

Agenda

Meeting: Board

Date: Wednesday 18 October 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

Government Special Representative

John Hall

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Peter Strachan

Cllr Kieron Williams

Government Observer

David Coles

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

This meeting will be open to the public and 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.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat Email: ShamusKenny@tfl.gov.uk.

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

Andrea Clarke, Interim General Counsel
Tuesday 10 October 2023

**Agenda
Board
Wednesday 18 October 2023**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

Interim 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 25 July 2023

(Pages 1 - 18)

Interim General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 25 July 2023 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority

(Pages 19 - 32)

Interim General Counsel

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

5 Commissioner's Report (Pages 33 - 70)

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 25 July 2023 and updates Members on significant projects and initiatives.

6 Elizabeth Line Update (Pages 71 - 74)

Commissioner

The Board is asked to note the paper.

7 Finance Report - Period 5, 2023/24 (Pages 75 - 92)

Chief Finance Officer

The Board is asked to note the Finance Report.

8 Board Effectiveness Review 2023 (Pages 93 - 122)

Interim General Counsel

The Board is asked to note the outcome of, and the proposed response to, the externally led Board Effectiveness Review 2023.

9 Report of the meeting of the Elizabeth Line Committee held on 25 July 2023 (Pages 123 - 126)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

10 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 13 September 2023 (Pages 127 - 130)

Panel Chair, Dr Lynn Sloman MBE

The Board is asked to note the report.

11 Report of the meeting of the Audit and Assurance Committee held on 20 September 2023 (Pages 131 - 134)

Committee Chair, Mark Phillips

The Board is asked to note the report.

12 Report of the meeting of the Land and Property Committee held on 21 September 2023 (Pages 135 - 138)

Committee Chair, Professor Greg Clark CBE

The Board is asked to note the report.

13 Report of the meeting of the Customer Service and Operational Performance Panel held on 4 October 2023 (Pages 139 - 142)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the report.

14 Report of the meeting of the Programmes and Investment Committee held on 5 October 2023 (Pages 143 - 146)

Committee Chair, Dr Nelson Ogunshakin OBE

The Board is asked to note the report.

15 Report of the meeting of the Finance Committee held on 11 October 2023 (Pages 147 - 150)

Committee Chair, Anne McMeel

The Board is asked to note the report.

16 Any Other Business the Chair Considers Urgent

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

17 Date of Next Meeting

Wednesday, 13 December 2023, at 10:00am

Transport for London

Minutes of the Meeting

**Conference Rooms 1 and 2, Ground Floor Palestra, 197
Blackfriars Road, London SE1 8NJ
10.00am, Tuesday 25 July 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 (via Teams and up to Minute 52/07/23 inclusive)
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE
Peter Strachan (Via Teams)

Government Special Representative

Samantha Collis-Hill (for John Hall)

Government Observer

David Coles

Executive Committee

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

Staff

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

46/07/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside, Ben Story and Councillor Kieron Williams. Dr Nelson Ogunshakin OBE was only available for part of the meeting. Dr Nelson Ogunshakin OBE and Peter Strachan attended the meeting via Teams and were able to participate in discussions but did not count towards the quorum. The meeting was quorate. The Government's Special Representative, John Hall, was also unable to attend the meeting.

The Chair welcomed everyone to the meeting, including David Coles, the Department for Transport's Chief Engineer, who had been appointed as an observer following the departure of Becky Wood, and Samantha Collis-Hill, who was deputising for John Hall.

The meeting was broadcast live on the Greater London Authority website and on TfL's YouTube channel, to ensure the public and press could observe the proceedings and decision making.

Members were thanked for agreeing to the change of the date of the meeting, due to several key officers not being available on 26 July 2023. The meeting was in TfL's Palestra office as the Chamber at City Hall was unavailable.

The Chair had accepted the Annual Governance Statement as a late appendix to the Annual Report and Statement of Accounts, which was published on 19 July 2023. It had been omitted from the agenda in error but was required to be considered alongside the accounts and was unchanged from the version considered by the Audit and Assurance Committee on 5 June 2023, and publicly consulted on.

The Sentencing hearing in relation to the tram overturning at Sandilands, Croydon on 9 November 2016 which killed seven and injured 62 people was underway and further detail would be provided in the Commissioner's Report. The Chair reiterated that the thoughts of the Board and the executive at TfL remained with everyone affected. Major improvements had been made to the tram service, and the whole tram industry, because of lessons learnt from that tragedy.

Ben Story had announced that he would step down from the Board at the end of September 2023, due to other work commitments. The Chair, Board Members and the Commissioner, on behalf of the executive thanked Ben Story for his service, as he had made a significant contribution to TfL during his seven years as a Member and wished him well for the future.

Howard Carter, TfL's General Counsel and Board Secretary, had announced his retirement from TfL at the end of September 2023. He joined TfL in 2006, having previously been Head of Legal and Procurement at the Greater London Authority (GLA). His responsibilities had grown considerably, and he had guided the GLA and TfL through some of its most challenging periods during his 22 years working in London Regional Government; these included the opening of the Night Tube and Elizabeth line and dealing with legal challenges and TfL's response to terror attacks. The Mayor personally thanked him for his wise counsel as an outstanding public servant. The Mayor, Members and the Commissioner, on behalf of the executive,

thanked Howard for his invaluable experience and approachable nature and wished him well for the future.

On behalf of the Board, the Chair congratulated the following officers, who were recognised in the King's Birthday Honours list: Howard Smith OBE for his service to the Elizabeth line and transport in London; Christian Van Der Nest OBE and Monica Cooney MBE for services to the State Funeral of Her Majesty Queen Elizabeth II and transport in London; and Winsome Hull BEM for service to diversity and inclusion as well as transport in London. Two former employees were also recognised: Sharon Young MBE for her service to the Elizabeth line and transport in London; and Gareth Powell OBE for his service to transport in London.

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 the appropriate member of the Executive Committee after the meeting.

47/07/23 Declarations of Interests

All Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date.

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

48/07/23 Minutes of the Meeting of the Board held on 7 June 2023

The Board approved the minutes of the meeting held on 7 June 2023 and the Chair was authorised to sign them.

49/07/23 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. Since the meeting on 7 June 2023, there had been no use of Chair's Action nor authority delegated to Committees.

Following the publication of the papers for the meeting one Mayoral Direction (MD3142) had been received in relation to the potential withdrawal of Day Travelcards on the TfL network.

The paper updated the Board on changes to the Department for Transport's representatives attending the meetings of the Board and the Finance Committee and the Programmes and Investment Committee.

Changes to the membership of three Committees were also proposed, largely due to the departure of Board Member Ben Story at the end of September 2023.

The Board was also asked to agree proposals for the interim and permanent appointment of the General Counsel, due to the retirement of Howard Carter at the end of September 2023.

The paper also provided an update on progress against actions agreed at previous meetings.

The Board noted the paper and:

- 1 noted the appointment of the Department for Transport's Chief Engineer, David Coles, as an observer to meetings of the Board and that he would also attend meetings of the Programmes and Investment Committee and that John Hall would attend the meetings of the Board and the Finance Committee;**
- 2 noted the resignation of Ben Story and that he would step down from the Board on 29 September 2023;**
- 3 approved the following appointments to Committees, as set out in Appendix 1 of the paper:**
 - (i) Dr Nelson Ogunshakin OBE as Chair, and Peter Strachan as Vice Chair of the Programmes and Investment Committee, from 30 September 2023;**
 - (ii) Mark Phillips as a member of the Programmes and Investment Committee, from 26 July 2023;**
 - (iii) Anurag Gupta as Vice Chair of the Finance Committee, from 30 September 2023;**
 - (iv) Marie Pye as a member of the Land and Property Committee, from 26 July 2023;**
- 4 delegated authority to the Commissioner, in consultation with the Deputy Chair of TfL, Seb Dance, to approve the interim arrangements for the role of General Counsel from 30 September 2023;**
- 5 delegated authority to the Deputy Chair of TfL, in consultation with an Appointment Panel selected and Chaired by the Deputy Chair, to approve the future appointment of a permanent General Counsel; and**
- 6 noted the actions list, set out in Appendix 2 of the paper.**

50/07/23 Commissioner's Report

The Commissioner 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 was honoured to be appointed as London's Transport Commissioner. He was personally overwhelmed with the number of positive messages from across London but in particular from colleagues within TfL and thanked everyone for their messages.
- 2 On 24 July 2023, the Commissioner attended the first day of the Sandilands sentencing hearing, alongside Lilli Matson, Glynn Barton, Mark Davis, General Manager of Trams, and other colleagues and would return on 26 and 27 July 2023. It was an emotional day with victim impact statements being made and he expressed admiration for the family members who read their statements in person and to hear the tragic impact the event had on them. TfL would never forget the day of the Sandilands tragedy and its thoughts would always remain with the seven people who lost their lives and the 62 people injured and the families and friends of everyone involved. The tragedy had a profound effect on everyone working at TfL, particularly its London Trams colleagues.
- 3 Since the tragedy, TfL had delivered robust and lasting safety improvements and continued to review its operations and work with the wider tram industry to ensure it had the safest possible network. The Commissioner thanked colleagues across Trams and Engineering for their work to enhance the trams network and learn from the event that day, especially at this challenging time. TfL had ensured appropriate support was available for colleagues on the tram network.
- 4 The Prevention of Future Deaths report had been published by the Coroner, following the tragic death of Christian Tuvi at Waterloo Underground station in September 2019. The Commissioner reassured staff and customers that TfL took the issues raised in the report extremely seriously. It had taken action to ensure that lessons learnt from the incident were shared with industry partners and would continue discussions with contractors on the issues raised during the inquest. TfL's thoughts remained with Christian's family and friends.
- 5 In response to the Sandilands sentencing hearing and the inquest into the sad death of Christian Tuvi at Waterloo Underground station, Members asked that the Safety, Sustainability and Human Resources Panel undertake a review of the safety mechanisms, practices and systems in place that ensured the highest possible safety standards for TfL and its contractors, suppliers and partners. A paper would be submitted to a meeting of the Panel showing TfL's safety management system, how and where responsibilities sat with contractors and concessionaires, the level of oversight where TfL was not directly responsible and the further work to be taken forward in this area.
[Action: Lilli Matson]
- 6 A further briefing would be provided to Board Members once the Sandilands sentencing hearing had concluded. The Safety, Sustainability and Human Resources Panel would follow-up on the outcomes of the decision.
[Action: Howard Carter / Lilli Matson]

- 7 Planned strike action by the National Union of Rail, Maritime and Transport Workers (RMT), Associated Society of Locomotive Engineers and Firemen (ASLEF) and Unite members had been called off after constructive talks and TfL's commitment that there would be no change to its pension scheme prior to 30 September 2026, at the very earliest, following an agreement with Government. The Commissioner thanked Tricia Wright for her leadership in the discussions, Samantha Collis-Hill and Department for Transport colleagues for enabling the agreement, Nick Dent, Director of Customer Operations – London Underground, and his team for their part in the discussions and those involved in planning for the industrial action had it gone ahead. It demonstrated what could be achieved and TfL would continue to work closely with the trade unions to seek a final resolution and also deliver its modernisation agenda.
- 8 On 29 June 2023, the Commissioner and Patricia Obinna, Interim Director of Diversity and Inclusion launched TfL's its workforce Action on Inclusion strategy. London was one of the most diverse cities in the world where people and communities reflected all the world's beliefs and ethnicities, and people of all backgrounds, genders and sexualities lived together.
- 9 On 1 July 2023, the Commissioner joined the Pride in London parade, along with 150 colleagues including Fiona Brunskill, Patrick Doig and Alex Williams from the Executive team and the Deputy Mayor who walked the route twice that day. The Commissioner and the Executive team would strive to ensure that colleagues, whatever their background, had equal access to a career in the industry and a workplace designed around their needs, and that their day-to-day work or future career was not hampered or hindered in any way.
- 10 The first Financial Sustainability Group meeting had been held with Richard Holden, Minister for Roads and Local Transport. It was a positive discussion on TfL's good progress against the terms of the Government's funding agreement, delivery of its savings target and the need for long-term capital funding from Government. Discussions would continue at official level, and it was hoped that some form of agreement would be reached towards the end of summer 2023.
- 11 The Commissioner had also met with Louise Haigh, Shadow Secretary of State for Transport, and the leaders of Camden, Kensington and Chelsea, and Southwark councils to discuss shared priorities.
- 12 Safety remained TfL's top priority. TfL continued to work closely with the police to learn from safety incidents to make the network safer and ensure the city remained as safe as possible. The Commissioner expressed his concern on the increase in suicides and self-harm incidents on the network. TfL had an excellent and industry-leading suicide prevention programme, with more than 40 interventions made by colleagues each period this year, the second highest rate at this point of the year since the programme began in 2017. Work continued to raise awareness of the programme to ensure children and adults at risk, including those experiencing a mental health crisis, were supported.
- 13 Lilli Matson confirmed that TfL's Employee Support Programme provided direct and ongoing support and access to counsellors trained in dealing with trauma

for staff who experienced traumatic events on the network. TfL also had a network of staff who offered support to colleagues. TfL was looking at how it could enhance this and bring in external advice to provide further support, which would be submitted to a future meeting of the Safety, Sustainability and Human Resources Panel for consideration. **[Action: Lilli Matson]**

- 14 There had been a continuous rise in staff assaults and TfL continued to tackle work-related violence and aggression with its policing partners in the Metropolitan Police Service, British Transport Police and City of London Police, and sought the highest penalties possible for those who carried out these attacks. Transport Support and Enforcement Officers were now deployed across the London Underground network, to directly address the anti-social behaviour of people who threatened staff, pushed through gates, intimidated other customers and damaged infrastructure. The roll-out of body-worn cameras to frontline colleagues was also ongoing to prevent violence and improve criminal justice outcomes.
- 15 Good progress continued on the hate crime campaign. In June 2023, TfL was recognised as one of the best transport providers across the country by London TravelWatch for its work on personal security, scoring full marks on giving guidance to passengers when witnessing incidents of sexual harassment or hate crime. The Commissioner thanked Siwan Hayward, Director of Security, Policing and Enforcement, for her leadership in this area.
- 16 TfL had launched its new Colleague Strategy, which was a value driven approach setting out its objectives between now and 2030. TfL was committed to creating a culture of inclusion, providing an attractive and fair employee offer, and supporting everyone to achieve their work ambitions, to make the organisation a great place to work.
- 17 One of the objectives was continuing to support the Steps into Work programme that offered work experience and employability skills training to people who were neurodivergent, including people with learning disabilities. On 7 July 2023, the Commissioner and Fiona Brunskill attended their graduation and thanked all the guests for their inspiring and moving speeches. Board Member Ben Story made a powerful speech about his own experiences, which was very well-received. The students were incredibly talented, and the Commissioner was proud of the work to help them overcome barriers to employment. The programme had a huge success rate with many students moving into full-time employment, a number of them in TfL.
- 18 The Commissioner congratulated colleagues recognised by different organisations and customers, in particular the six current and former colleagues who were recognised in the King's Birthday Honours list. He also congratulated Matt Brown, Director of Communications and Corporate Affairs, for winning the in-house leader of the year at the Pro-Awards, which was the first industry award to celebrate the work of Black, Asian, Mixed Race and Ethnic Minority public relations and communications professionals.

- 19 TfL continued to improve its offer to Londoners by improving network connectivity and customer experience. Work continued on the proposed Superloop network, which would connect outer London town centres with limited-stop express bus services. On 14 July 2023, new branding was launched with the first route re-numbered as the SL8. Stakeholder and public engagement would continue while detailed proposals were developed in the coming months and as more routes were added.
- 20 On 15 June 2023, TfL launched its Cycling Action Plan 2, which set out its commitment to further boost cycling numbers across the capital and improve access to cycling for more people. Ten new low traffic cycleways were launched across the capital, to enable 550,000 more Londoners closer access to high-quality cycleways and to further connect outer London town centres, such as Walthamstow, Ilford, Barking and Barnes.
- 21 TfL had launched a trial on selected DLR stations to help blind or partially sighted customers navigate stations. It also introduced a further timetable change on the DLR and started work to replace the 26-year-old escalators at Kentish Town Underground station, to further improve service frequency and reliability, and to undertake some additional station improvement works.
- 22 Members noted the usefulness of the busyness indicator, available on London Overground trains, for accessibility and people who were uncomfortable or could not use a busy carriage. It was a common feature on many modern trains with the latest technology but would be a challenge to retrofit to the London Underground. Stuart Harvey confirmed that it was not featured on the new Piccadilly line trains, but he would discuss with Siemens if it was technically feasible to trial it, and use on the Elizabeth line trains, and would report back to the Board. **[Action: Stuart Harvey]**
- 23 The 2023 Business Plan set out TfL's strategy for rebuilding its finances, improving efficiency and helping secure its future. The 2023/24 Budget built on this, demonstrating how operations would become financially sustainable this year.
- 24 There had been a continuous rise in passenger journeys, with ridership reaching 89 per cent of pre-pandemic levels and regularly above 100 per cent at weekends. More than 190 million passenger journeys were made on the Elizabeth line, with the line recording its busiest day on 6 July 2023 with over 701,000 journeys, which was also on its busiest week. Records continued to be broken and demonstrated the power of investing in public transport.
- 25 TfL remained on track to deliver an operating surplus in 2023/24, for the first time in its history. With protection from the Government funding agreement on risks from economic uncertainty to passenger income, and plans to deliver its savings target over the full year, TfL would need the support of Government to mitigate risks that it did not have control over, including the lack of funding certainty beyond 31 March 2024. Failure to confirm that capital funding well in advance of that would force TfL to re-prioritise its Business Plan and make

difficult choices on reducing service levels, asset renewals and delaying non-committed investment and it was hoped that this could be avoided.

- 26 TfL was focused on the successful delivery of the Ultra Low Emission Zone expansion in August 2023 and continuing work to install infrastructure, including signs and enforcement cameras on TfL as well as borough roads. On 21 July 2023, the Commissioner visited the Capita contact centre in Doncaster to learn more about its operations and preparation to support the expansion going live. All incidents of vandalism to the infrastructure were reported to the police. TfL was also working closely with its policing partners and suppliers to reduce the risk of further incidents.
- 27 TfL had converted more than 50 per cent of lighting in bus shelters across London to LED lighting, which used around 57 per cent less energy but provided 10 per cent brighter lighting. It expected to convert all lighting in bus shelters by the end of March 2024.
- 28 Alex Williams confirmed that TfL was looking into what was happening in the technology and artificial intelligence space in terms of opportunities and risks. A future paper on TfL's approach to utilising artificial intelligence for service delivery was scheduled for the Customer Service and Operational Performance Panel meeting in December 2023, which all Board Members would be invited to attend.
[Action: Alex Williams / Shashi Verma]
- 29 The Commissioner thanked all TfL colleagues for their work over the past months, who were all dedicated individuals who worked to keep London moving and optimised TfL's offer to Londoners to make its services safer, more reliable and greener.
- 30 He also thanked Board Member Ben Story for his great support to the Commissioner and for his huge contribution to the Board and wished him the very best in his next endeavours.
- 31 The Commissioner paid huge personal tribute to Howard Carter, General Counsel, who had announced his retirement from TfL in September 2023. Since joining TfL as General Counsel in 2006, he had guided the organisation through some of the most challenging periods in its history and provided wise advice on a huge and complex range of issues. He had provided personal counsel to multiple Commissioners and was an exceptional public servant. He would be greatly missed by the Commissioner, the Executive team, colleagues across TfL, the General Counsel team in particular and City Hall colleagues. There would be an opportunity to mark Howard's retirement closer to the time and the Commissioner wished him all the very best in his retirement. The sentiments and tributes were echoed by all Board Members.

The Board noted the report.

51/07/23 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2023

Alex Williams and Patrick Doig introduced the paper, which presented the draft Annual Report and TfL Group Statement of Accounts for the year ended 31 March 2023.

On 5 June 2023, the Audit and Assurance Committee considered the draft Annual Report and the draft Statement of Accounts for the year ended 31 March 2023. Comments made by the Committee had been addressed in the documents. The Annual Governance Statement had been omitted from the original agenda papers in error, but was subsequently circulated to Members and published as a late item. It was unchanged from the version that had been considered by the Committee.

Alex Williams introduced the Annual Report, which summarised what TfL had delivered over year. Major achievements included the opening of the Elizabeth line, Barking Riverside extension, efforts to decarbonise its network and the proposed Superloop bus network announcement. The Annual Report showed TfL's delivery against the TfL Scorecard, including climate change financial disclosures. The highlight of the report was on the launch and successful operational delivery of the Elizabeth line.

Members commended TfL for the achievement of financial stability and the progress toward financial sustainability. London's transport ridership had recovered significantly better than many world cities through TfL's work to incentivise customer journeys and ensure that people felt safe to travel.

TfL had developed a green focus as a key driver of its work, with the Chief Operating Officer and Chief Capital Officer embedding this across TfL's operations and Investment Programme. It was recognised that more needed to be done and that this required commitment and assured funding. Many of these initiatives, such as zero emission buses and the roll-out of LED lighting, benefitted everyone by achieving environmental aims and improving cost efficiency.

Patrick Doig summarised the highlights from the Statement of Accounts, which showed increased income, reduced operating costs and debt and cash balances maintained. It was requested that approval of the Statement of Accounts be delegated to the Audit and Assurance Committee in September 2023, to allow for post-balance sheet issues, such as the decision from Government on TfL's inflation claim, to be included and for the substantially complete external audit to conclude. TfL was confident that the deferral would still enable it to meet the deadline to approve the Accounts and to provide information to Bond holders.

Members recognised and thanked staff for the achievements during the year and the significant effort to produce the Annual Report and Accounts, particularly by the Finance and Business Support teams.

The Board noted the paper and:

1 approved the 2022/23 Annual Report;

- 2 authorised the Chief Customer and Strategy Officer to make any further design or editorial changes to the Annual Report as may be required;**
- 3 considered the Statement of Accounts and, recognising that a decision on approval of the Statement of Accounts could not currently be made, delegated approval of the Statement of Accounts to the Audit and Assurance Committee and the provisions of Standing Order 108 were disapplied for these purposes;**
- 4 subject to the approval of the Audit and Assurance Committee, agreed that the statutory Chief Finance Officer would make any adjustments arising from the work prior to the auditors, Ernst & Young LLP, signing their opinion or from any comments made by the board of any subsidiary company. Should any changes be required to the Statement of Accounts, he would seek the approval of the Board or the Audit and Assurance Committee to make those changes;**
- 5 noted that the Chair of the Audit and Assurance Committee would sign and date the Statement of Accounts in due course;**
- 6 confirmed overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited:**
 - (a) Woolwich Arsenal Rail Enterprises Limited;**
 - (b) City Airport Rail Enterprises Limited;**
 - (c) London Underground Limited;**
 - (d) LUL Nominee BCV Limited;**
 - (e) LUL Nominee SSL Limited;**
 - (f) Docklands Light Railway Limited;**
 - (g) Tube Lines Limited;**
 - (h) Rail for London Limited;**
 - (i) Rail for London (Infrastructure) Limited**
 - (j) Tramtrack Croydon Limited;**
 - (k) London Buses Limited;**
 - (l) London Bus Services Limited;**
 - (m) London River Services Limited;**
 - (n) Transport for London Finance Limited; and**
 - (o) Victoria Coach Station Limited;**
- 7 noted that, as a result of the application of IFRS 9 Financial Instruments, TfL's auditors, Ernst & Young LLP, requested that letters of financial support previously provided by Transport for London in respect of the liabilities of its subsidiaries be re-signed annually by TfL's Chief Finance Officer. Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.**

52/07/23 Safety, Health and Environment Annual Report 2022/23

Lilli Matson introduced the paper, which summarised the key information and trends reported in the Safety, Health and Environment (SHE) Annual Report for the 2022/23 financial year, although some road safety and work-related violence data was clearly marked as falling outside that period and provisional. While the year was after the period where measures to control the coronavirus pandemic were in place, the pandemic continued to influence travel patterns and behaviours.

Following the publication of the draft SHE Annual Report as an appendix to the paper, two corrections had been made: on page 8, the status of the measure to reduce carbon emissions had been corrected to “Achieved”; and on page 42 the Total CO2 emissions graph had been added, replacing an unrelated graph.

Members welcomed the good progress on many SHE outcomes. While most scorecard targets had been met, several areas remained where significant progress was still required, including workforce injuries, which along with addressing workplace violence remained front and centre of TfL’s focus. Future capital funding and working with boroughs and stakeholders were key to addressing these challenges.

Members welcomed the work on safe and healthy streets. While good progress had been made on reducing the number of people killed and seriously injured on roads, outpacing national trends, TfL had not met its longer-term strategic targets on Vision Zero. Members welcomed the impact of 20mph speed limits in reducing the number of people who were killed and seriously injured as demonstrated by the initial evaluation results. Further evaluation was required to address negative narratives and demonstrate a sustained reduction in death and serious injury and the expected wider benefits of smoother traffic flow, reduced pollution and only a marginal impact on journey time.

Work was underway, including engagement with the Government and other stakeholders, to address road-culture issues so that all road users were aware of their own responsibilities and considered the safety of all other users. In June 2023, London Councils had agreed to take on a coordination role to ensure consistency across London on supporting micro-mobility, while ensuring hire bikes and scooters did not cause obstructions to pedestrians, and an update would be provided to the Safety, Sustainability and Human Resources Panel. **[Action: Alex Williams]**

Members welcomed the work on safety campaigns, including those encouraging people to be allies and not passive bystanders. The SHE Quarterly Report to the Safety, Sustainability and Human Resources Panel would update Members on the timescales for concluding research into how safe women felt and their experiences of harassment when cycling. **[Action: Lilli Matson]**

The Board also welcomed the progress on a range of environmental issues, including the publication of the Climate Change Adaption Plan to ensure TfL’s services would be resilient, which also fed into work across the Greater London Authority Group. TfL’s Asset Design team now considered this when prioritising what was renewed and how and this was already the approach on Elizabeth line trains.

Members discussed the complicated work on capturing waste heat from TfL's services, including London Underground ventilation shafts, to provide a constant and reliable source of energy that could be used for nearby buildings. Market and stakeholder engagement were planned, with a formal proposition to be launched to the market later in the year. TfL would also have further discussions with the Government on how this work could be scaled up. A paper would be submitted to a future meeting of the Finance Committee. **[Action: Lilli Matson]**

Members discussed the importance of climate adaptation plans and resilience, and the need for TfL to pioneer this work as part of wider Mayoral initiatives, given the potential impact on its services, including the work of its property company.

It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap. **[Action: Lilli Matson]**

The Board noted the Safety, Health and Environment Annual Report 2022/23, including the two corrections raised at the meeting.

53/07/23 Finance Report – Quarter 1, 2023/24

Patrick Doig introduced the item, which set out TfL's financial results to the end of Quarter 1, Period 3, 2023/24, for the year-to-date ending 24 June 2023. The results showed TfL's continuing trajectory to achieve its financial strategy to rebuild its finances and deliver an underlying operating surplus in 2023/24.

TfL was actively growing passenger demand, while creating new sources of revenue to reduce reliance on fares income. Passenger journeys were 89 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of 2022/23.

Total revenue was within one per cent of Budget. Underlying passenger income was £20m up on Budget. The Budget assumed a higher impact from the new Elizabeth line services on London Underground journeys than had occurred. Detailed analysis of Elizabeth line journeys and its impact was being worked through and initial analysis showed more new trips being taken on the public transport network than anticipated, so the investment had created new connectivity. Passenger income was £236m higher than last year due to a combination of journey recovery and new Elizabeth line services.

Operating costs were £33m, which was two per cent lower than Budget, mainly driven from a central contingency of £20m that was not yet used. TfL was working to drive up bus performance and increase payment to bus operators and support Londoners to comply with the London-wide Ultra Low Emission Zone scheme, so the contingency was needed to manage that uncertainty.

TfL was committed to delivering almost £230m savings this year. Like-for-like operating costs were down in real terms, with costs just five per cent higher than last year despite year-on-year inflation of 11 per cent.

Operating surplus was £79m which was £6m up on Budget and over £200m better than last year. TfL had generated an underlying operating surplus for the fourth period in a row after excluding Department for Transport revenue top-up, providing confidence that it could hit the full year surplus target.

Capital renewals spend was £8m which was six per cent higher than Budget due to the timing of the London Underground renewals programme. TfL aimed to meet the available funding target of £736m, made up of the £725m capital envelope from the August 2022 funding agreement, plus £11m of spend expected to be rolled over from 2022/23. Lack of long-term funding certainty meant TfL could not bring forward projects from next year into this year to maximise funding and actively manage its portfolio.

Capital enhancements were £41m, which was 17 per cent below target, driven by release of provision from Bank congestion, slippage across the Piccadilly line upgrade, third-party projects and DLR rolling stock replacement.

Total cash balances were just under £1.2bn which was broadly in line with Budget and £40m lower than at the end of last year.

TfL needed the support of Government to mitigate risks it did not have direct control over, namely inflation pressures on its cost base and securing capital funding beyond March 2024. Failure to confirm this well in advance of March 2024 would force TfL to reprioritise its Business Plan, undoing the progress made under the current funding agreement and requiring difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment.

At the Financial Sustainability Group meeting, a process to work through had been agreed with the aim of getting a decision by Government by autumn 2023, although Government had not committed to any funding and TfL understood the tight national financial position. In the coming weeks, TfL would continue to make its case to Government of the positive benefits of investing in London and transport for London, which created jobs and supported economic growth in the capital and across the country, as well as unlocking new homes and affordable homes across London.

Members noted that TfL had maintained service levels throughout the pandemic, despite the pressure to reduce them. TfL was clear at the time that there would be minimal savings and untold damage to ridership. Maintaining a turn up and go service was critical for economic growth and the strong recovery of passenger journey levels demonstrated that it had been the right decision.

