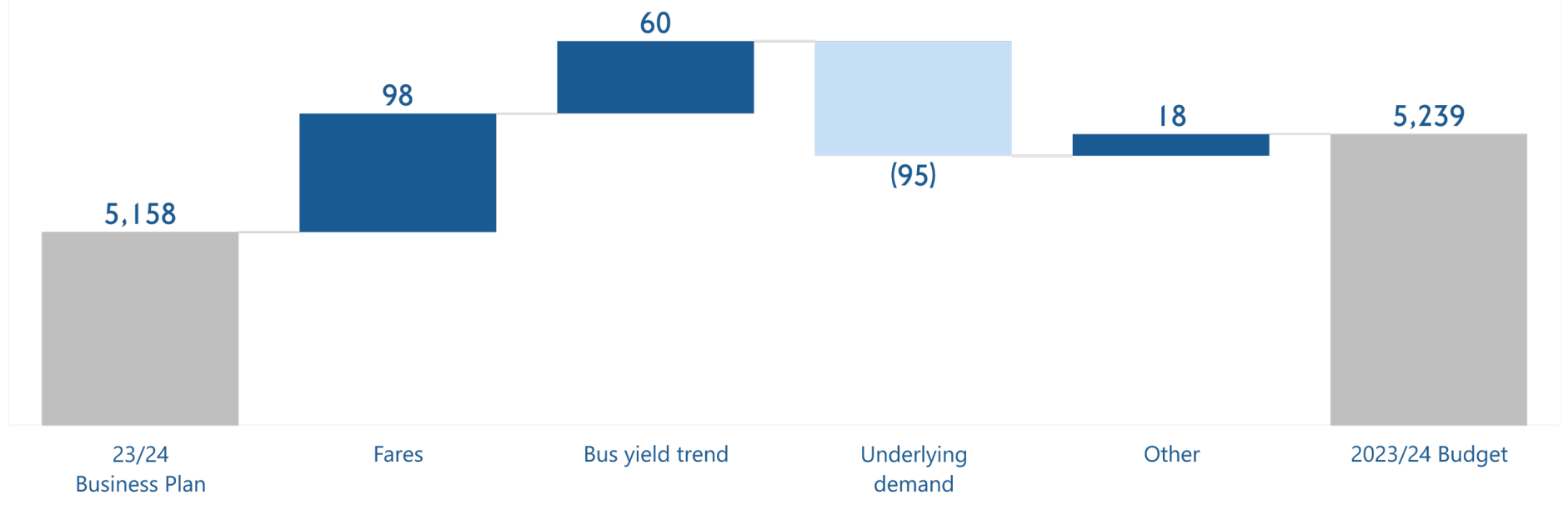


Actively grow passenger demand, while creating new revenue sources to reduce reliance on fares income

Since the Plan, underlying demand has weakened but this has been offset by yield

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Passenger income forecast: 2023/24 Budget compared to 2023 Business Plan (FY 2023/24)



- **Fares** – on 5 March 2023, fares increased by 5.9% in line with National Rail fares. The Mayor matched this increase to ensure that it did not affect TfL’s funding under the August 2022 funding settlement. This is compared to the 4% planning assumption in the Business Plan aligned to the funding settlement at that time.
- **Bus yield** – Bus yield has been brought in line with recent higher actuals
- **Underlying demand** – balance after known changes have been taken into account. Economic inputs have deteriorated since August 2022 offset by removing our winter suppression assumption.
- **Other** – small movement in centrally held items.



Actively grow passenger demand, while creating new revenue sources to reduce reliance on fares income

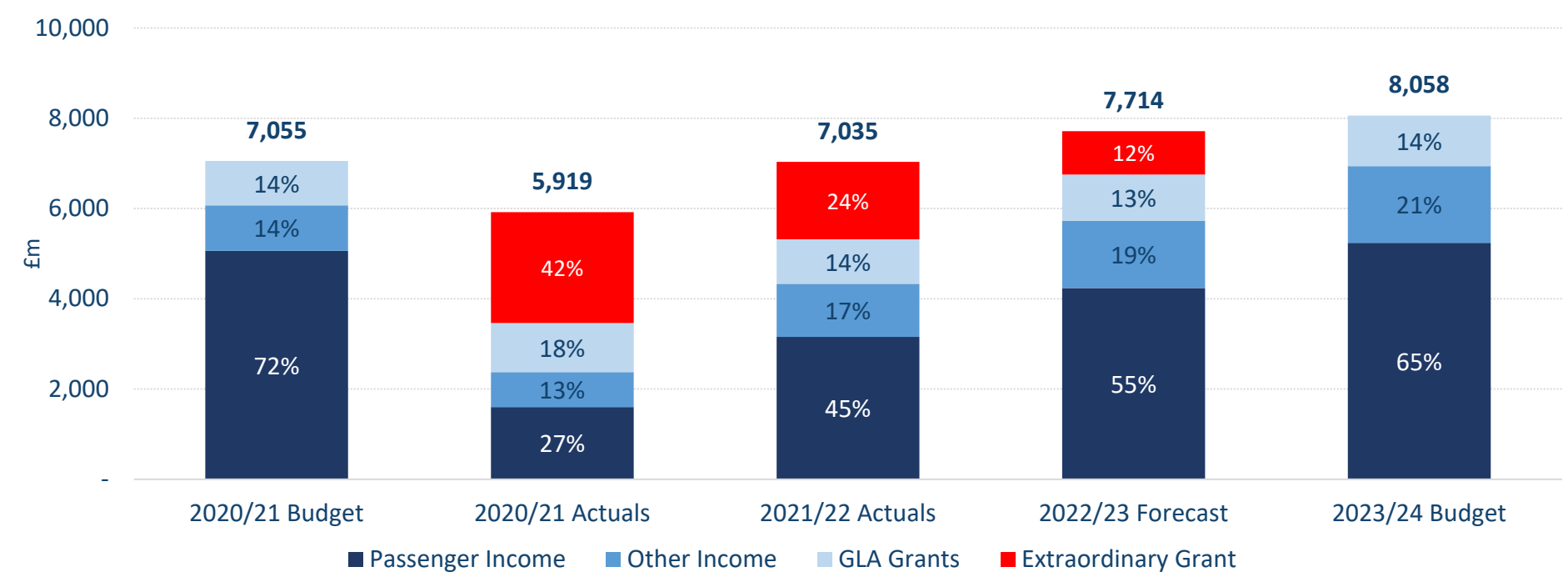
# We are growing total income, while becoming less reliant on fares

Since setting the budget for 2020/21, just prior to the pandemic, we have:

- grown total income by 14% (£1.0bn)
- while reducing passenger income as a percentage of total income from 72% to 65%

However, this is still £1.0bn lower than expected by 2023/24 in our 2019 Business Plan set just prior to the pandemic.

Total income £m, on a like-for-like basis (2020/21 budget base)



### How we are increasing other income sources outside of passenger income:

1. **Council Tax** - increase the share of GLA council tax allocated to TfL in 2022/23 and 2023/24 by £20 generating approx. £125m of additional funding for transport, in-line with the Government funding condition to raise £500m pa of new revenue.
2. **Other sources:** review of opportunities to increase commercial income, joined up approach to funding sources (such as Section 106, Borough CIL etc), as well as delivery of TTLP dividend.

### Other impacts:

In order to help improve air quality, tackle climate change, and reduce traffic congestion, in October 2021 the Mayor expanded the ULEZ zone to the North and South Circular and announced on 25 November 2022 that the ULEZ will apply London-wide from 29 August this year to encourage Londoners and those who drive within London to shift to cleaner vehicles, public transport and sustainable active travel, such as walking and cycling. The net proceeds from ULEZ are applied to implement the Mayor's Transport Strategy.



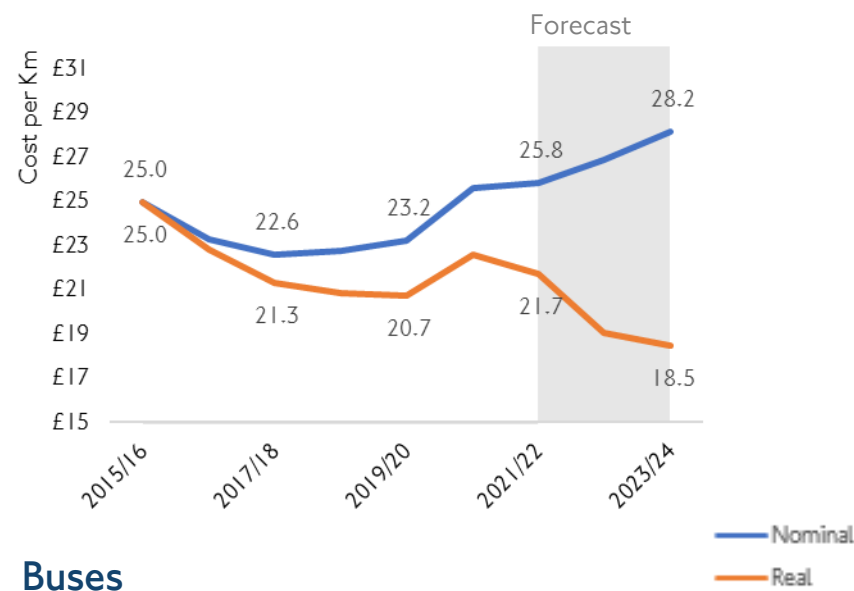
# We are continuing to deliver recurring cost savings

Notwithstanding the cost pressures and inflation faced by TfL, in real terms (at 2015/16 prices), the per-km cost of all modes has been kept either flat or lower compared to a 2015/16 baseline, with costs expected to fall in real terms out to FY 2023/24.

Note: RPI assumption in line with those used in the TfL Budget

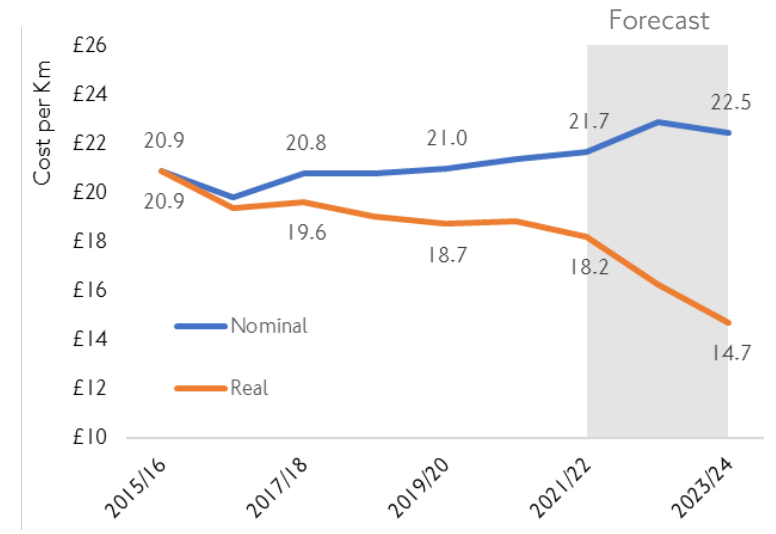
## London Underground

Costs decrease in real terms when factoring in RPI



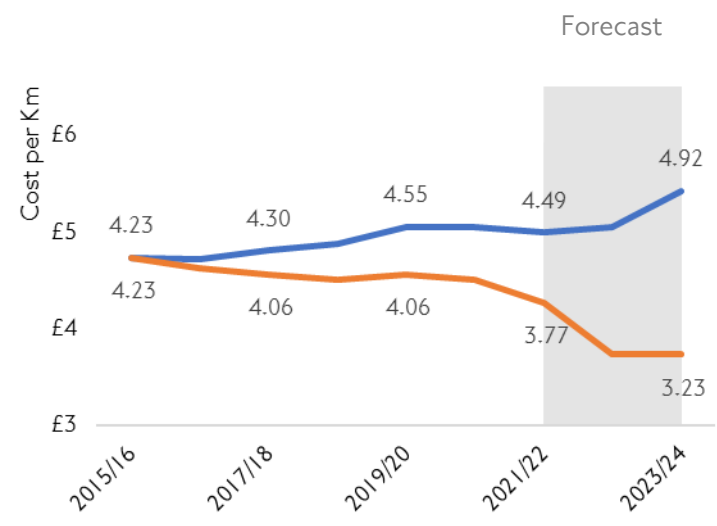
## DLR

Costs decrease in real terms when factoring in RPI



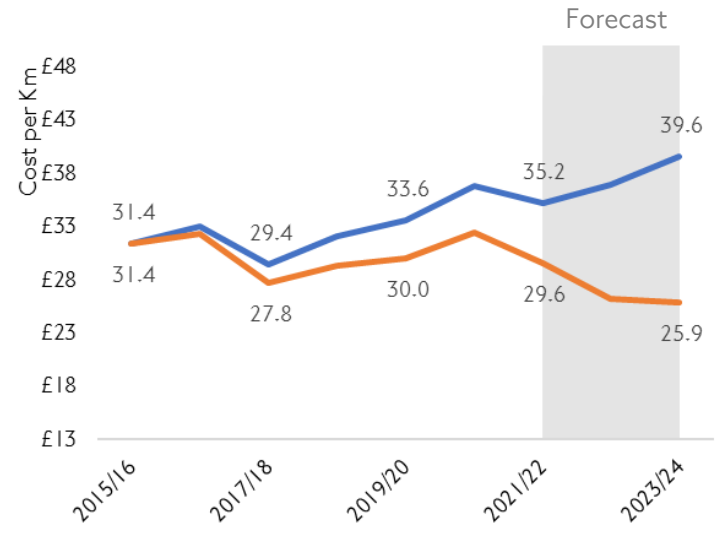
## Buses

Costs decrease in real terms when factoring in RPI



## London Overground

Costs decrease in real terms when factoring in RPI



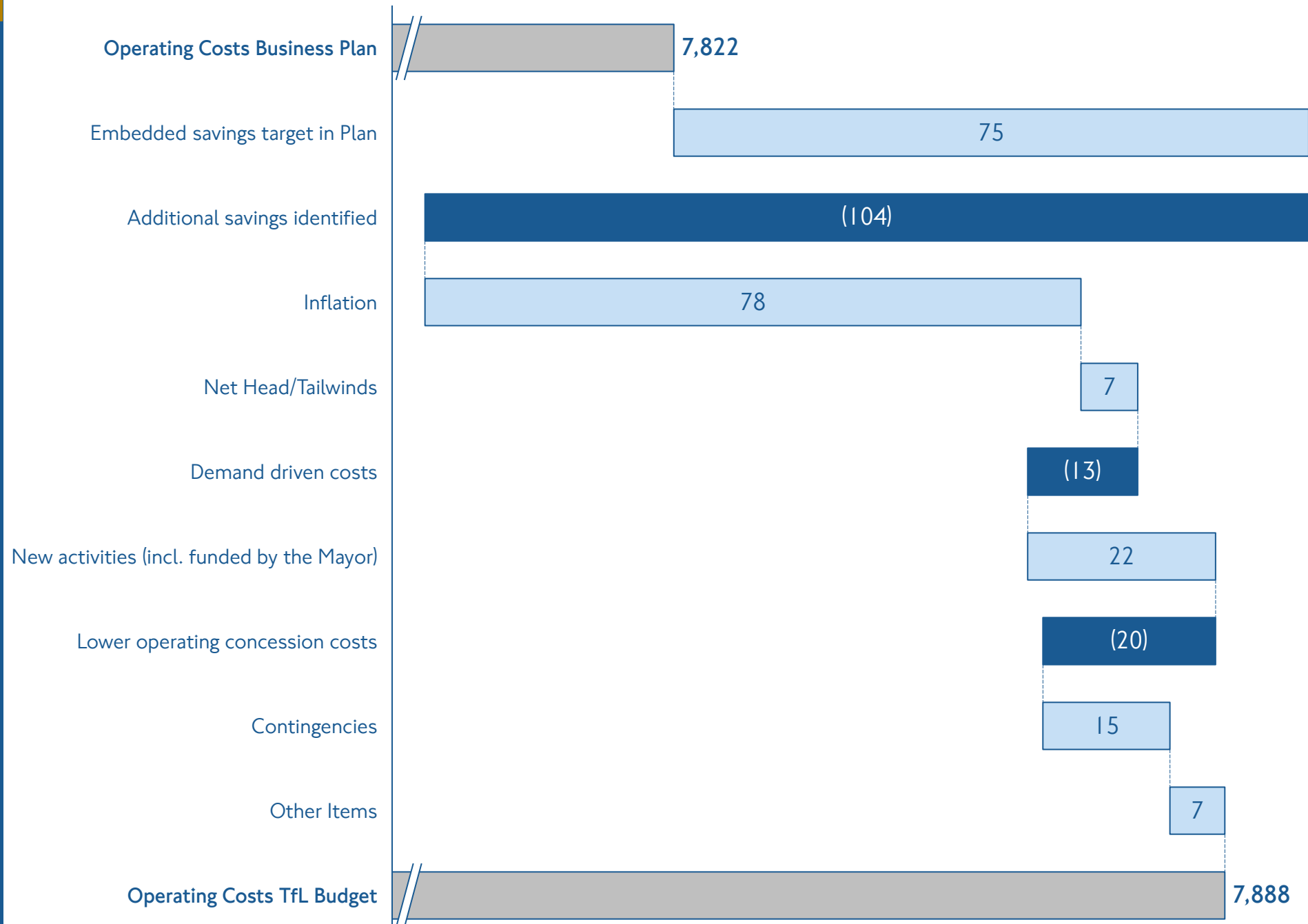


# Since the Plan, we've had to find further savings

The 2023 Business Plan had an embedded savings target of £75m. In the 2023/24 Budget we have had to identify savings to meet this target, and then go further to offset the impacts of rising inflation.

Based on our strong financial performance in 2022/23, we have challenged all elements of the budget to be more stretching and remove any inbuilt caution to our budget. To offset this, we have increased our central contingency slightly to ensure the budget remains balanced, which can be accessed by cost centre managers if risks crystallise.

## Operating costs (£m) – 2023 Business plan to 2023/24 Budget (FY 2023/24)



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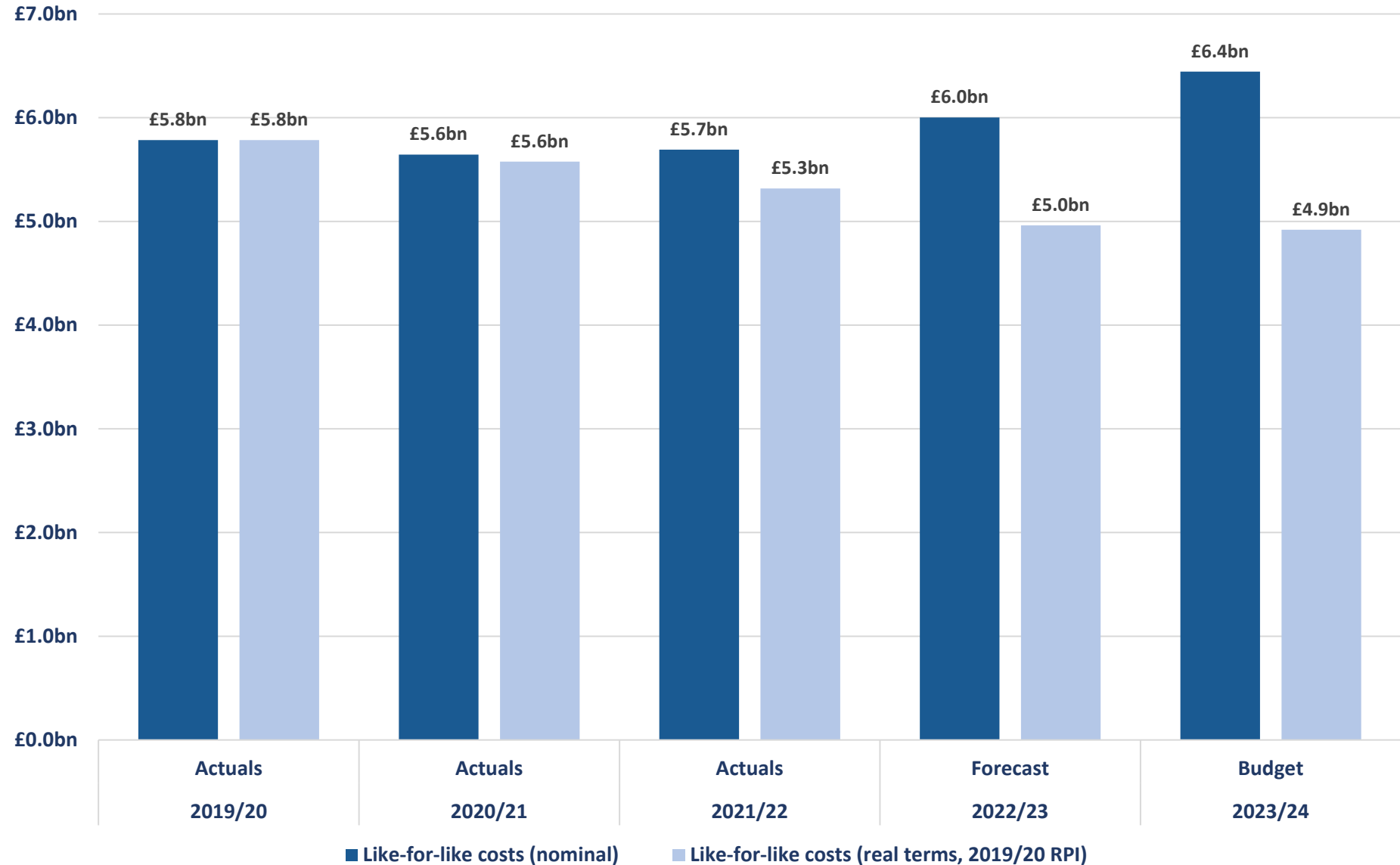


## Core Operating costs (£m) – like for like (20 19/20 baseline)

# We have continued to reduce real-terms costs on a like-for-like basis

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In the short term, our like-for-like costs will rise as we are not able to fully offset the impact of high inflation. However, with our savings programme, we expect like-for-like costs in real terms to fall by around £900m compared to before the pandemic in 2019/20.





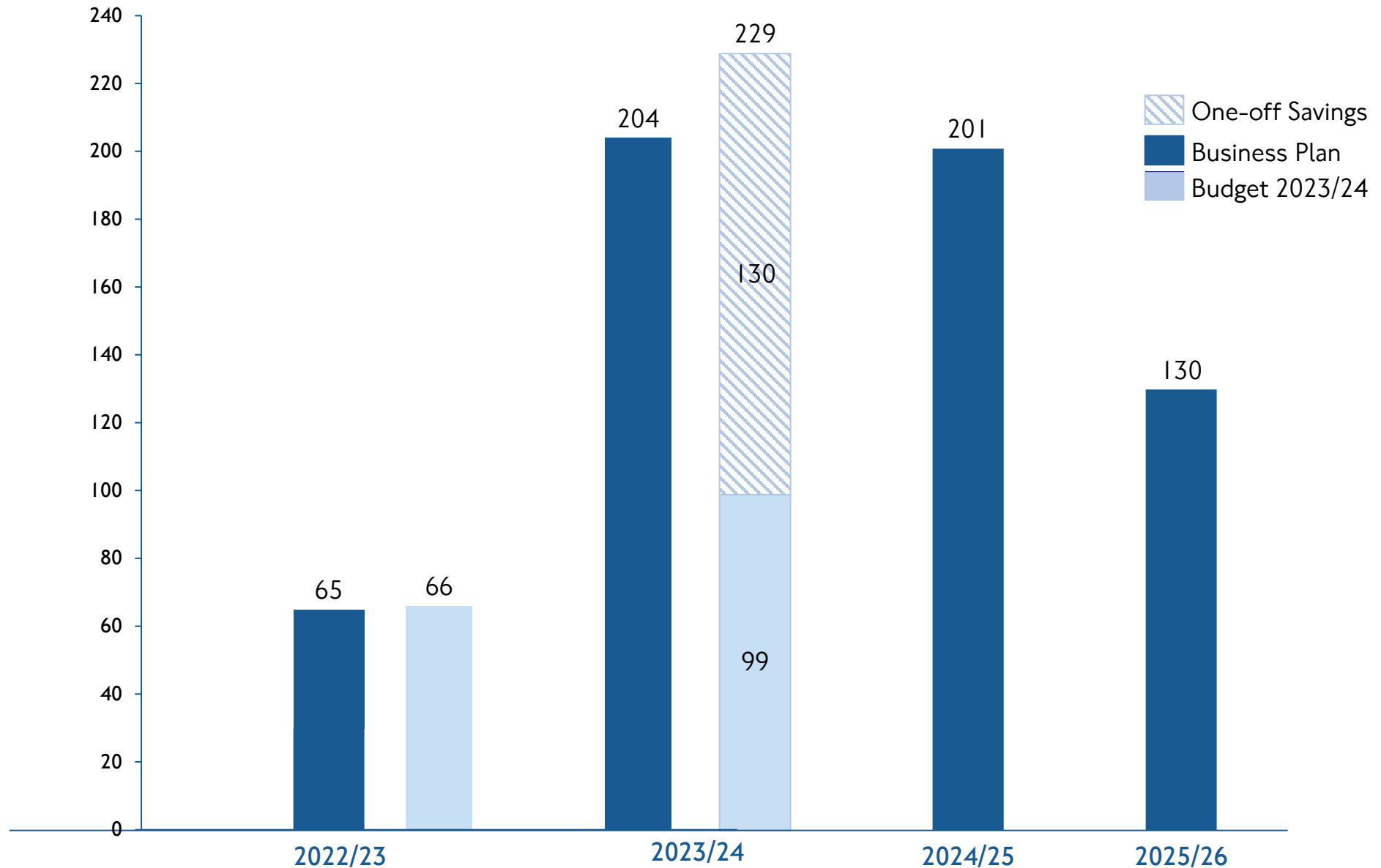
# We are continuing delivery of our additional £600m recurring savings

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Our 2023 Business Plan sets out £600m of recurring savings to be made by the end of 2025/26.

For 2023/24 we continue to refine our plans to turn identified one-off savings into recurring savings.

### Year on year incremental savings – actual and planned (£m)







# We are creating an operating surplus to fund investment

In 2023/24, we will deliver an operating surplus even with all DfT base funding applied to capital investment.

The level of actual passenger demand will determine whether DfT revenue top-up is required to deliver the operating surplus.

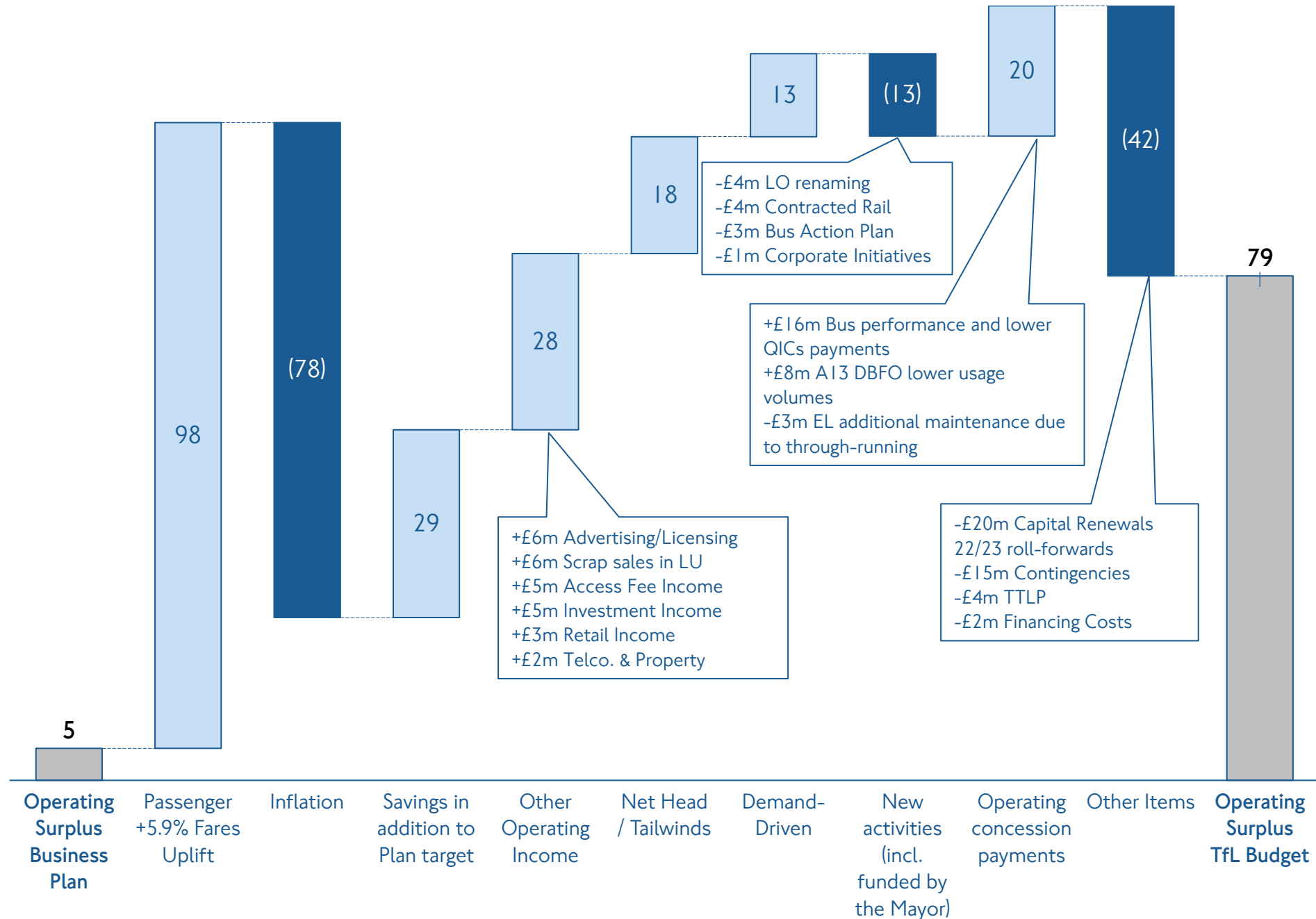
## Income statement (£m)

	2023/24 Budget		Variance to Plan		Variance YoY	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Plan	2022/23 vs 2021/22	2023/24 vs 2022/23
Passenger income	4,398	5,239	(25)	81	903	841
Other operating income	1,492	1,699	18	31	314	207
Business Rates Retention	1,819	1,913	-	46	(25)	94
DfT base funding	798	-	50	-	(607)	(798)
Council tax precept	114	178	-	1	62	64
Other revenue grants	44	100	(1)	3	1	56
<b>Revenue</b>	<b>8,665</b>	<b>9,129</b>	<b>42</b>	<b>162</b>	<b>700</b>	<b>464</b>
Operating costs	(7,028)	(7,888)	81	(66)	(566)	(860)
<b>Operating surplus before interest and renewals</b>	<b>1,637</b>	<b>1,241</b>	<b>123</b>	<b>96</b>	<b>134</b>	<b>(396)</b>
Capital renewals	(615)	(745)	21	(20)	(64)	(130)
<b>Operating surplus before interest</b>	<b>1,022</b>	<b>496</b>	<b>144</b>	<b>76</b>	<b>70</b>	<b>(526)</b>
Net interest cost	(425)	(417)	(8)	(2)	14	8
<b>Operating surplus</b>	<b>597</b>	<b>79</b>	<b>136</b>	<b>74</b>	<b>84</b>	<b>(518)</b>
<i>Operating (deficit) / surplus (excluding DfT base funding)</i>	<i>(201)</i>	<i>79</i>	<i>86</i>	<i>74</i>	<i>691</i>	<i>280</i>



## Operating surplus: 2023/24 Budget compared to 2023 Business Plan (FY 2023/24)

Since the Plan, we have improved the operating surplus





## Capital expenditure (£m)

	Budget		2023 Business Plan		Variance	
	2022/23 Forecast	2023/24 Budget	2022/23 Budget	2023/24 Plan	2022/23 Variance	2023/24 Variance
Major rolling stock and signalling replacement	469	750	465	776	(4)	26
Safe and active travel	75	113	77	108	2	(5)
New homes and growth (excluding TTLP)	15	42	15	71	-	29
Technology	63	102	75	108	12	6
Air quality, environment and decarbonisation	54	112	68	143	14	31
Service performance and safety	50	21	47	42	(3)	21
Other	352	62	85	44	(267)	(18)
<b>Total enhancements</b>	<b>1,079</b>	<b>1,202</b>	<b>832</b>	<b>1,292</b>	<b>(247)</b>	<b>90</b>
Crossrail	198	80	247	48	49	(32)
Renewals	615	745	635	725	20	(20)
<b>Total capital expenditure</b>	<b>1,892</b>	<b>2,026</b>	<b>1,714</b>	<b>2,065</b>	<b>(178)</b>	<b>39</b>

### Key movements:

- **Major rolling stock and signalling replacement:** steps up in 2023/24 due to higher run rates on the Piccadilly line train replacement and DLR rolling stock projects. The 2023/24 Budget is slightly lower than the Business Plan due to the latest phasing of these two projects.
- **New homes and growth:** steps up in 2023/24 due to increased run rate on the HIF funded East London Line upgrade. Phase 2 of this project has been deferred in the Budget from the Business Plan awaiting confirmation of HIF funding.
- **Air quality:** increase in 23/24 as the ULEZ scheme is delivered, as well as progress on Tunnel Charging schemes. The decrease in the Budget against the Business Plan is a mixture of savings and the latest phasing of activity.
- **Other:** 22/23 includes the purchase of the London Overground class 378 rolling stock (£281m), which will reduce cost and risk compared to the current leasing arrangements.
- **Renewals:** £20m of the programme has been rephased from 2022/23 to 2023/24, as the renewals budget was increased mid-year due to the Funding Settlement. We will need agreement from DfT to roll forward this funding.