There were strong levels of leisure travel on the bus network at weekends, with lower levels during the morning commute, and increased travel into local town centres. The Superloop investment would increase connectivity for outer London and had a monitoring framework that would enable the service to be developed and refined. The Customer Service and Operational Performance Panel would look at this in more detail. **[Action: Alex Williams]**

The Board noted the Finance Report.

54/07/23 Slavery and Human Trafficking Statement

Patrick Doig introduced the paper, which sought approval of TfL's Slavery and Human Trafficking Statement for 2022/23, ahead of its publication. TfL recognised the importance of the issue and the Statement outlined how it addressed its responsibilities and what further action was proposed.

As requested by the Board, the 2022/23 Statement included more detail on how TfL managed risks in its role as a landlord. A new compliance team had been established and had received training on how to spot the signs of modern slavery and was responsible for identifying risks and engaging with tenants on their statutory compliance.

TfL was recognised as a leading public sector organisation for identifying and mitigating modern slavery and human trafficking risks. In April 2022, TfL joined the Electronics Watch Low-Emission Vehicle Programme, which aimed to improve supply chain transparency and working conditions in the supply chains of low emission vehicles, most notably TfL's fleet of approximately 9,000 buses.

The Board noted the paper and:

- 1 approved the draft TfL Slavery and Human Trafficking Statement, attached as Appendix 1 to the paper; and**
- 2 authorised the General Counsel to agree the final form of the Statement.**

55/07/23 Report of the meeting of the Remuneration Committee held on 12 June 2023

The Chair of the Committee, Kay Carberry CBE, introduced the item. The focus of the meeting was performance awards.

In November 2021, the Committee agreed the reintroduction of performance award schemes for the 2021/22 and 2022/23 performance years, with the addition of a financial overlay trigger of achieving financial sustainability by April 2023. As the Committee had agreed that the financial overlay trigger had been met, it reviewed the performance ratings in respect of the officers within its remit and noted the potential awards that were payable.

The Committee also agreed that a financial overlay trigger would be included in the performance award schemes for 2023/24.

The Board noted the report.

56/07/23 Report of the meeting of the Finance Committee held on 21 June 2023

The Chair of the Committee, Anne McMeel, introduced the item. She highlighted the annual update on third-party funding secured through spatial planning. During the year, TfL had secured: £168.2m in Mayoral Community Infrastructure Levy; £37.9m in Section 106 agreements; £17m in Section 278 agreements, as well as around £1.1m revenue funding.

The Committee also welcomed the reporting on, and progress of, the Commercial and Procurement Improvement Programme, which was a key part of driving better contracts and improving TfL's efficiency.

The Board noted the report.

57/07/23 Report of the meeting of the Land and Property Committee held on 28 June 2023

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. The Committee continued to develop and TfL's property company continued to perform ahead of target. The company was developing a scorecard, which would include climate resilience, which was consistent with TfL's approach.

The assurance work was very thorough, particularly on the Enterprise Risk on the inability to react to external market forces (TTLP-L0-6) and on the work to address resourcing issues in the new organisational structure.

The Committee also discussed the Electric Vehicle Charging Hubs programme, where a joint venture approach was proposed.

The branding for the property company was discussed, with the new name and branding expected to be launched in September 2023.

The Board noted the report.

58/07/23 Report of the meeting of the Customer Service and Operational Performance Panel held on 12 July 2023

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel had a thorough discussion of the quarterly Customer Service and Operational Performance Report. It noted the importance of providing reliable public transport services to support the expansion of the Ultra Low Emission Zone and the need for a capital funding settlement to address the issues of the availability and reliability of trams.

The Panel challenged officers to improve orbital cycling routes as part of the Cycling Action Plan 2 and to make the TfL Go app more inclusive, including consideration of adding details of assisted passenger travel services.

The Panel had a deep dive discussion on customer safety and security and actions to address persistent fare evaders and their impact on workplace violence.

Following the meeting, Dr Mee Ling Ng OBE and Anne McMeel had visited TfL's Control Centres to see how they kept London always moving safely and efficiently. They also saw and discussed how complex traffic junctions were managed. They thanked Glynn Barton and his team for the site visit.

The Board noted the report.

59/07/23 Report of the meeting of the Programmes and Investment Committee held on 19 July 2023

In the absence of the Chair and Vice Chair, Committee Member Seb Dance introduced the item. He highlighted the discussions on the Investment Programme and thanked the Project Assurance team and the Independent Investment Programme Advisory Group for the assurance they continued to provide to the Committee, and the project teams for their positive response to assurance recommendations.

The Safe and Healthy Streets Programme discussion highlighted the need for a capital funding settlement to maintain and renew assets.

The meeting was Chaired by Ben Story, who was attending his last meeting of the Committee. Members thanked him for the assiduous way he had always chaired the meetings and for his contributions and insight.

The Board noted the report.

60/07/23 Any Other Business the Chair Considers Urgent

The Commissioner informed the Board that TfL's managing Chief Finance Officer, Rachel McLean was recovering well from her operation and expected to return to work in early September 2023. The Board wished her well on her recovery.

There was no other urgent business to discuss.

61/07/23 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 18 October 2023 at 10.00am.

The meeting closed at 12.25pm.

Chair: _____

Date: _____

Board



Date: 18 October 2023

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

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of any use of Chair's Action or authority delegated by the Board, any Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 25 June 2023.
- 1.2 There has been no use of Chair's Action, nor any other use of specific authority delegated by the Board to Committees.
- 1.3 There has been one Mayoral Direction issued to TfL since the last meeting in relation to the implementation and operation of the 18-25 Care Leavers' Discounted Travel Concession Scheme (MD3173).
- 1.4 At the last meeting, the Board delegated authority to the Commissioner, in consultation with the Deputy Chair of TfL, to agree the interim arrangements for the role of General Counsel. It was subsequently agreed to appoint Andrea Clarke as the interim General Counsel for 12 months while a recruitment exercise was undertaken.
- 1.5 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendations

- 2.1 **The Board is asked to note the paper and note:**
 - (a) **the appointment of Andrea Clarke as the interim General Counsel, under the authority delegated by the Board on 25 July 2023 to the Commissioner in consultation with the Deputy Chair of TfL; and**
 - (b) **the actions list, set out in Appendix 1 of the paper.**

3 Use of Chair's Action

- 3.1 Under Standing Order 112, 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 specific authority delegated by the Board to Committees since the last meeting.

5 General Counsel Interim Arrangements

- 5.1 Under Standing Order 100(c)(iii), the appointment or removal of the General Counsel is a matter reserved to the Board.
- 5.2 At the meeting of the Board on 25 July 2023, the Board delegated authority to the Commissioner, in consultation with the Deputy Chair of TfL, Seb Dance, to approve the interim arrangements for the role of General Counsel due to the retirement of Howard Carter.
- 5.3 On 27 July 2023, the Commissioner announced the appointment of Andrea Clarke, TfL's Director of Legal, as the interim General Counsel from 25 September 2023 for 12 months, and that a recruitment process for the permanent General Counsel role would be carried out within that time.
- 5.4 It was also announced that the Licensing and Regulation team within General Counsel would in future report to the Chief Operating Officer.
- 5.5 On 25 July 2023, the Board also delegated authority to the Deputy Chair of TfL, in consultation with an Appointment Panel selected and Chaired by the Deputy Chair, to approve the future appointment of a permanent General Counsel.

6 Mayoral Directions to TfL

- 6.1 The Greater London Authority (GLA) Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 6.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 6.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.

- 6.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 6.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 6.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 6.7 There has been one Mayoral Direction issued to TfL since the last meeting.

18-25 Care Leavers' Discounted Travel Concession Scheme ([MD3173](#) 6 October 2023)

The Mayor directed TfL to implement and operate the 18-25 Care Leavers' Discounted Travel Concession Scheme for those meeting the eligibility criteria as soon as practicable before the end of February 2024. This will provide London care leavers aged 18-25 with half-price adult fares on the TfL bus and tram network. The travel concession will extend to pay-as-you-go tickets and Bus & Tram Pass season tickets. TfL will fund the development and ongoing costs of this new concession from its existing budgets, including utilising previous financial support for Mayoral ticketing priorities which have already been provided by the GLA.

7 Actions List

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

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

Standing Orders and Terms of Reference of Committees and Panels.

Greater London Authority Decision Making Database.

Contact Officer: Andrea Clarke, Interim General Counsel
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Board Actions List (to be reported to the meeting on 18 October 2023)

Actions from the meeting held on 25 July 2023

Minute No.	Item/Description	Action By	Target Date	Status/Note
50/07/23 (1)	Commissioner's Report: Safety Management System Members asked that the Safety, Sustainability and Human Resources (SSHR) Panel undertake a review of the safety mechanisms, practices and systems in place that ensured the highest possible safety standards for TfL and its contractors, suppliers and partners. A paper would be submitted to a meeting of the Panel showing TfL's safety management system, how and where responsibilities sat with contractors and concessionaires, the level of oversight where TfL was not directly responsible and the further work to be taken forward in this area.	Lilli Matson	TBC	On the SSHR Panel forward plan.
50/07/23 (2)	Commissioner's Report: Sandilands Update A further briefing would be provided to Board Members once the Sandilands sentencing hearing had concluded. The SSHR Panel would follow-up on the outcomes of the decision.	Andrea Clarke / Lilli Matson	October/ November 2023	A short verbal update was provided to the SSHR Panel meeting on 13 September 2023. A briefing will be provided to Board Members after this meeting. A lessons learnt paper will be brought to the SSHR Panel meeting on 15 November 2023.

Minute No.	Item/Description	Action By	Target Date	Status/Note
50/07/23 (3)	<p>Commissioner's Report: Trauma Support for Staff Lilli Matson confirmed that TfL's Employee Support Programme provided direct and ongoing support and access to counsellors trained in dealing with trauma for staff who experienced traumatic events on the network. TfL also had a network of staff who offered support to colleagues. TfL was looking at how it could enhance this and bring in external advice to provide further support, which would be submitted to a future meeting of the SSHR Panel for consideration.</p>	Lilli Matson	February 2024	An update will be provided early in 2024, once the trauma pathway is fully established.
50/07/23 (4)	<p>Commissioner's Report: Busyness Indicator Expansion Members noted the usefulness of the busyness indicator, available on London Overground trains, for accessibility and people who were uncomfortable or could not use a busy carriage. It was a common feature on many modern trains with the latest technology but would be a challenge to retrofit to the London Underground. Stuart Harvey confirmed that it was not featured on the new Piccadilly line trains, but he would discuss with Siemens if it was technically feasible to trial it, and use on the Elizabeth line trains, and would report back to the Board.</p>	Stuart Harvey	December 2023	Piccadilly line trains have capability to measure weight (loading) on each bogie, however because each car does not have the same number of bogies, it's a complex issue. Stuart Harvey is working with Siemens to ascertain further information (technical) on this subject matter.
50/07/23 (5)	<p>Commissioner's Report: Artificial Intelligence A future paper on TfL's approach to utilising artificial intelligence for service delivery was scheduled for the Customer Service and Operational Performance (CSOP) Panel meeting in December 2023, which all Board Members would be invited to attend.</p>	Alex Williams / Shashi Verma	December 2023	On the CSOP Panel forward plan. See action 36/06/23 (4) below.

Minute No.	Item/Description	Action By	Target Date	Status/Note
52/07/23 (1)	<p>Safety, Health and Environment Annual Report 2022/23: Road User Safety</p> <p>Work was underway, including engagement with the Government and other stakeholders, to address road-culture issues so that all road users were aware of their own responsibilities and considered the safety of all other users. In June 2023, London Councils had agreed to take on a coordination role to ensure consistency across London on supporting micro-mobility, while ensuring hire bikes and scooters did not cause obstructions to pedestrians, and an update would be provided to the SSHR Panel.</p>	Alex Williams	February 2024	Update to be included as part of the quarterly Safety, Health and Environment Report to the SSHR Panel.
52/07/23 (2)	<p>Safety, Health and Environment Annual Report 2022/23: Women and Cycling Safety Research</p> <p>The Safety, Health and Environment Quarterly Report to the SSHR Panel would update Members on the timescales for concluding research into how safe women felt and their experiences of harassment when cycling.</p>	Lilli Matson / Siwan Hayward	October 2023	Completed: An update was provided to Members.
52/07/23 (3)	<p>Safety, Health and Environment Annual Report 2022/23: Capturing Waste Heat</p> <p>Members discussed the complicated work on capturing waste heat from TfL's services, including London Underground ventilation shafts, to provide a constant and reliable source of energy that could be used for nearby buildings. Market and stakeholder engagement were planned, with a proposition to be launched to the market later in the year. TfL would also have further discussions with the Government on how this work could be scaled up. A paper would be submitted to a future meeting of the Finance Committee.</p>	Lilli Matson	TBC	On the Finance Committee forward plan.
52/07/23 (4)	<p>Safety, Health and Environment Annual Report 2022/23: Benchmarking Environmental Targets</p> <p>It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap.</p>	Lilli Matson	TBC	On the SSHR Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
53/07/23	Finance Report, Quarter 1, 2023/24: Superloop Monitoring The Superloop investment would increase connectivity for outer London and had a monitoring framework that would enable the service to be developed and refined. The CSOP Panel would look at this in more detail.	Alex Williams / Glynn Barton	March 2024	On the CSOP Panel forward plan.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
36/06/23 (1)	Commissioner's Report: Road Safety Further opportunities for closer and more coordinated work with London Councils and boroughs would be explored to make better use of available road maintenance funds. Actions to address road safety with all partners was also being informed by the Road Danger Inequalities report. An annual update on road safety was provided to the SSHR Panel.	Alex Williams / Lilli Matson	November 2023	On the SSHR Panel forward plan.
36/06/23 (2)	Commissioner's Report: Workplace Violence and Aggression Members requested that the SSHR Panel receive a deep dive paper on workplace violence and aggression.	Lilli Matson / Glynn Barton	November 2023	On the SSHR Panel forward plan.
36/06/23 (4)	Commissioner's Report: Artificial Intelligence Members requested a future paper on TfL's approach to utilising artificial intelligence for service delivery.	Alex Williams / Shashi Verma	December 2023	On the CSOP Panel forward plan.
36/06/23 (5)	Commissioner's Report: Public Transport Credits Scheme Evidence from the earlier scrappage schemes showed that around one-third of recipients did not purchase a new vehicle. Members would be updated on the uptake of the improved public transport credits scheme in due course.	Alex Williams	December 2023	An update will be provided to Members when available.

Minute No.	Item/Description	Action By	Target Date	Status/Note
36/06/23 (6)	<p>Commissioner's Report: Bus Safety Standards</p> <p>The percentage breakdown of how many buses met the 2019 and the 2021 standards would be provided to Board Members.</p>	Lilli Matson	August 2023	Completed: An update was provided to Members on 4 August 2023. As at the end of June 2023, 526 buses met the 2019 standards and 539 buses met the 2021 standards.
36/06/23 (8)	<p>Commissioner's Report: Future E-bikes Contracting</p> <p>TfL was meeting with London Councils to discuss the future contracting of e-bikes and consistent ways of managing the service across the city, which would be reported back to the CSOP Panel in due course.</p>	Alex Williams	December 2023	On the CSOP Panel forward plan. An update will be provided to the Panel when there is further clarity around ongoing discussions with stakeholders.
37/06/23 (1)	<p>Elizabeth Line Operations and Crossrail Project Close Out: Network Rail Control Period Funding Settlement</p> <p>Given the impact of national rail infrastructure failures, Members would be updated on the outcome of Network Rail's Control Period funding settlement, which sought to ensure it had sufficient funds to operate and maintain assets that supported the Elizabeth line's high frequency services.</p>	Glynn Barton	September 2023	Completed: An update was provided to Members on 25 September 2023.
37/06/23 (2)	<p>Elizabeth Line Operations and Crossrail Project Close Out: Performance Deep Dives</p> <p>Members asked that the CSOP Panel also maintain a laser like focus on performance, while things settled down, including some deep dives, to which a Network Rail representative would also be invited to attend.</p>	Glynn Barton	October 2023	Completed: A deep dive paper was provided to the CSOP Panel meeting on 4 October 2023.

Minute No.	Item/Description	Action By	Target Date	Status/Note
39/06/23 (1)	<p>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: 20mph Zones</p> <p>Members welcomed the progress made in delivering key safety measures, including the roll out of 20mph speed limits but noted the map showing three London boroughs where their use was particularly low. It was suggested that overlaying the 20mph speed limit map with one showing road traffic incidents might be persuasive in making the case for lower speeds.</p>	Lilli Matson / Alex Williams	September 2023	Completed: A paper was provided to the SSHR Panel meeting on 13 September 2023. See action 18/03/23 (2) below.
39/06/23 (2)	<p>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Sexual Harassment Campaign</p> <p>Feedback on the campaign would be provided to the CSOP Panel.</p>	Lilli Matson / Glynn Barton	December 2023	An update will be provided to the CSOP Panel in the Quarterly Customer Services and Operational Performance Report.
39/06/23 (4)	<p>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Targets Dashboard</p> <p>Members requested that future reports include a dashboard, to easily identify where targets were on the right trajectory and where more work or different interventions were required.</p>	Alex Williams	June 2024	This will be addressed in the 2023/24 annual update.
39/06/23 (5)	<p>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Borough Delivery Reports</p> <p>The engagement and collaboration with London Councils and the individual London boroughs was discussed. TfL published a London borough data pack and produced borough delivery reports that encouraged learning from successful action and identified areas for improvement. The delivery reports would be circulated to Members when published.</p>	Alex Williams	December 2023	Previous 2019 borough delivery report circulated on 12 June 2023. Work is underway on the next report, which is due to be published by the end of the year.
18/03/23 (2)	<p>Commissioner's Report: 20mph Zones</p> <p>An update on 20mph zones would be shared with Members, which would include a map showing current and planned zones, details of the level of speeding convictions within current zones and the work done and planned to raise awareness to change driver behaviours in 20mph zones.</p>	Lilli Matson	September 2023	Completed: A paper was provided to the SSHR Panel meeting on 13 September 2023.

Minute No.	Item/Description	Action By	Target Date	Status/Note
18/03/23 (3)	<p>Commissioner's Report: Green Infrastructure and Biodiversity Plan</p> <p>TfL already had a nature capital account for the estate which delivered over £300m of value to London through its natural benefits every year. The plan for green infrastructure and biodiversity would come forward later in 2023/24 and would be shared with the Board.</p>	Lilli Matson	2023/24	The plan will be shared with the Board when available, currently expected towards the end of the 2023/24 financial year.
18/03/23 (4)	<p>Commissioner's Report: Climate Adaptation and Business Planning</p> <p>The Climate Adaptation Plan outlined the substantial challenges and risks faced and work such as increasing sustainable drainage was underway, which needed to be mainstreamed into projects where possible. The business planning process would include consideration of the expenditure required.</p>	Lilli Matson	2023/24	This is an ongoing effort to improve our qualification of scale of investment required and the extent that this would impact risks and opportunities. Adaptation is a key element for business planning and will be a specific overlay in the current long-term plan scenario work. Once this work is complete, and we understand the gap and how to address it, we will summarise this in a written update for Board.
18/03/23 (5)	<p>Commissioner's Report: Taxi and Private Hire Vehicle Standards Consultation</p> <p>The CSOP Panel would receive an update on the consultation launched on 27 February and closing on 12 May 2023 to improve taxi and private hire vehicle standards.</p>	Helen Chapman	October 2023	Completed: An update was provided to CSOP Panel Members on 25 September 2023.

Minute No.	Item/Description	Action By	Target Date	Status/Note
20/03/23 (2)	<p>TfL Budget 2023/24: Return on Investment</p> <p>TfL had forecast some increase in revenue in return on the Superloop £6m investment and was carrying out a lot of work on the bus network through the bus action plan, investment in bus lanes and building more kilometres into the service. Information on the return on investment in terms of what had proven to be the most effective in supporting customers and managing finances would be brought to future Board meetings once the data was available.</p>	Rachel McLean	October 2023	Completed: Information on investment returns was incorporated into the TfL Board briefing on 4 October 2023.
20/03/23 (5)	<p>TfL Budget 2023/24: TfL's Debt Capacity</p> <p>More detailed analysis of TfL's true debt capacity at different rating levels, what that meant for carrying costs going forward and how to balance capacity, rating and cost would be brought to a future meeting of the Finance Committee.</p>	Rachel McLean	October 2023	Completed: Information was incorporated into the Treasury Activities paper being brought to the Finance Committee on 11 October 2023.
22/03/23 (1)	<p>TfL Prudential Indicators 2023/24 to 2025/26: Debt Service Recovery and Interest Coverage Ratios</p> <p>Members asked if future papers could include an indication of what the debt service recovery issue was at the authorised limit and the Interest Coverage Ratio limits, to provide a better view of whether the limits were prudent. Only the statutory ratios were included but various other ratios were calculated as part of the paper and would be incorporated going forward, including in the Finance Committee papers.</p>	Patrick Doig	March 2024	Information will be incorporated into the next cycle of setting Prudential Indicators.
05/02/23 (4)	<p>Commissioner's Report: Vision Zero Deep-Dive</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 the SSHR Panel forward plan.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (8)	<p>Commissioner's Report: Cockfosters Station Housing Scheme</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	<p>On 17 May 2023, the Secretary of State for the Department for Levelling Up, Housing and Communities decided not to call in the planning application for TfL's development by Cockfosters Tube station and is instead content with the decision made by the local planning authority to approve the scheme.</p> <p>TfL is now preparing to submit a new section 163 application to the Department for Transport which will need to be approved before construction can start.</p>
67/11/21 (3)	<p>Commissioner's Report: Safety for women and girls</p> <p>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.</p>	Lilli Matson / Matt Brown	December 2023	An update will be provided at the next meeting of the CSOP Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
74/10/21	<p>Report of the Customer Service and Operational Performance Panel: Briefing on Action on Inclusion programme.</p> <p>The Director of Diversity & Inclusion would develop a comprehensive inclusion programme and the Board would receive a briefing when the work was completed.</p>	Fiona Brunskill/ Alex Williams	December 2023	<p>The Board discussed Action on Inclusion following its meeting on 29 March 2023, which covered two areas: 'Customer' and 'Colleague'.</p> <p>A further update was provided to the SSHR Panel on 24 May 2023 in relation to the Colleague aspect.</p> <p>Work remains ongoing around 'Customer' and a paper is on the CSOP Panel forward plan for December 2023.</p>

Board



Date: 18 October 2023

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides a review of major issues and developments since the meeting of the Board on 25 July 2023.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – October 2023

List of Background Papers:

None

Andy Lord

Commissioner

Transport for London

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Commissioner's report

October 2023

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Introduction

I am proud of the work we do and the benefits we bring to our people, customers and capital

In July, I attended the sentencing hearing of TfL and Tram Operations Limited in respect of the Croydon tram overturning in 2016 and heard statements from victims as well as the families of those who lost their lives. The details of their honest and emotional accounts will remain with me, and all those who were at the hearing, forever.

Safety continues to be our number one priority and we have made extensive safety improvements since the tragedy, continually reviewing the network and working with the tram industry to ensure that we have the safest possible network, as well as applying lessons learnt to our other modes of transport, where applicable. I would like to thank my colleagues across our organisation for their commitment to ensuring a tragedy like this never happens again.

On 29 August, we expanded the Ultra Low Emission Zone (ULEZ) to cover all of London, taking us further towards cleaning up the capital's air and making ours a greener, healthier city. The Mayor provided an extra £50m to help more Londoners scrap their non-compliant vehicles while increasing the amount those that are eligible for the scheme can receive. This will take the funding for London's biggest scrappage scheme to £160m. Implementing such a world-leading scheme takes partnership and collaboration and I would like to thank colleagues at TfL, in the GLA, London boroughs, and our partners and suppliers for their immense hard work and dedication.

We celebrated the culture and contribution of the Windrush generation to our organisation and our city, and marked the 75th anniversary of the arrival of the SS Empire Windrush with a specially wrapped bus, featuring a design by artist Baraka Carberry, as part of this year's Notting Hill Carnival parade. I was so proud to celebrate with colleagues as we marked this historic moment.

On 27 September, along with colleagues from across the TfL family, I was joined by the Deputy Mayor for Transport as we paid tribute at the TfL coronavirus memorial to the colleagues who died in the pandemic. It is important that we never forget the sacrifice that our people made during the pandemic and the impact of this time on our colleagues. I encourage anyone who hasn't yet visited the memorial to do so.

In October, we announced that TTL Properties Ltd changed its name to Places for London Ltd. We are progressing our commercial property work while helping deliver affordable housing and new workspaces in a sustainable way, and all operating profits from recurring revenues are being reinvested into the transport network. I am incredibly excited to see where this venture takes us and to see the benefits it will bring to the capital and the wider UK economy.

Finally, I'm pleased to announce the appointment of Fiona Brunskill as our new Chief People Officer, Tricia Wright as Chief Officer for Pensions Review and Andrea Clarke as our interim General Counsel. I know that Fiona, Tricia and Andrea bring a wealth of knowledge and experience with them, and I look forward to working together.



A handwritten signature in black ink, appearing to read 'Andy Lord'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Andy Lord
Commissioner

Safety and environment

We are making improvements across the network while reducing carbon emissions in our operations and on London's roads

Safety incidents on the network

The safety of our customers and colleagues remains a priority as we continue to work towards our Vision Zero ambition to eliminate all deaths and serious injuries from London's transport network by 2041. We take all safety incidents that occur on our roads and services extremely seriously and our sympathies remain with victims' friends and family while we conduct any necessary investigations and continue to make safety improvements.

Road network

On 10 August, a cyclist travelling north on Battersea Bridge was tragically killed while manoeuvring down the nearside of an HGV. The full circumstances of the incident remain under investigation by the police.

London Buses

On 10 August, an empty route 266 bus was performing a right turn from Acton Lane into Salisbury Street when the driver lost control of the vehicle. The bus left the road and collided with a building. The driver was treated for minor injuries. We are working with the bus operating company to investigate the events leading up to the collision and take the necessary steps to prevent such incidents from happening again.

On 15 September, a young passenger fell from a slow-moving route 102 bus that had just left Brent Cross bus station. The passenger, who was 12 years old, was standing near the rear exit doors when the bus made a right turn. The momentum from the turn caused them to lean against the right-hand exit door, which came away from its bottom fixing, resulting in the passenger falling out of the moving vehicle. The driver stopped the bus immediately and the child was taken to hospital where they were treated for non-life changing injuries.

An investigation was immediately launched and we are working closely with the Driver and Vehicle Standards Agency, bus operator and door manufacturer to establish how the incident happened so that we can take appropriate measures to prevent any recurrence.

London Underground

We take unauthorised people accessing our network very seriously and continue to do all we can to reduce the likelihood of this happening. When trespassing does occur, we investigate the circumstances and lead-up to the event thoroughly to help prevent similar incidents from occurring again. Sadly, in August, two separate incidents of trespassing occurred and the individuals involved sustained fatal injuries.

On 19 August, the body of a member of the public was discovered at Elephant & Castle sidings, with injuries consistent with having been struck by a train. An investigation has been commissioned into this incident to review its root causes and the operational response, and we will develop recommendations to reduce the potential for similar incidents to occur in the future.

On 21 August, a member of the public who was allegedly running away from the police following a road traffic incident accessed the London Underground track near East Acton station, tripped while running and was struck by a train, sustaining fatal injuries. We are in the process of conducting an investigation into the incident to determine the facts and establish the appropriate next steps.

Both of these deaths will be subject of Coroners' inquests and we will provide any assistance that may be required.

Investigations

On 10 August 2021, a member of the public tragically died as a result of a collision between two buses at Victoria Bus Station. The retrial of the bus driver who caused the collision started on 29 August. The charges were two counts of dangerous driving, to which he pleaded not guilty, having previously admitted to causing death by careless driving. On 6 September, the jury found the defendant not guilty on both counts. Sentencing for the offence which the driver pleaded guilty to, will take place on 10 November.

Sandilands tram overturning

We will never forget the day of the Sandilands tragedy, and our thoughts remain with those that died, the 62 people injured and the families and friends of everyone involved. In July, I attended the sentencing hearing of TfL and Tram Operations Limited and heard statements from victims as well as the families of those who lost their lives. The details of their honest and emotional accounts will remain with me forever.

Following the sentencing hearing, which took place on 24, 26 and 27 July, TfL was ordered to pay a fine of £10m, Tram Operations Limited was ordered to pay a fine of £4m, and we were each ordered to pay £234,404 in respect of the Office and Rail and Road's legal costs. We have now paid our fine and legal costs. We have carefully considered the Judge's sentencing remarks and will learn from them in our continuous review of the safety of the tram network.

This tragedy has had a profound effect on everyone working in our organisation, particularly our London Trams colleagues. Safety is our number one priority and we have made extensive safety improvements since the incident, continually reviewing the network and working with the tram industry to ensure that we have the safest possible network. We also applied lessons learnt from this tragedy to our other modes of transport where applicable.

It is important that this tragedy is never forgotten, and we remain committed to supporting everyone affected.

ULEZ Judicial reviews

In a judgment handed down on 28 July 2023, the judicial review claim brought by the London Boroughs of Bexley, Bromley, Hillingdon and Harrow, and Surrey County Council to the Mayor's decision to expand the ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme was dismissed on all grounds.

In summary, on the first ground of challenge the judge found that the Mayor's decision to confirm the outer London ULEZ expansion as a variation of the existing Low Emission Zone/ULEZ charging scheme (rather than an entirely new scheme order) was lawful.

On the second ground, he found that the information provided to consultees was sufficient to permit sensible and intelligent responses to the consultation including on the extent to which the estimated compliance rates, used as the premise for assessing impacts of the proposals, were themselves robust.