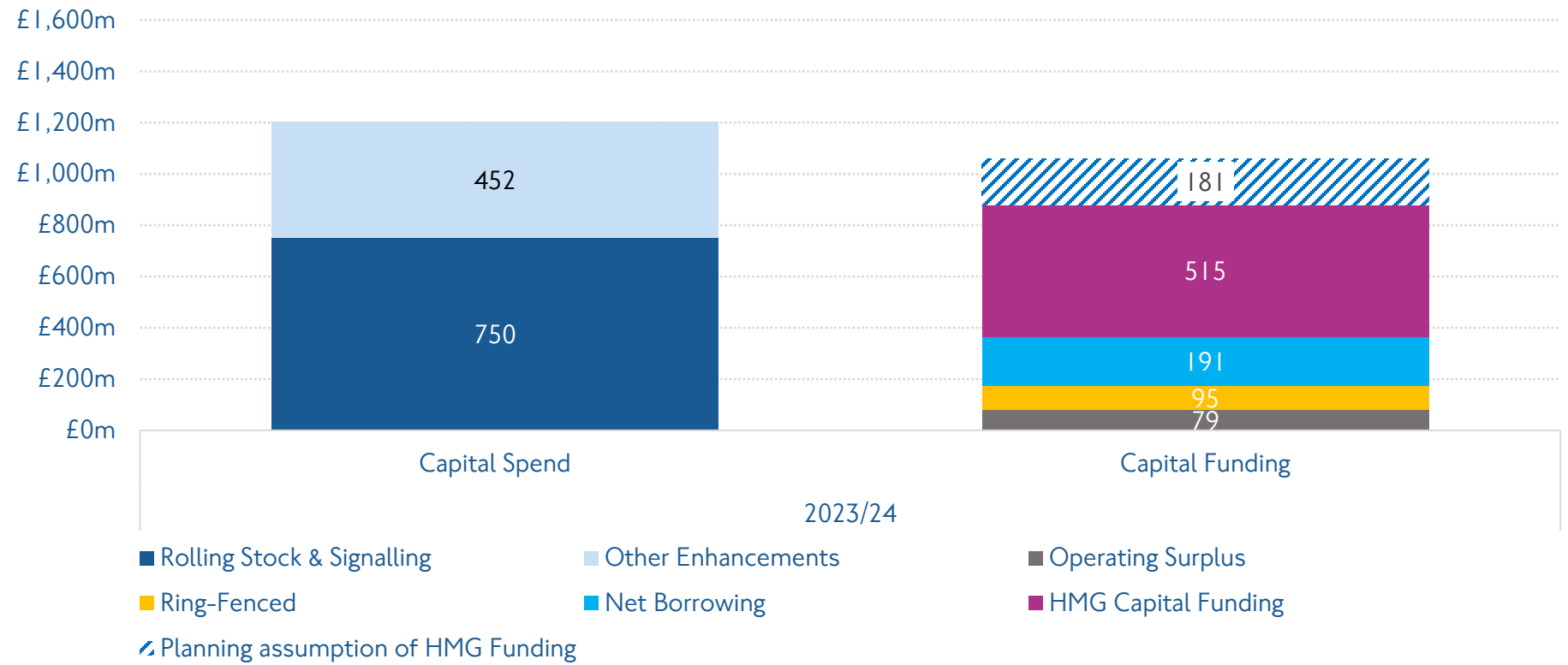
# Government funding is still not fully confirmed for 2023/24

Our Business Plan assumed our 2023/24 funding would be adjusted in full for increased inflation.

As we become operationally financially sustainable, all DfT base funding is allocated to fund capital investment.

Therefore, the additional inflation funding appears in our capital account. This is because it is replacing the larger operating surplus that would have existed if inflation had been lower.

## Capital expenditure funding analysis – 2023/24 (£m)



The level of DfT funding in 2023/24 remains uncertain as the review of our £279m inflation claim is still ongoing. The DfT have confirmed we can retain the benefit of the Mayor’s decision to match national rail fare increases, which we estimate at £98m. The Budget assumes that this is netted off our inflation claim of £279m to leave an assumption of £181m of inflation funding.

In addition, we will need DfT agreement to ‘rollover’ £20m of funding for renewals from 2022/23 to 2023/24. The renewals budget in 2022/23 was increased from £600m to £635m mid-year as part of the Funding Settlement, and it was not possible to increase delivery to this extent in the remainder of the year.

*Note: differences between capital spend and funding in any given year are balanced through working capital given the timing of cash with multi-year projects.*



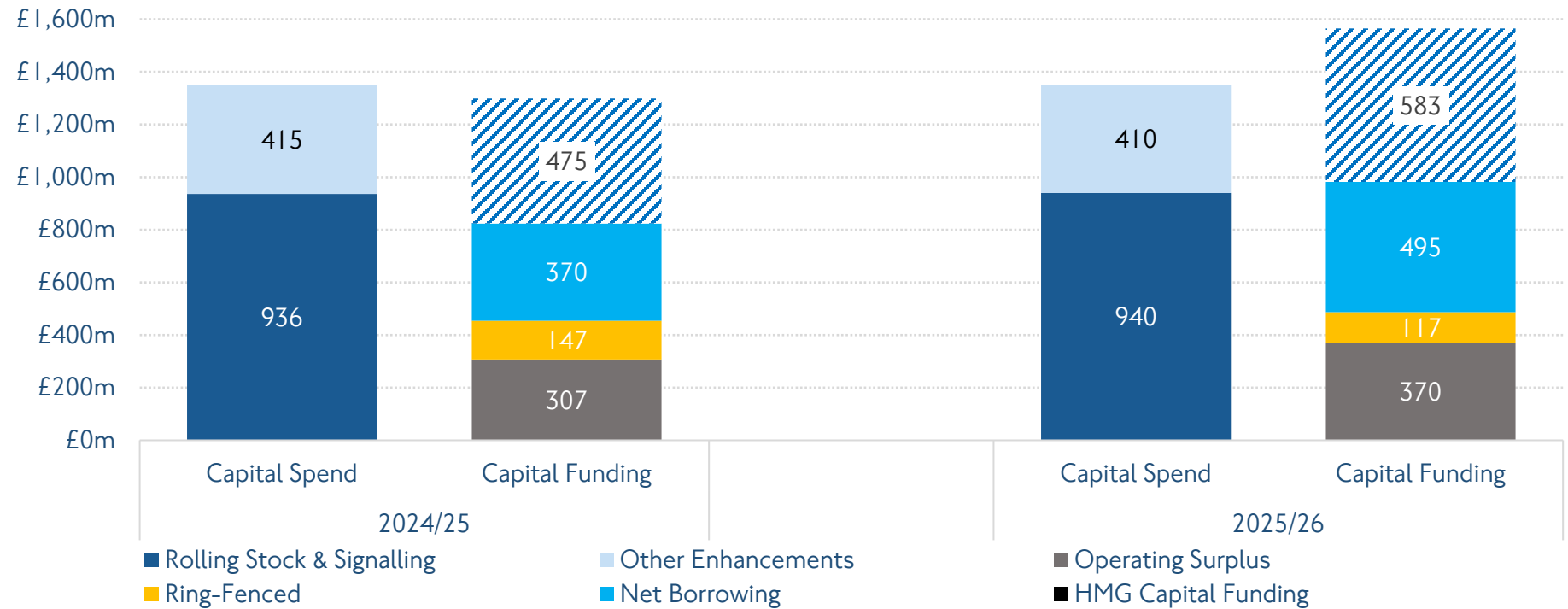
# Longer-term capital funding is also required

Our Business Plan set out a requirement for ongoing capital funding from Government in the order of £500-600m p.a. for major asset replacement projects.

Given the long-term nature of these programmes, long-term funding certainty is required.

*Note: differences between capital spend and funding in any given year are balanced through working capital given the timing of cash with multi-year projects.*

## Capital expenditure funding analysis – 2024/25 and 2025/26 (£m)



Preliminary discussions on longer-term funding have commenced, but no mechanism is in place to provide funding for 2024/25, even though HMG has recognised we are not able to fund major projects and renewals from our own sources of income.

This is priority issue to be resolved within this Budget year, ahead of publishing our next Business Plan in December 2023. Without this funding, we would seek need to significantly reprioritise our existing plan. Flexibility in 2024/25 is limited, especially within rolling stock and signalling investment where the vast majority of expenditure is contractually committed through the Piccadilly line and DLR fleet replacements. This reprioritisation would impact 2023/24, as we would need to slow or defer programmes ahead of the 2024/25 financial year commencing.

The upcoming Financial Sustainability Group – chaired by a Minister of State and a condition on the funding agreement – provides a useful forum for this issue to be raised. It is noted that Government have been able to provide eight regions outside of London with long-term transport investment settlements through the Budget. These Cities Region Sustainable Transport Settlements (CRSTS) extend to 2031-32.



# Maintaining an affordable level of debt

Our debt balance reduced in 2022/23, following the repurchase of £715m of our bonds. This was financed with £669m of new loans, reducing our debt levels without any material impact on interest costs.

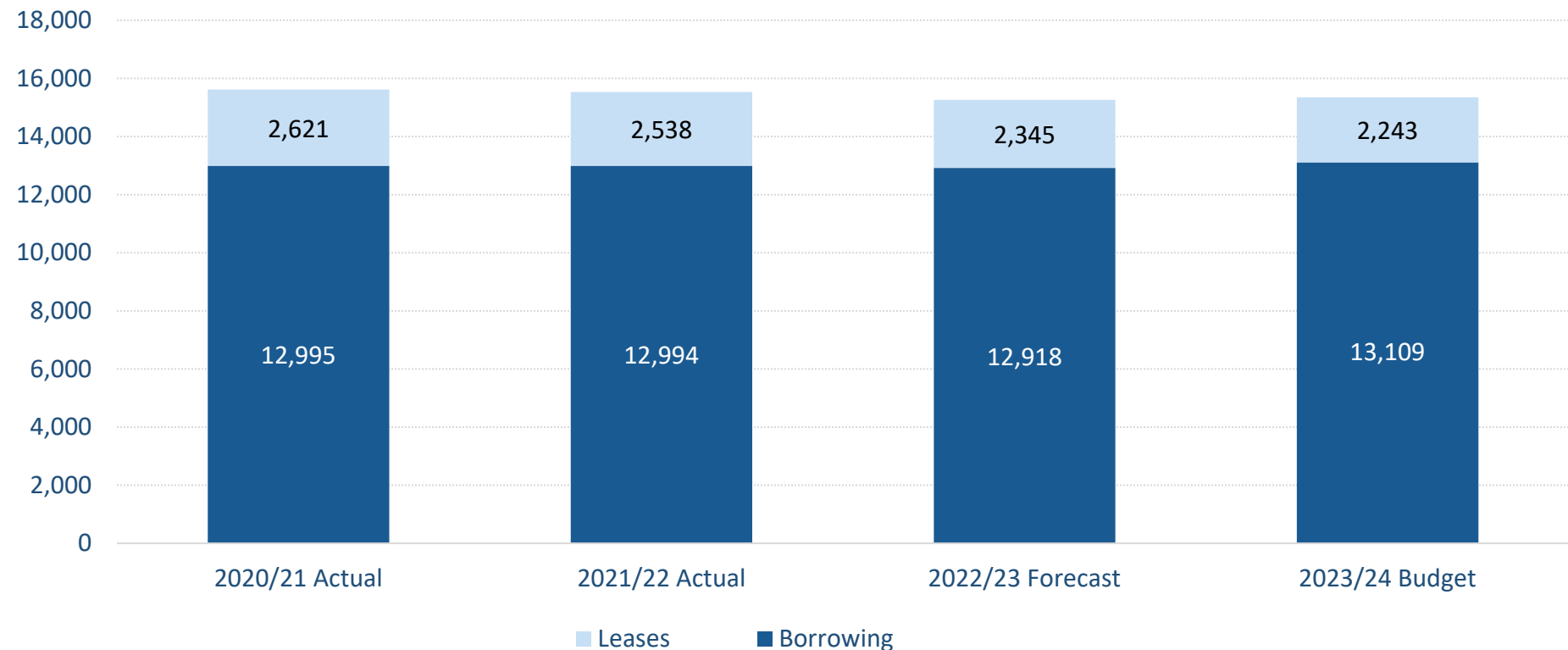
In March 2023 we are also planning to terminate the lease for our 378 Overground rolling stock and purchase these trains. This decreases the outstanding lease liability and reduces overall costs.

Our debt balances are expected to increase by £191m in 2023/24. This will be largely driven by a £160m loan from the GLA to fund the London-wide ULEZ expansion and the financing for the 378 rolling stock transaction.

## Debt: movements (£m)

£m	2020/21	2021/22	2022/23	2023/24
Net borrowing	1,275	(1)	(76)	191
Net movement in outstanding leases	78	(83)	(193)	(102)
Total change in debt balance	1,353	(84)	(269)	89

## Actual/Forecast Closing Debt Balances (£m)





Maintain cash reserves to make payments and protect against shocks

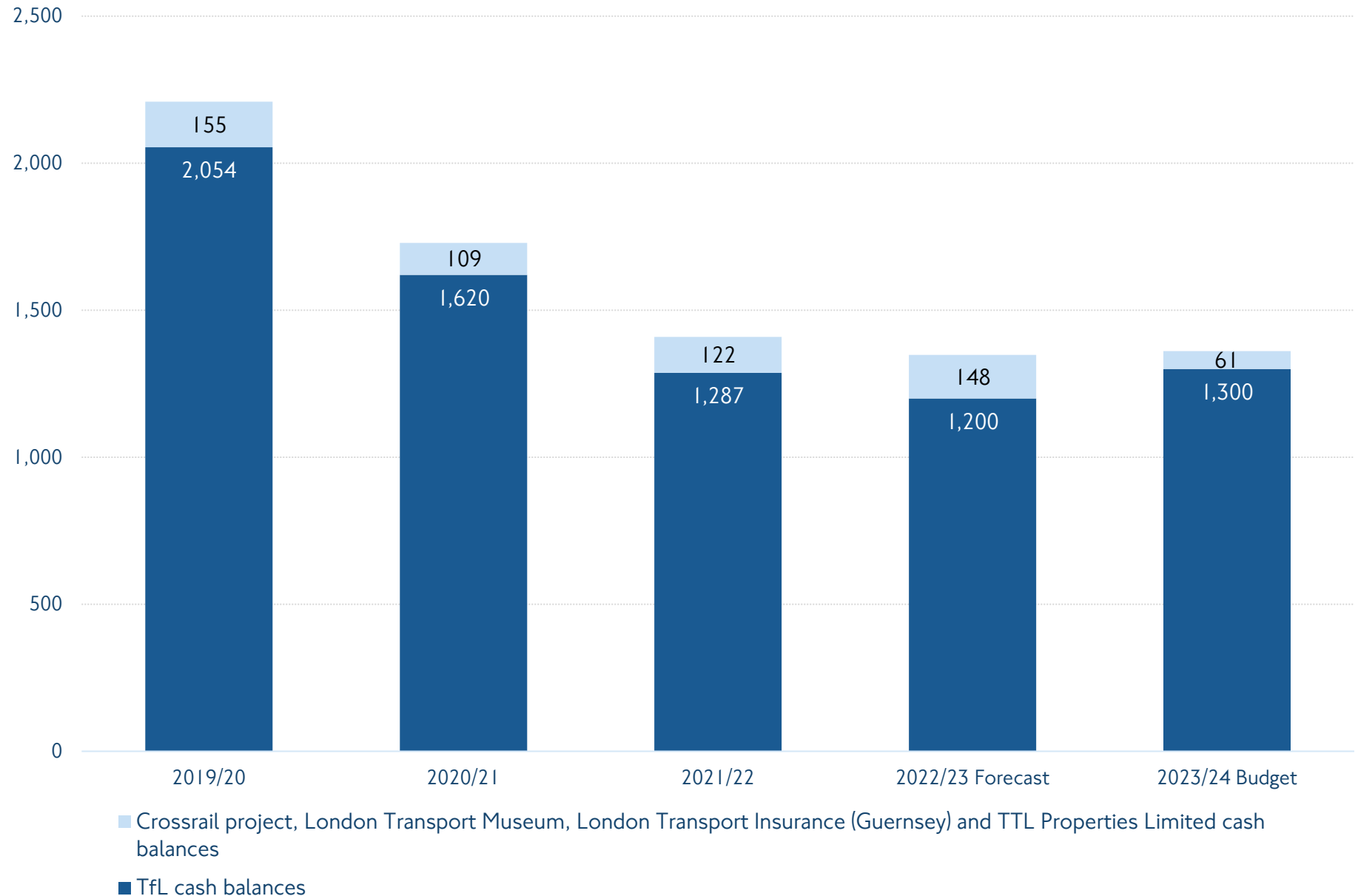
# We are rebuilding our cash reserves

Prior to the pandemic we had built up our cash reserves to over £2bn, but these have been drawn-down to manage the demand shock we have faced.

As per the August 2022 funding settlement, we continue to manage cash at around £1.2bn throughout the period of the agreement but expect to end 2023/24 at £1.3bn which is the maximum permitted under the funding settlement.

We maintain other sources of liquidity including an overdraft facility and the £500m GLA financing facility to absorb any shocks and withstand strategic, safety and operational risks

## Cash balances (£m)





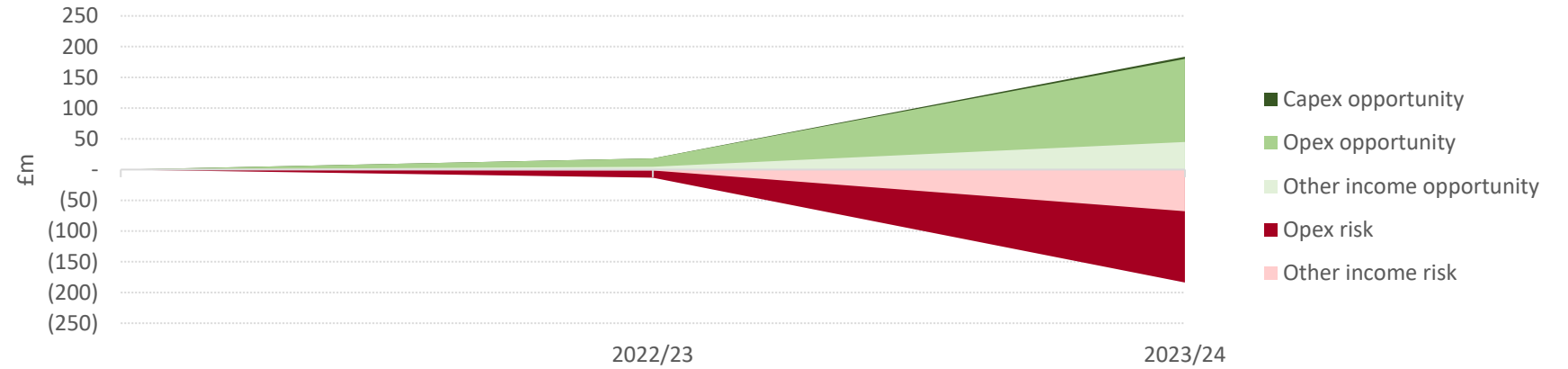
# Except the HMG funding risk, our other risks and opportunities are balanced

There are significant external risks and headwinds as we head into next year, namely economic uncertainty, inflationary pressures and achieving the savings targets.

We are confident we can manage this through a mixture of management action, contingencies and other tailwinds. However, this analysis excludes the risk of not receiving the inflation funding from Government of around £181m and risks into 24/25.

## Probability weighted risks and opportunities for the remainder of 2022/23 and 2023/24

Risks of almost £200m broadly offset by opportunities of £200m



### Key risks in 23/24:

1. Other income – there is a range of uncertainty around compliance levels for London-wide ULEZ as well as underlying Congestion Charge volumes and payment rates.
2. Savings – there remains some risks to achieving our challenging savings targets this year but we are committed to delivering our programme of change.

### Key opportunities in 23/24:

1. Contingencies – to maintain a balanced budget, we have a central contingency, weighted on a probability basis, to ensure we can manage the net risk faced such as those above.
2. Cost control – we continue to maintain tight cost control and realise further savings where possible through headcount controls, review of discretionary spend and supply chain savings.

### Trajectory into 2024/25:

1. The Funding Settlement provides revenue protection in 2023/24, but the trajectory of passenger demand is key to ensuring we can operate without this protection from April 2024. To do this, we are putting plans in place to stimulate further revenue growth but risks remain.
2. Our ability to continue to deliver capital investment is also dependent on the DfT agreeing long-term capital funding for 2024/25 onwards.



Section 4  
**Appendices**

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# Investment programme milestones (1/2)

	PIC Portfolio	Project Name	Milestone Description	Target month
1	CRL	Crossrail	All Crossrail activities completed or transitioned to a TfL owner	May 2023
2	Public Transport	ELLE Surrey Quays Station	Start on Site	June 2023
3	Network Extensions	Silvertown Tunnel	TfL submits details to the Secretary of State for approval of wider highway improvements that support the Traffic, Environmental and Socio-Economic objectives of the Silvertown Tunnel	June 2023
4	LU Train System Renewals	Bakerloo line fleet - RVAR	Reduce annual carbon emissions by 70 tonnes by installing energy-saving LED customer lighting on 50% of Bakerloo Line trains.	July 2023
5	Healthy Streets	Old Street Roundabout Removal	Old Street Roundabout Removal - Completion of Construction for Highway Works	July 2023
6	LU Infrastructure Renewals	Escalator Replacement Programme	Complete renewal of four LU escalators	August 2023
7	Air Quality & Environment	Direct Vision Standards Phase 2	Direct Vision Standards Phase 2 - Completion of Public Consultation	August 2023
8	Air Quality & Environment	ULEZ	Launch of London-wide ULEZ	August 2023
9	Line Upgrades	4 Lines Modernisation	Deliver into Service Neasden Heavy Maintenance Facility Long Shed	September 2023
10	Public Transport	Plain Line Rail Renewals Programme (21/24)	Replacing ballast and track between West Ham and Star Lane	September 2023
11	Network Extensions	Silvertown Tunnel	Silvertown Tunnel Boring Machine completes tunnelling	September 2023
12	Line Upgrades	Piccadilly Line Upgrade	New Piccadilly Line train delivered to the manufacturers test track.	October 2023
13	LU Technology	Connect	Complete installation of next generation replacement Connect radio base stations at all LU locations, improving reliability	November 2023
14	Assets	Kingston Cromwell Road	Kingston Cromwell Road Bus Station - Start of Construction on Site	December 2023



# Investment programme milestones (2/2)

	PIC Portfolio	Project Name	Milestone Description	Target month
15	LU Infrastructure Renewals	Staff Welfare	Delivery of first eight LU staff welfare sites	December 2023
16	Line Upgrades	Piccadilly Line Upgrade	First stationary commissioning test complete on a new Piccadilly Line train	December 2023
17	Line Upgrades	DLR Signalling (SIG)	Signalling Complete to allow Trial Running for new DLR trains.	January 2024
18	T&D	TCP (Telecoms Commercialisation Project) - Emergency Services Network	Increase the current mobile phone coverage on the London Underground to cover a total of 100 locations being made up of stations and tunnel roads	February 2024
19	LU Train System Renewals	96TS JHOPL	Completion of the renewal of key components on 50% of the Jubilee line trains	March 2024
20	LU Enhancements	Stratford South-Western Entrance	Open new south-western entrance to Stratford station	March 2024
21	Assets	Restraint Barriers	Assets Capital Renewal - Vehicle Restraint System 5,500 Mts completed FY 2023/24	March 2024
22	Assets	Assets Capital Programme	Assets Capital Renewal - Surface Transport Stations & Stands - 8 Bus drivers welfare facilities completed in 2023/24	March 2024
23	Healthy Streets	Bus Priority	10km of new bus lane delivered by March 2024	March 2024
24	Healthy Streets	Lowering Speed Limits	Lowering the speed limit by 10mph on 77km of the network	March 2024
25	Line Upgrades	DLR Rolling Stock (RS)	First New DLR Train Enters Passenger Service	March 2024
26	Line Upgrades	DLR Southern Sidings	Bring into Use Beckton Depot Southern Sidings which will allow introduction of new DLR trains	March 2024
27	LU Train System Renewals	DTR/BTR	Deliver 3.5km of new LU track, improving reliability and reducing noise	March 2024
28	Surface Technology	Deployable Enforcement Cameras - Phase 2 (DEC2)	Making London safer by installing automatic traffic contravention detection DEC cameras at a further 265 sites in London by 31 March 2024	March 2024

# Cash flow statement

£m	2023/24 Budget		Variance to Plan		Variance YoY	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Plan	2022/23 vs 2021/22	2023/24 vs 2022/23
<b>Net cash generated by operating activities</b>	1,637	1,241	123	96	134	(396)
Less TTLP, LTIG and LTM	(42)	(21)	(1)	4	(20)	21
<b>Net cash generated by TfL operating activities</b>	<b>1,595</b>	<b>1,220</b>	<b>122</b>	<b>100</b>	<b>114</b>	<b>(375)</b>
<b>Cash flows from investing activities</b>						
Capital renewals	(615)	(745)	21	(20)	(64)	(130)
New capital investment	(1,078)	(1,200)	(248)	90	(260)	(122)
Ring-fenced capital funding	297	791	177	(212)	50	494
Working capital movements*	168	259	(72)	(92)	421	91
<b>Net cash utilised by investing activities</b>	<b>(1,228)</b>	<b>(895)</b>	<b>(123)</b>	<b>(234)</b>	<b>347</b>	<b>333</b>
<b>Free cash flow</b>	<b>367</b>	<b>325</b>	<b>-</b>	<b>(134)</b>	<b>261</b>	<b>(42)</b>
<b>Cash flows from financing activities</b>						
Net interest paid	(424)	(417)	(7)	(2)	15	7
Debt repayment	(35)	(35)	-	-	(35)	-
New TfL borrowing	5	227	(30)	67	5	222
<b>Net cash generated from financing activities</b>	<b>(454)</b>	<b>(225)</b>	<b>(37)</b>	<b>65</b>	<b>(15)</b>	<b>229</b>
<b>Net (decrease)/increase in cash</b>	<b>(87)</b>	<b>100</b>	<b>(37)</b>	<b>(69)</b>	<b>246</b>	<b>188</b>
<i>TfL cash balances</i>	<i>1,200</i>	<i>1,300</i>	<i>(36)</i>	<i>(103)</i>	<i>(87)</i>	<i>100</i>



# Passenger income variables and scenarios

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## Passenger demand growth by mode

	22/23		23/24		Growth	
	Journeys	% Pre covid (18/19)	Journeys	% Pre covid (18/19)	YoY	Normalised*
LU	1,061	77%	1,130	82%	7%	2%
Buses	1,772	80%	1,910	86%	8%	7%
LO	158	84%	175	92%	10%	1%
EL	137	195%	222	315%	62%	41%
DLR	91	75%	92	76%	1%	(2%)
Trams	21	72%	23	80%	10%	7%
<b>Total</b>	<b>3,241</b>	<b>81%</b>	<b>3,552</b>	<b>90%</b>	<b>10%</b>	<b>7%</b>

\*PII YoY with industrial action stripped out

## A THE PATH TO "NEW NORMAL"

### Range in Office Work Profile / Peak Service Usage

	Now	end of 23/24
1	≈ 65%	75%
2	≈ 65%	75%
3	≈ 65%	70%
4	≈ 65%	65%
5	≈ 65%	65%

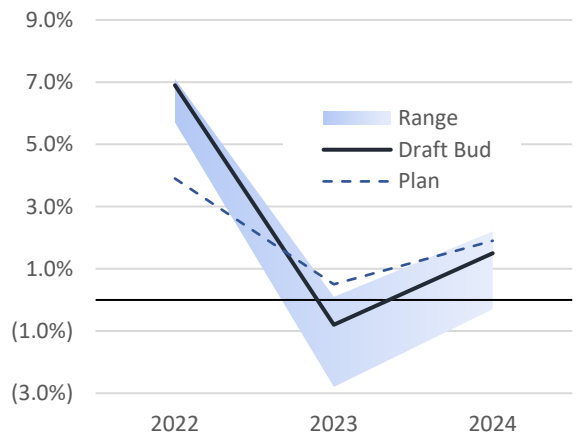
Recovery in commuting / peak demand, separate from economic factors.

Growth here in the short to medium term will come from increasing occupancy rates on vacant office space in London, attracting a greater number of peak service journeys.

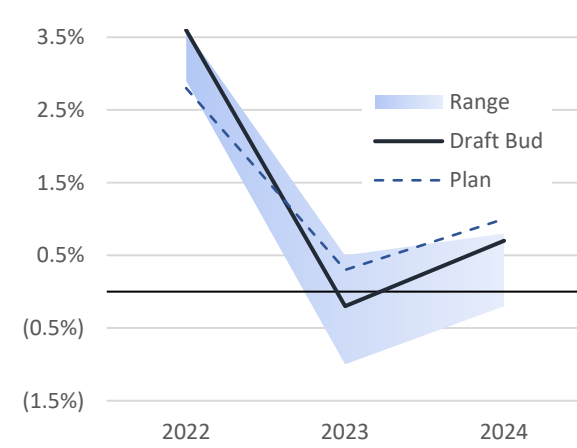
## B LONDON'S ECONOMY

Based on the GLAs economic forecast Dec '22

### GDP



### Jobs



# Mayor's budget comparison

Mayor's Final Consolidated Budget as approved without amendment by the London Assembly on 23 February 2023.

The Budget document can be found here:

<https://www.london.gov.uk/media/100391/download>

Please refer to page 76 for the TfL Objective Analysis table.

	2023/24 Budget		Final Mayor's Budget		Variance	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Budget	2022/23 Variance	2023/24 Variance
Passenger income	4,398	5,239	4,306	5,239	92	-
CC, LEZ, & ULEZ income	874	1,017	859	1,028	15	(11)
Other operating income	583	651	579	609	4	42
Third-party contributions	35	32	36	31	(1)	1
<b>Subtotal income</b>	<b>5,890</b>	<b>6,939</b>	<b>5,780</b>	<b>6,907</b>	<b>110</b>	<b>32</b>
<i>Operating costs</i>						
London Underground	(2,085)	(2,172)	(2,109)	(2,215)	24	43
Bus, Roads, Compliance & Policing	(2,490)	(2,695)	(2,529)	(2,723)	39	28
Contracted Rail & Sponsored Services	(558)	(576)	(579)	(607)	22	31
Elizabeth line	(476)	(538)	(491)	(549)	14	11
CC, LEZ, & ULEZ costs	(436)	(519)	(420)	(535)	(16)	16
Other operations	(982)	(1,387)	(986)	(1,212)	4	(175)
<b>Subtotal operating costs</b>	<b>(7,028)</b>	<b>(7,888)</b>	<b>(7,115)</b>	<b>(7,843)</b>	<b>87</b>	<b>(45)</b>
<b>Net operating income and expenditure</b>	<b>(1,138)</b>	<b>(949)</b>	<b>(1,335)</b>	<b>(936)</b>	<b>197</b>	<b>(13)</b>
<i>Other</i>						
Debt servicing	(425)	(417)	(418)	(415)	(7)	(2)
Revenue resources used to support capital	(1,255)	(880)	(1,126)	(690)	(127)	(191)
<b>Net service income and expenditure</b>	<b>(2,818)</b>	<b>(2,246)</b>	<b>(2,879)</b>	<b>(2,040)</b>	<b>61</b>	<b>(206)</b>
Transfer (to)/from reserves	30	53	25	(156)	5	209
<b>Financing requirement</b>	<b>(2,788)</b>	<b>(2,193)</b>	<b>(2,854)</b>	<b>(2,196)</b>	<b>66</b>	<b>3</b>
Specific grants	17	5	18	8	(1)	(3)
GLA funding from transport reserve	96	92	96	92	-	-
Retained business rates	1,897	1,991	1,897	1,991	-	-
22-23 General services grant	5	5	5	5	-	-
Collection fund deficit	(78)	(78)	(78)	(78)	-	-
HM Government revenue support	798	-	865	-	(66)	-
<b>Council tax requirement</b>	<b>53</b>	<b>178</b>	<b>53</b>	<b>178</b>	<b>-</b>	<b>-</b>



# Divisional income statements

These divisional income statements show the performance of each 'Division' that we use in our Quarterly Performance Reporting.