On the third ground, the judge found that the Mayor's decision to provide £110m grant funding to TfL for a scrappage scheme open only to London residents, microbusinesses and charities, was lawful and he rejected the claimants' argument that the consultation materials failed to provide sufficient information about the scrappage scheme.

The court ordered that the claimants pay the Mayor and TfL's legal costs of defending the claim. The claimants did not appeal the court's decision.

A separate judicial review claim which was brought by an individual claimant was dismissed by the High Court on 14 September for procedural reasons, with costs awarded in the Mayor and TfL's favour. The claimant was refused permission to appeal by the High Court.

Judicial review by TfL to challenge the decision of the London Tribunals on enforcement of restricted parking on red route bays using CCTV

Our Road Network Compliance teams carry out CCTV enforcement against contraventions on our red routes, including breaches at yellow box junctions, parking, rule breaking in bays and banned manoeuvres. On 3 August, we issued a judicial review claim seeking permission to challenge a decision of the London Tribunals that it is unlawful to enforce contraventions of red route bays remotely using CCTV evidence.

On 26 May, a panel of adjudicators determined that red route bay contraventions cannot be enforced remotely using CCTV evidence, which is the current practice on our road network. TfL disagreed and applied for a review of the decision by the Chief Adjudicator of the London Tribunals but this was refused.

On 4 September, the Court granted our application for judicial review and urgent consideration of the claim, and the substantive hearing has been listed to take place on 26 October.

The activity to capture non-compliance with parking and loading bays is important as it prevents abuse helps local traders, manages kerb side demand, and supports a safe and reliable road network. Stopping CCTV enforcement of red route parking bays would have a significant adverse impact on red route controls, particularly in areas where on-street controls have limited impact and result in weaker congestion control, increased collisions and bus journey delays.

Crime and antisocial behaviour on public transport

During August and September, the Roads Transport Policing Command (RTPC) carried out a series of activities focusing on the following areas:

- prevention and reduction of violence against women and girls
- tackling gang and youth violence
- targeting organised criminals who follow vulnerable people from banks to the bus network and steal from them
- operations linked to young people going back to school

Operation Kwesi which targets tackling gang and youth violence, knife crime and anti-social behaviour also started in August. This operation is run by the Violence Suppression Unit and other groups across London and resulted in 33 arrests and two weapon seizures over the three day operation.

In May, Operation Sceptre started with a focus on weapon sweeps around transport hubs, as suspects are known to conceal weapons in set locations instead of carrying them and risk being caught. Officers from the Metropolitan Police Service (MPS) and Metropolitan Police Community Support Officers (PCSOs) conduct these sweeps at set times and dates throughout each month based on data and intelligence information. This operation has resulted in the seizure of 22 weapons to date.

Operation North Star took place in August and September, with seven stop and searches and four arrests taking place. The operation is led by Safer Transport teams, which work to identify criminals who rob people using cash machines and banks, known as Bank Follow Off offences. This Operation used various tactics, from PCSOs working around bus stops and financial premises to targeted briefings given to staff at banks and elderly and potentially vulnerable people. So far, offences such as these, where victims were over the age of 65, reported this year have resulted in thefts totalling more than £500,000.

On 4 September, the Safer Transport teams launched their back-to-school plans to reduce anti-social behaviour resulting from pupils' and students' return to schools and created reassurance for customers at key transport hubs.

We are committed to getting all our colleagues home safe every day, and are doing all we can to eliminate work-related violence and aggression.

The wearing of body-worn cameras is a proven safety measure, reducing assaults by up to 50 per cent. It can also deescalate situations and provide vital evidence to help prosecute and acts as a deterrent. From 27 September, body-worn cameras became part of our essential kit, with all colleagues in frontline customer-facing roles now expected to wear these where available.

Tackling violence against women and girls

As part of our Ending Violence Against Women and Girls Programme, our aim is for the TfL roundel to become a 'symbol of safety' across the capital, helping to increase women's confidence to travel on the network, especially at night.

It is vital that we listen to women and girls and their views to our approach and decision making, and we have commissioned two pieces of in-depth research. The large study will provide information on how women and girls perceive their safety on public transport. The key objectives are:

1. Understanding the scale of the issue – identifying the types of behaviours and situations that leave women and girls feeling unsafe when using our services
2. Understanding the lived experiences – looking at the behaviour and actions women and girls are experiencing, when and where these occur, and how they are left feeling as a result
3. Informing solutions – what would make women and girls feel safer when travelling on public transport

We have also commissioned a smaller study to understand female cyclists' personal experiences of sexual harassment. This research will be used to inform our ongoing approach and interventions for tackling violence against women and girls, and work towards improving their confidence to travel.

In addition, we are also working in partnership with the Mayor's Office for Police and Crime and the Greater London Authority (GLA), using women's safety audits to gather data to inform how we design public spaces to improve the safety of women, girls and non-binary people. We will pilot safety audits in five locations, including town centres, transport hubs and other public spaces across London, with an understanding of how people's experiences may be different due to individual characteristics such as disability, neuro-divergence and race.

Vision Zero Summit

On Monday 18 September, we brought together road safety charities, policing partners, the emergency services, London councillors, MPs and London Assembly members for the third Vision Zero Summit. The event signified five years since the publication of the Vision Zero action plan, which set out our commitment to eliminate all deaths and serious injuries from London's transport network by 2041.



At the summit, we announced our plans to launch a new victim support service pilot scheme to significantly improve support for victims of the most serious road traffic collisions in London. The service will enhance the level of support available to families left bereaved and people who have sustained catastrophic injuries, and make it easier to access the support they need following incidents that often devastate lives.

Despite progress being made, last year 102 people were tragically killed and 3,859 seriously injured on London's roads. The devastating consequences for the families, friends and communities impacted by these deaths and life-changing injuries is immense. The new service will help support people affected by the most serious collisions and those experiencing a bereavement or catastrophic injury, through:

- Caseworkers recruited by the road safety charity Brake, who can provide trauma-informed, emotional and practical support for each victim and their family, including help navigating the justice system, advocacy and support accessing specialised services if needed
- Longer-term aftercare support provided by RoadPeace, the National Charity for Road Crash Victims, specialising in support from people with experience of the devastation caused by road traffic collisions, through dedicated London-based support groups, a telephone befriending service and an eight-week trauma support programme for families bereaved by road deaths
- Support in person for those who need it, as well as over the phone and online
- Direct referral into support services from the police, which will mean that victims of the most serious traffic collisions will no longer be responsible for sourcing help and initiating contact themselves
- In partnership with the MPS and City of London Police, the service will be launched as a pilot scheme in November and will be accessible through direct referral from the MPS' Serious Collision Investigation Unit. Victims will be offered a referral into the service and, with their consent, their details will be passed to Brake and then to RoadPeace, taking the onus off them to source help and initiate contact.

The service will be staffed by dedicated, trained caseworkers, co-ordinators and volunteers, who will use their training and experience to ensure victims and others affected by incidents have access to high-quality support.

Over the one-year pilot period, we will evaluate how the service is working, and use this to inform our future approach beyond the trial.

In addition, attendees to the summit also heard personal stories from the sister of a victim of road trauma, Tesse Akpeki, and a case worker from Brake, Louise Beams, which highlighted the value of post-collision support. An interactive breakout session took place, supported by representatives from our organisation, the GLA and MPS, to engage with stakeholders in a meaningful two-way discussion about what more we can do to achieve our Vision Zero ambition and how we can ensure our actions are focused to keep delivering on this commitment in the future.

Police activity to support Vision Zero

Policing and enforcement are essential elements in our approach to achieve our Vision Zero goal. We are making good progress on our commitment to increase speed enforcement activity across London and for the first quarter of 2023/24, almost 200,000 drivers have been caught speeding by the police. The RTPC also participates in national campaigns focusing on the four fatal offences: inappropriate speed; using a mobile phone while driving; not wearing a seat belt; and drink/drug driving. Activities in July focused on people not wearing seat belts.

Between 26 July and 10 October, a total of 2,841 traffic offence reports were issued, including 815 for no insurance, 951 for speeding and 157 for drink and/or drug driving offences. Operation Cubo, a policing operation with high visibility that targets illegal driving to reduce risk and harm on London's roads, took place between July and August. A total of 1,618 tickets were issued as part of this operation.

Nationally, the police focused on drink and drug driving between 14 and 27 August, with officers engaging and educating drivers and riders around the subject, while enforcement activity was also carried out. During the week of 21 August, the RTPC arrested 38 individuals for drink and/or drug driving as part of this work.

Cyber security – major incident response exercise

On 18 September, we conducted an incident response exercise which stress tested our response to a high-impact cyber attack. Significant research and analysis was undertaken to better understand the potential impacts and mitigations under the given scenario. We identified a number of improvements to our processes as part of the exercise which will subsequently be incorporated into our incident response capabilities.

Bus Safety Standard

We continue to implement the Bus Safety Standard as more new buses enter the fleet, with more than 1,100 vehicles now compliant. To accelerate the standard's benefits, we are preparing to deliver a programme of retrofitting some of the key technologies within the standard, such as Intelligent Speed Assistance which helps drivers comply with speed limits, and Camera Monitor Systems which improve drivers' indirect vision.

Research work on new safety measures is ongoing to develop the current standard beyond 2024.

Bus Safety Strategy

On 7 September, we published our new Bus Safety Strategy which outlines specific actions to be taken to achieve our Vision Zero goals for the bus network. These aim to reduce the number of deaths caused by bus collisions and for zero serious injuries by 2041. The aim of the strategy is to set out our safety priorities for the bus network and ensure that buses remain the safest way to travel on the roads.

The new Bus Safety Strategy sets out what we and bus operators are doing and what more needs to be done to meet the Vision Zero ambition in London. We recently launched the fourth Bus Safety Innovation Challenge to help identify and trial new ways of helping reduce injuries to customers travelling on buses, particularly incidents where customers are injured while standing or moving on a bus or while on the stairs.

The actions set out in the strategy include commitments to:

- Go further and faster in our work to retrofit technology onto the existing fleet
- Commission further research to identify the most effective measures to avoid and mitigate the risks posed by pedal application error
- Trial fatigue detection technology on up to 450 buses over a 12 to 18 month period
- Implement a strategic data-led approach to look at what changes we can make across the network to reduce passenger injuries

- Work with the London Fire Brigade and other key stakeholders to identify vital new measures to tackle the risks posed by bus fires
- Ensure safety improvements are inclusive and consider the needs of all those who work on and use the bus network

Good progress has already been made, as the number of people killed in collisions involving London buses in 2022 reduced by 65 per cent against our 2005-09 baseline, compared to an overall reduction across all transport modes on London's roads of 52 per cent. The number of people seriously injured has reduced by 54 per cent, compared to an overall reduction across all road transport modes of 38 per cent.

Zero-emission buses

We celebrated a significant milestone in August of now having more than 1,100 zero-emission buses in the bus fleet. This was marked by a Mayoral launch at Edgware Bus Garage, showcasing a wrapped electric bus, operated by the bus operator Metroline.

We also celebrated the introduction of almost 100 new zero-emission buses in Sutton on routes 93, 154, 164, 213 and 80. This large addition to Sutton's fleet means that more than half of the journeys undertaken by bus in Sutton will be in a zero-emission bus, thereby further improving local air quality.



We are electrifying our bus fleet to reduce air pollution in London

Today, more than 13 per cent of our bus fleet operates with zero-emission buses, including hydrogen, battery electric and 'opportunity charged' electric buses. This progress is important as it contributes to our wider ambition to transform TfL to become the green heartbeat of London.

We continue to work on the route 358 electric 'opportunity charging' trial which is expected to go live in the coming months. Once completed, the trial will use pantograph charging infrastructure at either end of the bus route in Bromley, one of the longest routes in the bus network, alongside the introduction of 20 new single-deck electric buses with enhanced customer and safety features on board.

We are currently on track to transition to a fully zero-emission bus fleet by 2034 but, with continued Government investment, this target could be achieved by 2030. Since 2016, the number of fully zero-emission bus routes has increased from five to 54, with a further 15 routes using a mixture of zero-emission and low-emission buses. The number of zero-emissions buses on London's roads has seen an increase of more than 3,000 per cent since 2016, growing from 30 to 1,100 buses.

Zero-emission buses help Londoners breathe cleaner air and further contribute to the decarbonisation of the transport network, which is crucial to our work to meet the Mayor's mission for London to be a net-zero carbon city by 2030. Through the decarbonisation of London's bus network, we will save an estimated 4.8m tonnes of carbon by 2034 or an estimated 5.5m tonnes of carbon by 2030 with Government funding.

All new buses joining the fleet will have enhanced customer features, such as improved flooring, seating, lighting and customer information, and will meet the industry-leading Bus Safety Standard.

In addition, the investment in zero-emission buses supports around 3,000 jobs across the UK, in locations such as Ballymena, Falkirk and Yorkshire. By creating capacity and certainty for a wider zero-emission bus market, this investment is paving the way for green national economic growth. Our funding pipeline for zero-emission buses also lowers costs for other local authorities by creating economies of scale.

London Trams

Between 7 June and 13 July, London Trams services were significantly impacted following the discovery of wheel damage across the fleet which was caused by a metal object being trapped in the grooved rail in the town centre. This object damaged wheels on 23 trams (more than two thirds of the available vehicles) which were removed from service on safety grounds until the damage was repaired.

While these sorts of incidents are thankfully very rare, we have introduced measures to try to prevent such an incident happening again, including additional track inspections and rail cleaning, as well as looking at new technology to help us with this activity.

Taxi and private hire vehicles English language requirement for private hire drivers

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

These standards were introduced to enhance the professionalism of the industry, and we increased capacity at our assessment centres to ensure all affected drivers were offered an assessment slot.

Licensed private hire vehicle drivers who did not provide evidence by 30 September 2021 that they satisfied the English language requirement under former arrangements had until 30 September this year to pass both the necessary English language requirement test and safety, equality and regulatory understanding assessment.

As of 30 September, 5,614 drivers have passed both assessments, representing 63 per cent of the 9,138 drivers we have identified.

Drivers whose evidence for the English language requirement was not deemed satisfactory must pass both tests by 30 September 2024. Drivers who have already met the language requirement must pass the safety and equality assessment only by 31 March 2025.

We provide advice, guidance and an online training platform with sample questions to help drivers prepare, and worked with large private hire vehicle operators to encourage them to provide training to drivers in advance of the assessment.

Driver assessment centre

On 25 July, we closed our Baker Street driver assessment centre, and all driver assessment activities now take place at our assessment centre in our Pier Walk office in North Greenwich. The move was part of our effort to make cost savings but also means colleagues and drivers applying benefit from more modern facilities. A dedicated area has been set up for the Knowledge of London candidates which sits alongside the area currently used for the London safety, equality and regulatory understanding requirement.

Consultation to improve safety for taxi and private hire vehicle passengers

In July 2020, the Department for Transport (DfT) published statutory standards to further enhance the safety of passengers using taxi and private hire vehicle services. We are already compliant with most of these standards.

Between February and May this year, we consulted on our proposals for how we intend to implement the remaining standards, along with additional proposals to improve passenger safety. We received more than 800 responses, including from a wide variety of stakeholders.

After analysis of the responses, we are now identifying the next steps in the process and aim to inform the industry of our decisions in mid-autumn.

Safer Junctions

Construction work continues on the Holloway Road/Drayton Park Safer Junction (due for completion in early 2024), which will improve safety for pedestrians with new and improved crossings.

We continue to develop designs for the second phase of safety improvements at the junction to the north of Battersea Bridge and its approaches, where there have been a number of serious and fatal collisions. We have accelerated design work and surveys as far as possible in order to start construction in early 2024.

The road safety programme continues, with construction under way at two locations where a number of people have been killed or seriously injured. Construction is now complete on the A4 Bath Road in Hillingdon, with improvements made to a pedestrian crossing in the area and a reduced speed limit from 50 to 40mph. Construction work took place between July and September on the A10 at Edmonton County School to improve the entrance and exit movements.

Design work is progressing on the remaining schemes in the programme, with construction on a new pedestrian crossing at Grosvenor Place in Westminster and improvements to a pedestrian crossing on the A205 near Lancaster Avenue in Lambeth, both schemes are due to be delivered later in this financial year.

The Lambeth Bridge scheme is currently in detailed design, with construction anticipated to take place during the next financial year (2024/25), with some pre-construction enabling works starting in November.

Security strategy

In June, we launched our security strategy which builds on our corporate vision and values, and sets out our path over the coming years up to 2030. Good security is the bedrock of a safe, reliable and successful transport system. We are working towards a future in which travelling in London and working for our organisation is and feels safe and secure and where our organisation is well protected against anti-social, criminal, malicious and hostile actions.

Our security strategy is focused around three strategic priorities; our security foundations and how we work to embed security in everything we do; our operational and crime reduction activity to keep colleagues and customers safe; and our prevention of and preparedness for significant attacks. To deliver these priorities we recognise that security is everyone's responsibility, and we continue to develop our organisational security culture where all colleagues are knowledgeable, curious and ready to act on what they see.

While the threats we face are significant, wide-ranging and constantly evolving, we have a strong foundation of security measures in place. This includes strong and successful partnerships with the MPS, British Transport Police (BTP) and City of London Police to provide more than 2,500 uniformed officers dedicated to policing London's roads and our public transport networks.

There are more than 700 enforcement staff who help deter rule breaking including fare evasion, manage one of the most extensive CCTV networks for the transport system in the world, work closely with security services to understand and mitigate security risks and oversee robust processes for quickly identifying and responding to security threats.

We regularly benchmark with other organisations across different sectors to ensure our thinking and activities are based on best practice. We will continually assess our progress to deliver our strategic commitments through a series of security programmes designed to reduce our vulnerability to crime and acts of hostility, giving colleagues knowledge on how to prevent, identify and mitigate security risks.

Meal and grocery delivery motorcycle road safety charter

Data has shown that people riding scooters and motorcycles are disproportionately injured in road collisions in London. Twenty-seven per cent of people involved in serious and fatal collisions are motorcyclists or those riding scooters, while they only account for 2.6 per cent of the distance travelled by vehicles in London.

We have been working with the meal and grocery delivery industry and other stakeholders towards reducing this number and bring about change.

On 12 September, we launched our voluntary meal and grocery delivery motorcycle road safety charter. Five of the key companies in the meal and grocery delivery industry have signed up to a set of 10 road safety principles aimed at keeping motorcycle couriers and Londoners safe on the road. This is a significant step in our efforts to achieve Vision Zero. To keep the momentum and conversation about road safety going, our second delivery company road safety forum will take place later this month.

Call for improvements to motorcyclist basic training

People riding motorcycles face the greatest likelihood of death or serious injury of anyone driving on the roads, while training requirements for low-powered motorbikes are the lowest of any motorised vehicle in the UK. The current compulsory basic training for motorcycles and mopeds enables people as young as 17 to ride motorcycles up to the national speed limit with L-plates after one day of training and without a theory test. This test was developed more than 30 years ago and has not been updated to reflect the usage and trends of today.

We believe that improving the compulsory basic training has the potential to greatly reduce road danger for everyone. On 18 July, we sent a joint letter to the Government, calling for improvements to the training. The need for change is recognised by a huge range of stakeholders including road safety charities, the motorcycle lobby and numerous transport authorities across the country, many of whom co-signed the letter with us. It is both positive and powerful to speak with one unified voice on this topic and we hope that this will encourage the Government to act on this issue.

Reinforced autoclaved aerated concrete

In late August, the Government announced that a number of school buildings in England where the building material reinforced autoclaved aerated concrete (RAAC) was present would be closed while appropriate remedial action was taken. Understandably, this quickly led to calls for reassurance checks of buildings across the public sector estate where RAAC may have been used in their construction.

Given the variety of assets within TfL, there is a low likelihood of RAAC being present in assets located below ground and in major structures such as bridges. We are taking a risk-based approach across our asset base to determine our potential exposure and take the necessary steps to mitigate any potential issues, where required.

Air quality and the environment **London-wide Ultra Low Emission Zone**

On 29 August, the expanded ULEZ was launched, covering every London borough and bringing cleaner air to five million more people.

In the lead-up to the launch of the London-wide expansion of the ULEZ on 29 August, we continued to raise awareness of the expansion and the support available, helping prepare drivers through our extensive multi-channel marketing and communications campaigns and explaining the link between air quality and health.

This activity ran from January and throughout September and includes advertising across high-reach channels such as TV, streaming services, posters, fuel nozzles, radio and press. In addition, we ran messaging across roadside posters, press and organic social media content counting down from three, two and one week before launch to explain where the zone operates, the hours of operation, how to pay and to encourage drivers to check their vehicle and prepare for the launch.

ULEZ scrappage

To assist with the ULEZ expansion, £100m of funding has now been paid or committed to the support scheme which was launched on 30 January 2023. On 4 August, the Mayor announced further changes to the scheme, extending it to support all Londoners with an eligible non-compliant vehicle, increasing grant payments for scrapping or retrofitting a wheelchair accessible vehicle, van or minibus, increasing the number of vehicles businesses can scrap or retrofit.

The changes went live on 21 August 2023 in advance of the launch of London-wide ULEZ on 29 August 2023. As well as these changes, a further £50m was announced for the scrappage scheme making the total funds available £160m.

We also extended the new ULEZ grace periods for sole traders, microbusinesses, small businesses and registered charities with non-compliant vehicles that have ordered new compliant ones which won't arrive in time. This is where they have been informed that delivery will be delayed until after the expanded zone has gone live, or which have booked an approved retrofit appointment for a non-compliant light van or minibus before that date.

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.

To further help disabled people, there are a number of grace periods (temporary exemptions) from the ULEZ charge, which apply until October 2027. One is for recipients of certain disability benefits (or their nominated driver). The other is for all wheelchair accessible vehicles and some vehicles with other adaptations. People must register for these grace periods and applications opened on 30 January.

Since the launch of the scrappage scheme in January 2023, data up to 17 August shows a total of 12,839 applications have been approved, with nearly £53m in funding committed. Within the car and motorcycle scrappage scheme, 6,095 applications have been approved, committing £11,635,400 of funding while the van and minibus scrappage scheme has had 6,798 applications approved, committing a further £41,129,500.

Our communications campaign around the scrappage scheme included a press release and event, nearly 400,000 emails to non-compliant vehicle owners, face-to-face leafleting in outer London, radio and London-wide, regional and trade press advertising, and advertising on digital and social media channels and paid search. We updated comprehensive information on the scheme on our website and in leaflets that were distributed as part of an extensive stakeholder and borough engagement campaign.

ULEZ infrastructure

Before the launch of the ULEZ expansion, we continued to install the necessary infrastructure to our already extensive camera network. This enabled us to launch the scheme as planned on 29 August.

To facilitate the launch, the back-office system was updated to be able to process the anticipated increase in the volume of data from the additional vehicles in the expanded zone and the higher number of associated transactions and expected enquiries. Training and recruitment of the additional contact centre agents was completed on 30 June.

Electric Vehicle Infrastructure Strategy and Delivery

It is expected that London will need between 40,000 and 60,000 electric vehicle charge points by 2030, including up to 4,000 rapid chargers. As of 31 August 2023, London had more than 16,500 public charge points, including 977 rapid charge points. The proportion of electric vehicles our forecast infrastructure would support could result in a reduction between 1.5 and 2.6 million tonnes of carbon dioxide emissions a year by 2030. The Mayor has committed to support the rollout of charge points to help meet significant growth in demand and contribute towards London becoming a net-zero carbon city by 2030.

The first part of our Electric Vehicle Infrastructure Delivery programme will provide rapid and ultra-rapid charge points across 100 parking bays on our roads in three batches. After signing the first contract with a charge-point operator in May to cover the first batch, we released further two batches of sites on 9 June, thereby completing our target to accelerate the release of further sites to the market. We aim to enter into contract on batches two and three later this year.

To ensure the continued delivery of bays following the first batch, we have reviewed the current assessment criteria to develop new sites across TfL and GLA land, and are actively engaging with other GLA functional bodies to identify opportunities. This wider pool of sites could help deliver the volume of charging infrastructure London needs, as set out in the Electric Vehicle Infrastructure Strategy, by 2030.



The expanded ULEZ will bring cleaner air to more people

Places for London, formerly TTL Properties Limited, is also working to bring forward a tender later this year to appoint a joint venture partner to delivery its electric vehicle charging hub programme.

In addition to the rollout of rapid charge points through Electric Vehicle Infrastructure Delivery programme, the DfT has allocated almost £39m from its Local Electric Vehicle Infrastructure Fund to London. This funding will be used to speed up the delivery of charge points across boroughs, particularly for residents without access to off-street parking, and we are supporting boroughs in this work.

Bus priority programme

We continue to work with London boroughs to progress the design and delivery of multiple new bus lane schemes across London as part of the programme to introduce 25km of new bus lanes by March 2025.

To date, we have delivered 4.5km of new bus lanes. This includes the recently completed Finchley Road/Fortune Green Road scheme which brought new bus lanes as well as wider improvements for pedestrian and to the public realm in the London Borough of Camden. We remain on track to deliver 10km of new bus lanes by March 2024, and, in support of this target, have recently undertaken engagement on 3.3km of new bus lane on our roads in Croydon, Hackney, Lewisham and Redbridge. The remaining 15km to deliver the total 25km target is in development, and will be delivered across both borough and our road networks in the next financial year.

Carbon Literacy training programme

The Carbon Literacy training programme is one of our priorities, designed to raise awareness of the carbon costs and impacts of everyday activities, and help reduce emissions at a personal and organisational level. It is externally accredited by The Carbon Literacy Project, a globally recognised organisation, and is peer led, meaning it is delivered by our employees for employees. Since we started the programme in the summer of 2022, more than 1,500 colleagues have been trained, including all Chief Officers.

We have increased our network of volunteer in-house trainers to 70 which will enable us to increase the number of courses that we offer from four to ten courses a week, training 400 colleagues every four weeks from October. We have also created a network of volunteer in-house coordinators who have developed implementation plans and targets for each business area, and will help ensure that we meet our scorecard target to train 3,000 colleagues in the 2023/24 financial year.

Sustainability Week and Summit

On 7 September, I had the pleasure of welcoming colleagues to our first Sustainability Summit at City Hall. The aim was to raise awareness about sustainability, how it relates to the work we are already doing to improve the environment, people's lives and the economy, and what each of us can do to go further.

The one day summit was divided into a morning and afternoon session, with each session featuring speakers from across the business including Chief Officers and external speakers, and providing tangible tools colleagues can use to help make ours a more sustainable organisation.

The summit was the main event of our Sustainability Week which ran from 4 to 8 September and consisted of 16 events hosted by colleagues from across the business spotlighting the ways in which we are actively making the organisation more sustainable.

The events were attended by more than 2,400 people in total, including nearly 700 for the Sustainability Summit.

Decarbonising our buildings

Earlier in the year, we carried out an initial set of feasibility studies to understand how we can reduce the carbon footprint associated with operating our buildings, and we are now working to translate the findings to design and prepare the relating delivery plans. Our next step is to commission further feasibility studies to identify which of our operational buildings can be retrofitted to reduce energy consumption and carbon emissions by making changes to the building fabric and systems used.

This work will prioritise sites which still rely on fossil fuelled heating systems, and give us a better understanding of how we can roll out any necessary retrofitting on a large scale to meet our 2030 net-zero carbon target.

Green Finance Fund

In June, the Mayor agreed in principle to make up to £34.2m from the Green Finance Fund available for our organisation through a facility to finance various projects in the next three years, with the intention of these costs being repaid in the future.

In September, we submitted applications for projects to accelerate the rollout of LED street lighting on our road network, guarantee the delivery of LED lighting in all small Underground stations and install carbon-saving projects at head office buildings, and London Underground and DLR depots. These applications are due to be assessed by the GLA Credit Committee on 7 November and, if agreed, we will be able to start to draw down funding this calendar year.

Power Purchase Agreement

Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net-zero carbon by 2030. The tender encourages the market to increase the volume of renewable energy supplying the national grid. The Invitation to Tender stage of the procurement has now closed, and this will be followed by submission evaluation and negotiation. This is expected to conclude in November, with contract signature still on track for early 2024.

Transition to LED lighting

We are replacing traditional lights across our network with LED lighting as part of our plans to improve energy efficiency and reduce carbon emissions across our operations. LED lights use much less energy and don't need to be replaced as frequently and so are cheaper to run and will help reduce our carbon footprint. They also produce a slightly brighter, clearer light which provides improved visibility and greater safety for everyone on the network.

We have now converted 80 per cent of lights in bus shelters, with the new lighting using around 57 per cent less energy while providing 10 per cent brighter light. This means the shelters are less expensive to operate while being more welcoming and safer for everyone across the network. Around 60 per cent of all lamp posts on our roads now also use LED lights, with work under way to convert more of these lamps as soon as possible.

We are also replacing fluorescent lights with LED bulbs in our Tube stations. To date, we have replaced lights at more than 100 stations, resulting in a 60 per cent reduction in carbon. The fluorescent tubes last 15,000 hours whereas our new LED tubes last 100,000 hours, so this will also save on maintenance costs. We recently upgraded the lighting at our Neasden depot with about 500 LED lights. These will last seven to eight years compared to the old fluorescent lights which only last one year.