These income statements show the 'net contribution' each division makes towards its share of indirect costs, financing cost and renewals.

A negative contribution means a division is utilising centrally received income, such as retained business rates and council tax to cover its operating costs.

Our Quarterly Performance Reporting will allocate the indirect costs, financing costs and renewals to each division to provide a complete view of the financial performance of each division.

## London Underground

	2023/24 Budget		Variance to Plan		Variance YoY	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Plan	2022/23 vs 2021/22	2023/24 vs 2022/23
Passenger income	2,216	2,531	(8)	21	692	316
Other operating income	29	25	4	7	8	(4)
<b>Revenue</b>	<b>2,245</b>	<b>2,557</b>	<b>(4)</b>	<b>29</b>	<b>700</b>	<b>312</b>
Operating costs	(2,088)	(2,172)	26	47	(121)	(84)
<b>Net contribution</b>	<b>157</b>	<b>385</b>	<b>23</b>	<b>76</b>	<b>579</b>	<b>228</b>

## Buses, Streets & Other Operations

	2023/24 Budget		Variance to Plan		Variance YoY	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Plan	2022/23 vs 2021/22	2023/24 vs 2022/23
Passenger income	1,374	1,513	29	39	246	139
Other operating income	1,051	1,275	10	7	211	224
<b>Revenue</b>	<b>2,425</b>	<b>2,788</b>	<b>39</b>	<b>46</b>	<b>457</b>	<b>363</b>
Operating costs	(3,066)	(3,448)	31	3	(207)	(382)
<b>Net contribution</b>	<b>(641)</b>	<b>(659)</b>	<b>70</b>	<b>48</b>	<b>250</b>	<b>(19)</b>



# Divisional income statements

These divisional income statements show the performance of each 'Division' that we use in our Quarterly Performance Reporting.

These income statements show the 'net contribution' each division makes towards its share of indirect costs, financing cost and renewals.

A negative contribution means a division is utilising centrally received income, such as retained business rates and council tax to cover its operating costs.

Our Quarterly Performance Reporting will allocate the indirect costs, financing costs and renewals to each division to provide a complete view of the financial performance of each division.

## Elizabeth line

	2023/24 Budget		Variance to Plan		Variance YoY	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Plan	2022/23 vs 2021/22	2023/24 vs 2022/23
Passenger income	306	534	21	(4)	213	229
Other operating income	11	10	(5)	(3)	(1)	(1)
<b>Revenue</b>	<b>317</b>	<b>544</b>	<b>16</b>	<b>(7)</b>	<b>212</b>	<b>227</b>
Operating costs	(476)	(538)	14	11	(70)	(62)
<b>Net contribution</b>	<b>(160)</b>	<b>6</b>	<b>30</b>	<b>5</b>	<b>143</b>	<b>166</b>

## Rail

	2023/24 Budget		Variance to Plan		Variance YoY	
	2022/23 Forecast	2023/24 Budget	2022/23 Forecast	2023/24 Plan	2022/23 vs 2021/22	2023/24 vs 2022/23
Passenger income	359	404	-	9	68	45
Other operating income	26	14	11	7	13	(12)
<b>Revenue</b>	<b>385</b>	<b>418</b>	<b>11</b>	<b>16</b>	<b>81</b>	<b>33</b>
Operating costs	(523)	(540)	23	35	(48)	(16)
<b>Net contribution</b>	<b>(138)</b>	<b>(122)</b>	<b>35</b>	<b>51</b>	<b>34</b>	<b>16</b>



## Board

Date: 29 March 2023

Item: 2023/24 TfL Scorecard



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## This paper will be considered in public

### 1 Summary

- 1.1 The TfL scorecard is our primary tool for tracking in-year progress against TfL-wide strategic objectives, and incentivising our senior managers to make strategically aligned decisions. The 2023/24 TfL scorecard has been developed to align with TfL's Vision and Values and the Mayor's Transport Strategy (MTS), ensuring our focus for the next year moves the organisation towards our long-term ambitions.
- 1.2 The scorecard for 2023/24 builds on the scorecard for the current financial year and has several key changes. The measures selected for the 2023/24 scorecard have a balanced approach across the five key themes and encapsulate our priorities of attracting customers back onto our network, empowering and supporting our colleagues, rebuilding our finances, and protecting and improving the environment.
- 1.3 The targets in this paper set a bold yet achievable level of ambition for 2023/24. They are aligned both to the assumptions in TfL's proposed Budget and to the ambitions set out in our Business Plan.

### 2 Recommendation

- 2.1 **The Board is asked to note the paper and:**
  - (a) **approve the 2023/24 TfL scorecard;**
  - (b) **note the approach to Business Area scorecards for 2023/24.**

### 3 2023/24 TfL Scorecard






- 3.1 The scorecard has been structured to align with the themes from TfL's Vision and Values: Safety and Security, Colleague, Customer, Green and Finance.

#### **Link between the scorecard and the MTS**

- 3.2 We developed the MTS tracker to measure progress against the long-term goals set out in the MTS. The tracker charts the progress of the key goals over the last 10 years and sets targets for the next 10 years. It tracks the wider impacts of our performance and supports strategic decision making. Some of the measures in the MTS tracker are slow moving and hard to influence in-year and are therefore not well-suited as annual scorecard measures. The MTS tracker therefore gives them greater visibility and the latest progress is reported to the Board through the annual update on the MTS.

3.3 Where metrics on the MTS tracker can be influenced by in-year decision making, they have been included on the TfL scorecard. These include our Vision Zero safety targets of eliminating the deaths and serious injuries on London's roads, and on our public transport services.

3.4 In some cases, it is appropriate to track a metric on the scorecard which aligns to but is distinct from the MTS goal. For example, in the MTS tracker we look at how emissions from all transport sources are reducing, while in the scorecard the data is presented for TfL's operations. The goal of improving bus speeds on the MTS tracker is reflected on the scorecard by the Bus Journey Time measure, which is a more detailed way to monitor the customer experience and reliability we deliver on our bus network every day, as distinct from the more long-term, strategic aim of the MTS.

Theme	23/24 metrics	Target	Floor Target	Weighting
<b>Safety &amp; Security</b>				
 20%	1. Roads, Killed or Seriously Injured (absolutes)	3,542 (-27.3% from baseline)	3,775 (-22.5% from baseline)	6.66%
	2. Customer, Killed or Seriously Injured (absolutes)*	-7.8% on 22/23	22/23 outturn	6.67%
	3. Colleague, Killed or Seriously Injured (absolutes)*	-4.0% on 22/23	22/23 outturn	6.67%
<b>Colleague</b>				
 20%	4. Total engagement	61%	59%	7.5%
	5. Attendance	94.25%	93.75%	7.5%
	6. Senior Leader Representation			
	• Women	34.6%	33.8%	5%
	• BAME	18.5%	17.3%	
	• Have a disability	6.45%	5.8%	
• Minority faith/belief	12.2%	11.6%		
• LGB	5.5%	5.1%		
<b>Customer</b>				
 20%	7. % of Londoners who agree we care about our customers	55%	51%	5%
	8. Investment programme milestone delivery	90%	75%	6%
	9. Customer Journey Time:			
	LU	27.9 min	28.9 min	3%
Bus	33.8 min	35.3 min	3%	
Rail (Elizabeth Line, Trams, DLR, London Overground)	26.9 min	27.6 min	3%	
<b>Green</b>				
 20%	10. CO <sub>2</sub> emissions from TfL operations & buildings (ktonnes CO <sub>2</sub> e)	845	879	5%
	11. London-wide ULEZ delivery milestone	29/08/2023	-	10%
	12. No. of colleagues trained in carbon literacy	3,000	1,500	5%
<b>Finance</b>				
 20%	13. Total income vs budget (excluding extraordinary revenue grant)	£8,872m	£8,822m	5%
	14. Operating surplus/deficit vs budget	£79m	Breakeven	10%
	15. Capex vs budget (excluding Crossrail & TTLP)	£1,947m	+/-2%	5%

\* Targets for Customer and Colleague safety measures to be confirmed on 2022/23 outturn.

## **4 New Measures and Updates for the 2023/24 Scorecard**

- 4.1 The majority of measures proposed for 2023/24 are consistent with the current scorecard. The main change is a more balanced scorecard and set of weightings across all five themes. New or updated measures are summarised in this section. Stretching but realistic targets have been developed against these measures by considering recent trends and management actions that can be taken to influence these metrics in-year, as well as other factors outside TfL's control that could impact performance.

### **Safety measures update**

- 4.2 Killed or seriously injured statistics for our colleagues, customers and road users will be recorded as absolute numbers rather than rates this year. Rates were necessary when demand reduced substantially during lockdowns, but now that demand is stabilising, we are moving back to absolute numbers to reflect the significance of each case and better align with MTS goals.

### **Attendance rate**

- 4.3 Attendance is an indicator of staff engagement, health and wellbeing. It is also a key factor in service reliability in operational areas, so can have significant customer impacts. It is influenced by policy choices, leadership capability and management interventions, as well as the delivery of our People Plan actions, which we are implementing to empower and support our colleagues.

### **Senior Leadership Representation**

- 4.4 In order to represent London, it is important that TfL represents Londoners at every level of the organisation. This is key to making sure that there is diversity of thought in decision making and make TfL a more inclusive place to work. The Senior Leadership Representation measure is a measure of the percentage of colleagues in pay band four and above who have declared to be black or minority ethnic; to be women; to have a disability; to be lesbian, gay or bisexual; or to have a minority faith or belief. Senior representation can be influenced; by recruitment campaigns, by encouraging more of our colleagues to share their diversity information with us, and by addressing causes of attrition and barriers to progression which may disproportionately affect colleagues with protected characteristics.

### **Customer Journey Time**

- 4.5 Previously our scorecards have measured the movement of public transport vehicles – be they trains or buses. This new measure is a measure of the movement of people, and it takes into account aspects of passenger comfort such as crowding, which are also demonstrably important to our customers. Therefore, we include journey time as a measure of how long it takes our customers to travel on our services and how comfortable their journeys are. It is calculated by adding up the time for each stage of a journey (waiting at a stop, time in transit and any interchange time) and applying relevant weights for factors that customers least like, such as crowding and waiting at stops or on platforms.

- 4.6 Journey time is a major factor in people's decisions whether to use our services. Therefore, the journey time metric is a primary measure of the organisation's success and is a causal factor behind changes in the number of public transport journeys. Journey time can be influenced by our performance in delivering our timetables and this in turn is a function of factors such as staff availability, asset availability, traffic conditions, the number of incidents and the speed of our response to such incidents.

#### **Investment Programme milestone delivery**

- 4.7 This measure is the same as last year, however the portfolio of projects it considers has changed. The list is supplied in Appendix 3 and includes delivery across 14 areas covering:
- (a) Silvertown Tunnel;
  - (b) Old Street roundabout;
  - (c) Direct Vision Standard Phase 2;
  - (d) 4 Lines Modernisation;
  - (e) Piccadilly Line Upgrade;
  - (f) Staff Welfare sites;
  - (g) Bus Priority;
  - (h) DLR Rolling Stock.

#### **Total Income vs Budget (excluding extraordinary revenue grant)**

- 4.8 We are introducing this measure to maintain our absolute focus on attracting customers back to our networks. As our top-line revenue figure, this is informed and influenced by a host of other measures, such as Customer Journey Time and the Care score. We will exclude any government revenue top-up from this measure, so that it properly represents our performance in driving passenger demand.

#### **Carbon Literacy training delivery**

- 4.9 This tracks the rollout of our new carbon literacy training programme, by measuring the number of colleagues completing the training course. Carbon literacy training is part of the foundation of an organisation that makes informed decisions and embeds practices to reduce and remove carbon so that we can achieve net zero operations by 2030 and support the Mayor's ambition of a net zero London by 2030. We are investing in developing these green skills within TfL, training cohorts of colleagues to become carbon literacy trainers, which also helps navigate green skills shortages in the market.

#### **London-wide Ultra Low Emission Zone (ULEZ) delivery milestone**

- 4.10 TfL is committed to reducing pollution in London and the London-wide expansion of ULEZ will bring better air quality to five million people living in the zone. The expanded scheme goes live on 29 August and several teams across TfL are involved in this work with this measure being pass/fail against that date.

## **5 Weightings**

- 5.1 The weightings reflect the need to make progress across all five thematic areas, and to ensure that no one measure can be prioritised above others. As a result, all five themes have been assigned an equal weighting of 20 per cent.

5.2 Within some themes, we have identified primary and secondary measures. Primary measures are the key outcomes and are allocated a higher weighting. Secondary measures tend to support the primary measures and are allocated lower depending on the number of measures.

## **6 Approach to Business Area Scorecards**

6.1 The scorecard structure was updated in 2022/23 to align with the new Chief Officer accountabilities. This has been retained in 2023/24, with an Operations and Capital scorecard.

6.2 In addition, after it was established last year, the TTL Properties Limited (TTLP) scorecard is also in place to ensure the appropriate performance monitoring of the financially separate commercial property company, and this will be approved by the Land and Property Committee. The scorecard for TTLP, as well as the Operations and Capital business areas, are included in Appendix 4.

6.3 There are no changes to the principles under which remuneration is determined through TfL's Senior Manager Reward Framework.

6.4 If there are material changes to the scorecard during the financial year, we will manage these through the change control process:

- (a) for the TfL scorecard, the Board will review and approve any changes.
- (b) for divisional scorecards, the Commissioner and Executive Committee will review and approve any changes.

### **List of appendices to this paper:**

Appendix 1: Proposed measures and rationale  
Appendix 2: Proposed targets, floor targets and rationale  
Appendix 3: Investment Programme milestones  
Appendix 4: Business area scorecards

### **List of Background papers:**

None

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## Appendix 1: Proposed measures and rationale

Measure	Metric description	Rationale for inclusion
<b>Safety &amp; Security</b>		
<b>Colleague Killed or Seriously Injured</b>	This measures the absolute number of fatalities and serious injuries within our workforce. It excludes injury which results from an incident arising from a pre-existing medical condition, and intentional self-harm. It includes injuries to TfL employees and our contracted workforce within public transport, capital delivery and maintenance.	The safety and security of our customers and colleagues remains TfL's top priority. These measures are in line with our Vision Zero ambition and ensure that we are tracking performance towards reducing the number of people that are killed or seriously injured across our network.
<b>Roads Killed or Seriously Injured</b>	This is an established metric tracking the safety outcomes on London's road network.	
<b>Customer Killed or Seriously Injured</b>	This measures the absolute number of customers killed or seriously injured while using our network.	
<b>Colleague</b>		
<b>Total Engagement (%)</b>	This measures the different aspects of people's working lives to give a holistic measure of what it's like to work here and where we need to improve – engagement with work, management, change and leadership, customers, team and wider business and brand.	Total engagement is our primary measure for how content our people are in work and how committed they are to their roles, and the organisation. Total engagement is a key metric for assessing how our employment offer contributes to the success of the organisation, and the effectiveness our colleague roadmap in attracting and retaining staff.
<b>Attendance</b>	A measure of staff attendance, calculated as one hundred percent less the absence rate (all absence as a result of sickness and special leave, including Covid-19 special leave where it applies).	Attendance is an indicator of staff engagement, health and wellbeing. It is also a key factor for service reliability in operational areas.
<b>Senior Leadership Representation</b>	This is a measure of the percentage of colleagues in pay band four and above who have declared to be black or minority ethnic; to be women; to have a disability; to be lesbian, gay or bisexual; or to have a minority faith or belief.	In order to represent London, it is important that TfL represents Londoners at every level of the organisation. This is key to making sure that there is diversity of thought in decision-making and to becoming a more inclusive workplace.
<b>Customer</b>		
<b>Percentage of Londoners who agree TfL cares about its customers (%)</b>	This is our key customer metric which tells us how customer focused we are by showing how well we are meeting our customers' expectations during every interaction with us, not just their last journey experience. It is appropriately sensitive to reflecting improvement or deteriorations in our service.	Since Customer Care has been tracked since 2012, it allows us to track our long-term direction to meet customer needs along the path to meeting our organisational goals. Being customer focused is key to driving up revenue, shifting people away from car use to public transport or active travel, and to building public support during these challenging times.
<b>Customer Journey Time</b>	Journey Time is a measure of how long it takes our customers to travel on our services and how comfortable their journeys are. It is calculated by adding up the time for each stage of a journey (e.g. waiting at a stop, time in transit, interchange) and applying a weighting for factors that negatively effect passenger experience, such as crowding and wait times. This is measured for London	Moving people is our main purpose, whereas moving vehicles/trains is merely a means to this end. Passenger comfort is also important, and along with the journey time is part of what makes people decide whether to use our services. Therefore, the journey time metric is a primary measure of the organisation's success, and a leading indicator for demand growth.

Measure	Metric description	Rationale for inclusion
	Underground, Buses, and our Rail modes (DLR, London Overground, Trams and Elizabeth line), with an overall composite for Rail included here.	
<b>Investment Programme Milestone delivery</b>	This measure is a basket of delivery milestones, which each have an assigned delivery date within the 2022/23 financial year. This includes the most important milestones across our major projects, enhancements and renewals.	This is an established scorecard measure as these projects play a vital role in stimulating the economy, growing demand and supporting our supply chain.
<b>Green</b>		
<b>CO<sub>2</sub> emissions from TfL operations &amp; building (ktonnes CO<sub>2</sub>e)</b>	This is a metric that we have retained on the scorecard as a demonstration of our commitment to addressing the global climate change emergency. It measures the level of emissions across the whole of our operations - burning fuel (Buses, Dial-a-Ride fleet) and our direct electricity use (our buildings, LU, Rail). LU energy and Buses emission forecasts are aligned to % service operated and revised budget operated km targets respectively.	The purpose of this is to track and show the TfL-wide decarbonisation we intend to achieve, keep us on track with our commitments, and in the long-term, encourage a carbon-conscious culture.
<b>London Wide ULEZ delivery milestone</b>	Pass/Fail metric against the delivery date for the launch of the ULEZ expansion.	TfL are committed to reducing pollution in London and the London-wide expansion of ULEZ will bring better air quality to five million people living in the zone and as such is a key deliverable.
<b>No. of colleagues trained in Carbon Literacy</b>	This tracks the rollout of TfL's Carbon Literacy course by monitoring the number of colleagues that complete the course.	Last year TfL launched carbon literacy training in partnership with the carbon literacy project. It's important that colleagues have a solid understanding of climate change and its impacts, as well as how it can be reduced/mitigated via well informed decision-making and embedding practices that reduce carbon.
<b>Finance</b>		
<b>Total income vs Budget (excluding extraordinary revenue grant)</b>	How much revenue TfL generates, made up of passenger income, other operating income (charging schemes, advertising etc.), Business Rates Retention, and revenue grants. Excludes any extraordinary revenue top-up.	We need to grow and maximise our revenue in order to deliver an operating surplus.
<b>Operating surplus/deficit vs Budget</b>	Our operating bottom line – whether TfL is generating an operating surplus to fund investment. Driven by different elements – revenue, opex, renewals, savings delivery, and net interest costs	Our measure of financial sustainability as defined in the 2023/24 Budget and Government Funding Agreement
<b>Capex vs budget (excluding Crossrail &amp; TTLP)</b>	This includes capital renewals, new capital investment, and excludes Crossrail and TTLP capital expenditure.	To ensure we control our capital costs in line with the 2023/24 budget, while delivering our projects on time and to budget.

## Appendix 2: Proposed targets, floor targets and rationale

Unless otherwise stated below, the weighting awarded for each measure will be pro-rated from 100% when on target, down to 10% when on the floor target. Below the floor target achieves 0%.

Measure	Target	Target rationale	Floor target	Floor target rationale
<b>Safety &amp; Security</b>				
<b>Colleague Killed or Seriously injured</b> (absolutes)	<b>-4.0%</b> reduction on 2022/23 <b>(24)</b>	Target supports trajectory to 100% reduction by 2041. In the event of a colleague fatality, the whole measure is automatically failed. Note: absolute figures are a year-end estimate.	<b>No worse than 2022/23 (25)</b>	At the least maintaining current levels despite forecast rise in demand.
<b>Roads Killed or Seriously injured</b> (absolutes)	<b>-27.3%</b> reduction against 2010-14 baseline <b>(3,542)</b>	Stretching target to keep us on target to 2030 but requires greater interventions in the medium-term to achieve long-term aims given fewer opportunities in immediate term.	<b>-22.5% reduction</b> <b>(3,775)</b>	Still represents a challenging reduction from the baseline
<b>Customer Killed or Seriously injured</b> (absolutes)	<b>-7.8%</b> reduction on 2022/23 <b>(189)</b>	Target supports trajectory to 100% reduction by 2041. Takes into account fewer opportunities in immediate term and rise in ridership. Trajectory assumes greater interventions delivered in the medium term Note: absolute figures are a year-end estimate.	<b>No worse than 2022/23 (205)</b>	At the least maintaining current levels despite forecast rise in demand.
<b>Colleague</b>				
<b>Total engagement</b>	<b>61%</b>	The Engagement score dropped to 59% in 2022/23, attributable to the degree of organisational uncertainty present at the time (funding deal negotiations, return to office working following the pandemic). This year's target represents a 2% increase on the current score.	<b>59%</b>	Maintains current level
<b>Attendance</b>	<b>94.25%</b>	Reflects our organisational focus on lowering absence rates where they are in excess of normal levels, noting that greater improvements require updates to policies and procedures.	<b>93.75%</b>	Maintaining current levels is the minimum acceptable
<b>Senior Leader Representation: % of PB4+ population declared as:</b>		Targets based on trajectory toward halving distance to the economically active London (EAL) benchmark by 2030 – this has been mapped year on year. Each element will be assessed individually (effectively each worth 20% of the weighting for this measure), then combined to give an overall score. Weighting to be pro-rated from 100% when on target, down to 10% when on floor target.	Current: <b>33.8%</b> <b>17.3%</b> <b>5.8%</b> <b>11.6%</b> <b>5.1% (EAL)</b>	Maintenance of current levels of representation, or the EAL baseline where this is lower (e.g. LGB representation).  If any element falls below the floor the whole measure is failed.
<b>Women</b>	<b>34.6%</b>			
<b>BAME</b>	<b>18.5%</b>			
<b>Have a disability</b>	<b>6.45%</b>			
<b>Minority faith/belief</b>	<b>12.2%</b>			
<b>LGB</b>	<b>5.5%</b>			



Measure	Target	Target rationale	Floor target	Floor target rationale
<b>Customer</b>				
<b>% of Londoners who agree we care about our customers</b>	<b>55%</b>	<p>Target represents a 2% increase on 22/23 forecast outturn. Factors likely to positively influence Care score in 23/24 include the Elizabeth line operating a full peak timetable, new DLR fleet and first Piccadilly line trains, and improvements such as in-tunnel connectivity and 5G roll-out.</p> <p>Negatively influencing factors may include potential future strike impacts including on Network Rail, London-wide ULEZ, fare rises and the broader cost of living crisis.</p>	<b>51%</b>	Floor target set to reflect the fact the care score, as a reputation survey, is influenced by wider national issues such as industrial action and the cost of living crisis
<b>Investment programme milestone delivery</b>	<b>90%</b>	<p>This has been the target for a number of years and represents a reasonable but challenging level given the work needed to deliver this in 2023/24.</p>	<b>75%</b>	Aligns with previous floor targets
<b>Customer Journey Time:</b>		<p>These targets represent a 0.1min improvement on 22/23 forecast outturn.</p> <p>Demand is forecast to continue to increase in 2023/24, which means that there is an upwards pressure on Journey Time both from the impact on actual journey times and from the increased impact of the crowding weightings. Therefore, this year's targets are ambitious: the scale of the inputs to the Journey Time measures means that even small reductions require the delivery of significant improvements, and the upwards pressure from rising demand means that what appears to be a small reduction reflects a much larger change.</p>		Takes into account the upper end of demand impacts on Customer Journey Time.
<b>LU</b>	<b>27.9 min</b>		<b>28.9 min</b>	
<b>Bus</b>	<b>33.8 min</b>		<b>35.3 min</b>	
<b>Rail</b>	<b>26.9 min</b>		<b>27.6 min</b>	
<b>Green</b>				
<b>CO<sub>2</sub> emissions from TfL operations &amp; buildings (ktonnes)</b>	<b>845</b>	<p>The target is the same as the 22/23 target, but represents a 4% increase on the forecast 22/23 outturn of c810 ktonnes.</p> <p>Emissions from buses will continue to reduce as we aim to reach 1400 zero emission vehicles by March 24. But carbon associated with grid derived electricity is forecast to increase for the coming year, which results in an overall increase in TfL's emissions. This is forecast at points through the 2020s as a result of nuclear decommissioning.</p>	<b>879</b>	Set at 5% above the target to account for variability in the grid mix.
<b>London-wide ULEZ delivery milestone</b>	<b>29/08/2023</b>	Publicised date for the expansion of the ULEZ. If the date is met, full weighting is achieved.	-	Any delay to delivery would fail this measure
<b>No. of colleagues trained in carbon literacy</b>	<b>3,000</b>	Represents a 600% improvement on 22/23 as we aim to significantly ramp up delivery. We are seeking for all of the trainers to be upskilled internally, so relies on each	<b>1,500</b>	Represents a 300% improvement. This requires c30 internal trainers delivering 10 courses/year (2

Measure	Target	Target rationale	Floor target	Floor target rationale
		business area encouraging colleagues to sign-up to become trainers and complete the course.		trainers per course).
<b>Finance</b>				
<b>Total income vs budget (excluding extraordinary revenue grant)</b>	<b>£8,872m</b>	As set by the 23/24 Budget	<b>£8,822m</b>	Applies a tolerance of £50m, which is the estimated variability in Other Operating Income.
<b>Operating surplus/deficit vs budget</b>	<b>£79m</b>	As set by the 23/24 Budget	<b>Breakeven</b>	The minimum possible to achieve financial sustainability.
<b>Capex vs budget (excluding Crossrail &amp; TTLP)</b>	<b>£1,947m</b>	As set by the 23/24 Budget - our capital expenditure must not exceed or fall short of the Budget by more than 2 per cent. This is to maintain focus on both efficient delivery and forecast accuracy.	<b>+/-2%</b>	Anywhere within this range achieves the full weighting.

### Appendix 3: Investment Programme milestones

	PIC Portfolio	Project Name	Milestone Description	Target month
1	CRL	Crossrail	All Crossrail activities completed or transitioned to a TfL owner	May 2023
2	Public Transport	ELLE Surrey Quays Station	Start on Site	June 2023
3	Network Extensions	Silvertown Tunnel	TfL submits details to the Secretary of State for approval of wider highway improvements that support the Traffic, Environmental and Socio-Economic objectives of the Silvertown Tunnel	June 2023
4	LU Train System Renewals	Bakerloo line fleet - RVAR	Reduce annual carbon emissions by 70 tonnes by installing energy-saving LED customer lighting on 50% of Bakerloo Line trains.	July 2023
5	Healthy Streets	Old Street Roundabout Removal	Old Street Roundabout Removal - Completion of Construction for Highway Works	July 2023
6	LU Infrastructure Renewals	Escalator Replacement Programme	Complete renewal of four LU escalators	August 2023
7	Air Quality & Environment	Direct Vision Standards Phase 2	Direct Vision Standards Phase 2 - Completion of Public Consultation	August 2023
8	Air Quality & Environment	ULEZ	Launch of London-wide ULEZ	August 2023
9	Line Upgrades	4 Lines Modernisation	Deliver into Service Neasden Heavy Maintenance Facility Long Shed	September 2023
10	Public Transport	Plain Line Rail Renewals Programme (21/24)	Replacing ballast and track between West Ham and Star Lane	September 2023
11	Network Extensions	Silvertown Tunnel	Silvertown Tunnel Boring Machine completes tunnelling	September 2023
12	Line Upgrades	Piccadilly Line Upgrade	New Piccadilly Line train delivered to the manufacturers test track.	October 2023
13	LU Technology	Connect	Complete installation of next generation replacement Connect radio base stations at all LU locations, improving reliability	November 2023
14	Assets	Kingston Cromwell Road	Kingston Cromwell Road Bus Station - Start of Construction on Site	December 2023
15	LU Infrastructure Renewals	Staff Welfare	Delivery of first eight LU staff welfare sites	December 2023
16	Line Upgrades	Piccadilly Line Upgrade	First stationary commissioning test complete on a new Piccadilly Line train	December 2023
17	Line Upgrades	DLR Signalling (SIG)	Signalling Complete to allow Trial Running for new DLR trains.	January 2024
18	T&D	TCP (Telecoms Commercialisation Project) - Emergency Services	Increase the current mobile phone coverage on the London Underground to cover a total of 100 locations being made up of stations and tunnel roads	February 2024

		Network		
19	LU Train System Renewals	96TS JHOPL	Completion of the renewal of key components on 50% of the Jubilee line trains	March 2024
20	LU Enhancements	Stratford South-Western Entrance	Open new south-western entrance to Stratford station	March 2024
21	Assets	Restraint Barriers	Assets Capital Renewal - Vehicle Restraint System 5,500m completed FY 2023/24	March 2024
22	Assets	Assets Capital Programme	Assets Capital Renewal - Surface Transport Stations & Stands - 8 Bus drivers welfare facilities completed in 2023/24	March 2024
23	Healthy Streets	Bus Priority	10km of new bus lane delivered by March 2024	March 2024
24	Healthy Streets	Lowering Speed Limits	Lowering the speed limit by 10mph on 77km of the network	March 2024
25	Line Upgrades	DLR Rolling Stock (RS)	First New DLR Train Enters Passenger Service	March 2024
26	Line Upgrades	DLR Southern Sidings	Bring into Use Beckton Depot Southern Sidings which will allow introduction of new DLR trains	March 2024
27	LU Train System Renewals	DTR/BTR	Deliver 3.5km of new LU track, improving reliability and reducing noise	March 2024
28	Surface Technology	Deployable Enforcement Cameras – Phase 2 (DEC2)	Making London safer by installing automatic traffic contravention detection DEC cameras at a further 265 sites in London by 31 March 2024	March 2024

## Appendix 4: Business area scorecards

### Operations scorecard

Theme 23/24 metrics

#### Safety & Security



1. Colleague all injuries
2. Customer all injuries

20%

#### Colleague



3. Total engagement
4. People milestones delivery
5. Attendance

20%

#### Customer



6. % of Londoners who agree we care about our customers
7. Customer Journey Time:
  - LU
  - Bus
  - Rail

20%

#### Green



8. CO<sub>2</sub> emissions from TfL operations (ktonnes CO<sub>2</sub>e)
9. B4 & B5 leaders trained in carbon literacy

20%

#### Finance



10. Operating surplus/deficit vs budget
11. Capex vs budget

20%

### Capital scorecard

Theme 23/24 metrics

#### Safety & Security



- I a. Workforce/Customer fatality caused by Capital works
- I b. Workforce/Customer seriously injured caused by Capital works
2. Workforce all injuries
3. Lost time injury Frequency Rate
4. RIDDOR Accident Frequency Rate
5. FIR actions closed out within due date
6. Incident close-out rate

20%

#### Colleague



7. Total Engagement
8. Supplier Engagement - supply chain strategy published
9. Attendance (linked to Wellbeing)
10. Senior Leader Representation

20%

#### Customer



- I I a. Strategic Tier 1 milestone delivery
- I I b Strategic Tier 2 milestone delivery
12. Pathway Compliance
13. Risk Management - % key risks with mitigation actions not exceeding due date
14. Engineering standards are current
15. Engineering & Asset Strategy (EAS) milestones achieved on time

20%

#### Green



16. No. of colleagues trained in carbon literacy
17. Asset Strategy - % of projects by value vs the budget progressing to stage gate I
18. Green capability upskilling
19. Projects' environmental compliance
20. Green improvement programme - milestone delivery

20%






#### Finance



21. CAPEX vs budget
22. OPEX vs budget
23. IP VOWD forecast accuracy (full year)
24. Cash forecast accuracy
25. Savings delivered

20%

## TTLP scorecard

Theme	23/24 metrics
<b>SAFETY &amp; RISK</b>	
	1. % Inspections Completed vs Planned 2. Killed or Seriously Injured
<b>COLLEAGUE</b>	
	3. Total Engagement 4. All Staff Representativeness Women Race (BAME) Have a disability Minority faith / belief (not Christian, agnostic or atheist)
<b>HOMES</b>	
	5. Starts on site (cumulative) 6. % affordable start on sites (cumulative)
<b>ESG</b>	
	7. Complete carbon literacy training (Band 4 and above) 8. Customer Satisfaction Survey 9. ESG Milestones
<b>FINANCIAL</b>	
	10. Total Revenue 11. Operating Surplus 12. Asset Disposals 13. Asset Investment

**Board**

**Date:** 29 March 2023

**Item:** Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 22 February 2023

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 22 February 2023.