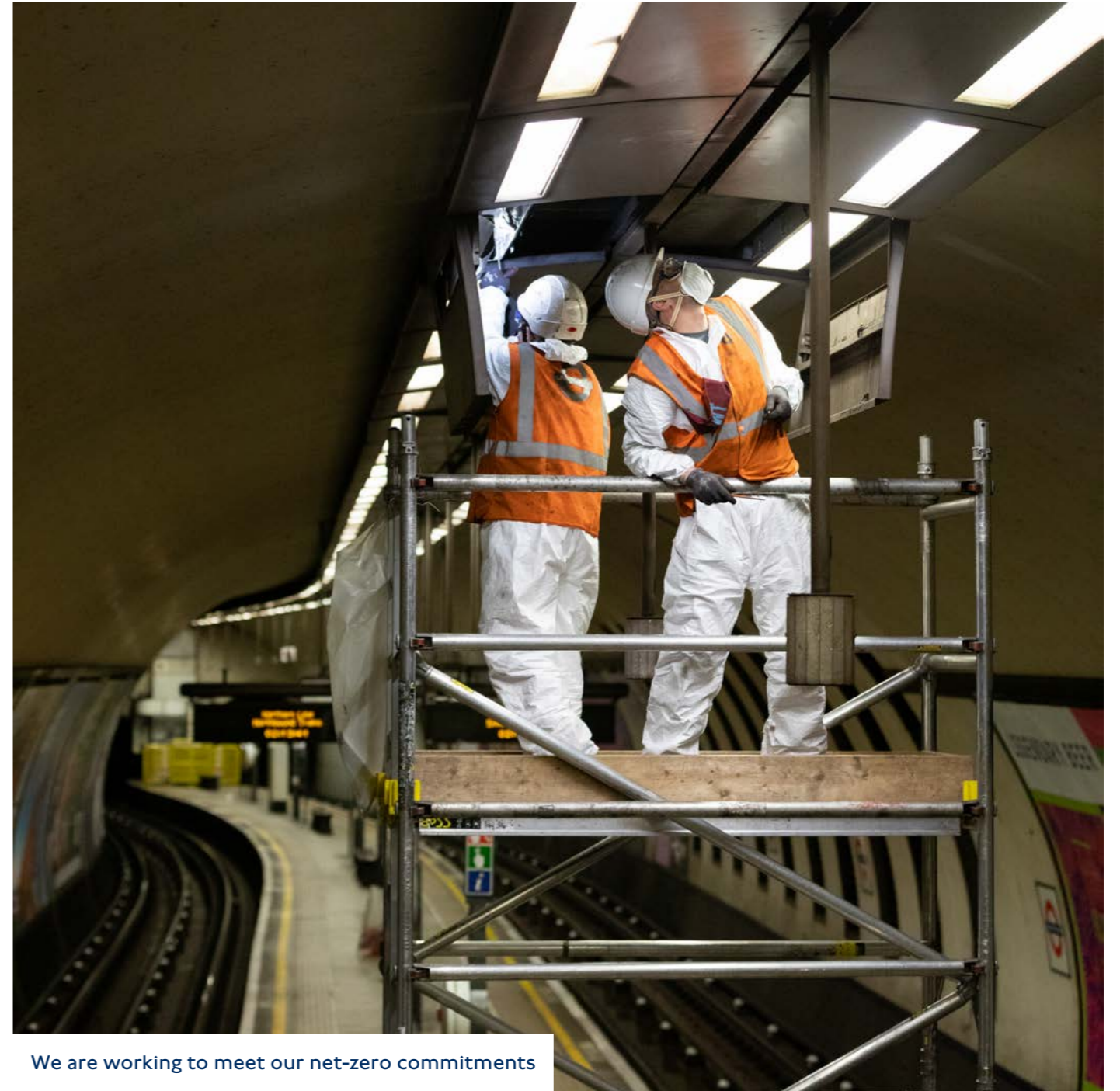
London's surface water flooding strategy

In July, we appointed consultants to develop London's first surface water flooding strategy. The first milestone in this work was to produce a brief report to inform our business planning, which will be presented to the London Surface Water Strategic Group on 13 October, and we expect it will take a year to develop the strategy and associated implementation plan. The important initiative now also has a full-time project officer and is supported by Secretariat.

As part of this work, we are supporting a multi-party funded project to develop modelling work to discover opportunities for sustainable urban drainage system across the whole of London. This will enable us to prioritise locations where these drainage systems will be most effective.

Biodiversity net gain

We commissioned an ecological assessment of 10 trackside Sites of Importance for Nature Conservation (SINCs) and nine roadside verges to determine their potential to support biodiversity offsetting, meaning the environmental impacts of a development project are minimised or offset elsewhere in the project. The study found that both our SINCs and verges have potential to deliver biodiversity enhancements that could be used for offsetting. The results of this study are being used to inform our approach to meeting the Environment Act 2021 biodiversity net gain requirements.



We are working to meet our net-zero commitments

Customers and operations

We provided safe and reliable services around a wide range of summer events and unexpected weather conditions



We recognised the contribution of the Windrush generation

Summer events

The summer period was once again filled with a wide-range of events across the capital. We had a full calendar of cricket with the Ashes series of Test cricket matches concluding at the end of July, and cricket events at Lords and the Oval crickets grounds including The Hundred and the One Day International series during August and September.

In August, the traditional football season opening match took place at Wembley Stadium with the FA Community Shield between Arsenal and Manchester City. This was followed by the start of the English Premier League and Football League seasons. There are 21 football stadiums within Greater London and, with multiple games a week for the season, we continue to ensure we provide safe and reliable services for people traveling to and from the venues.

Other sporting events of note this summer included the Now Challenge, formally the London Triathlon, and the warm up games for the Rugby World Cup at Twickenham in August. Additionally, The Big Half running half marathon, with a route through east and south east London, and The Vitality London 10,000 in central London both took place in September. The Royal Parks Half Marathon also took place through central London in October.

It has also been a busy summer for music events, with concerts and festivals taking place across the capital at Wembley Stadium, in Gunnersbury Park, Finsbury Park, Tottenham Hotspur Stadium and Victoria Park, as well as multiple smaller capacity venues, all reliant on our services.

The August bank holiday weekend was especially busy from a transport perspective: All Points East music festival in Victoria Park took place over three days; many people attending Reading Festival used the Elizabeth line to return to London; the We Are FSTVL at the Damyns Hall Aerodrome in Upminster; All Elite Wrestling at Wembley Stadium; The Hundred cricket final at Lord's cricket ground; and, of course, the main day of the annual Notting Hill Carnival on the bank holiday Monday. Throughout the summer and for the duration of these events, our operations teams ensured that we continued to provide a safe and reliable public transport system for our all customers.

This year marked the 75th anniversary of the arrival of the SS Empire Windrush from Jamaica to the UK, and we celebrated the culture and contributions of the Windrush generation through our participation in Notting Hill Carnival during the August bank holiday weekend.

We took part in the carnival parade on both days, in collaboration with Lagniappe Mas band and the Windrush Generation Legacy Association. Central to our float was a double-deck bus provided by the bus operator Go Ahead London, wrapped in a striking design by artist Baraka Carberry. The richly layered design featured one older and two younger descendants, representing the generations who have shaped the stories of Windrush and the carnival.

Our transport network would not be the success it is today without the invaluable contributions of the Windrush generation, and Baraka Carberry's design is a fitting tribute. Following the carnival, the bus will keep its wrap and be in service throughout Black History Month in October.

Closures across the network

London Overground and Bakerloo line part closure

A part closure took place in four phases across a five-week period on London Overground and the Bakerloo line from 23 July to 25 August, as part of planned engineering works by Network Rail. On 29 June, we delivered a campaign to make sure customers and stakeholders were aware the closure and fully understood their alternative travel choices, also helping spread demand.

Wandsworth Bridge closure

Due to borough-led maintenance works, Wandsworth Bridge was closed to all motorised traffic for about ten weeks from 24 July. Wandsworth Bridge is a busy river crossing with four bus routes running across it. We worked with our operational teams and the London Borough of Wandsworth to make sure local residents, businesses and customers travelling from further afield were aware of their travel options until the bridge reopened on 1 October.

Trams, DLR and Woolwich Ferry

The first of the triple summer blockades took place at Mitcham tram stop where the team delivered a series of drainage renewals during a 10-day blockade. This involved great teamwork between the delivery and infrastructure teams and Integrated Track Team to ensure that the full scope was completed and handed back on time on 14 August. Channel 5 was filming on site while this work was carried out and interviewing some of the team for a documentary.

The second closure was at Star Lane on the DLR where the delivery team replaced 690 metres of twin ballasted track and replaced a series of loop cables in a 10-day closure. The team used innovative techniques, working on four work fronts, to complete the job as efficiently as possible. The track was handed back as planned on 29 August.

Finally, the third major closure was the dry docking of the two Woolwich Ferries. The two vessels were sailed around the coast to a dockyard in Teeside where they were dry docked and a programme of renewal and maintenance work was completed to enable the vessels to continue running for the next five years. To enable this work, the Woolwich Ferry was closed from 24 July and brought back into service on 4 September as planned.

Blackwall Tunnel

The Blackwall Tunnel was closed to southbound traffic across the weekends of 30 September to 2 October and 7 to 9 October. The works, which are linked to the Silvertown Tunnel, will enable the completion of the realignment of the southbound carriageway, which will carry the existing road over the entrance to the new tunnel.

Resurfacing and drainage work also took place throughout the closures. Once completed, the southbound carriageway will be ready for when the Silvertown Tunnel opens in 2025.

Following these closures, together with Riverlinx, we will begin to implement changes to the northbound carriageway on the approach to the northbound Blackwall Tunnel in preparation for the opening of the Silvertown Tunnel in 2025. Lane restrictions are expected to be implemented later this year. A further closure of the southbound tunnel will also occur in late October to support these works to the northbound carriageway.

Weather preparedness

It was a busy summer as our teams continued to respond to challenges brought by the weather, including high temperatures and heavy rainfall. Our operational 5-4-3-2-1 adverse weather plans and procedures enable our teams to implement their plans with colleagues and the supply chain to respond to and mitigate against the impacts of adverse weather.

Our daily, 5-day look-ahead forecasts with defined triggers relating to temperature, rain, wind, and lightning are continually monitored. As we move into Autumn, our teams are preparing for and mitigating against seasonal challenges such as leaf fall which can disrupt service.

Industrial action

We continued to coordinate our planning around industrial action and the impacts of action short of strike on London Underground and other operational areas. This included the week of planned strike action in July and September, both of which were suspended. We continue to maintain industrial action readiness across the National Rail network and build on lessons learnt from previous action. We continue to work with other partner agencies to ensure we prepare appropriately for any such action and work to minimise the effects on our customers, wherever possible.

Elizabeth line

Since the introduction of the final phase, there have been periods of very high performance and the timetable itself is robust. A significant focus remains on maximising performance and reliability, working collaboratively with all the parties helping to deliver the Elizabeth line, most notably Network Rail, Alstom and MTR Elizabeth line (MTREL).

In excess of 230 million journeys have been made to date, and have risen from an average of 2.6 million a week at the time of the Elizabeth line's opening in May 2022 and currently stand at an average of more than four million a week following full through running in May 2023.

Customer satisfaction remains high which is reflected in the most recent survey showing a score of 83 in Quarter I, this being amongst the highest scores recorded by TfL.

The key challenges in terms of reliability have been:

- Network Rail infrastructure in the west, where failures of points, axle counters within the signalling system and problems with the overhead line electrification on the Network Rail Western surface section have disrupted services. In particular, a major signalling outage resulted in very significant delays and train cancellations between 25 and 27 July

- Network Rail has a number of initiatives under way to mitigate and manage these failures. In addition to day-to-day operational management, there are a number of additional performance-focused meetings between Great Western, MTREL and Network Rail right up to the Commissioner. By contrast with Western, the performance of Network Rail's Anglia route remains good and ahead of target
- While availability of trains has been good, with no services affected by lack of rolling stock, the reliability of the trains has been below target. Further software upgrades have now taken place. Alstom, the train manufacturer, has two further reliability-focused software releases this year as well as a hardware modification which will speed recovery from incidents. Again, an intensive programme of meetings is in place for our work to align with Alstom and MTREL
- The period since 21 May saw a number of disruptive incidents in the central operating section, including damage to axle counters and a leak of hydraulic fluid from our rail milling machine. This and other incidents took time to resolve. Reviews of each of these major incidents have been completed and actions have been put in place, both to address the root causes and to improve the of speed response and recovery when these relatively infrequent incidents occur



The Superloop will expand outer London's bus network

Bus services changes

Superloop

We are continuing to expand the Superloop express bus network, offering customers an instantly recognisable express bus service under the Mayor's plans to strengthen and improve public transport options in outer London to maximise the benefits of the London-wide ULEZ expansion.

As part of this work, route X68 between Russell Square and West Croydon became SL6 on 31 July, and route X26 between Heathrow Central and West Croydon was rebranded to SL7 on 19 August. On the same day, we doubled the frequency of SL7 services to one bus every 15 minutes instead of every 30 minutes, increasing public transport options for those travelling to and from Heathrow Airport.

Buses on route SL7 call at the same stops as the previous route, with some of the bus stop names changed to better reflect their locations. In addition, on 19 August we extended the timetable for route SL8, from White City to Uxbridge, to provide more early morning and evening buses.

From 26 August, route XI40 became the SL9, with the rebranded service serving the same places and stops as previously, connecting Harrow and Heathrow Central, but with some updated stop names.

We closed consultation on the next three proposed Superloop sections on 4 September. These are: SL2 running between Walthamstow and North Woolwich, SL3 between Thamesmead and Bromley, and SL5 between Bromley and Croydon. After analysing the responses, we published the outcomes of the consultation on 16 October, confirming the go-ahead for the new services. This follows the publication on 1 September of the outcome of the consultation confirming approval for Superloop service SL1 between North Finchley and Walthamstow, and SL10 between Harrow and North Finchley.

We will introduce SL1 and SL10 by the end of the year and intend to introduce the new SL2, SL3 and SL5 services by spring 2024, completing the loop of the Superloop. The final Superloop service, SL4, consulted on last year as route X239, would run between Canary Wharf and Grove Park, using the new Silvertown Tunnel which is due to open in 2025.

Other outer London bus service enhancements

In other measures delivering the Mayor's £6m investment to improve the bus network in outer London, we continue to make enhancements to existing services. Routes I23, I58 and 468 used to have a weekend-only night service, but they were suspended in March 2020 at the start of the pandemic. However, following a review of these routes, we have introduced an all-week night service on route 486 from 29 July, and on both routes I23 and I58 from 26 August, with buses running every 30 minutes throughout the night.

On 26 August, the frequency on route 86 between Stratford bus station and Romford station was increased on Sundays to run every eight to nine minutes instead of every 10 during the day, and the frequency on route I41 between London Bridge and Palmers Green was increased to run every 10 minutes instead of every 12 minutes every evening, and every 10 minutes instead of every 12 minutes all day Sundays.

Also from 26 August, routes 79 (which ran between Alperton Sainsbury's and Edgware station) and 83 (which ran between Alperton station and Golders Green station) were extended, following a consultation that took place earlier this year. Route 79 was diverted and extended from Alperton to Stonebridge Park station through Mount Pleasant and Beresford Avenue.

Route 83 was extended from its terminus at Alperton station to Alperton Sainsbury's, replacing route 79 between these points. Customers can change between the two routes at Alperton at no extra cost using the Hopper fare. The changes support the London Borough of Brent's Alperton Growth Zone, ensuring we can support increased demand for buses as new homes and communities are developed.

On 30 September, we introduced the final part of the Central London Bus Review covering routes I, 59, I68 and I88. We merged routes I and I68, creating a new route I operating between Hampstead Heath and Canada Water. To maintain links from the south to the previous route I terminal at Tottenham Court Road we rerouted the I88 (running from North Greenwich) to now terminate there and increased the morning northbound peak frequency of route 59 to ensure capacity north from Waterloo.

On 7 October, we increased the frequency of route I07, which operates across the new ULEZ boundary between New Barnet station and Edgware station via Borehamwood. Buses now run every 15 minutes all day, every day of the week, instead of every 20 minutes during the day on Sundays and every 20 or 30 minutes in the early mornings and late evenings on all days.

We have also closed the consultation on route 223, currently running from Wembley Central to Harrow, confirming its extension) from Harrow to Eastman Village in Wealdstone in the London Borough of Harrow. We will consult on a further on the proposed extension to Uxbridge Road/Oxhey Lane in Harrow Weald.

Kingston Cromwell Road bus station

On 28 August, we started redevelopment work to provide a state-of-the-art bus station in Kingston that will make journeys by bus in the area much easier and more attractive.

The project will see the construction of new, energy-efficient bus station buildings as well as a new canopy to provide protection against the weather across the station's entire waiting area, including a green canopy edge.

Other features of the new bus station will make it much easier to travel by bus, with new amenities such as improved live travel information screens, fully accessible customer toilets, improved LED lighting and CCTV, a new public address system and new retail units.

The development will also include a wider passenger island with more space for customers waiting for buses and moving around the bus station, as well as resurfaced pavements and improved drainage, including a sustainable urban drainage system. The changes are part of our wider plans to make London's bus network even better, improving customer's experience throughout each journey and enabling more people to use sustainable modes of transport. Superloop service SL7 will serve the new bus station when work is complete.

While construction is carried out, buses will not stop at the station, with buses that did or stopped just outside on Cromwell Road now stopping at new temporary stops a short walk away along Cromwell Road, while other services will be diverted as close to their original route as possible. Stops AI to AI6, and ZI will be closed for the duration of the works. Stop R on Wood Street will also be closed. Two new temporary bus stops with shelters will be located to the east of the bus station on Cromwell Road and the bus lane will be extended to minimise impacts to bus journey times.

Bus action plan

We continue to implement areas of our Bus action plan, which was published in March 2022, and have now refurbished more than 430 of our New Routemasters, with the full 1,000 buses being completed by 2025. We have also rolled out 300 of 322 new countdown signs at bus stops across the capital, with all boroughs benefitting from new live travel information signs at a variety of locations. The remaining 22 signs will be rolled out by the end of the calendar year.

As part of our Bus Security Programme, we continue covert testing at our bus stations across London to ensure safety checks are being carried out effectively. We have also started to roll out our new Diversity and Inclusion training to our 25,000 bus drivers.

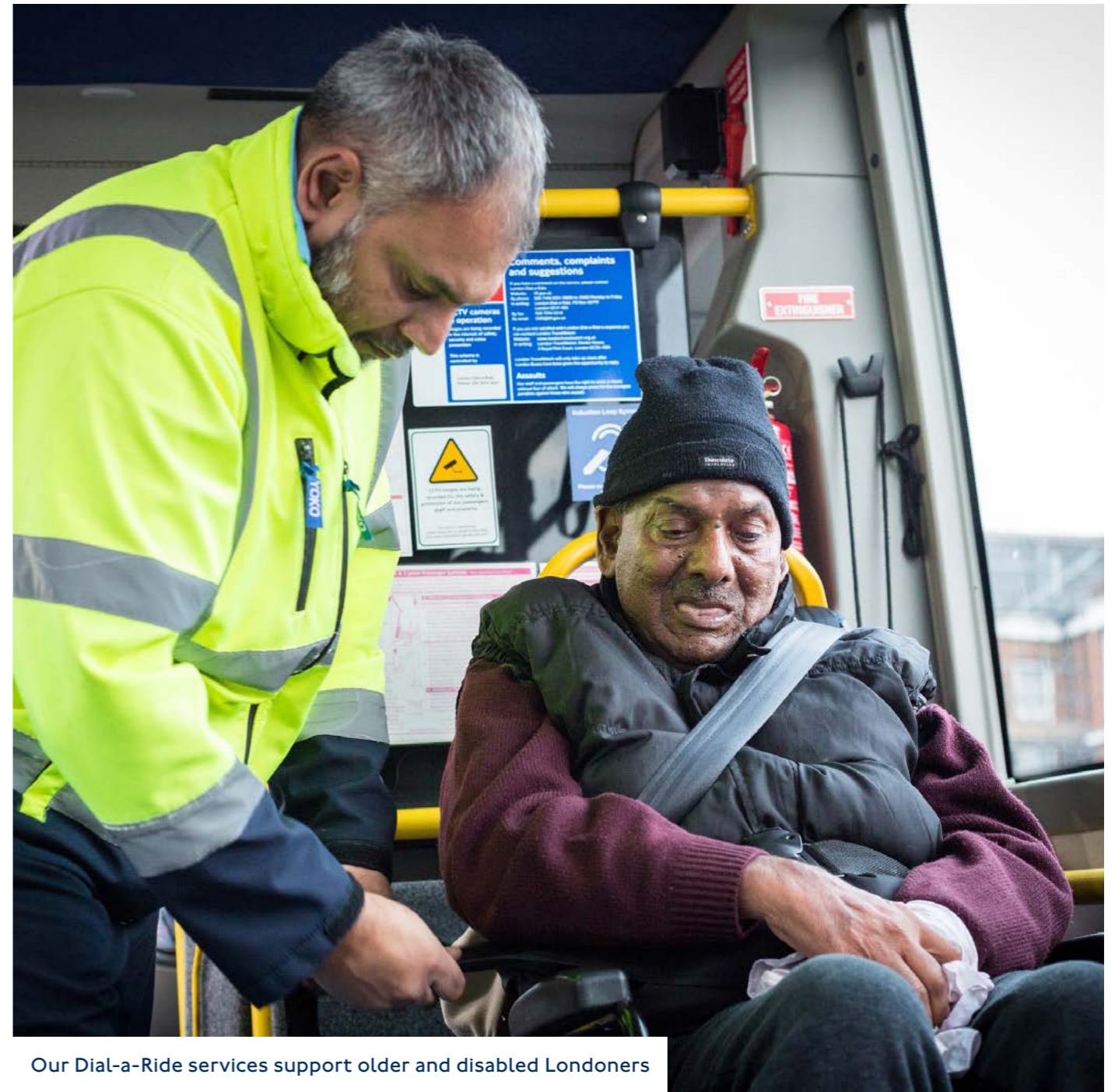
Dial-a-Ride

On 29 September, we announced that our operating hours for Dial-a-Ride have been extended to midnight, with last pick ups at 23:00, to support older Londoners and those with long-term disabilities to socialise at night. Dial-a-Ride services will also be extended over the festive period to enable more people to enjoy Christmas festivities for longer.

We worked closely with Transport for All and Age UK London to improve Dial-a-Ride services based on direct feedback from people who use them. Through speaking to Dial-a-Ride members with a variety of accessibility needs, the charities identified that some people who rely on these services had to leave social events at 20:30 due to services operating until 22:00 following the pandemic.

As a result of this engagement and with booking requests beginning to increase, we decided to extend the operating hours for Dial-a-Ride to encourage more people to take advantage of this vital service. We are committed to making London's transport network more inclusive, and improving Dial-a-Ride services is a key part of this ambition.

Earlier this year, we recruited 12 additional drivers to meet increased demand for the services, as well as more staff to improve call waiting times. We are also implementing a new and simpler booking system, due to launch later this year, that will enable members to book trips online, as well as over the phone and via email. This will help people book more quickly, and improve the routing of journeys, resulting in shorter journeys and helping free up time for more trips.



Our Dial-a-Ride services support older and disabled Londoners

Old Street

The Old Street Roundabout project team continues to work to complete the project by early 2024. We recently introduced the safety improvements for people walking and cycling by providing new and improved crossings and fully segregated cycle lanes. Completion of the new public space, with accessible main entrance to Old Street Underground station and the subsurface shopping arcade, are due to follow.

Construction of the superstructure for the new main station entrance has continued, with the ceiling installation and stairs tiling complete, including removal of the temporary scaffolding. Works are now progressing on the internal finishes.

Work also continues in the surrounding public spaces, with the installation of new sustainable urban drainage systems and hostile vehicle mitigation bollards completed. Final paving works have also started and are progressing well, while cladding of the existing building structure and replacement of the roof skylights continues.

Construction of the new passenger and goods lifts have been completed, ahead of standalone testing in November. Refurbishment continues of the subsurface concourse area, with installation of new mechanical, electrical and communications equipment. Delivery and installation of the new fire doors and shop fronts is expected to start from November as well.

DLR rolling stock replacement programme

Our rolling stock programme will deliver 54 new, walk-through trains to replace the oldest trains on the DLR network. The new trains are air-conditioned and able to provide live travel 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.

Work continues to prepare for the next franchise and we issued a Standard Selection Questionnaire to identify potential interested suppliers on 21 August. We are also preparing for the launch of the new trains in 2024, and continue with depot enabling works, new train testing at times of closure and preparation for testing in between passenger service in March 2024.

The manufacture of the new rolling stock in Spain is continuing as planned, with 25 trains now completed.

Main line testing is also progressing as planned and signalling integration testing of the onboard vehicle signalling control system is under way. Night-time testing of the new signalling system control software is also under way, with no major issues encountered to date. These works are in preparation for the entry into service of the new train in early 2024.



The DLR network will benefit from new walk-through trains

Beckton depot and network infrastructure

Following the awarding of the contract for the maintenance facility building and southern sidings, our contractor is now fully prepared, including having started key subcontracts and significant enabling works. The new site office accommodation has been delivered and is in use.

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 around Elephant & Castle station. This new entrance will significantly increase the station's capacity to meet both existing and new demand for Tube services.

We are pushing ahead with the procurement arrangements for the new tunnels, with four companies receiving an invitation to tender in July, following a successful pre-qualifying exercise. A contract for essential pre-tunnelling ancillary works has been awarded and works are progressing well on site. Other enabling works have been undertaken by in-house teams and have proved cost effective.

All of these works, plus the station box, are known as stage I works and are fully third-party funded. Construction of the station box by the developer continues at speed, with station-box piling completed and works on the slab started. The developer has completed the construction to Basement Level 5, and handover of the station box by the developer remains set for early 2025, as planned.

To further support the cost-effective procurement of the tunnelling works contract, a package of works has been undertaken to provide additional ground investigation analysis in the area around Newington Butts. These findings have been added to that supplied by the developer and shared with the organisations invited to tender for the main civils works contract.

We have also progressed the package of works to determine the options for the eventual fit-out of the station box and tunnels, and for bringing the new station entrance into use. These works are known as Stage 2 and are, as yet, unfunded.

High Speed 2

Since the DfT's announcement in March that it will pause construction at Euston station and 'rephase' its delivery, we have engaged collaboratively with High Speed 2 (HS2) Ltd (the company developing the new high-speed rail network) and other Euston Partnership members including Network Rail, DfT, London Borough of Camden, GLA and Lendlease, as the masterplan development partner, to look at options to reduce costs. This resulted in HS2 Ltd delivering a high-level feasibility report to the DfT with several options for further investigation.

However, on 4 October the Prime Minister announced that while HS2 would continue to Euston, a significantly scaled back and privately funded station was proposed. Later that day, the DfT published Network North: Transforming British Transport, a new plan with additional detail, including the following statements:

- The Government will not provide a tunnel between Euston and Euston Square Underground station or design features that are not needed
- The Government will deliver a 6-platform station which can accommodate trains to Birmingham and onwards
- The Government will appoint a development company, separate from HS2 Ltd, to manage the delivery of this project. The Government will also take on the lessons of success stories such as Battersea Power Station and Nine Elms, which secured £9bn of private sector investment and thousands of homes

The plan goes on to state that the full £6.5bn saved through the Government's rescoped approach at Euston will be reinvested across the country.

The Prime Minister's announcement and the DfT publication was made without prior engagement with TfL or the GLA, so we are looking for urgent clarification on a number of matters, particularly the implications on our operations and passengers and the Protective Provisions Agreement that we have in place with the DfT that safeguards our requirements for matters such as the provision of a London Underground station and Euston Square link to accommodate forecast passenger demand.

With Old Oak Common becoming a temporary terminus for HS2 services for up to a decade, we have made the case to the Government to procure additional class 345 Elizabeth line trains to ensure sufficient capacity for passengers coming from HS2 services to continue their journey into central London. In addition, we have engaged with HS2 Ltd, Network Rail and the DfT to resolve the issues of level boarding for Elizabeth line rolling stock.

Stonebridge Park depot

A major project to improve the lighting at Stonebridge Park depot on the Bakerloo line has reached a significant milestone. The large depot area was originally lit from lighting arrays on three very high lighting columns. Originally, the columns all had winch mechanisms to enable the changing of lamps and maintenance at ground level. However, these had not worked for many years and temporary lighting solutions were in place on two of the three columns as a result, with the headframe removed entirely from the third column as it was not maintainable.

Work to update the lighting arrays required detailed planning, with a depot closure needed in the case of one of the columns, which also had an interface with Network Rail infrastructure. Track possessions were needed and, while a crane and elevating work platform could be used for two of the columns, a 25-metre-high free-standing scaffold had to be used for the other two due to space constraints.

Following works during a closure in the summer, two columns have had new headframes fitted with LED lighting and new winch mechanisms. The result is better lighting through energy efficient LEDs, providing a safer working environment for colleagues, and winches which eliminate the need for maintenance work at height. The third column was removed and is to be replaced.

Walking and cycling

On 3 August, we announced that applications are open for more than £500,000 of grants for community and not-for-profit groups that encourage people to walk and cycle. Walking and Cycling Grants London aims to enable more people to walk and cycle, addressing the barriers that prevent people from getting active and helping to make London a more sustainable, inclusive and healthy city. All projects give participants the chance to connect with their local communities, learn new skills, get active and improve their physical and mental health.

Funded by us, in partnership with The London Marathon Foundation, and administered by Groundwork London, the programme offers applicants two types of grants. Walking and Cycling Grants can provide up to £10,000 over three years to successful applicants that will help kickstart smaller projects throughout London. Applicants will be considered on the potential of their idea to benefit the local community and boost walking and cycling levels, particularly among communities who do not tend to walk or cycle.

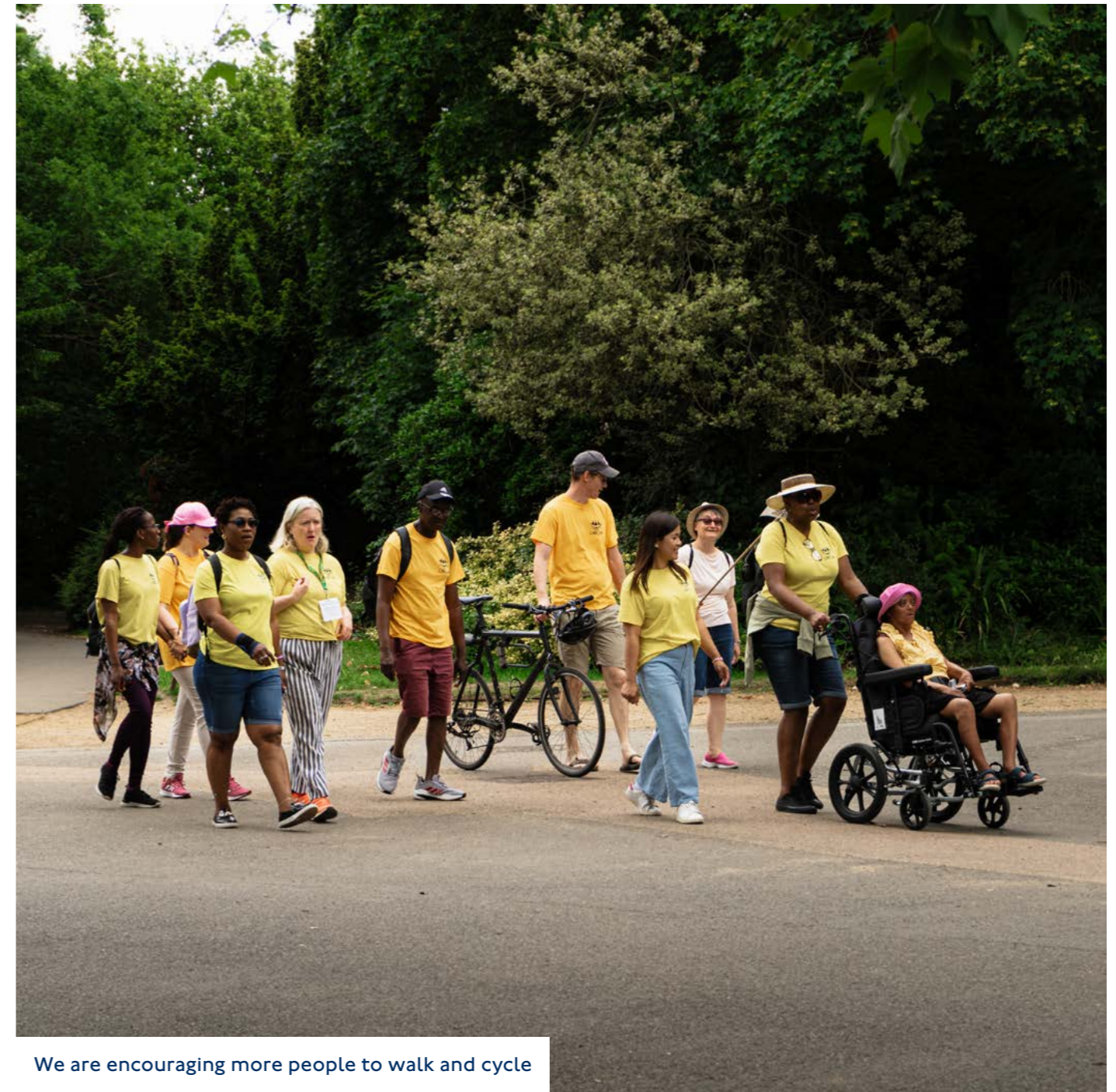
Applications for Community Ideas Grants are also open to help spur smaller projects across the capital that are based on previous successes in other communities. Potential applicants to the scheme will be able to browse successful former projects on the Community Ideas Hub, and then apply for funding of £5,000 for a single year to replicate these in their local community.

Applicants of both grants will be given help and support throughout the application process, and successful groups will be given further support during the delivery of their projects.

Applications for both grants closed on 1 September, with successful applicants to be announced in November. We translated the guidance documents for the programme into Romanian, Polish, Bengali, Spanish, Portuguese and British Sign Language as well as producing an Easy Read version to ensure as many groups as possible can access the guidance and apply to the scheme.

World Car Free Day

We celebrated World Car Free Day on 23 September, with around a hundred events in local streets and neighbourhoods.



We are encouraging more people to walk and cycle

Over the weekend, local streets across the capital transformed into play streets for the day, enabling thousands of Londoners to play, walk, cycle and spend time with their neighbours. London's largest Car Free Day celebrations were held in 2019, with thousands of people enjoying traffic-free streets in the centre as well as hundreds of local streets across the capital. Since the pandemic, Car Free Day events have been focused on local neighbourhoods, and continue to offer a fantastic opportunity for people to enjoy their streets in new ways.

As well as encouraging people to walk and cycle more as part of World Car Free Day, together with the free community walking app Go Jauntly, we are also supporting Londoners in improving their health and wellbeing by walking at least 20 minutes a day in order to raise awareness of World Alzheimer's Month in September.

The free Go Jauntly app enables Londoners and visitors to the capital to discover local walks created by the people who know and love them. Through the app, people can also access the Walk London Network, one of the largest walking networks of any city in the world, which offers beautiful walks which can be found throughout central and Greater London.

These routes are specifically designed to be easily accessible by public transport and people can walk as little or as far as they choose by walking them in sections. This initiative forms part of TfL's Walking and Cycling action plans to make London one of the best cities for walking and cycling.

TfL Travel for Life

Since 2007, we have run a variety of school programmes for pupils aged 3 to 17 in partnership with all London boroughs and London Transport Museum. These are designed to help young people in London travel better and choose active travel options such as walking, cycling and scooting. The majority of London's 3,313 schools are participating in one or more of our education programmes, formerly known as Road Safety Club, STARS, Safety and Citizenship and TravelSmart.

TfL Travel for Life brings all our different education programmes together to create one cohesive programme through a child's school life, helping them travel with confidence and independence. The programme has a dedicated new website and more support for teachers and parents.

Over the years, the programmes have accredited nearly half of the 3,313 schools in London with Bronze, Silver or Gold STARS awards. Almost a quarter of these have received Gold accreditation, meaning that either they have reduced their car use by six per cent or more than 90 per cent of their students walk and cycle to school. Since the start of the programmes in 2007, schools have so far replaced 22 million kilometres of car journeys with active travel.

Choosing active travel for the school run has numerous benefits. Rates of childhood obesity are higher in London than in the rest of the UK and a University of Cambridge study has shown that children who regularly walk, cycle or scoot to school are less likely to be overweight or obese, a result consistent across neighbourhoods, ethnicities and socio-economic backgrounds. A study by University College London also found that active travel improves mental health, further highlighting its benefits.

Fewer parents driving children to school also improves road safety, as we work to eliminate all deaths and serious injuries from London's transport network as part of our Vision Zero. Following several measures we have introduced, there has been a sustained improvement in safety for young people under 16 on London's roads. In 2022, the number of children killed or seriously injured on London's roads reduced by 63 per cent against our 2005-09 baseline.

Cycling action plan

We recently launched a major new Cycling action plan which set out our commitment to further boost cycling numbers across the capital and ensure that people cycling become more representative of London's diverse communities.

The past two decades have seen huge growth in the number of people cycling in the capital, with a 155 per cent increase in the number of daily cycle journeys since 2000. This includes a 13 per cent increase in daily cycle journeys between 2019 and 2022, despite Londoners making fewer trips across all transport modes in 2022 than in 2019.

Working with London boroughs, we have more than tripled the size of the London-wide strategic cycle network, from 90km in 2016 to more than 350km in 2023, meaning that more than one in five Londoners now lives near the Cycleway network.

We have completed 38.36km of new or upgraded cycle infrastructure since April 2022 and a further 12.66km is currently under construction.

On 19 September, we launched four new Cycleways in Enfield and Waltham Forest that have further expanded the network, making it even safer and easier for people to travel around north and east London by bike. The new or extended routes have been delivered rapidly alongside our and the boroughs' existing programme to build new walking and cycling infrastructure, helping people to access jobs, schools, and hospitality by bike, and have added 10km to London's network of safe cycle routes.

Our work to continue to develop Cycleways in outer London means that more than 40 per cent of people in Waltham Forest are now within 400m of a high-quality cycle route, contributing to the Mayor's target of 40 per cent of Londoners living within 400m of a high quality cycle network by 2030. Neighbouring Enfield also has one of the capital's largest Cycleway networks, with 51 per cent of residents living within 400m of high-quality cycling infrastructure.

Delivering high-quality new cycleways will enable Londoners of all backgrounds and abilities to cycle safely, encouraging greater diversity in cycling.

The new cycleways that further expand the cycleway network in London include:

- Cycleway 23: Lea Bridge to Woodford New Road – Extension of existing route connecting Lea Bridge Road to Woodford New Road with links to C24 (Tottenham Hale to Whipps Cross), C26 (Chobham Manor to Blackhorse Road) and C27 (Acton to Walthamstow)
- Cycleway 24: Tottenham Hale to Whipps Cross – Extension of route from Wood Street to Whipps Cross with connections to C26 (Chobham Manor to Blackhorse Road) and C23 (Lea Bridge to Whipps Cross)
- Cycleway 26: Chobham Manor to Blackhorse Road – Connects to C23 (Lea Bridge to Whipps Cross), C24 (Tottenham Hale to Whipps Cross), and C27 (Acton to Walthamstow)
- Cycleway 58: Southgate to Palmers Green – Connects to C20 (Enfield Town to Wood Green) and the wider Enfield network

The routes that make up the Cycleway network include a 10km route in Enfield, which forms part of London's longest, continuous Cycleway from the M25 to the City. This is more than 20km long, and connects town centres in Enfield, Haringey, Hackney and the City of London.

Cycleway 9 – Kensington Olympia to Brentford

Works to deliver a new segregated Cycleway connecting existing infrastructure at Kew Bridge with Waterman's Park are now complete and opened for use on 26 September.

Cycleway 23 – Lea Bridge to Dalston

Construction of Cycleway 23 continues, with completion of three of the four corners of Lea Bridge roundabout in October. The most impactful phases of work were successfully undertaken during July and August to coincide with the summer holidays and reduce disruption. We have been able to bring forward construction by Hackney of the westbound section of the route on Lea Bridge Road by six months, with this work progressing well since 24 July.

Cycleway 50 – Finsbury Park to Tottenham Hale

Construction of the protected with-flow cycle lane and widened footways on Seven Sisters Road is due to be completed at the end of October. Safety improvements at the junction of Hornsey Road and Tollington Road were completed in September. The Cycleway 50 construction works along the remainder of Tollington Road and at the junction of Camden Road and Caledonian Road, are progressing well.

E-scooter rental trial

Our London e-scooter rental trial has been running for more than two years and has expanded since launching in June 2021. There are now 10 boroughs taking part, 600 designated parking bays and around 5,000 e-scooters available for hire. For the period ending 24 September, 105,000 trips were made taking this total to 3.04 million trips, covering a total of seven million kilometres. The average e-scooter trip duration is 17 minutes and the average distance travelled is 2.4km.



Our services and reach cover wide areas of the capital

The trial has focused on safety throughout, supporting the Mayor's Vision Zero target to eliminate all deaths and serious injuries on London's roads, and the operators chosen to run the next phase of the trial, Dott, Lime and Voi, were selected based on their ability to meet strict safety requirements and high operating standards.

The trial's safety standards go beyond national standards set by the DfT, including a speed limit of 12.5mph, larger vehicle wheels and lights that stay on for the full duration of any rental. Less than 0.001 per cent of trips have resulted in a serious injury and this strong safety record demonstrates the benefits of clear standards and regulations for the use of e-scooters. Operators are responsible for ensuring trips end with the e-scooters being returned to a bay, and are currently reporting parking compliance at 95 per cent.

The second phase of the trial started on 25 September, and builds on learnings to date and provides operators with opportunities to test new onboard technologies, including pavement riding detection and acoustic vehicle alerts. The continuation of the trial enables us to collect more data to better understand the role e-scooters can play in helping people move around London sustainably, and a report reviewing all data from the first phase of the trial will be published in due course.

London Cable Car

Throughout the summer months the IFS Cloud Cable Car ran a Women's World Cup event which includes a fast-track ticket and complementary drink. On 19 August, the cable car also featured in a Channel 5 documentary about TfL which will be shown next year.

The Invitation for Tender for the new Operations and Maintenance were submitted by tenders on 8 September, and these are currently under review with the aim for a contract award in January.

Planning has been ongoing for the annual maintenance shutdown which took place from 15 to 20 October. The works will include replacing the motor which operates the cable car as well as the gear box. We have informed customers of the closure through posters and our website. Local businesses and residents have also been informed.

Active travel

Work continues to finalise the decisions on the future of the temporary and experimental schemes delivered in response to the coronavirus pandemic.

The schemes at Bishopsgate, London Bridge/Borough High Street, the A21 Lewisham to Catford, Park Lane, the A23 Oval to Streatham, and Cycleway 7 upgrade between Clapham and Oval, have all recently been made permanent. This followed extensive monitoring of the schemes to understand their benefits and impacts, and assessing stakeholder feedback through public consultations.

Works began in August to make alterations to the scheme on Hampstead Road, including the installation of sections of cycling segregation. These works are expected to be complete in mid-November.

Public transport safety

Our public transport safety campaign, which launched on 22 May, is designed to help support safety measures across

our networks that reduce incidents and prevent delays by alerting customers to risks, without frightening them. Using an authoritative yet caring approach, it focuses on the positive behaviour we want customers to adopt and encourages them to reconsider some of their daily actions when travelling on our services.

During the busy summer months, escalator safety was top on the agenda. We focused on two new messages to tackle injuries. Both our Take Extra Care After Drinking Alcohol campaign, which ran from 17 to 30 July and highlighted the risk of injury as a result of intoxication, and Keep Kids Clear of Edge campaign, which ran from 14 to 27 August and raised awareness of children's loose footwear being caught in escalators, launched through bursts of paid advertising which was placed in locations where these incidents occur, such as escalator panels or in busy stations, and gave these messages high prominence.

Customer experience

Connected London: 4G and 5G on the Underground

Our Connected London programme sees all four mobile network operators (Three Mobile, EE, Vodafone and Virgin Media-O2) signing up to bring high-speed 4G and 5G mobile connectivity across the London Underground, including within tunnels.

Our partner in this work, BAI Communications Ltd, has moved its global headquarters to London and renamed the company Boldyn Networks Ltd. Boldyn Networks is continuing to install equipment within the London Underground network. The delivery of this infrastructure is on target, with more than 500 engineers

working six nights a week to install the cabling and equipment needed to transmit mobile signals in stations and tunnels.

Coverage is now available at a number of stations on the Central, Jubilee and Northern lines, including at three of our biggest stations: Oxford Circus, Tottenham Court Road and Euston. This is an important milestone and opens up opportunities to deliver high-speed mobile connectivity to significant portions of the West End by extending coverage on the Northern and Central lines to Bank before the end of the year. We are also working to have coverage within the first four Elizabeth line stations by the end of the year.

As well as bringing mobile coverage to more stations in the coming months, Boldyn Networks will also begin to upgrade the existing coverage on the Jubilee line to make 5G available at stations, such as Canary Wharf and North Greenwich, for the first time. Given the progress made, the Mayor, TfL and Boldyn have also now agreed a deal to extend mobile coverage to the DLR and the London Overground between Highbury & Islington and New Cross stations.

On 8 September, the Mayor visited Tottenham Court Road and Oxford Circus stations to launch the 4G/5G service in the Central line areas of those stations and the tunnels between them. The Northern line platforms (Charing Cross branch) also went live at Tottenham Court Road. The launch attracted positive media coverage. A pilot scheme to deliver local network connectivity services using our streets assets, such as lamp posts, is also under way. The Old Street, Waterloo and

King's Cross areas are having more than 20km of fibre and 4G and 5G small cells installed on local lamp posts to support local connectivity. This will significantly improve fixed and mobile connectivity in these areas.

Fibre connectivity is being further improved with the boroughs of Richmond, Wandsworth and Merton all joining the existing boroughs benefiting from improved connectivity in partnership with the GLA and Boldyn Networks. The work in Sutton and Kingston boroughs has completed while work continues in Croydon and Southwark.

Freedom Pass 50th anniversary

On 23 September we celebrated the 50th anniversary of the introduction of the Freedom Pass, a concessionary travel scheme (paid for by boroughs and administered by London Councils) enabling those aged 66 and over or disabled people free travel on the capital's transport system.

The Freedom Pass was launched in 1973 by the Greater London Council, and has existed continuously ever since, although with various policy and funding changes being made to the scheme over the years. When the council was abolished in 1986, responsibility for the scheme passed to the boroughs with the support of London Transport. The pass is now funded by all London local authorities and managed on their behalf by London Councils with us providing the smartcards and ensuring they can be read by the card readers on buses and at stations.

The initiative is currently supporting more than 1.3 million people to stay active through free travel across the capital.

Customer Contact Centre Operations

The contact centre has entered its busiest time of the year, with the new school year having started and young Londoners requesting new or reissues for free or discounted travel photocards. We have been able to support more than 200,000 individuals so far through our telephone and correspondence channels, meeting all service levels in the process. We have also managed the card fulfilment process and have met our card dispatch service levels throughout this peak season.

Our Visitor Centres have enjoyed an increase in footfall, with the number of both international and domestic visitors during the summer holidays reaching a new record since the start of the pandemic. To support this increase, we adjusted our opening hours and staffing levels, with the team also able to give additional travel and ticketing advice.

Our lost property office has begun its move from South Kensington to a new office in West Ham. The new site has more space which enables items to be stored and retrieved much more easily.

TfL Go app

The TfL Go app is currently used by more than 727,000 customers each month on average. We continue to roll out new features including improved information around line disruption and closures, with both clearly highlighted on the live Tube map. During the summer, we launched a series of Promoted Places content helping customers discover things to do in outer London neighbourhoods.

Customer campaigns

Active travel

Our active travel summer campaign encouraged all Londoners to make the most of summer by exploring London by bike or taking a stroll in the city with friends and family. The advertising promoted our range of maps and apps to help people navigate the many walking and cycling routes available. The campaign was communicated through outdoor posters at bus stops, on digital and social media, and on digital audio from July to September.

Santander Cycles

Our Santander Cycles summer campaign was live until mid-September, encouraging Londoners to use Santander Cycles by reminding them of our simple pricing tariff for single rides and memberships, and promoting the inclusion of e-bikes in the scheme.

A new docking station in Clapham opened on 24 August and we offered a special Car Free Day discount of 50 per cent off monthly memberships. The new docking station on Nightingale Lane in Clapham which opened on 24 August has already proven popular, with more than 500 hires in its first weeks of opening.

Our purpose

The integrated marketing campaign to convey our purpose as an organisation continues to communicate our plan to make sustainable transport in London better for everyone through posters across our network, bus wraps, Google search advertising, owned social media, the Made by TfL blog and customer emails and was supported by information on our website. The messaging focuses on the improvements we have already made or are making, and those to come in the future across both public transport and cycling.

Early research shows the campaign's potential for long-term brand growth, as well as its potential to promote public transport journeys in the short term. It shows that people feel more positive towards our organisation after seeing the campaign and are claiming to have changed their behaviour, including switching from using the car to public transport, as a result of seeing the advertising.

London Transport Museum

On 6 September, London Transport Museum launched a new Hidden London tour of the disused parts of Baker Street Tube station, with ticket-holders able to immerse themselves in 160 years of history. When it first opened in 1863, the Metropolitan line was a pioneering solution to the congestion causing chaos on London's busy streets. Baker Street is one of the seven original stations to open to the public along the line.

A much-loved and beautifully restored 1938 Art Deco-style train was out on the Metropolitan line celebrating its 85th birthday on 9 and 10 September. Passengers were transported to a bygone era as they climbed aboard this historic, now electrified, train with green and red moquette seating, grab handles and distinctive Art Deco light fittings. Guests were also able to take a photo by the #LoveTheTube selfie walls to remember this special day out.

On 21 and 24 September, visitors were able to go behind the scenes at the Museum Depot in west London for the last event of the year to uncover stories about the city's public transport and the people who worked on the system. Activities included talks, tours and a family puppet-making workshop, with visitors able to explore the largest collection of transport signage in the world, pick up a gift at the vintage poster store and admire Tube carriages, trains and unique road vehicles from London's past and present.

Our people

We are rolling out our health and wellbeing checks to more locations, and increasing the number of defibrillators on the network



We support the health and wellbeing of our colleagues

Health and wellbeing

Our Occupational Health and Wellbeing team has been successfully reaccredited as the provider of a Safe, Effective and Quality Occupational Health and Service to our and our partner organisations.

We continue to provide wellbeing health checks across the business on site, including night-time visits, to enhance our offering and provide health and wellbeing assessments, information and advice to those who are able to join a session. Around 350 health and wellbeing checks have now taken place across six locations and the service is already booked to visit 15 new locations this and next year.

Use of the service is close to 95 per cent, with nearly 100 per cent of available slots booked and very few missed appointments. The onward referral rate to other services (such as to a GP for high blood pressure) is close to 50 per cent, suggesting that we are 'catching' people with reversible health conditions early and hopefully preventing health issues becoming more serious and impactful, which is the aim of the service.

Life Saver and Safeguarding awards

Three Transport Support Enforcement (TSE) Officers recently received Life Saver Awards for their efforts when providing life-saving medical intervention for two hours at a London Underground station. We are proud of their proactive intervention, for recognising a passenger in need of care and for their calm presence of mind in what was a very difficult and traumatic incident. After receiving medical help at a local hospital, a nurse stated that the passenger survived as a result of our officers' intervening.

Five TSE Officers received Life Saver Awards for intervening to stop a passenger from taking their own life, and successfully used their physical intervention training to get the customer into a place of safety. They then kept the customer calm and reassured while waiting for the emergency services to arrive.

And finally, another TSE Officer has been given a Safeguarding Award for the incredible bravery they showed by physically using himself as a shield to protect a young woman as she was being attacked.

Creating a culture of inclusion

New Inclusion Matters course

In June, we launched Action on Inclusion, our new long-term diversity and inclusion strategy which sets out how we can create a truly inclusive organisation by 2030. A key component of this is the delivery of a new Inclusion Matters online learning course for our colleagues, which launched on 18 September.

To create this course, colleagues from across our organisation have been sharing their experiences and insights around inclusion, exclusion and microaggressions in the workplace, giving relatable and localised examples and the impact these incidents have had on them. This course is required learning for all our people, and course progress and completion will be tracked and discussed at senior leadership meetings.

Action on Inclusion: deep-dive events

We have been holding in-depth workshops for all our senior leaders to support them in their role as we embed our Action in Inclusion ambitions across our organisation. These workshops give senior leaders an overview of the key themes and the importance and role of allyship, using real-life examples of microaggressions, banter, and discrimination within the business.

These sessions also give colleagues the opportunity to learn from each other and understand the appropriate steps to take if they need to intervene or call out unacceptable behaviour they witness in the workplace or elsewhere. The last of these deep-dive events took place on 21 September and we received extremely positive feedback from colleagues who attended.

Supporting everyone to achieve their work ambitions

Building Skills for the Future

We have identified a wide range of critical and hard-to-fill roles across the organisation and will be analysing these further in more detail to understand the future skills requirements related to these roles. The information gathered has supported us in shaping demand for our graduate, apprenticeship and internship schemes for 2024.

On 11 September, we welcomed over 270 graduates, apprentices and interns. This is our largest intake to date, following the completion of 77 assessment centres with more than 1,000 candidates attending. A summary of the demographic data of this year's intake will be provided at our Safety, Sustainability and Human Resources Panel on 15 November, but below is a high-level breakdown of the data for our 2023 cohort:

Graduates and interns

- The percentage of women hired into graduate and intern roles has increased to 42 per cent
- There has been a significant increase in candidates with a disability, with representation now above London's economically active population of 11 per cent
- The number of individuals from Black, Asian or ethnic minority backgrounds has increased to 60 per cent, significantly above London's economically active population 36 per cent.



We welcomed our new cohort of apprentices in September

Apprentices

- The number of people from Black, Asian or ethnic minority backgrounds has increased to 58 per cent, which is above London's economically active population
- The number of candidates with a disability increased to eight per cent, this was previously too low to report

- There was a reduction in the proportion of women hired, from 29 per cent last year, so this is a significant focus for our next intake

Leadership development

We have strengthened our people leadership culture with our pilot sponsorship programme Getting Ready for Senior Leadership for 17 of our senior leaders. Participants are gaining practical benefits of using our 360 tool to identify their personal development plans, which has also been actively supported by their sponsors at director level.

In addition, we have offered development options to those who applied and met the benchmark but did not gain a place on the pilot due to high volumes of interest. Following the success of the programme so far, we are focused on how this programme can be expanded for attendees in the future.

We have now selected the next group of seven emerging leaders from our graduates and higher- or degree-level apprentices who have completed their schemes in 2023. This group will now take on stretching placements which include a people leadership programme alongside a one-year modular learning programme aligned to Our People Leader Framework.

An attractive and fair employee offer

We are working towards a new approach to our reward and overall employment offer. We want our employee benefits, policies and ways of working to help colleagues build their career in our organisation and motivate others to join us.

Our approach to reward: Job families development (non-operations)

A first version of mapping to job family (meaning similar types of jobs), function and discipline, with the aim of better measuring similarities, was successfully completed in June. Roles within our organisation have been mapped to 20 of our non-operational job families and about 140 job areas that are defined within those families. The aim of this work is to ensure our pay ranges are more closely aligned to the overall market, so that we can better attract and retain people with these key skills.

The initial pay ranges for non-operational job families have been developed using benchmarking data from 2022/23 used by the insurance company Willis Towers Watson, and will be updated with 2023/24 data when these are published later in the year.

Our approach to reward: Job families development (operations)

The first round of job family mapping within our operational areas, creating 11 job families specific to operational roles. The next stage is to refine these job families further allowing us to map operational roles to these.

Work has completed to separate out notional base pay from unsocial working allowances in London Underground Pay and will enable a like-for-like comparison of London Underground pay (both internally and externally) as well as potentially having a practical application in any future approach to pay.

While significant benchmarking data for London Underground operations has already been gathered, we are also working with an external consultancy to strengthen our rail industry pay data to match a broad range of London Underground roles, and have established a forum of the main Train Operating Companies for this purpose. We are working together with an external company to help us establish a renewed set of principles and approach to using performance-based reward in future.

Our Employee Value Proposition

Defining, refreshing and publishing our Employee Value Proposition, meaning the benefits employees receive in return for the skills and experience they bring to an organisation, is a key elements to delivering our Colleague Strategy roadmap. To deliver this, we are reviewing the material we use to attract people to our organisation and how we present our employee offer. Our offer needs to tell an authentic and aspirational story of the experience of working here.

That story will help us create a brand for recruitment, focusing on our vision and purpose and what it means to work for TfL: an organisation with a rich history and an exciting future, driven by strong values and purpose, that provides a great service for London and is actively tackling the climate emergency. Our Employee Value Proposition will also positively set out what people can gain from working with us – the importance we place on people's development journey, the benefits we offer, and that our organisation is an inclusive workplace environment.

Our TfL Programme

Work continues across Our TfL Programme to progress initiatives through the change lifecycle, with several now into the detailed design phase.

Alongside this, the programme has undergone an extensive exercise to prioritise and sequence our initiatives across the business to ensure the delivery of financial and non-financial benefits is both maximised and balanced against the capacity of the business. This work forms the basis for an updated Our TfL Programme roadmap that is currently being developed with a greater focus on ensuring we are contributing to our organisation's overall financial requirements.

The programme has also been looking at how we can adapt our structure and governance to support enhanced collaboration and enable the effective delivery of initiatives across the value chain, the various ways in which we bring value to our customers and services. An adapted structure has now been agreed and work is under way to put this in place.

A Strategic Workforce Plan for TfL

During our first TfL Sustainability Summit, which ran from 4 to 8 September, our Chief Officer for Pensions Review, Tricia Wright, presented plans to create the first long-term Strategic Workforce Plan for the organisation. To create a truly safe, sustainable and inclusive organisation, it is essential to have the long-term picture of our changing workforce and skills mix. This work is currently being assessed and we aim to publish the document internally and externally in late 2024.