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

- 3.1 The papers for the meeting of the Panel held on 22 February 2023 were published on 14 February 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 Panel were:
- (a) Presentation from CIRAS;
  - (b) Safety, Health and Environment Quarterly Report – Quarter 3 2022/23;
  - (c) Pan-TfL Fatigue Management Programme Update;
  - (d) London-Wide Ultra Low Emission Zone;
  - (e) TfL Climate Change Adaptation Plan;
  - (f) Human Resources Quarterly Report;
  - (g) Safety, Health and Environment Assurance Report; and
  - (h) Enterprise Risk Update - Attraction, Retention, and Wellbeing of Our Employees (ER2).
- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 24 May 2023.

## **4 Issues Discussed**

### **Presentation from CIRAS**

- 4.1 The Panel noted the annual report from CIRAS (Confidential Incident Reporting Service), which examined trends and themes across TfL. The Panel welcomed the role of CIRAS in providing an independent reporting service and in highlighting the importance of raising the profile of safety reporting across the organisation.

### **Safety, Health and Environment Quarterly Report – Quarter 3 2022/23**

- 4.2 The Panel noted the safety, health and environment performance for London Underground, TfL Rail, Surface Transport (including London Overground) for Quarter 3 of 2022/23 (18 September to 10 December 2022). Members were updated on the 2 December 2022 pre-inquest review hearing related to the death of a self-employed contractor at Waterloo Underground station on 18 September 2019, at which London Underground was an interested person.
- 4.3 A letter from the National Union of Rail, Maritime and Transport Workers had been sent to the Mayor regarding station staffing. TfL had sent a response, which outlined the detailed process of safety risk assessment used when assessing staffing at stations.
- 4.4 Members highlighted the importance of a change in motorcyclist speed compliance in Low Traffic Zones and the need for targeted enforcement and awareness raising.
- 4.5 The upward trend in recorded workplace injuries was linked to increased reporting of workplace violence due to increased awareness and a zero-tolerance approach.

### **Pan-TfL Fatigue Management Programme Update**

- 4.6 The Panel noted the overview of the Fatigue Management Programme and approach to developing a pan-TfL Fatigue Management Plan. A pro-active approach was used for fatigue management reporting. The importance of ensuring staff took adequate rest days and the impact of second jobs, within the context of the cost-of-living pressures, was noted.

### **London-Wide Ultra Low Emission Zone**

- 4.7 The Panel noted the update on the London-wide Ultra Low Emission Zone. The importance of a need for a clear communications strategy was highlighted.

### **TfL Climate Change Adaptation Plan**

- 4.8 The Panel noted the draft TfL Climate Change Adaptation Plan, which set out the actions TfL was undertaking to prepare for the impacts of climate change and reduce the risk of climate impacts on London's transport network.



- 4.9 As an immature and complex field, TfL was being seen as a leader in this area. Members noted the importance of investment in assets and the need to build those costs into TfL's capital programmes and seek ways to unlock external funding, such as grants and private investment. The Greater London Authority welcomed the Plan and the involvement in its drafting.
- 4.10 The Plan featured a place-based investment approach, which unlocked initiatives and benefits and would be more likely to attract private investment and avoid "cherry picking".

#### **Human Resources Quarterly Report**

- 4.11 The Panel noted the update on key Human Resources led activities and performance for the period November 2022 to January 2023. The People Leaders Framework had been well received by staff, particularly within the Customer Services teams. Staff financial well-being, use of food banks and overtime working were important qualitative measurements on how the cost-of-living crisis impacted health, safety and pay discussions.

#### **Safety, Health and Environment Assurance Report**

- 4.12 The Panel noted the report, which provided an overview of the risk controls for Enterprise Risk 1 (ER1) – 'Inability to deliver safety objectives and obligations', Enterprise Risk 3 (ER3) – 'Environment including climate adaptation' based on second line of defence audit work by the Quality, Safety and Security Assurance team and third line of defence work by the Internal Audit team.
- 4.13 Information was also provided on Enterprise Risk 6 (ER6) – 'Deterioration of operational performance' and Enterprise Risk 4 (ER4) – 'Significant security incident', as they correlated to ER1.

#### **Enterprise Risk Update - Attraction, Retention, and Wellbeing of Our Employees (ER2)**

- 4.14 The Panel noted the paper, which set out how TfL managed risk associated with a failure to continue to attract and retain colleagues with the skills and expertise we need, or prioritise wellbeing, with the result being that TfL would not be able to deliver effectively for London in the future.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

Papers submitted to the Safety, Sustainability and Human Resources Panel on 22 February 2023

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**Board**



**Date:** 29 March 2023

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 1 March 2023

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items considered by the Programmes and Investment Committee at its meeting on 1 March 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 1 March 2023 were published on 21 February 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) Investment Programme Report Quarter 3, 2022/23;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) London Underground Enhancements Programme;
- (f) Air Quality and Environment Programme;
- (g) Healthy Streets Programme;
- (h) Technology and Data 2023/24 and 2024/25; and
- (i) Expanding Pay As You Go on Rail in the South East.

3.3 A summary of items considered and the decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 17 May 2023.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 In addition to the use of Chair's Action to approve decisions at the last meeting, which was held online due to industrial action on the railways, the Committee noted the use of one further use of Chair's Action. This decision related to the approval of authority for the existing Business Operations and Enforcement Operations contracts with Capita Business Services Limited relating to the London-wide Ultra Low Emission Zone (ULEZ) and Tunnel User Charging schemes.
- 4.2 It was also noted that there had been two approvals of Procurement Authority requests by the Commissioner. These related to: the East London Line Enhancements Surrey Quays Station Upgrade Works; and DLR Rolling Stock Replacement Programme.
- 4.3 There had been no other authority approvals by the Commissioner nor the Chief Finance Officer. There had also been no Mayoral Directions to TfL within the Committee's remit.

### **Investment Programme Report Quarter 3, 2022/23**

- 4.4 The Committee noted the update on the progress and performance in Quarter 3 of 2022/23 (18 September to 10 December 2022) of TfL's Investment Programme. TfL had, this performance year, delivered 15 out of the 21 strategic milestones on time or early.
- 4.5 The Committee discussed a number of issues including TfL's work to reduce carbon emissions, the tram modernisation plans, as well as the impact of High Speed 2 on the highway. Members also welcomed the adaptations to the Bakerloo line train to improve accessibility.
- 4.6 The Committee requested future updates on infrastructure renewals and on asset investments.

### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.7 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report to the Committee in December 2022.
- 4.8 IIPAG had undertaken a number of sub-programme and project reviews since the last report, and had made no new cross-cutting recommendations. However, it had highlighted common themes regarding resources constraints; the continuing need to encourage good programme planning and sufficient attention to schedule risks; and the importance of the provision of a good account of project delivery compared to projections to this Committee.

- 4.9 IIPAG's review of the First and Second Lines of Defence had completed, and would be considered by the Audit and Assurance Committee at its meeting on 15 March 2023. IIPAG had also completed a review of the TfL International Benchmarking Report and TfL's Procurement and Commercial Improvement Programme. These reports would be submitted to the Audit and Assurance Committee and Finance Committee respectively.

#### **TfL Project Assurance Update**

- 4.10 The Committee noted the update on the project assurance work undertaken between 13 November 2022 and 14 January 2023, and the key findings from the reviews.
- 4.11 TfL Project Assurance had undertaken three programme reviews with IIPAG during the period, and seven project assurance reviews, with IIPAG involved in three of these. These reviews resulted in a total of 33 recommendations, including one critical issue. The recommendations were all agreed with the respective project teams. The Project Assurance team had worked closely with teams to assist them to address the matters raised.

#### **London Underground Enhancements Programme**

- 4.12 The Committee noted an update on the achievements and progress of the London Underground Enhancements Programme. The Committee approved a reduction in Programme and Project Authority
- 4.13 The Committee noted that TfL had made significant progress in making improvements to stations and meeting the Mayor's Transport Strategy goals for step-free journey times.
- 4.14 Members noted that a briefing would be arranged for the meeting in May 2023 on the next stages, focusing on step-free access prioritisation.

#### **Air Quality and Environment Programme**

- 4.15 The Committee noted an update on the progress with delivering Air Quality and Environment Programme projects, which also highlighted future plans.
- 4.16 The Committee approved additional Programme and Project Authority to support the delivery of the Programme, and additional Procurement Authority to extend the contracts to continue activities in support of Road User Charging.

#### **Healthy Streets Programme**

- 4.17 The Committee noted an update on the Healthy Streets Programme. It approved additional unbudgeted Financial Authority and Programme and Project Authority to support delivery of the Programme, including an element to enable the completion of the Old Street Roundabout project.

- 4.18 A briefing for all Member's would be held on the Programme, with a focus on the wider package of Healthy Streets benefits, alongside ULEZ including the active travel improvements, covering both inner and outer London.

#### **Technology and Data 2023/24 and 2024/25**

- 4.19 The Committee noted the report on the Technology and Data Programme, highlighting the key achievements and the future plans. It approved increases in Programme and Project Authority for the Programme and specific Authorities for projects within the Programme.

#### **Expanding Pay As You Go on Rail in the South East**

- 4.20 The Committee noted details of the proposals to expand Pay As You Go on Rail in the South East, and the benefits of this. It approved unbudgeted Financial Authority for the receipt and expenditure of grant funding from the Department for Transport, and approved Programme and Project Authority for the project.

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

Papers submitted to the Programmes and Investment Committee on 1 March 2023

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**Board**



**Date:** 29 March 2023

**Item:** Report of the Meeting of the Remuneration Committee held on 2 March 2023

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 2 March 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 2 March 2023 were published on 22 February 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) TfL Remuneration;
- (c) Executive Remuneration Benchmarking; and
- (d) Resourcing at TfL.

- 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 12 June 2023.

## **4 Issues Discussed**

### **Matters Arising, Actions List and Use of Delegated Authority**

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

## **TfL Remuneration**

- 4.3 The Committee noted a comprehensive update on annual remuneration processes pan-TfL, including both base pay and performance awards and pay ratio data, which compared very favourably to other organisations. This reward information had previously been summarised in TfL's Annual Report and Accounts for the financial years ending 31 March 2021 and 31 March 2022.
- 4.4 Members acknowledged the complex collective bargaining arrangements and challenging environment within which TfL operated and that this was a key issue for staff due to pay restraint and pay award disparity across the organisation. Considerable work was underway to review the total reward framework to create a fairer system with job families established against external benchmarking. Progress on this work would be reported to the Committee.

## **Executive Remuneration Benchmarking**

- 4.5 At the meeting of the Committee on 6 July 2022, it was noted that a procurement exercise was underway to secure a new executive remuneration benchmarking provider. The Committee noted that as the competitive tender process had been unsuccessful discussions with a provider that could meet TfL's requirements in full were in the final stages. Once a new contract was in place, work would commence immediately to provide the benchmarking reports for 2023, which were anticipated to be available for the next meeting of the Committee.
- 4.6 As requested by the Committee, the report would use the current methodology and comparator groups and present the information in a similar format, with the provider able to comment on wider remuneration trends.

## **Resourcing at TfL**

- 4.7 The Committee had considered Resourcing at TfL at its meeting on 9 November 2022 and was provided with further detail on retention, the future skills requirements of the organisation, the approach to strategic workforce planning and how TfL was addressing its skills challenges. The paper also addressed the action from the meeting of the Board on 7 December 2022, to provide a breakdown of non-permanent labour (NPL) use at TfL and steps to reduce its use.
- 4.8 The Committee welcomed the work in this area and noted the good progress being made on establishing the foundations for data led processes, which would enable TfL to anticipate and predict future skill needs and reduce the impact of staff turnover or internal moves. Work was underway on succession plans, improving individual development plans and developing TfL's leaders to drive inclusion, engagement, and consistent standards.



- 4.9 The Committee discussed the use of NPL, particularly in Engineering and Technology and Data where TfL's work was often world leading, with excellent training and development opportunities. TfL was often unable to attract or retain key individuals in these specialisms due to remuneration constraints. This was being considered as part of the work on establishing job families and external benchmarking to develop a talent pipeline. An overview of TfL's benchmarking processes and methodologies would be provided to a future meeting. Members also requested that the Commissioner consider if the policy on notice periods for the most senior or difficult to fill roles needed to be reviewed.
- 4.10 The various strands of work were expected to show a difference, or in some cases the development of a clear plan, within 12 months. A comprehensive update on Resourcing at TfL would be scheduled for March 2024.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Remuneration Committee on 2 March 2023

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**Board**



**Date:** 29 March 2023

**Item:** Report of the Meeting of the Finance Committee held on 8 March 2023

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 8 March 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 8 March 2023 were published on 28 February 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) Finance Report – Period 10, 2022/23;
- (c) Treasury Activities, Policies and Strategy;
- (d) Investment Management Strategy 2023/24 – Non-Financial Assets;
- (e) Taxi Fares and Tariffs Update;
- (f) Update on Forthcoming Key Procurement Activities;
- (g) Independent Investment Programme Advisory Group Procurement and Commercial Improvement Programme;
- (h) Future Operational Network; and
- (i) London Overground Class 378 Fleet Leases.

- 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 21 June 2023.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting on 23 November 2022, there had been two uses of Chair's Action in relation to: Bus Shelter Advertising Concession; and Surface Technology Contract Retender Award.
- 4.2 There had been five uses of Procurement Authority by the Commissioner in relation to: Microsoft Retender Contract Award; Advertising Panel LEDs Tranche 2 and 3, contract variation; TfL spend on the Greater London Authority (GLA) Collaborative Media Planning Buying Contract Award; Extended Fleet Support Agreement for Sub Surface Lines and Victoria Line Upgrade; and Bus Shelter Advertising Rights Concession.
- 4.3 There had been four Mayoral Directions to TfL in relation to: September 2022 fares revision; Permanent changes to free travel arrangements for older Londoners; March 2023 Fare Changes; and the Low-Paid Transport Workers' Concession Scheme, which is fully funded by the GLA.
- 4.4 Following the publication of papers for the meeting, the original Mayoral Direction on March 2023 Fare Changes was replaced with a new Direction to correct administrative errors that had resulted in some fares being stated incorrectly. The corrections did not change the overall average increase in fares.

### **Finance Report – Period 10, 2022/23**

- 4.5 The Committee noted TfL's financial results to the end of Period 10, 2022/23, the year-to-date ending 7 January 2023. Performance to date showed TfL was on track to deliver the Revised Budget, approved in December 2022 as part of the 2023 Business Plan, and to achieve financial sustainability in financial year 2023/24.
- 4.6 There were significant external risks and headwinds facing into the next performance year, such as economic uncertainty, inflationary pressures and achieving the savings targets. TfL was working hard to mitigate these as part of the 2023/24 Budget, through a combination of management action including working capital management and cost control, contingencies and other tailwinds.
- 4.7 Passenger journeys continued to show recovery and were 79 per cent of pre-coronavirus pandemic levels. This was a slight drop from the previous period, which was at 84 per cent, largely due to the prolonged periods of industrial action across national rail services, which also impacted parts of TfL's network. Growing passenger demand was a key focus as set out in the Business Plan.

- 4.8 Operating costs were broadly in line with the Revised Budget and reflected the work to manage cost pressures in light of inflationary pressures. While inflation had driven up like-for-like operating costs on prior years, the real terms costs were around £500m lower than 2018/19.
- 4.9 Total staff levels were just under 300 lower than pre-pandemic levels and slightly up from the end of last year. Permanent employee numbers were almost 600 lower than before the pandemic and 250 down from last year. Agency and non-permanent labour (NPL) had increased by over 300 since the end of 2019/20 but remained significantly lower than 2015/16 levels. Ongoing labour market issues and funding uncertainty earlier in the financial year hampered TfL's ability to recruit. A buoyant external market had also contributed to these issues.
- 4.10 Capital enhancement was within two per cent of Revised Budget and capital renewals were three per cent or £12m lower than Revised Budget. On renewals, TfL aimed to deliver as much as possible with the £635m envelope set by the funding settlement but would likely outturn closer to the original budget of £600m.
- 4.11 Cash balances continued to be maintained at below £1.2bn on average, in line with the funding settlement condition.