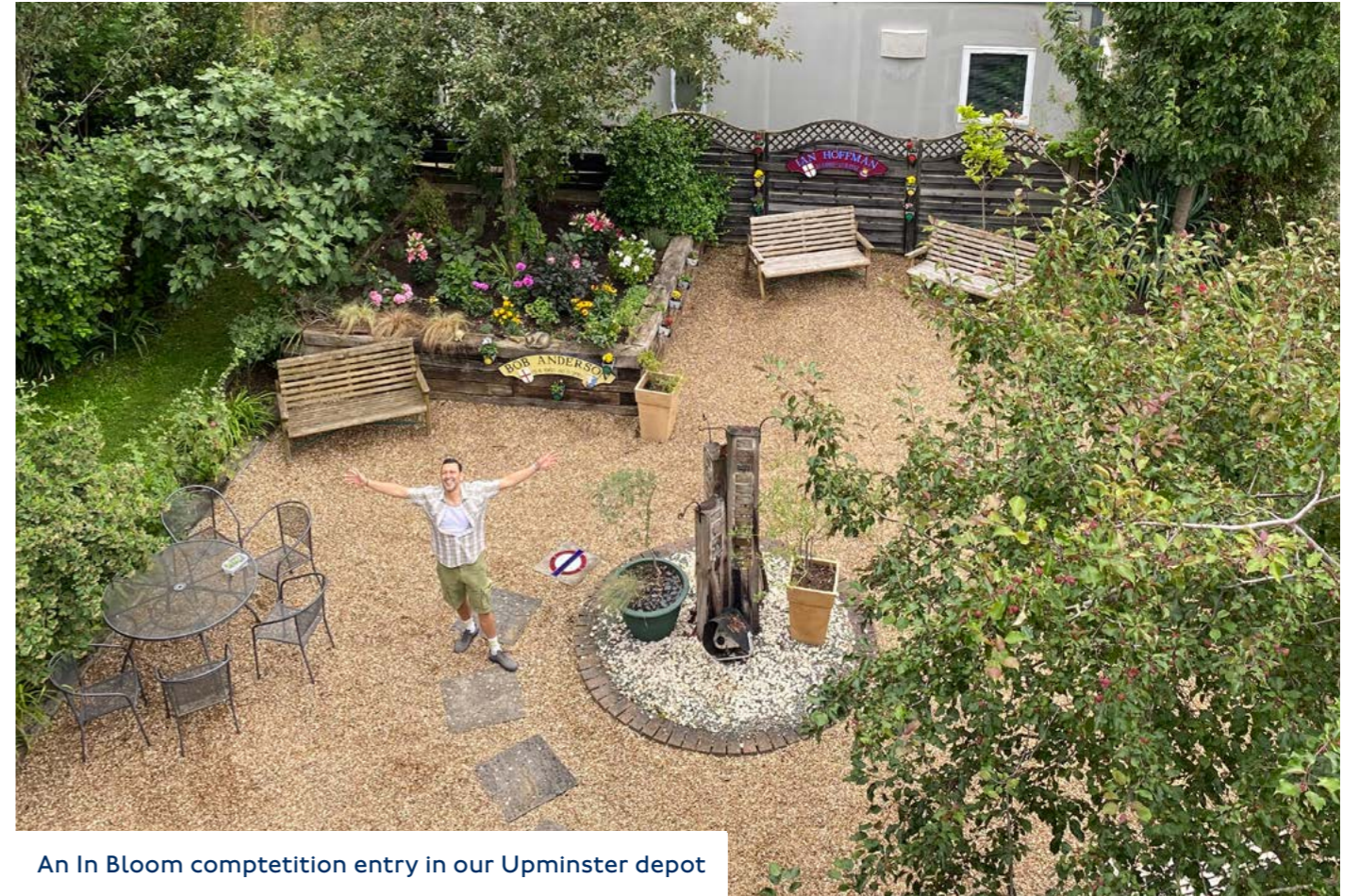
Black History Month

This year, we celebrated Black History Month with a range of initiatives, performances and displays across London's transport network.

A leaflet of poems by Black poets will be available at most London Underground stations, bringing together works that have featured on our Poems on the Underground programme over the years, including works by Benjamin Zephaniah, Lemn Sissay and Grace Nichols. The poems, estimated to have reached millions of people traveling on the network, give valuable insight into the complexities of Black history.

Brixton station will be hosting a photo series, titled Saluting Our Sisters, celebrating Black female members of staff from a wide range of areas across our organisation, including planning, operations and communications. The work sees each woman featured share their achievements and aspirations both inside and outside the workplace.

London Overground will put on four DJ sets over the course of the month, with Arriva Rail London's Service Delivery Manager Bentley Brooks taking to the decks as Bentley B at Shoreditch High Street, Shepherd's Bush, White Hart Lane and Dalston Junction stations and playing a variety of music from Africa, the Caribbean and America. Arriva Rail London's staff will hand out books by Black authors and Black History Month-themed tote bags and key rings to customers and local schools on the London Overground network, and engage in other Black History Month-themed giveaways.



An In Bloom competition entry in our Upminster depot

A double-deck bus wrapped in a striking design especially created to honour the Windrush generation has also now entered daily service, having formed part of the TfL, Lagniappe Mas band and Windrush Generation Legacy Association's float at Notting Hill Carnival in August. Designed by artist Baraka Carberry, the wrap celebrates the culture, community and colours of the carnival and the 75-year history of Windrush, in a vibrant, richly layered design. The bus is in service on route 40, between Clerkenwell Green and Dulwich, with the wrap to set to remain in place throughout Black History Month and into the New Year, with support from Go Ahead London.

In Bloom competition

On 21 September, we announced the winners of our annual staff gardening competition In Bloom, which included 57 entries from people across our organisation and was judged by more than 40 volunteers. With an environmental theme focusing on people and the planet, this year's competition reflects our ambitious work across the business to become the strong green heartbeat of London. The winners were announced at an awards ceremony at City Hall.

In Bloom sees green-fingered staff dedicate their own free time each year to create gardens at stations, depots and offices, often in collaboration with local people and businesses. The competition launched more than 100 years ago at the time of the District Railway, and over the decades staff have made creative use of space on the transport network with flower beds, vegetable patches, hanging baskets and window boxes on platforms, balconies and in spaces as small as control room windows.

The theme for this year's competition was 'Healthy Plants, Healthy People, Healthy Earth,' in recognition of the increasing threats from climate change, and many plants were grown in various upcycled items such as old tyres, old food delivery crates and food containers.

Morden Tube station in south London scooped the Best in Show award, along with the Fruit and Vegetables category, and was featured on BBC London News. Staff at the station have been growing fruit and vegetables on the station's disused platform for around eight years, growing a wide variety of foods, from sour cherries, chilli peppers and apricots to limes, kale and gooseberries, which are shared with colleagues and customers. They have also created a wellness meeting space, sheltered by flowers, for staff meetings.

North London's Highbury & Islington station won in the Healthy Plants, Healthy People, Healthy Earth category. The small yet impactful garden situated inside the station entrance proves what can be done with a modest indoor space. Air-purifying plants such as ivy, kentia palms and peace lilies help to absorb pollution as well as to create a calming green oasis for the thousands of people passing through the station every day.

Earthshot Prize 2023: ENSO

I was delighted to hear that ENSO, an innovative tyre technology company making tyres specifically designed for electric vehicles, was nominated as a finalist for Prince William's Earthshot Prize during New York Climate Week in September.

ENSO was one of the winners of the TfL FreightLab Innovation Challenge in 2020, run by our Open Innovation team, which saw us working together with innovative organisations to reduce the adverse impacts of freight movements across London. ENSO collaborated with Royal Mail and DPD to test the performance of their tyres, across a six-month closed trial. Vehicle tyres are known to be a major source of air and micro plastic pollution, and in the Freightlab trial showed that ENSO's tyres cut Particulate Matter (PM) pollution by up to 35 per cent, while increasing driving range by up to 10 per cent.

ENSO was nominated for an Earthshot prize in the Clean Our Air category, and the results of the Freightlab trial were cited in their nomination. The winners of this year's prize will be selected by Prince William and the Earthshot Council in Singapore on 7 November.



We recognise the sacrifice of our colleagues

TfL coronavirus memorial – colleague event

On 27 September, we held a colleague event at the TfL coronavirus memorial to pay tribute to our colleagues who died in the pandemic, and were joined by colleagues past and present from across the business. I was honoured to be able to thank staff for all their efforts during the pandemic, and recognise the sacrifice paid by those who died.

Seb Dance, Deputy Mayor for Transport also gave a speech honouring our colleagues, alongside Sam Guerney from the Trades Union Congress. Ahead of the event, we invited colleagues to submit poems in tribute, and we had the pleasure of being joined by the poets on the day and hearing the poems read out in person.

Finance

Protecting our income remains a priority while we invest in developments that benefit local communities and economies

2023/24 inflation support

Our August 2022 funding settlement with the Government recognised the risk of rising inflation and included a mechanism for further funding if the level of inflation forecast by the Office of Budget Responsibility (OBR) increased.

Based on the OBR forecast in November 2022, our estimated impact of inflation increased to about £400m. This was significantly mitigated through our active work to lock-in lower energy costs and our work with our supply chain to offset inflation, such that our claim for inflation funding submitted in February 2023 was reduced to £279m.

Our Budget for 2023/24 assumed this was partially offset by retaining £98m of additional income from the 5.9 per cent fare rise in March 2023 which is based on requirements in the Government funding deal, leaving a government funding requirement of £181m. As our Budget showed us achieving operating financial sustainability in 2023/24, this funding was assumed to support capital expenditure.

We submitted our inflation request covering 2023/24 in February this year. On 26 July, the DfT confirmed that TfL will not receive this additional funding in 2023/24. The pressure of £181m has been partly offset by an improvement in the final revenue scenario set by the DfT of £44m (£23m in 2022/23 and £21m for 2023/24), compared to our 2023/24 Budget, which will lead to an increased level of revenue top-up funding.

The ability to mitigate the remainder of the £137m gap is limited by the conditions in the funding agreement and the fact that the outcome was confirmed almost five months into the financial year. This gap will need to be closed through a combination of deferring capital expenditure and short-term financing options. The immediate consequence is our inability to accelerate any capital programme from 2024/25 to offset any slippage occurring in 2023/24.

We remain on track to deliver an underlying operating surplus in 2023/24.

2024/25 capital funding

Although we are on track to achieve operating financial sustainability, the Government has consistently recognised in its funding settlements that TfL is not expected to fund major capital projects from its operating incomes. On 22 September, TfL submitted its 2024/25 Capital Business Case to the DfT and constructive discussion with the Government continues with an outcome expected in the autumn.

Failure to confirm this well in advance of March 2024 would force us to reprioritise our Business Plan, undoing the progress made under the current funding agreement, and mean we would again need to start making difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment.

Financial performance to end of Period 5 2023/24 (19 August 2023)

Our 2023 Business Plan sets out our strategy for rebuilding our finances, improving efficiency and helping to secure our future. The 2023/24 Budget built on this, demonstrating how we will become operationally financially sustainable this year. We have successfully delivered that strategy so far this year, but have identified these risks:

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

- There has been cumulative journey growth of just more than six per cent in the year to date. We are targeting six per cent year-on-year journey growth over the full year, on top of the 31 per cent increase in 2022/23
- Passenger journeys are relatively steady at 89 per cent of pre-pandemic levels, up from 85 per cent at the end of 2022/23
- There is some pressure on roads enforcement income, but we expect to manage this
- Total revenue is in line with Budget

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

- Like-for-like operating costs falling in real terms: these are 7 per cent higher than last year despite year-on-year inflation of 11 per cent

- Operating costs are two per cent lower than Budget, mainly from contingency we have not yet used
- We are experiencing some cost pressures from bus operator payments due to improving performance
- We have also seen timing differences for savings delivery, but are committed to delivering almost £230m savings this year

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

- We have an operating surplus (excluding revenue top up from the Government) of £47m in the year to date, £85m better than Budget and up £87m from last year
- Our headline surplus is £143m, £72m up on Budget,. After adjusting for timing differences, this is £25m better than Budget
- We remain on track to deliver an underlying operating surplus in 2023/24
- Fully fund our capital programme with a long-term Government funding settlement and an affordable level of debt
- The DfT has confirmed we will not receive inflationary support of £181m this year and funding for 2024/25 is uncertain
- Capital renewals are slightly lower than Budget, but we expect to be in line with available funding of £736m over the full year

- Expenditure on capital enhancements has continued to slip, partly due to funding uncertainty, and is now just over £70m lower than Budget

Revenue protection

Tackling fare evasion continues to be a priority and we will be confirming this commitment by launching our Revenue Protection Strategic Approach across the organisation later this year. This establishes principles on how we prevent and enforce against fare evasion on our network against the target published in our strategy to reduce fare evasion by two-thirds, to under 1.5 per cent by 2030. This bold approach will support our frontline teams, fare paying customers and our financial sustainability.

We continue to hold monthly forums with all modes to assess the operational effectiveness of our enforcement activity across the network. During the start of the year, work by our enforcement teams resulted in more than 17,000 penalty fares being issued and more than 8,000 referrals to our Investigation, Appeals and Prosecutions team. With more customers being checked, we are able to detect and enforce against more fare evasion.

We continue to focus on minimising the risk of fare evasion through both innovation and upgrades to existing technologies. We are conducting trials with our gateline supplier to review possible improvements to the wide aisle gate on London Underground and investing in improving the technology that our Revenue Inspection teams use on the network.

New homes and Places for London Limited

We continue to develop housing schemes with high levels of affordable housing through our dedicated property company, Places for London Limited, formerly TTL Properties Limited and have delivered 816 new homes to date and 3,366 homes currently under construction.

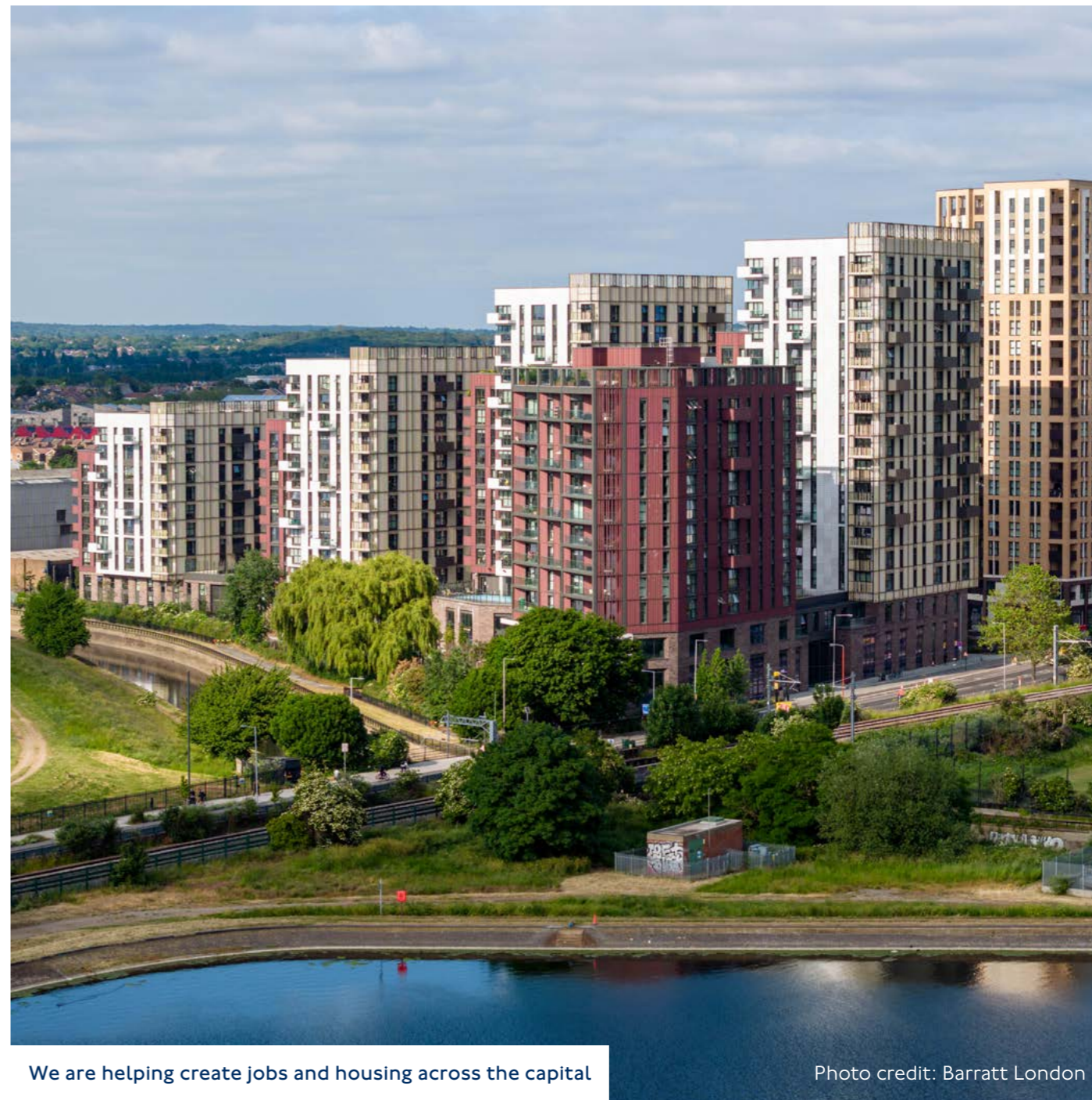
Arches

Significant activity continues across our Asset Management estate, particularly within the Arches which consists of more than 93 per cent small and midsize enterprises. At Kilburn, in the London Borough of Camden, we have obtained full planning consent for the Kilburn Mews development, which will see us work with the local community to create a vibrant local space opposite the Tube station.

At Lockton Street we have planning consent from the Royal Borough of Kensington and Chelsea for the transformation of 11 arches. This will be the first new incubator space on our network to specifically target new small businesses in the food sector, and we are in advanced discussions with a leading provider of shared workspace for London's food makers to curate this space.

Blackhorse Road

On 10 August, we announced the completion of Blackhorse View, the first of our joint venture housing developments with Barratt London and London and Quadrant.



We are helping create jobs and housing across the capital

Photo credit: Barratt London

The car-free development opposite Blackhorse Road Underground and Rail station in east London, which began construction in 2019, has delivered 350 new homes with 50 per cent affordable housing. This marks another step forward in our ambition to deliver 20,000 new homes across the capital.

Built on the 1.8 acre site and designed by RMA Architects, the 350 new homes span six buildings and are a mixture of one-, two- and three-bedroom properties, providing options for a range of households. The development has also delivered a new public cycle hub on Forest Road, close to a protected cycle route, along with 650 cycle parking spaces for residents.

The transformation of nearby Blackhorse Road junction makes it even easier to travel sustainably, while the development itself includes a new pedestrian route through the site as well as forty newly-planted trees.

The Blackhorse View development benefits the local community and economy by providing more than 17,500-square foot of flexible commercial floorspace. Tesco has already started trading in one of the units this summer, with more businesses to follow including the potential for new cafes, local retailers and shared workspace.

This will further support the Blackhorse Lane Creative Enterprise Zone, one of the Mayor's flagship cultural programmes, which focuses on supporting artists and creatives put down roots in local areas and giving them opportunities to grow their careers and businesses.

The first residents began moving in in summer 2021 and the majority of the homes have now been sold. About three-quarters of the homes sold – through shared ownership, Help to Buy and private sale – have been sold to first time buyers. There are still opportunities for affordable housing for people looking to move to the area.

This is one of Barratt London's most popular developments, due to the area's local amenities, easy access to public transport, local shops and restaurants, as well as the beautiful wetlands nearby. The development has also generated income for our commercial property company, Places for London Limited, which can then be reinvested into the transport network. This will help us rely less on fares income and support the further development of much-needed new homes across the capital.

The affordable housing delivered by the development at Blackhorse Road is managed by leading housing association, L&Q. Sixty per cent of the affordable homes have been made available through shared ownership, offering those looking to get their first step on the property ladder the opportunity to part-buy and part-rent a property. The other 40 per cent are available at London Affordable Rent, the level of which is set by the Mayor of London. This is substantially below open market rents, helping to provide low-cost rented homes to support low-income households.

In addition to new homes, the scheme has also helped create new jobs and apprenticeship opportunities throughout the duration of the project and more than a quarter of the workforce lived locally in the borough of Waltham Forest. The project supported apprentices working on the scheme, as well as those who have taken part in our Construction Skills programme.

Through the creation of a shadow Board, local students from Sir George Monoux College and Heathcote School and Science College have also had the opportunity to learn more about how the joint venture works and how the development was taken forward. One of these students, Grace O'Connor, was so inspired by her time on the Board that she has now joined TfL as a Commercial Real Estate apprentice, forming part of the property sector's next generation of talent.

Kidbrooke

The first phase at Kidbrooke Station Square in Greenwich is nearly complete, with 413 homes due to become available for Londoners to move in next year. When complete, Places for London and their partner Notting Hill Genesis will provide 619 homes, including 50 per cent affordable housing, next to Kidbrooke Station as well as flexible workspace and commercial units.

Cockfosters

The Section 106 Agreement is now agreed and planning permission has been granted by Enfield Council for our development by Cockfosters Tube station.

We will shortly be submitting a s163 application to the Department for Transport demonstrating that the land is surplus to operational requirements and can be used to deliver much needed housing, including 40 per cent affordable.

Our scheme has been designed to provide the new and affordable homes that are needed in the borough and across London as well as create new areas of open and play space that can be enjoyed by the residents and the local community. It will also contribute around £4.5m to help improve local infrastructure and services, and will provide numerous jobs and training opportunities over the course of construction.

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 safety, 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.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

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

Most notably, the opening of the Elizabeth line has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic 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 and safe 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 are creating brighter journeys and a better city.

Board



Date: 18 October 2023

Item: Elizabeth Line Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides a status update on Elizabeth line. The meeting of the Customer Service and Operational Performance Panel, on 4 October 2023, also considered a deep-dive paper on the Elizabeth line, with a focus on customers and operational performance. A senior representative from Network Rail also attended that meeting.

2 Recommendation

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

3 Timetable Development

- 3.1 The final phase of the Elizabeth line's staged opening timetable was introduced on Sunday 21 May 2023. Compared to the November 2022 timetable, it included a number of improvements: 24 trains per hour instead of 22 trains per hour between Paddington and Whitechapel in the peak periods; longer peak periods; the removal of 'dwells' at the transition to and from Network Rail tracks in the West; and through services from the Shenfield line to Heathrow Terminal 5.
- 3.2 Connectivity, especially in southeast London, has dramatically improved. The Elizabeth line almost halves journey times from stations in southeast London to central London. Passengers can now travel from Abbey Wood to Farringdon in around 20 minutes, a journey that would have previously taken at least 39 minutes.

4 Customers

- 4.1 Over 225 million journeys have now been taken on the Elizabeth line since opening in May 2022.
- 4.2 The week ending 30 September 2023 saw a record number of passenger journeys, with a total of 4.5 million.
- 4.3 Thursday 28 September 2023 recorded the highest overall daily number since opening with 738,000 journeys.
- 4.4 On average, ridership on the line is over 600,000 journeys made each day, with around 700,000 daily journeys now being seen in the Tuesday to Thursday period.

- 4.5 Customer satisfaction for the line remains very high, with the Elizabeth line scoring 82 in the Quarter 2 Customer Satisfaction Survey. This is the fifth consecutive quarter with a score of 82 or over.
- 4.6 Crossrail/Elizabeth line won a special award at the National Rail Awards. The award recognised Crossrail/the Elizabeth line's excellence in multiple categories and reflected the incredible efforts of everyone who worked collaboratively to achieve a year packed with innovations and milestones for the line as well as for London. MTR Elizabeth Line also took home the Passenger Operator of the Year award, reflecting the Elizabeth line's many innovations in customer service.

5 Performance of Operational Services

- 5.1 The periods since through running began have seen some very high performing days, and the timetable itself is robust.
- 5.2 The Elizabeth line performance is measured by two separate metrics. Rail Journey Time Metric (JTM), which is a demand-weighted average of all Elizabeth line customer journey times and comprises wait time and in-vehicle time, weighted by customers' perceived values for waiting on platforms, crowding, and on-train delays.
- 5.3 In Period 3 (28 May – 24 June 2023) JTM was 25.4 minutes, in Period 4 (25 June – 22 July 2023) was 25.1 minutes, in Period 5 (23 July – 19 August 2023) was 25.8 minutes and Period 6 (20 August – 16 September 2023) was 24.9 minutes, all performing much better than the target of 26.4 minutes.
- 5.4 The increased frequency delivered by the new timetable supports delivery of the JTM target.
- 5.5 We also monitor our performance against the long-standing Public Performance Measure (PPM), also used by Network Rail and other Train Operating Companies, which combines figures for punctuality and reliability into a single measure.
- 5.6 The PPM score for the Elizabeth line for Period 3 was 87.5 per cent, Period 4 was 88.9 per cent, Period 5 was 83.6 per cent and Period 6 was 86.3 per cent, which is below historical performance and expected levels. Performance in Period 7 is significantly better and, as of 4 October 2023, stood at 91.5 per cent.
- 5.7 A significant focus remains on maximising performance and reliability, working collaboratively with all the parties helping to deliver the Elizabeth line, and in addition to the day-to-day operational management, there are a number of additional performance focussed meetings between Network Rail Great Western, MTR Elizabeth Line, Network Rail Great Eastern and Alstom.
- 5.8 The key issues in terms of reliability have been:
- (a) Network Rail infrastructure in the West, where failures of points, axle counters (part of the signalling system) and problems with the Overhead Line Electrification on the Western surface section have disrupted services. In particular, a major signalling outage resulted in very significant delays and train cancellations between 25 and 27 July 2023. This was eventually traced

to issues with Network Rail's signalling communications (datalink). Network Rail has a number of initiatives underway to mitigate and manage these failures. In addition to day to day operational management, there are a number of additional performance focused meetings with Network Rail right up to the Commissioner. The performance of Network Rail's Anglia route remains very good and ahead of target;

- (b) while availability of trains has been good, with no services affected by lack of rolling stock, the reliability of the trains has been below target. There have been a number of further software upgrades and in recent weeks reliability, while still below target, has shown steady improvement. Alstom, the train manufacturer, has two further reliability-focused software releases this year as well as a hardware modification which will speed recovery from incidents. Again, an intensive programme of meetings is in place to align Alstom, TfL, and MTR Elizabeth Line;
- (c) the period since 21 May 2023 saw a small number of disruptive incidents in the Central Operating Section including damage to axle counters and a leak of hydraulic fluid from a maintenance train. These took time to resolve. Reviews of each of incident have been completed and actions put in place, both to address the root causes and to speed response and recovery when these relatively infrequent incidents occur; and
- (d) there were some non-safety affecting issues with the signalling software (ELR400) rolled out at Easter in readiness for the new timetable. These were relatively quickly addressed by Siemens, the supplier, and the schedule for next year's software release, ELR500, includes additional time for testing 'live' in the Central Operating Section.

5.9 The forthcoming software and wiring updates on the trains are key and are expected to deliver further benefits to reliability. Contingency plans continue to be refined to minimise disruption when events do occur.

6 Programme Finance

6.1 The Period 5 (50th percentile) Anticipated Final Crossrail Direct Cost (AFDCDC) stands at £15,903m, which is unchanged since Period 12 2022/23.

6.2 The current gap between the P50 AFDCDC and the £15,887.5m revised funding package remains at £15.5m. The Elizabeth line team are working hard to identify opportunities for reducing this.

7 Governance

7.1 Given the significant public expenditure, high-profile and need to protect the benefits of the Crossrail investment, we have agreed to establish the Elizabeth line Strategic Direction Group in-line with the recommendations of the Infrastructure and Projects Authority's review into the closeout and management of benefits of the Crossrail project.

7.2 The Commissioner will Chair the biannual meeting to bring together the senior executives of the key organisations including the Department for Transport,

Network Rail, High Speed 2 and the operators with the aim to secure continued investment in the network, manage the integration with other projects including High Speed 2 and coordinate the development of proposed schemes. The executive-level strategic oversight forum will provide direction for future activities and decisions.

- 7.3 In addition, the Elizabeth Line Oversight Group, chaired by the Director, Elizabeth line, is a periodic cross-industry Director-level group, including the Department of Transport, to consider the performance of the Elizabeth line, review performance improvement and the development of future timetables and plans. The forum also has a standing agenda item where lessons learnt are shared and discussed for the benefits of industry colleagues.
- 7.4 We look forward to continuing our work to ensure that the benefits of investment in our travel network supports the growth and people of London, the South East and the UK as a whole.

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: 18 October 2023

Item: Finance Report – Period 5, 2023/24

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of Period 5, 2023/34 (the year-to-date ending 19 August 2023). A similar paper, including additional divisional detail, will be considered by the Finance Committee on 11 October 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 Finance Report.**

3 Financial Reporting to the Board

Finance Report – Period 5 , 2023/24

- 3.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Budget (approved by the Board on 29 March 2023) and last year.

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report

Period 5, 2023/24

Management results from 1 April 2023 – 19 August 2023

Board

18 October 2023



We are delivering on our financial strategy to rebuild our finances



Our 2023 TfL Business Plan set out our strategy for rebuilding our finances, improving efficiency and helping to secure our future. The 2023/24 Budget built on this, demonstrating how we will become operationally financial sustainable this year. We have successfully delivered that strategy so far this year, but have risks:

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

- Cumulative journey growth of just over 6% in the year to date. We are targeting 6% year-on-year journey growth over the full year, on top of the 31% increase in 2022/23
- Passenger journeys are relatively steady at 89% of pre-pandemic levels, up from 85% at the end of 2022/23
- Some pressure on roads enforcement income, but we expect to manage this
- Total revenue is in line with Budget

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

- Like-for-like operating costs falling in real terms: 7% higher than last year despite year-on-year inflation of 11%
- Operating costs 2% lower than Budget, mainly from contingency we have not yet used
- Some cost pressures from bus operator payments due to improving performance
- We have also seen timing differences for savings delivery, but we are committed to delivery of almost £230m savings this year

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

- Operating surplus (excluding revenue top up from government) of £47m in the year to date, £85m better than Budget and up £87m from last year
- Our headline surplus is £143m, £72m up on Budget; after adjusting for timing differences, this is £25m better than Budget
- We remain on track to deliver an underlying operating surplus in 2023/24

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

- The DfT have confirmed TfL will not receive inflationary support of £181m this year and funding for 2024/25 is uncertain
- Capital renewals are slightly lower than Budget, but we expect to be in line with available funding of £736m over the full year
- Expenditure on capital enhancements has continued to slip, partly due to funding uncertainty, and are now just over £70m lower than Budget

Maintain cash reserves to make payments and protect against shocks

- Cash balances are in line with Budget and are below £1.2bn as set out in funding agreement
- The GLA financing facility of £500m has been maintained for additional protection against shocks and risks

We will not receive DfT inflationary support this year, and capital funding for 2024/25 remains uncertain

Page 79

2023/24 Inflation support

Our August 2022 funding settlement with government recognised the risk of rising inflation and included a mechanism for further funding if the level of inflation forecast by the Office of Budget Responsibility (OBR) increased.

Based on the OBR forecast in November 2022, our estimate of the impact of inflation increased to circa £400m. This was significantly mitigated through our active work to lock-in lower energy costs and our work with our supply chain to offset inflation, such that our claim for inflation funding submitted in February 2023 was reduced to £279m.