#### **Treasury Activities, Policies and Strategy**

- 4.12 The Committee approved the Treasury Management Strategy (TMS) for 2023/24, which comprised the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits. The Committee also approved TfL Finance Limited entering into the Derivative Investments.
- 4.13 The Committee approved the Treasury Management Policies and the TfL Group Policy Relating to the Use of Derivative Investments. These supported TfL's commitment to financial prudence through risk management.
- 4.14 The Committee approved the TTL Properties Limited (TTLP) TMS, which comprised the Borrowing Strategy, the Investment Strategy, the Liquidity Strategy and Banking and Cash Management provision. The Committee also approved the Treasury Management Policies for TTLP.
- 4.15 The managing Chief Finance Officer would approve any non-material changes they considered necessary to the proposed TfL Pension Fund Policy, approved by the Committee in draft in March 2022, once the final regulations had been published, and would issue it in final form. If any material changes were necessary, further approval from the Committee would be sought.
- 4.16 The Committee noted an update on key treasury activities for the period from 17 September 2022 to 17 February 2023, including a summary of the changes to the Treasury Management Policies and Strategies. During the period, TfL had complied at all times with the TMS, the Treasury

Management Policies and the Derivatives Policy, along with the GLA Responsible Investment Policy, the TTLP TMS and TTLP Treasury Management Policies.

### **Investment Management Strategy 2023/24 – Non-Financial Assets**

- 4.17 The Committee approved the Investment Management Strategy (IMS) 2023/24 – Non-Financial Assets. The IMS set out how TfL planned to manage and grow its various commercial assets and sat alongside the TMS approved at the same meeting.

### **Taxi Fares and Tariffs Update**

- 4.18 TfL is responsible for the licensing and regulation of London's taxi (black cab) and private hire services. It also regulates taxi fares and sets the maximum taxi fares that can be charged. When considering changes to taxi fares and tariffs, TfL tries to strike an appropriate balance between taxi drivers being fairly paid and taxi users getting fair, reasonable and affordable fares.
- 4.19 TfL consulted on five different options for fares and tariffs for consideration by respondents. In addition to the different options for fares and tariffs, TfL also sought views on changes to the extra charge for booked taxis and the fixed-fare, shared-taxi scheme that operated at Wimbledon during the Tennis Championships.
- 4.20 After reviewing all of the responses to the consultation and considering the issues raised, and the positive and negative impacts identified, TfL recommended an increase to taxi fares and tariffs and implementing a modified version of Option 3 so that Tariff 3 was increased by 7.61 per cent instead of being frozen.
- 4.21 The Committee approved:
- (a) increasing Tariffs 1, 2 and 3 by 7.61 per cent;
  - (b) removing the requirement for the extra charge for taxi hirings arranged by telephone, mobile phone, smart phone, mobile application, any application software and by use of the internet to be added to the taximeter;
  - (c) increasing some of the fixed-fares for shared-taxis that operate during the Wimbledon Tennis Championships; and
  - (d) amending one of the authorised places where the fixed-fare, shared-taxi scheme operates from during the Wimbledon Tennis Championships.
- 4.22 In October 2022, the Committee considered an update on the potential impact on taxi drivers at Heathrow Airport following the opening of the Elizabeth line. It noted that since then there had been a strong recovery in demand for taxis at the airport. To date, there had not been any reported

decreases in the demand as a result of the Elizabeth line opening, and last year was the busiest year in terms of taxi movements through the feeder park, since figures started being recorded in 2010.

### **Update on Forthcoming Key Procurement Activities**

- 4.23 The Committee noted the update on the major new procurements or contract extensions which would need approval before the next meeting of the Committee in June 2023.
- 4.24 The Committee had previously requested greater visibility of future procurement activity and that the use of Chair's Action was limited as far as possible to allow debate to take place at Committee meetings. While the business cycle and timetables for contract awards could not exclude the use of Chair's Action, improved planning and reporting was enabling increased advanced notice of forthcoming approvals required.
- 4.25 Key forthcoming procurement activities included two contract extensions or variations that would require Committee approval by Chair's Action, and three other significant procurements that required approval at officer level during the period.

### **Independent Investment Programme Advisory Group Procurement and Commercial Improvement Programme**

- 4.26 The Independent Investment Programme Advisory Group (IIPAG) had reviewed TfL's Procurement and Commercial Improvement Programme since it started in 2019 and this was IIPAG's third report.
- 4.27 There had been significant changes to the Procurement and Commercial leadership in 2022 and the function now came under the Chief Finance Officer. Although certain key and significant milestones had been delivered, IIPAG concluded that some concerns remained and still required action, including the fitness of revised processes and systems for capital delivery, and the lack of an improvement programme for cost estimating and cost management.
- 4.28 The Committee noted the report and the management response, which accepted the IIPAG recommendations. Under the new leadership, the revised priorities included: a refresh of the Procurement and Commercial Improvement Programme objectives and plan; ensuring the main SAP Ariba roll-out was successful; a drive to transition the new Management Framework to business-as-usual working; scrutiny and tightening of control and compliance; and reduction of NPLs and consultants in its workforce.

### **Future Operational Network**

- 4.29 The Committee noted the update on the strategy for the ongoing provision of critical radio communication and data network services on the London Underground, and the proposed approach to execute and deliver the strategy,

ahead of a request for approval by Chair's Action to invest further in the Connect System infrastructure.

- 4.30 The data networks which underpinned the Connect System needed replacing, and the strategy was to deploy a new multiservice data network (Future Operational Network or FON) within London Underground. The available commercial options had been considered and the optimal way to deliver the FON would have a much wider utility for TfL than just supporting the existing radio system and Connect data network services.

### **London Overground Class 378 Fleet Leases**

- 4.31 The Class 378 train fleet was built for the provision of services on London Overground and specifically the infrastructure section operated by Rail for London (RfL). Due to the specific requirements of the section, RfL needed to retain use of the Class 378 fleet or procure a new fleet in the future to ensure continued operation of services across the route.
- 4.32 Current demand on the London Overground was at 87 per cent of pre-pandemic levels and was predicted to grow over the Business Plan period. The Class 378 fleet was a key part of servicing this demand. The operational and fleet strategy was to retain the Class 378 fleet until life expired in 2044. This approach was also assumed in TfL's Capital Strategy approved by the Board in December 2021, and subsequent updates which were noted by the Board in December 2022.
- 4.33 There were various financial risks associated with the lease arrangements, including interest rate and refinancing risks, and options for the mitigation of these risks.
- 4.34 The Committee approved unbudgeted Financial Authority for RfL terminating the existing 2007 lease and the 2013 lease relating to the Class 378 fleet, and approved unbudgeted Financial Authority and Procurement Authority for the lease termination and purchase of the Class 378 fleet.
- 4.35 Any new borrowing and existing hedging arrangements associated with the termination of the leases and the purchase of the Class 378 fleet would be authorised in accordance with the Treasury Management Policy.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Finance Committee on 8 March 2023

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**Board**



**Date:** 29 March 2023

**Item:** Report of the Meeting of the Audit and Assurance Committee held on 15 March 2023

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 15 March 2023. As the meeting was held via Microsoft Teams, due to industrial action on the London Underground, items requiring a decision were taken by Chair's Action at the conclusion of the discussion of that item.

## **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 15 March 2023 were published on 7 March 2023. The papers 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) Ernst & Young Auditor's Annual Report Year Ended 31 March 2022 and Value for Money Arrangements;
- (b) Risk and Assurance Quarter 3 Report 2022/23;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) TTL Properties Limited Assurance Update;
- (e) Elizabeth Line Programme Assurance Quarter 3 Report 2022/23;
- (f) Critical Accounting Policies;
- (g) Finance Control Environment Trend Indicators;
- (h) Register of Gifts and Hospitality for Members and Senior Staff; and
- (i) Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2022).

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 5 June 2023.

## **4 Issues Discussed**

### **Ernst & Young Auditor's Annual Report Year Ended 31 March 2022 and Value for Money Arrangements**

- 4.1 The Committee noted the work undertaken by Ernst & Young (EY) in accordance with the National Audit Office Code of Audit Practice, including value for money arrangements, which were published as part of the Auditor's Annual Report for the year ended 31 March 2022.

### **Risk and Assurance Quarter 3 Report 2022/23**

- 4.2 The Committee noted the report of work completed by the Risk and Assurance Directorate during Quarter 3 of 2022/23 (18 September to 10 December 2022) (Q3), work in progress and other activities of the Directorate.
- 4.3 The Head of Counter-fraud and Corruption is now a member of the UK Rail Fraud forum, which was instrumental in knowledge sharing and best practice. Close working also continued with the Greater London Authority Risk and Assurance Collaboration Professional Community, chaired by TfL's Director of Risk and Assurance.
- 4.4 Focus continued on reducing overdue management actions, particularly over 100 days. Recruitment, training and retention measures continued to build on capacity and resource within the Directorate.
- 4.5 There had been an increase in customer feedback form returns.
- 4.6 It was agreed that future reports would include details of the categories of fraud reported via the external website.
- 4.7 Work was in progress on discussing the Enterprise Risk schedule at Executive Committee level and with Board Members.
- 4.8 The Chair, in consultation with available Members, approved the updated Audit Plan.

### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.9 The Committee noted the Independent Investment Programme Advisory Group (IIPAG) Quarterly report for March 2023 and work undertaken since the last meeting.
- 4.10 Progress on TfL's climate adaption measures continued to mature.

- 4.11 Further discussions would take place on internal benchmarking of the capital programme.
- 4.12 The Chair, in consultation with the available Members, approved the change to the IIPAG Terms of Reference to amend the frequency of the TfL Benchmarking Review by IIPAG from yearly to three-yearly.

#### **TTL Properties Limited Assurance Update**

- 4.13 The Committee noted the progress with assurance activity across TTL Properties Limited during Q3. An assurance update would also be considered at the 23 March 2023 meeting of the Land and Property Committee.

#### **Elizabeth Line Programme Assurance Quarter 3 Report 2022/23**

- 4.14 The Committee noted the overview of programme assurance activity in relation to the Elizabeth line during Q3.
- 4.15 While the Elizabeth line Programme continued to transition to TfL's business-as-usual, control of costs would continue to be ringfenced under Crossrail, in compliance with the joint sponsor agreement, until completion.

#### **Critical Accounting Policies**

- 4.16 The Committee noted the update on TfL's critical accounting policies to be applied in TfL's Statement of Accounts for the year ending 31 March 2023.
- 4.17 A further update on Climate-Related Financial Disclosure requirements would be provided at a future meeting.

#### **Finance Control Environment Trend Indicators**

- 4.18 The Committee noted the update on the Financial Control Environment Trend Indicators.
- 4.19 The successful roll out of the SAP Ariba Guided Buying system meant procurement data could be better analysed and monitored.

#### **Register for Gifts and Hospitality for Members and Senior Staff**

- 4.20 The Committee noted the quarterly update on the register of gifts and hospitality for Members and senior staff.

#### **Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2022)**

- 4.21 The Committee noted the annual update on the disclosure of personal data to the police and other statutory law enforcement agencies for the prevention and detection of crime in London.

4.22 TfL's policy of providing data to the police in time critical cases involving serious crimes would be kept under review to ensure it retained the appropriate balance.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Audit and Assurance Committee on 15 March 2023

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**Board**



**Date:** 29 March 2023

**Item:** Report of the Meeting of the Customer Service and Operational Performance Panel to be held on 22 March 2023

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items to be considered by the Customer Service and Operational Performance Panel at its meeting to be held on 22 March 2023 (after the date that the papers for this meeting of the Board are published).

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

3.1 The papers for the meeting of the Panel to be held on 22 March 2023 were published on 14 March 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 to be considered by the Panel are:

- (a) Customer Service and Operational Performance Report - Quarter 3, 2022/23;
- (b) Electrified Travel Devices (Micromobility);
- (c) TfL International Benchmarking Report 2023; and
- (d) Bus Action Plan Update.

3.3 A summary of the items to be considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 12 July 2023.

## **4 Issues to be Discussed**

### **Customer Service and Operational Performance Report - Quarter 3, 2022/23**

- 4.1 The Panel is asked to note the Customer Services and Operational Performance Report for Quarter 3 of 2022/23 (18 September to 10 December 2022).

### **Electrified Travel Devices (Micromobility)**

- 4.2 The Panel is asked to note the report setting out TfL's current position on Electrified Travel Devices, following their increase in use, covering: the London e-scooter trial, bike and e-bike rental and proposals for legislation.

### **TfL International Benchmarking Report 2023**

- 4.3 The Panel is asked to note the paper, which provides a high-level overview of TfL's performance in customer-centric areas against international benchmarks. The paper highlights successes as well as areas for improvement, and signposts subjects for potential benchmarking focus in 2023 and beyond.
- 4.4 The report also provides a summary of key operational benchmarking groups that TfL are members of, and how outputs are utilised to help drive value for money and improved service performance.

### **Bus Action Plan Update**

- 4.5 The Panel is asked to note the Bus Action Plan, which sets out TfL's vision for 2030, its actions across five thematic areas and its approach to uncertainty around demand and funding.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Customer Service and Operational Performance Panel on 22 March 2023

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**Board**



**Date:** 29 March 2023

**Item:** Report of the Meeting of the Land and Property Committee Panel to be held on 23 March 2023

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items to be considered by the Land and Property Committee at its meeting to be held on 23 March 2023 (after the date that the papers for this meeting of the Board are published).

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Committee to be held on 23 March 2023 were published on 15 March 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 to be considered by the Committee are:
- (a) Use of Delegated Authority;
  - (b) TTL Properties Limited Corporate Strategy;
  - (c) TTL Properties Limited Investment Strategy;
  - (d) TTL Properties Limited Environmental, Social and Corporate Governance (ESG) Strategy;
  - (e) TTL Properties Limited People Strategy;
  - (f) TTL Properties Limited Quarterly Performance Report; and
  - (g) TTL Properties Limited Assurance Update.
- 3.3 A summary of the items to be considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 28 June 2023.

## **4 Issues to be Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee is asked to note one use of Chair's Action in relation to the Commercial Office Investment Programme Joint Venture; and one use of Procurement Authority by the Commissioner in relation to the Bollo Lane development.

### **TTL Properties Limited Corporate Strategy**

- 4.2 The Committee is asked to note the emerging TTL Properties Limited (TTLP) Corporate Strategy, the first of a series of strategies that, when taken together, set the long-term direction for TTLP and define the role it aspires to play in creating the London of the future.
- 4.3 The draft strategy documents provide a framework for success that balances financial, economic, environmental and societal factors delivered by a talented, engaged and diverse workforce. They describe what TTLP is doing now and what it will do in the future, how it will measure its performance, and how it will anticipate and adapt to market conditions.
- 4.4 These strategies will be the basis for more detailed policies, standards and plans which will address the opportunities and challenges across the business.

### **TTL Properties Limited Investment Strategy**

- 4.5 The Committee is asked to note the updated Investment Strategy, which reflects the significant economic headwinds experienced over the past year and also looks ahead to potential new sectors and opportunities. The Strategy continues to build on a sector-led approach, which will increasingly be reflected in TTLP's organisational structure and performance reporting.
- 4.6 The Investment Strategy is considered in conjunction with other TTLP strategy documents, particularly the Corporate and ESG Strategies, elsewhere on the agenda for this meeting.

### **TTL Properties Limited ESG Strategy**

- 4.7 The Committee is asked to note the ESG Strategy, which provides a framework for success that balances financial, economic, environmental and societal factors. It will be the basis for more detailed policies, standards and plans, which will address the opportunities and challenges across the business.

### **TTL Properties Limited People Strategy**

- 4.8 The Committee is asked to note the People Strategy update, which summarises the progress since the paper to the meeting on 30 June 2022. It sets out the methodology followed in progressing the TTLP People Strategy work including the internal and external benchmarking being undertaken.



- 4.9 In developing the Strategy, TTLP is working to create an environment which encompasses the best of TfL and enables TTLP to deliver its objectives. The aim is to make TTLP an employer of choice, building a team that reflects the diversity of London and can positively shape the capital's future.

#### **TTL Properties Limited Quarterly Performance Report**

- 4.10 The Committee is asked to note the Quarterly Performance Report, which provides an update on market context, health and safety, financial performance, operational performance, project updates and understanding TTLP's impact.

#### **TTL Properties Limited Assurance Update**

- 4.11 The Committee is asked to note progress with assurance activity across TTLP during Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023).

#### **List of appendices to this report:**

None

#### **List of Background Papers:**

Papers submitted to the Land and Property Committee on 23 March 2023

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