Our Budget for 2023/24 assumed this was partially offset by retaining £98m of additional income from the 5.9% fare rise in March 2023 based on requirements in the government funding deal, leaving a government funding requirement of £181m. As our Budget showed us achieving operating financial sustainability in 2023/24, this funding was assumed to support capital expenditure.

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The ability to mitigate the remainder of the £137m gap is limited by the conditions in the funding agreement and the fact that the outcome was confirmed almost five months into the financial year. This gap will need to be closed through a combination of deferring capital expenditure and short-term financing options. More details on this are set out in Part 2 of this paper, but the immediate consequences is our inability to accelerate any capital programme from 2024/25 to offset any slippage occurring in 2023/24.

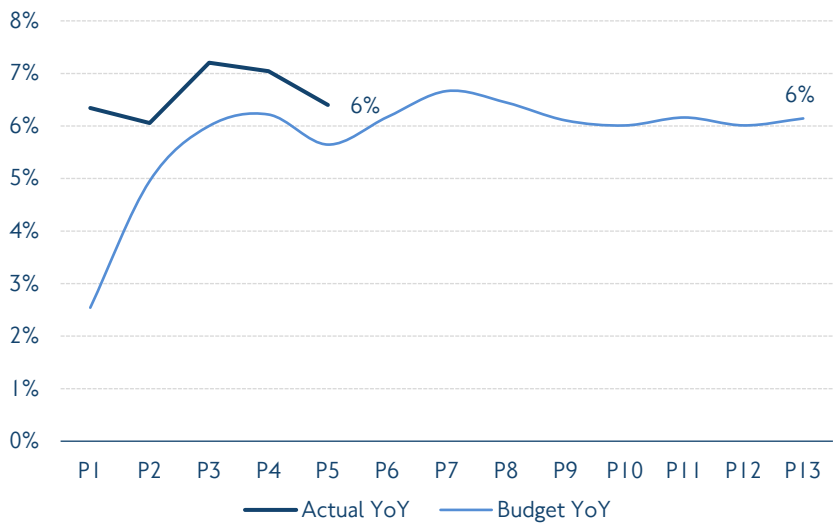
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Failure to confirm this well in advance of March 2024 would force TfL to have to reprioritise its Business Plan, undoing the progress made under the current funding agreement and mean TfL would again need to start making difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment.

Headlines

Total passenger journeys up 6% year-on-year to Period 5, 89% of pre-pandemic levels. Targeting 6% year on year growth over the full year



Passenger income higher than pre-pandemic levels in cash terms, from combination of journey recovery and Elizabeth line services

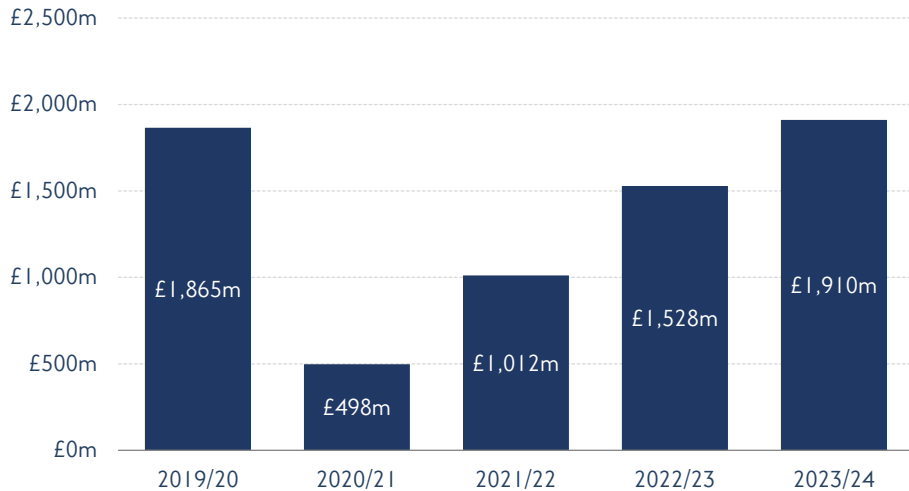
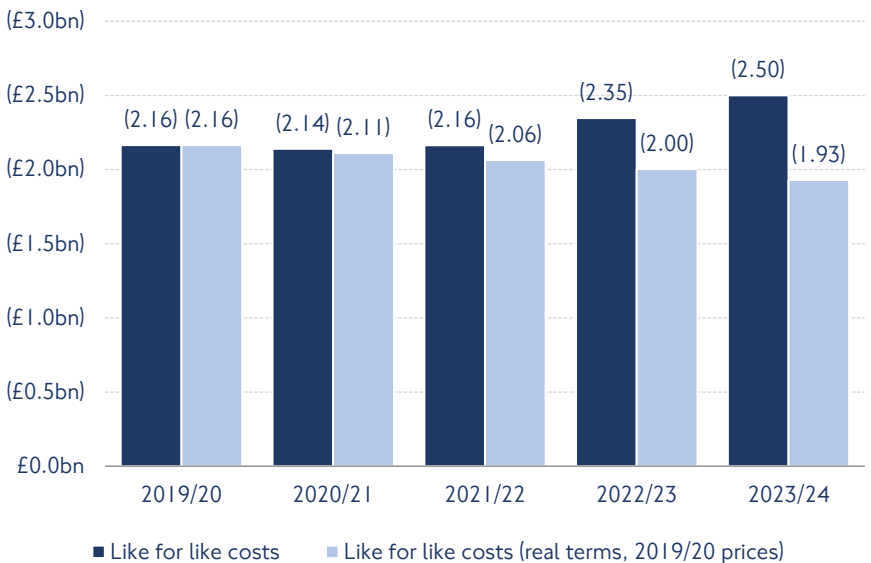
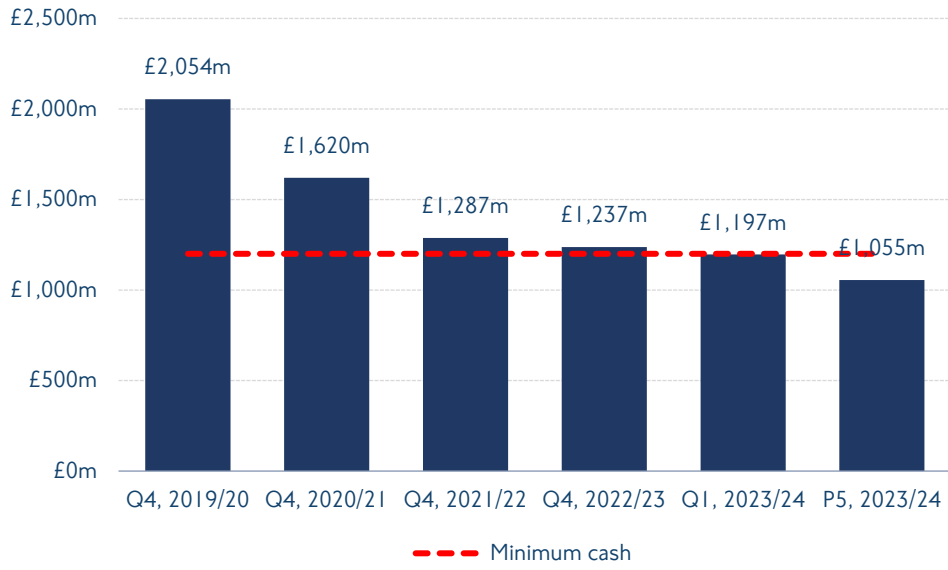


Chart shows results to end of Period 5 for each year

Like-for-like operating costs 6.6% higher than last year, but down in real terms as inflation at 10.6%



We continue to maintain average cash balances below £1.2bn in line with the funding settlement condition



Passenger journeys

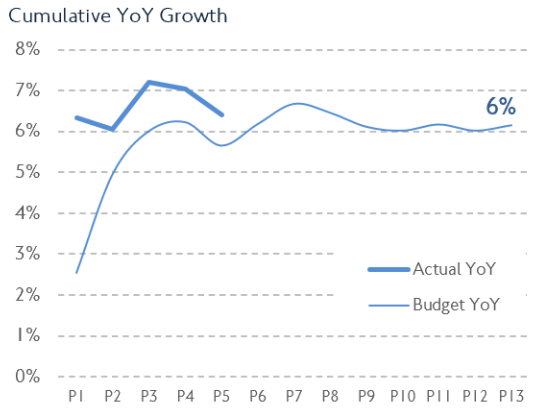
In 2023/24 we have budgeted 6% underlying year on year growth in demand. Journeys to date are positive, with cumulative growth just above 6%.

TfL passenger journeys were 10 million better than Budget. LU and Rail journeys are performing strongly in the year to date, offsetting slower growth on buses.

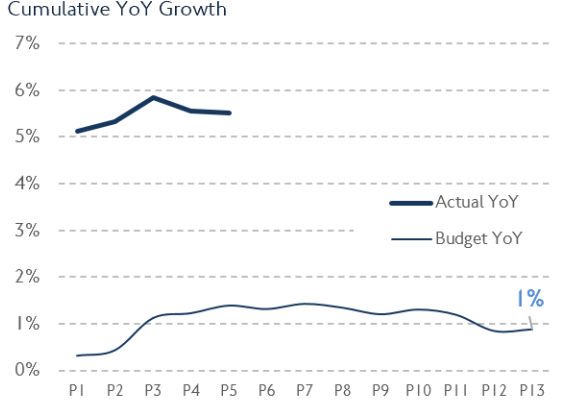
LU and DLR journeys are higher than expected as the assumed impact of Elizabeth line new services to these modes is less than expected.

Passenger journeys year-on-year growth and comparison to Budget

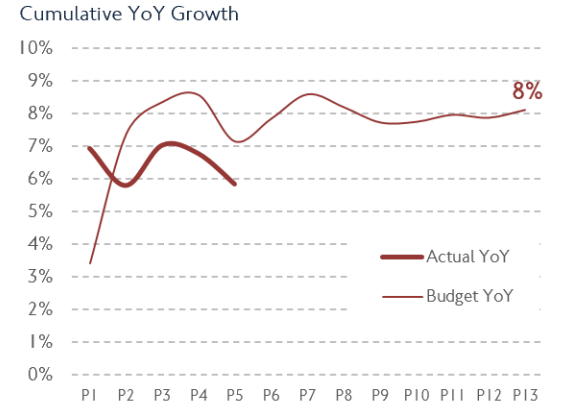
TfL	% Growth period / budget		Absolute m		Var to Bud m
	3.7%	3.2%	P	251	1.1
			Y	1353	9.6



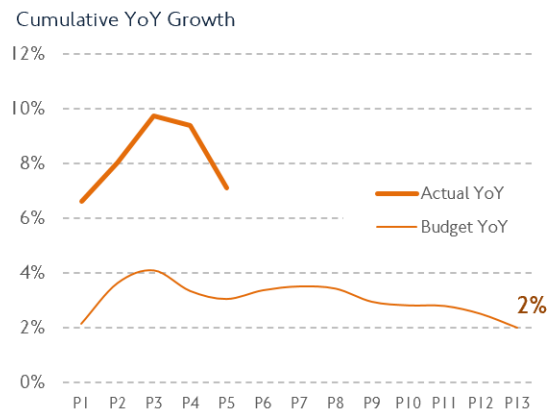
LU	% Growth period / budget		Absolute m		Var to Bud m
	5%	2%	P	86	2.6
			Y	449	17.6



Bus	% Growth period / budget		Absolute m		Var to Bud m
	2%	1%	P	130	1.0
			Y	711	(8.7)



Rail	% Growth period / budget		Absolute m		Var to Bud m
	-3%	2%	P	20	(0.9)
			Y	116	4.4

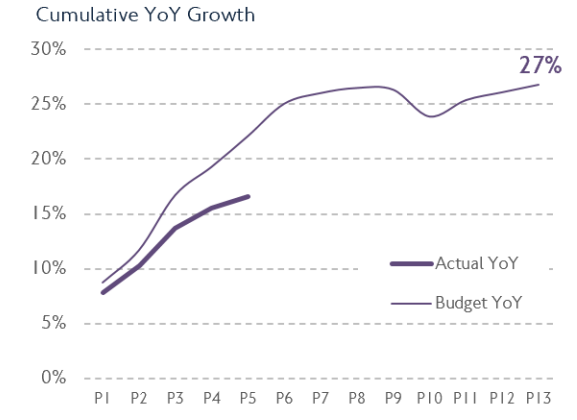


LO	% Growth period / budget		Absolute m		Var to Bud m
	-5%	3%	P	11	(1.0)
			Y	69	2.1

DLR	% Growth period / budget		Absolute m		Var to Bud m
	2%	-2%	P	7	0.3
			Y	39	3.1

Tram	% Growth period / budget		Absolute m		Var to Bud m
	-3%	10%	P	1	(0.2)
			Y	8	(0.9)

EL	% Growth period / budget		Absolute m		Var to Bud m
	21%	34%	P	15	(1.7)
			Y	77	(3.7)



EL journeys are estimates and are subject to revision

Income statement

Total revenue is in line with Budget. Passenger income is £28m higher, which is partly offset by lower revenue top up from government (favourable timing to unwind over the full year).

Operating costs are £65m lower than Budget. We are seeing some cost pressures on bus operators costs – through improved performance – as well as timing differences in delivering savings. These cost pressures have been offset by staff cost savings and one offs, as well as central contingency to mitigate uncertainty on other operating income.

Capital renewals are £11m lower than Budget. We expect to deliver to available funding over the full year.

Income statement (£m)

	£m	Year to date, 2023/24		Year to date, 2022/23				
		Actuals	Budget	Variance to Budget	Last year	Variance to last year		
Underlying passenger income		1,910	1,883	28	1%	1,528	382	25%
DfT revenue top up		96	110	(13)	-12%	126	(29)	-23%
Passenger income		2,007	1,992	14	1%	1,654	353	21%
Other operating income		547	551	(4)	-1%	589	(42)	-7%
Business Rates Retention		736	736	0	0%	683	53	8%
Other revenue grants		109	121	(12)	-10%	223	(114)	-51%
Revenue		3,399	3,400	(1)	0%	3,149	250	8%
Operating cost		(2,849)	(2,913)	65	2%	(2,699)	(149)	-6%
Operating surplus before interest and renewals		550	487	64	13%	450	101	22%
Capital renewals		(245)	(256)	11	4%	(198)	(47)	-24%
Net interest costs		(162)	(160)	(3)	-2%	(166)	4	2%
Operating surplus / (deficit)		143	71	72	101%	86	57	67%
Operating surplus/ (deficit) excl. DfT support *		47	(38)	85	223%	(40)	87	218%

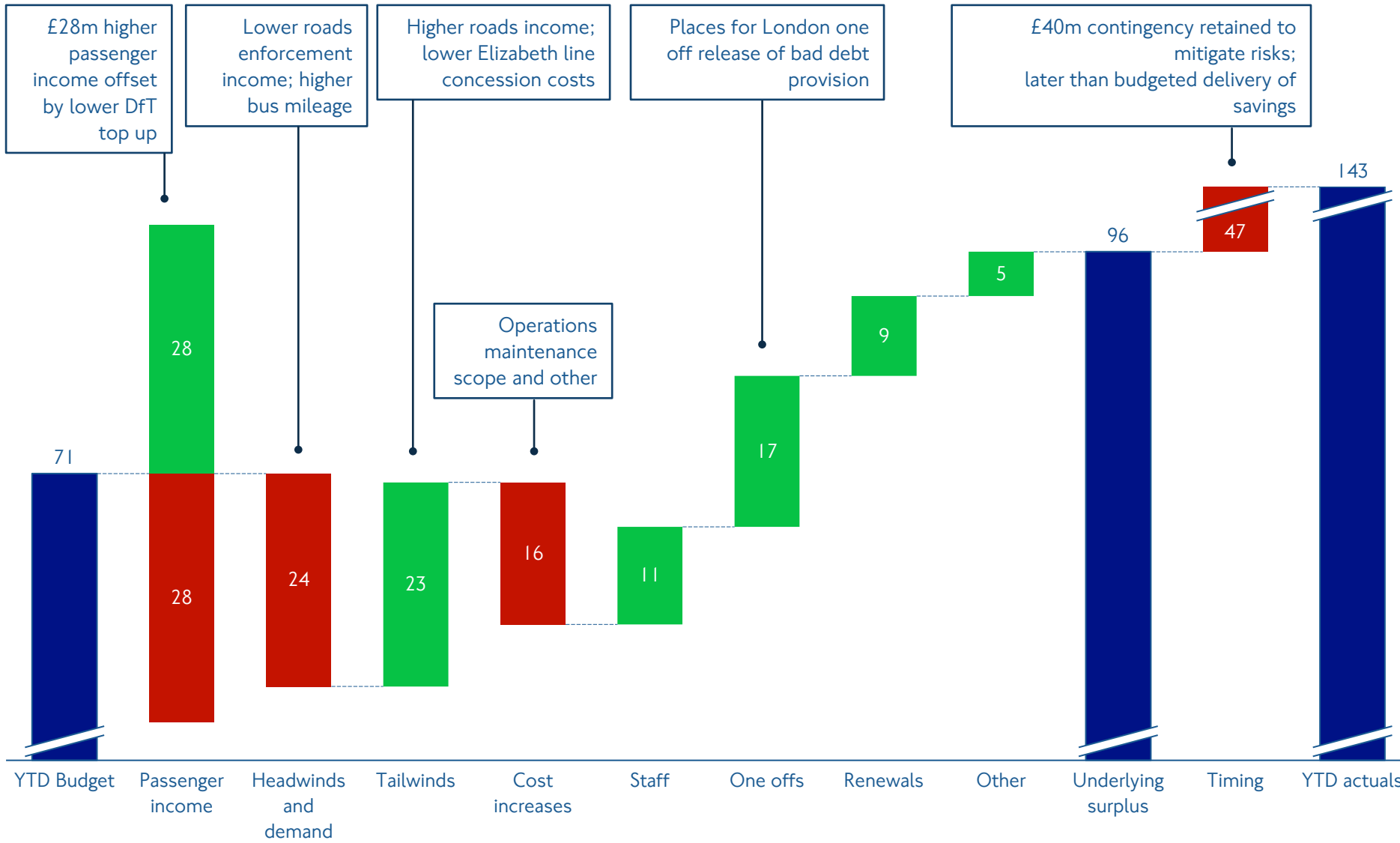
* Excluding DfT revenue top up and base funding (in 2022/23)

Income statement

The underlying surplus – after adjusting for timing differences on savings and capital renewals - is £96m, £25m better than Budget.

We need to retain £40m contingency for later this year to mitigate financial risks.

Income statement variances by cause (£m)



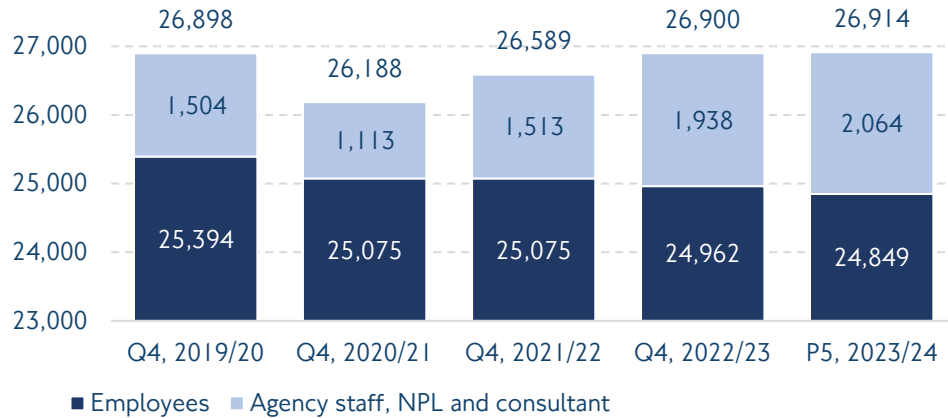
Staff

Total staff numbers are in line with pre-pandemic levels, and are in line with the end of 2022/23.

Permanent employee numbers are over 500 lower than before the pandemic and are over 100 down from the end of 2022/23. As with previous years, there are a large number of retirees at the beginning of the year.

Agency and NPL staff have increased by over 500 since the end of 2019/20, but remain significantly lower than 2015/16 levels. NPL offers flexibility, particularly through time of change and temporary peaks in demand.

Headcount trends since 2019/20

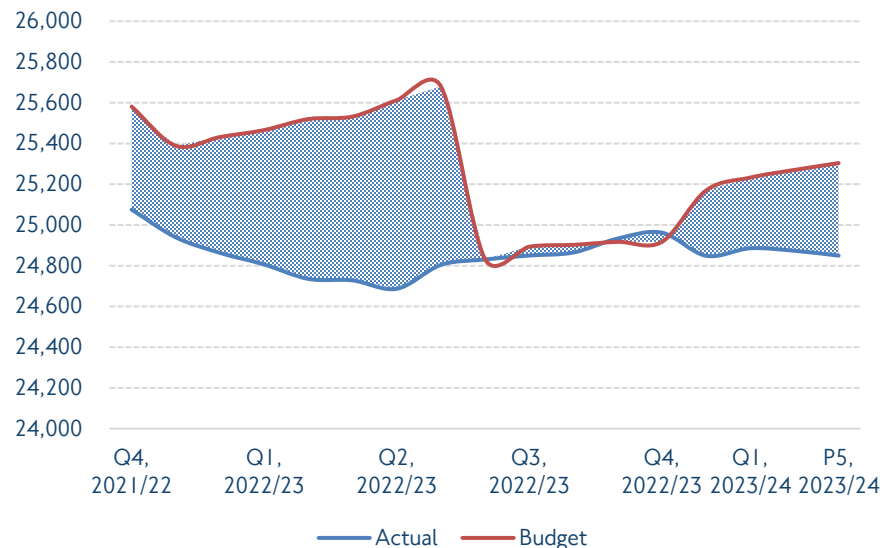


Total staff are around pre-pandemic levels

- Agency, NPL and consultants over 500 higher than pre-coronavirus levels as a result of labour market challenges
- Permanent employees down by over 500 since 2019/20 and are slightly below the end of 2022/23

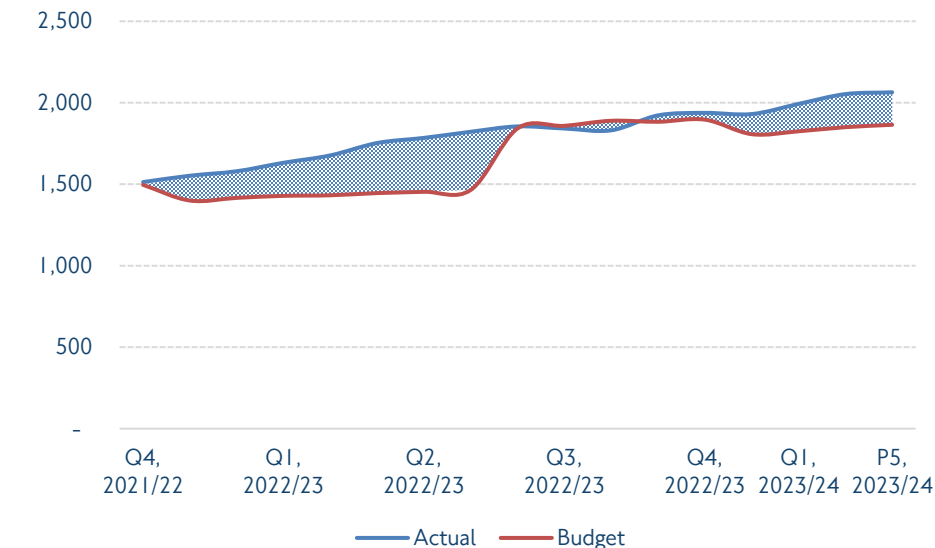
Permanent staff (FTE): actuals and Budget

Permanent employees down by over 100 since the end of 2022/23, mostly driven by large number of retirees and leavers. Staff levels are below Budget in Period 5 with the gap widening this year.



Agency and NPL staff (FTE): actuals and Budget

Agency and NPL FTE up by over 100 since the end of 2022/23 and are slightly higher than Budget in Period 5. This is driven by labour market.



Capital renewals

Capital renewals are £11m lower than Budget in the year to date, but significantly higher than last year. We have seen some underspend over the last two periods, largely driven by historical accrual releases. We are closely managing our workbank and expect to spend in line with available funding of £736m over the full year.

The available funding target is made up of the £725m capital envelope from the August 2022 funding agreement, plus £11m of spend agreed to be rolled over from 2022/23.

Capital renewals (£m)	Year to date, 2023/24			Year to date, 2022/23			
	Actuals	Budget	Variance to Budget	Last year	Variance to last year		
CCO	(64)	(89)	25	28%	(66)	2	4%
Four lines modernisation	(2)	(1)	(0)	-14%	(2)	(0)	-2%
Surface assets	(23)	(38)	15	39%	(33)	10	29%
Air Quality and Environment (AQE)	(6)	(7)	1	15%	(5)	(1)	-13%
Public transport	(23)	(29)	6	20%	(18)	(6)	-31%
Technology	(9)	(12)	3	22%	(8)	(1)	-13%
Savings challenge and deliverability	0	(1)	1	100%	(0)	0	100%
COO	(156)	(135)	(20)	-15%	(119)	(36)	-30%
LU	(152)	(130)	(22)	-17%	(119)	(33)	-27%
Elizabeth Line	(3)	(4)	1	28%	(0)	(3)	-16887%
Estates	(1)	(2)	0	18%	(0)	(1)	-760%
CCSO	(23)	(28)	4	16%	(11)	(12)	-112%
Corporate	(3)	(4)	2	38%	(2)	(1)	-43%
Total TfL	(245)	(256)	11	4%	(198)	(47)	-24%

Capital enhancements

Enhancement spend is £72m lower than Budget although significantly up on this time last year.

The year-to-date variance to Budget is driven by slippage on the Piccadilly Line Upgrade and DLR, a change of delivery strategy on third-party funded projects (including the Telecoms Commercialisation Project in CCSO) and a one-off upside in Bank Congestion Relief from release of provisions.

Capital enhancements (£m)

	Year to date, 2023/24				Year to date, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
Rolling Stock and Signalling Replacement	(227)	(245)	18	7%	(162)	(65)	-40%
Piccadilly line upgrade	(105)	(118)	13	11%	(81)	(24)	-30%
Four lines modernisation	(37)	(39)	1	3%	(47)	10	21%
Rail System Enhancements	(1)	(3)	2	58%	(3)	2	62%
MPD Savings challenge	0	7	(7)	100%	0	0	0%
Trams	(1)	(2)	1	32%	(0)	(1)	-413%
DLR Rolling Stock replacement incl. HIF	(82)	(91)	9	10%	(31)	(51)	-166%
Major Enhancements	(8)	(14)	7	47%	(42)	34	82%
Silvertown Tunnel	(3)	(6)	3	47%	(4)	1	33%
Northern Line Extension	0	(0)	0	148%	0	(0)	41%
Barking Riverside	(1)	4	(5)	122%	(2)	1	37%
Elephant & Castle Station Capacity	(4)	(5)	0	6%	(5)	0	7%
Bank Congestion Relief	2	(6)	8	136%	(31)	33	107%
Elizabeth Line	(1)	(2)	1	37%	0	(1)	0%
Other Enhancements	(113)	(160)	48	30%	(74)	(38)	-51%
Major stations	(2)	(2)	0	24%	(0)	(1)	-360%
Surface assets	0	0	0	0%	(1)	1	146%
London Wide ULEZ	(38)	(49)	10	21%	(11)	(28)	-258%
Other AQE	(6)	(8)	3	31%	(1)	(5)	-653%
Public transport	(5)	(5)	(0)	-7%	(5)	(0)	-1%
Healthy Streets	(41)	(43)	2	5%	(26)	(15)	-59%
Technology	(4)	(8)	5	56%	(3)	(1)	-22%
LU	(5)	(7)	2	33%	(7)	2	32%
CCSO	(12)	(36)	23	66%	(21)	8	41%
LT Museum	(0)	(1)	0	74%	(0)	(0)	-35%
Estates	(1)	(0)	(0)	-152%	(0)	(0)	-493%
Corporate	(0)	(2)	2	90%	(0)	(0)	-105%
Total TfL excl. TTLP and Crossrail	(347)	(420)	72	17%	(278)	(69)	-24%
TTLP	(37)	(52)	16	30%	(10)	(27)	-273%
Crossrail	(21)	(48)	27	56%	(111)	90	81%
Total	(405)	(520)	115	22%	(399)	(6)	-1%

Cash flow statement

Cash balances are £1.05bn at the end of Period 5, just over £100m lower than Budget. This was driven by lower borrowing and temporary adverse working capital.

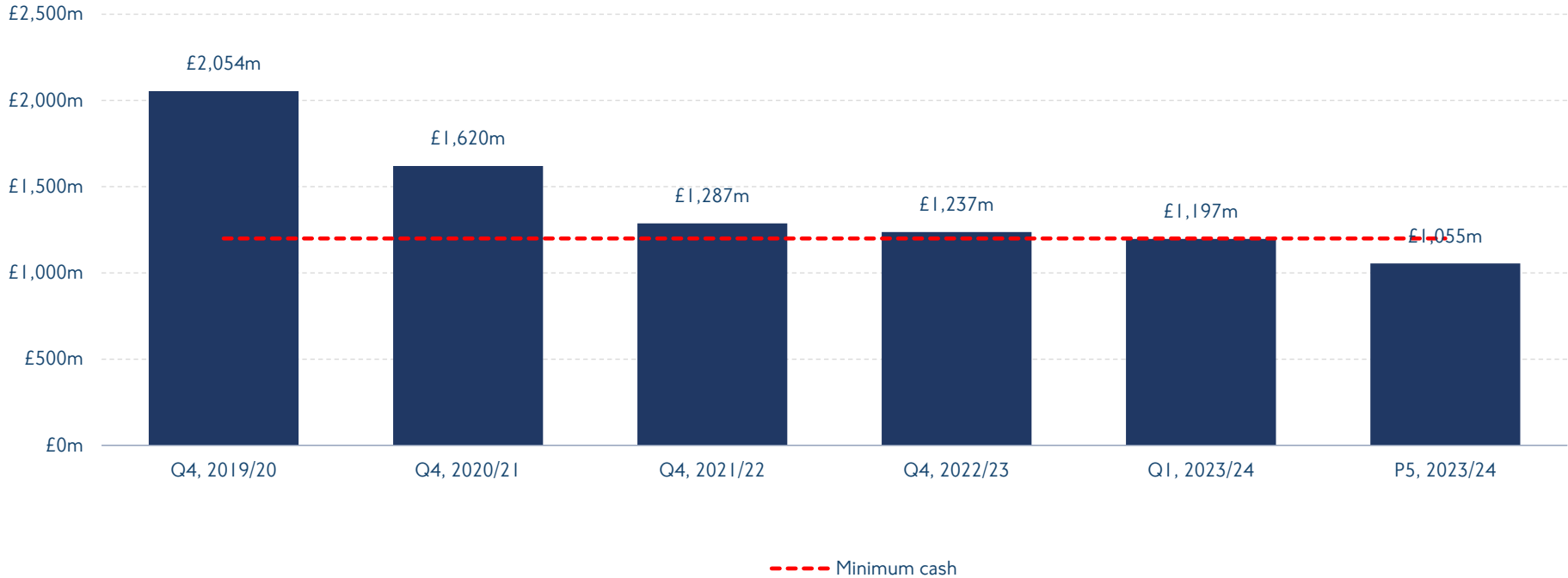
Cash balances	£m	Year to date, 2023/24			Year to date, 2022/23		
		Actuals	Variance to Budget		Actuals	Variance to last year	
Opening balance		1,237	37	3%	1,287	(50)	-4%
Change in cash balance		(182)	(143)	360%	(157)	(25)	16%
Closing balance		1,055	(105)	-9%	1,130	(75)	-7%
Cash flow statement	£m	Year to date, 2023/24			Year to date, 2022/23		
		Actuals	Variance to Budget		Actuals	Variance to last year	
Operating surplus before capital renewals and interest		550	63	13%	450	100	22%
Less TTLP, LTIG and LTM		(22)	(14)	168%	(12)	(9)	74%
<i>Cash generated / (used) from operating activities</i>		529	50	10%	438	91	21%
Capital renewals		(245)	11	-4%	(198)	(47)	24%
New capital investment		(347)	72	-17%	(278)	(69)	25%
Investment grants and ring-fenced funding		383	(5)	-1%	31	352	1150%
Working capital movements		(179)	(143)	396%	75	(254)	-339%
<i>Cash generated / (used) from investing activities</i>		(389)	(65)	20%	(371)	(18)	5%
Free cash flow		140	(15)	-10%	67	73	109%
Net interest costs		(162)	(3)	2%	(166)	4	-2%
Existing debt maturing		(55)	0	0%	(580)	525	-91%
New debt issued		0	(20)	-100%	500	(500)	-100%
Short-term net borrowing change		(105)	(105)	N/A	22	(127)	-577%
<i>Cash generated / (used) from financing activities</i>		(322)	(128)	66%	(224)	(98)	44%
Change in cash balance		(182)	(143)	360%	(157)	(25)	16%

Cash balances

Total cash balances (excl. cash balances identified for Crossrail construction) are just under £1.1bn at the end of Period 5, almost £200m lower than at the end of last year. This is driven from short-term borrowing and maturing of existing debt.

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

Cash balances



Cash balances reduced from £2,054m at the end of 2019/20 to £1,237m at the end of 2022/23 and is now £1,058m at the end of Period 1, 2023/24



Reserves

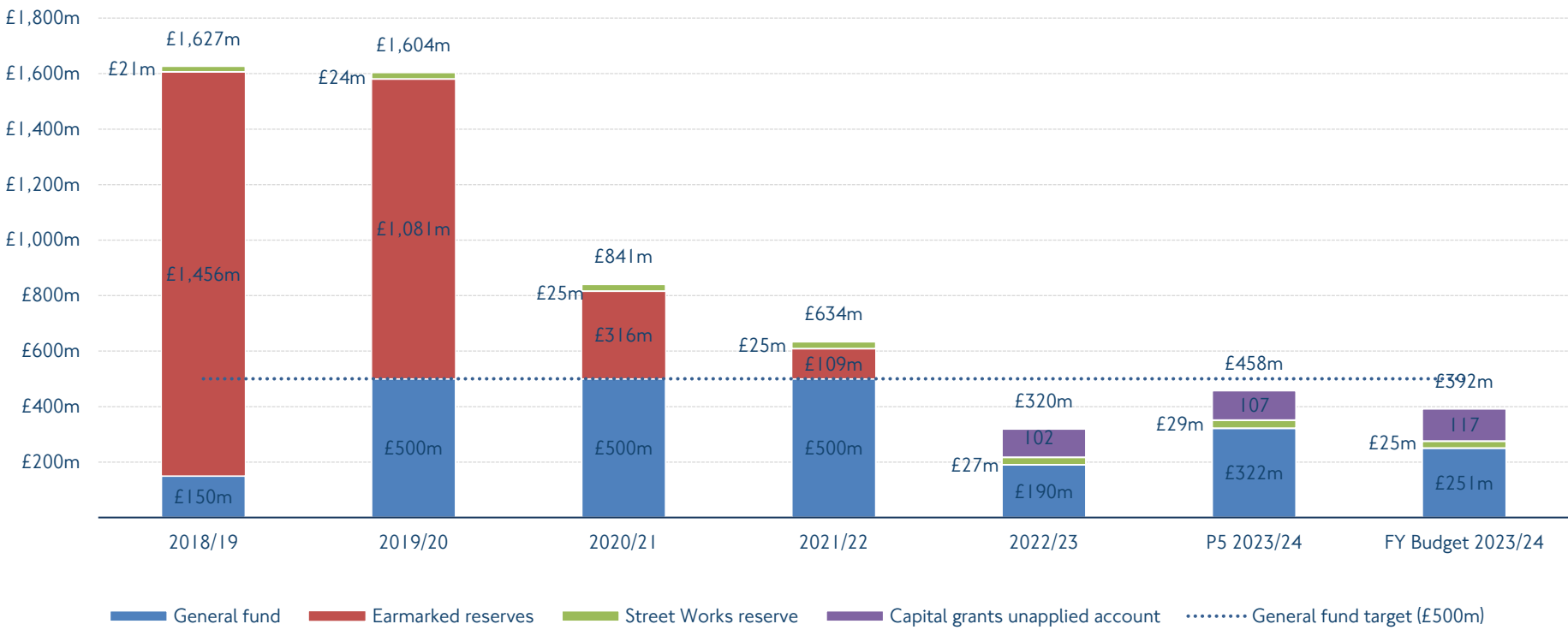
The pandemic has seen a material reduction in TfL’s useable reserves, which consist of its General Fund and Earmarked Reserves.

Usable reserves are generally lower than TfL’s cash balance, as elements of cash will be restricted for certain purposes and because cash payments are made in arrears in-line with supplier payment terms.

At the end of 2022/23, TfL’s General Fund reserves fell below our target of £500m, although this was largely driven by the purchase of the Class 378 rolling stock. The savings from this purchase will further support TfL as it rebuilds its usable reserves.

As part of the 2024 Business Plan process, we will be setting out the plan that shows useable reserves growing back to target levels by 2025/26.

Usable reserves



- Usable reserves of the Corporation are those that can be applied to fund future expenditure. They are made up of the General Fund, Earmarked Reserves, the Capital Grants Unapplied Accounts and the Street Works Reserve
- The General Fund represents sufficient cash-backed reserves held by the Group to cover risks that may arise. The Group has a target General Fund balance of £500m, which was increased from £150m at the start of the pandemic in March 2020
- The primary reason for falling below the benchmark at the end of the 2022/23 financial year was the transaction in March 2023 to purchase the Class 378 rolling stock for £277m. The saving in lease financing over the life of the asset will further support TfL as it rebuilds its usable reserves
- At P5, usable reserves are tracking above the full year figure due to timing of the DfT capital grant receipts of £400m to P5 (of FY Budget £696m), which are recognised in usable reserves when received rather than straight lined.

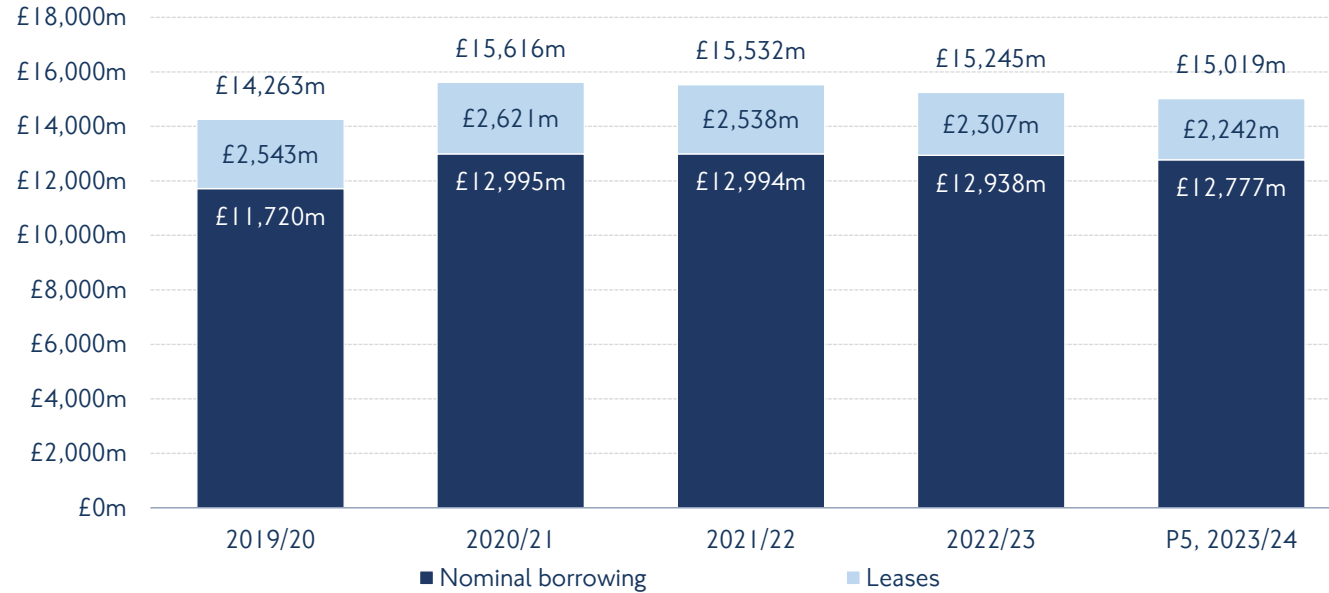
Debt

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

Our level of outstanding borrowing has decreased by £161m for the year up to Period 5, bringing our total borrowing balance to £12,777m. This is largely driven by a reduction in our short-term borrowing, to suit our cash and liquidity needs.

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Total debt (£m)



93%

93% of our borrowing is at a fixed rate of interest

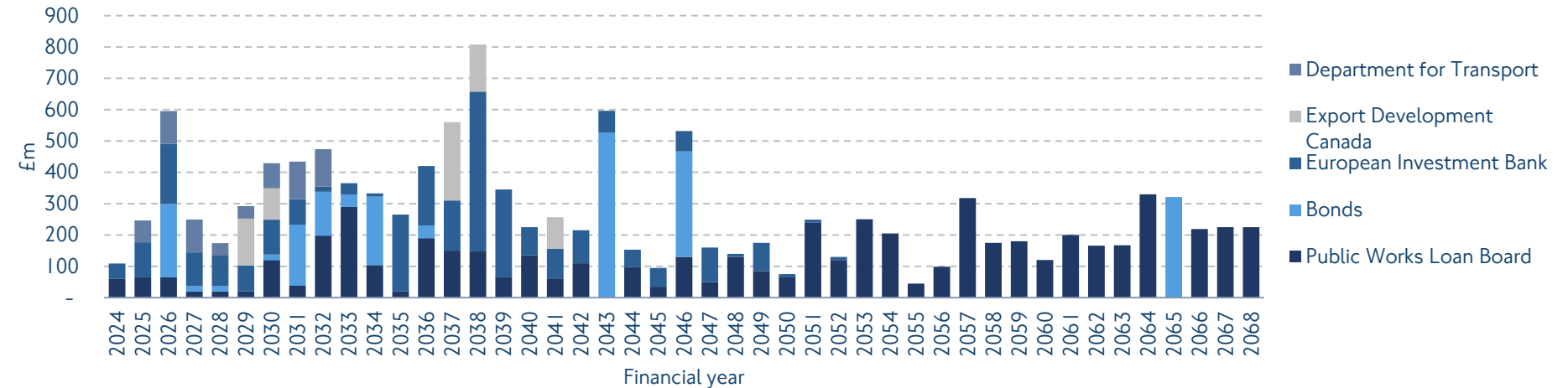
3.5%

The weighted average interest rate on our borrowing is 3.5%

19.5 years

The weighted average tenor of our borrowing is 19.3 years

TfL borrowing maturity profile



The borrowing maturity profile excludes £430m of short-term borrowing, which we generally continue to re-issue on a rolling basis.

Credit ratings

We are rated by three major credit rating agencies. This allows us to attract interest from a wide pool of investors and gives us access to a range of funding sources.

There has been no change to our credit rating position since our last Finance Update to the Committee.

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	Standard & Poor’s	Moody’s	Fitch
Long-term rating	A+	Baa 1	AA-
Outlook	Positive	Stable	Negative
Short-term rating	A-1	P-2	F1+
Last changed/affirmed	May 2023	October 2022	January 2023

Standard and Poor’s (S&P)

- S&P affirmed our credit rating at A+/A-1 in May 2023 and revised the outlook to positive (from stable). This is a positive movement on the outlook and reflects S&P’s view that recovering ridership and cost controls should result in higher financial flexibility.

Moody’s

- Moody’s affirmed our credit rating in October 2022 and maintained the stable outlook, stating that our strengthening operating performance and protections under the funding agreement will partially mitigate economic and fiscal risks.
- In December 2022, Moody’s published a full credit opinion, which noted that our credit profile reflects rising passenger income, the funding agreement with government and a “relatively inflexible cost and revenue base”. It also noted our strategic importance as the main public transport provider in London and our strong management and governance.

Fitch

- On 26 January 2023, Fitch upgraded our long-term credit rating from A+ to AA-. This reflects our improving financial profile and Fitch’s assessment of the link between TfL and the UK Government. Fitch have assigned a negative outlook, which reflects the negative outlook they have assigned to the UK Government’s credit rating.

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Board



Date: 18 October 2023

Item: Board Effectiveness Review 2023

This paper will be considered in public

1 Summary

- 1.1 This paper presents the Board Effectiveness Review 2023 externally led by Deloitte LLP, as set out in Appendix 1 to this paper.
- 1.2 The review acknowledges that TfL has a high-performing Board with effective governance and decision-making arrangements. Issues have been identified for consideration to further improve the effectiveness of the Board. Discussions have been held with Members as to how best to address the issues raised.
- 1.3 In summary, it is not proposed to make any structural changes to TfL's decision-making structure at present but that there be more strategically focussed discussion at meetings and greater coordination between meetings to avoid duplication and to have scheduled informal sessions to allow Members to discuss matters of strategic importance. Members also provided valuable input in relation to the preparations for the next round of Board appointments including the induction of new Members.

2 Recommendations

- 2.1 **The Board is asked to note the report from the externally led Board Effectiveness Review 2023 as set out in Appendix 1 and agree the proposed arrangements to respond to the issues raised, as set out in the paper.**

3 Background

- 3.1 In line with good corporate governance practice, TfL reviews the effectiveness of its Board and its decision-making structure every year. Reviews are led by the Deputy Chair of TfL, with an externally led review commissioned every third year. The review reports are submitted to the Board for discussion.
- 3.2 TfL appointed Deloitte LLP to undertake the Board Effectiveness Review for 2023. The Review was completed in July 2023.

4 Board Effectiveness Review 2023

- 4.1 The scope of the 2023 review was consistent with the most recent externally led and Deputy Chair reviews, as that enables progress to be benchmarked.

- 4.2 The full report is set out in Appendix 1. The review recognised that TfL has a high-performing Board with effective governance and decision-making arrangements and highlighted further areas for consideration to seek to achieve ever better practice. Proposals for how these are addressed are set out below, informed by discussions with Members and the Executive Committee.

Theme 1: Role of the Board

- 4.3 On role clarity, further opportunities will be provided to enable Members, Chief Officers and other Senior Leaders to develop relationships and connect more in an advisory capacity. This will include regular scheduled briefings, site visits and informal engagements outside of the meeting structure.
- 4.4 We have reverted to the pre-coronavirus pandemic practice of early engagement with Members on the development of the 2023 Business Plan.
- 4.5 We will schedule regular informal sessions and site visits for Committee and Panel Members to ensure consistent dialogue and to enable Members to engage with staff beyond those that present papers at meetings and allow for open discussion and engagement on broader emerging issues. Key items for discussion will include:
- (a) Business Planning and Budget development and priorities;
 - (b) Delivery of the Mayor's Transport Strategy;
 - (c) Financial Sustainability;
 - (d) TfL Colleague Strategy;
 - (e) Innovation;
 - (f) Specific Project Updates; and
 - (g) Enterprise Risk and Risk Appetite.
- 4.6 On strategic guidance, the Mayor's office will continue to be involved in these briefing discussions and, at least twice a year, the Deputy Mayor for Transport and the Commissioner will hold an informal discussion on strategic direction and priorities with Members.

Theme 2: Board Composition

- 4.7 TfL supports the recommendation of creating a detailed skills matrix for Members aligned with TfL's key requirements and strategic priorities, highlighting any potential skills gaps to inform future appointments. The Greater London Authority Act 1999 (as amended) sets out required criteria for Members. Previous Board Effectiveness Reviews have also recommended additional skills, knowledge, and experience and that the Board should reflect the diversity of London.
- 4.8 We have considered how best to incorporate the voice of young people and propose to invite the TfL Youth Panel to send a representative to attend and speak at relevant meetings of the Customer Service and Operational Performance Panel and Safety, Sustainability and Human Resources Panel.

- 4.9 Subject to the views of the Mayor in 2024, it is recommended that the size of the Board return to 15 Members and consideration be given to the need for short-term extensions of appointments beyond eight years for some Members, where this will ensure continuity and aid the transfer of knowledge.
- 4.10 The Deputy Chair will develop the future skillset required for the Board and will liaise with Members to get their views, to inform the appointment process for new Members in 2024.
- 4.11 On meeting attendance, Members prefer to attend meetings in person, but we will retain the flexibility of enabling them to take part in discussions via Teams, where this is not possible.
- 4.12 An induction process is in place and a buddying system will be offered for new Members to meet each other and learn from existing Members. An appraisal process will be introduced in 2024, to enable the Deputy Chair to provide one-to-one feedback to Members on individual performance and contribution to the Board.

Theme 3: Board Effectiveness

- 4.13 On Board dynamics and debate, most meetings of the Board include an overarching strategic discussion, alongside the standing items, which reflect different elements of the TfL Strategy and Business Plan. It is recognised, however, that time is often limited, and that more could be done to engender further debate on strategic themes.
- 4.14 The structure of the Commissioner's Report will be updated to align to the themes of the TfL Strategy. The presentation of the report will be taken in sections by theme, reflecting any comments from relevant Chairs, to enable a more strategic discussion with Members.
- 4.15 On strategic risks facing TfL, a scheduled discussion will take place on Enterprise Risks and Risk Appetite with Members at least annually and each Committee and Panel will continue to consider the Enterprise Risk(s) that are within their remit and these will be aligned to the forward plan for the Board.
- 4.16 To improve the visibility of the views of customers and stakeholders, more information of their views will be included in reports and further opportunities for Members to engage with them and advocate for TfL will be considered.

Theme 4: Committees, Panels and Reporting

- 4.17 Following discussions with Members, it is not proposed to make any structural changes to TfL's decision-making structure at present. Members have suggested that the Panels should take more of a forward-looking strategic role. When the Mayor's Transport Strategy is next reviewed, consideration will be given to reviewing the Panels to align with key priorities.

- 4.18 We will continue to seek to minimise duplication as much as possible and we will work with the Chairs and Vice Chairs and lead officers to ensure a more strategic focus in meeting discussions. We will ensure that the Safety, Sustainability and Human Resources Panel devotes sufficient time to the discussion of people issues, including succession planning.
- 4.19 An annual report on the activities of TfL's property company, Places for London Limited will be submitted to the Board. An update on the development and progress of the company and its plans and ambitions going forward will be submitted to the Board in December 2023.
- 4.20 On reporting to the Board, we will extend the practice of inviting Chair's to comment first on issues that have been discussed or are within the remit of their Committee or Panel, as has been the case with Finance Report and the Elizabeth line updates.
- 4.21 We will enhance paper summaries so that they state both the purpose of the paper and draw Members' attention to the key points for consideration. The presentation of the papers at meetings will draw on the summary, including any information requests received from Members ahead of the meeting, and the recommendations. The paper itself will be taken as read.
- 4.22 Papers will include clear references to the views of stakeholders and to our Green priority, covering sustainability and climate change adaption. Papers will also better reflect how they relate to the Business Plan, Scorecard and Enterprise Risks to help focus debate on strategic issues.

Theme 5: Explore ways to adjust the structure of Board meetings to engender further debate on strategic themes

- 4.23 As noted above, Members propose not to adjust the structure of meetings at present, but to keep this under review, with a view to considering changes when the Mayor's Transport Strategy is next updated.

Appendices to this paper

Appendix 1: Transport for London: Board Effectiveness Review 2023 led by Deloitte LLP

Background Papers

Board Effectiveness Review 2022 paper, considered by the Board on 8 June 2022

Contact Officer: Andrea Clarke, Interim General Counsel
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TfL 96258 | Transport for London: Board Effectiveness Review

Final Report | 18 July 2023 | Deloitte – Confidential Government and Public Services: For approved external use only

This Final Report is prepared for the Board of Transport for London as a body alone, and our responsibility is to the full Board, not individual Directors. No parties except for the addressee are entitled to rely on this report for any purpose whatsoever and we accept no responsibility or liability to any other party in respect of the contents of this report. For your convenience, this document may have been made available to you in electronic as well a hard copy format. Multiple copies and versions of this document may therefore exist in different media. Only the final signed copy should be regarded as definitive.

18 July 2023

Dear Board Members,

Transport for London – Board Effectiveness Review

We are delighted to set out within this Report a summary of findings following our recent review of Board Effectiveness. We would like to thank Board Members, Chief Officers and other stakeholders for their valued engagement throughout this project.

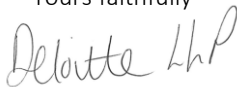
The Report is written for the Board of Transport for London (hereafter “the Board”) and is subject to the restrictions on use specified in the contract dated 20 February 2023. Our findings and recommendations in this Report are based on the views expressed by Board Members, Chief Officers and other key stakeholders, as well as our own observations. Our work, which is summarised in this Report, has been limited to matters which we have identified that would appear to us to be significant within the context of the scope. This Report is structured according to the key themes that we identified with you during the project scoping meetings, as well as key findings against our board effectiveness framework.

The Board is responsible for determining whether the scope of our work is sufficient for its purposes and we make no representation regarding the sufficiency of these procedures for the organisation’s purposes. If we were to perform additional procedures, other matters might come to our attention that would be reported to the organisation.

No party, except the addressee, is entitled to rely on the Report for any purpose whatsoever and we accept no responsibility or liability to any party in respect of the contents of this Report. This report is prepared for the Board as a body alone, and our responsibility is to the full Board and not individual Board Members.

Deloitte LLP will have no responsibility for any claim made against Transport for London (hereafter “TfL”) in connection with the publication of the report. Further, Deloitte LLP does not accept or assume any responsibility to any readers other than TfL in respect of its work for TfL, this report, or any judgments, conclusions, opinions, findings or recommendations that Deloitte LLP may have formed or made and, to the fullest extent permitted by law, Deloitte LLP will accept no liability in respect of any such matters to readers other than TfL. Should any readers other than TfL choose to rely on this report, they will do so at their own risk.

Yours faithfully


Deloitte LLP

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Project Sponsor:	General Counsel
Distribution:	The Board
Draft report issued:	30 June 2023
Factual inaccuracies received:	12 July 2023
Final report issued:	18 July 2023

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Executive summary

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Executive summary

Background and context

Overview

TfL undertakes a review of the Board’s effectiveness every year, with an independent review every three years. Deloitte’s Board Advisory practice was appointed to undertake the independent review in 2023 (hereafter the “Board effectiveness review” or “Review”), having also undertaken the previous evaluation. This Report summarises the key findings from our Review, together with any associated points for the Board to consider.

Background and context

Created under the Greater London Authority Act 1999 (hereafter the “GLA Act”), TfL is a statutory body with a general duty to develop and apply policies to promote and encourage safe, integrated, efficient and economic transport facilities and services to, from and within London. TfL’s role is to implement the Mayor’s Transport Strategy (MTS) and to manage those services across the Capital for which it is responsible. The current MTS was published in 2018, supplemented by an addendum in 2022.

The Board of TfL has a key role in ensuring the effective implementation of this strategy through scrutinising management and approving certain financial decisions. Its responsibilities along with details of delegation to the various Committees, Panels and Chief Officers are set out in the Standing Orders.

The Mayor appoints Members to the Board and also acts as the Chair of the Board. At present there are 17 Members in place, of which three new Board Members were appointed in November 2021; a new Deputy Mayor in January 2022; and a new London Councils Representative in October 2022.

Further changes to the membership of the Board are expected next year with several Members due to complete their second term in September 2024. The next Mayoral election is also planned for early May 2024.

TfL’s governance model is different to other organisations of a comparable size and scale. The Board is distinct to many other Boards as it comprises Members, rather than Directors and has no executives or management appointed to the Board, although they are in attendance. In addition, there is considerable public interest in TfL with key stakeholder groups to whom they are accountable including the GLA, the media and the people of London.

Board meetings, which are held in public and are also live-streamed, are conducted with these various stakeholder groups in mind. Committees and Panels also play a significant role in enabling the Board to discharge its role. Following changes made during the pandemic, these meetings are also live streamed.

The Board is attended by Chief Officers, a number of whom have taken up their role during the last year, including new permanent appointments to the roles of Commissioner and Chief Finance Officer, and interim appointments to the roles of Chief Operating Officer and Chief People Officer.

A number of recent changes have also occurred to the Committee and Panel structure and membership. In particular, the Land and Property Committee was established to set the strategic direction of TfL’s land and property development activities and of TTL Properties Limited (TTLP), a wholly owned subsidiary of TfL, and to oversee and provide assurance on behalf of the Board of delivery against its business plan.

Executive summary

Scope and approach

Scope of work

As part of recognised good corporate governance practice, we have undertaken an external evaluation of the TfL Board to provide an independent perspective on the effective functioning of the Board.

As part of the Review, we assessed the effectiveness of the Board against our Board effectiveness framework, taking into consideration progress made against the recommendations set out within our previous report dated 09 September 2019.

The scope of the Review was to consider the effectiveness of the Board, its Committees and Panels. In particular, we have taken into consideration:

- The **role of the Board**, including its oversight of the organisation throughout the pandemic.
- **Board composition**, including the current skills, knowledge and experience mix; the effectiveness of the induction arrangements for new Members; and the role of the Government Special Representatives and the London Councils representative.
- **Board culture and relationships**, with a focus on the hand over arrangements following the substantive changes to the composition of the Committees and Panels from 1 January 2022; the way reports are presented at meetings; and the progress in refining paper summaries.
- **Board Committees and Panels**, including the impact of the substantive changes to the composition of the Committees and Panels from 1 January 2022; the effectiveness of the establishment and operation of the new Land and Property Committee; and any further changes required to allow the Board to fulfil its role.

Approach

As set out in our contract dated 20 February 2023, our approach to delivering the review consisted of the following activities:



Desktop Review

We reviewed a range of key documents related to the work of the Board, its Committees and Panels.



Board Effectiveness Survey

We issued a Board Effectiveness Survey for Board Members, Chief Officers, Government Special Representatives and the Chair of the Independent Investment Programme Advisory Group (IIPAG). The survey received 28 responses.



Interviews

We conducted 1-1 interviews with all Board Members, Chief Officers, a Government Special Representative, the Head of Secretariat and the Chair of IIPAG.



Observations

We observed the Board Meeting on 29 March, Programmes and Investment Committee on 17 May, Elizabeth Line Committee on 18 May and a selection of other Board, Committee & Panel recordings.

All activities were undertaken between March and May 2023.

This report sets out the findings from our Review which we have reported by exception, informed by the above activities. We have only highlighted the areas which we believe require further consideration by the Board. Each section contains an overview of our findings alongside a series of discussion points for the Board to consider in more detail.

Executive summary

Overview of key strengths and areas for development

Key strengths

Overall, we found that the TfL Board is broadly effective in its role, recognising there a number of unique factors which differentiate its role from other similar organisations. The Board is tasked with providing oversight and assurance for the implementation of the MTS, and carries out a significant proportion of its work in public in support of transparency.

There have been a number of changes in Board Member and Chief Officer appointments recently and whilst relationships are still developing, a healthy dynamic exists with mutual respect clearly demonstrated and an open and transparent culture where support and challenge are welcomed. The Board encompasses a diverse range of skills and expertise, and Members demonstrate commitment to the role and a willingness to add value.

Whilst the financial issues arising during the pandemic created a significant challenge for TfL, there is a sense that the Board successfully navigated this period and is now seeking to rebalance its focus across a breadth of topics, alongside a renewed emphasis on enhancing Board effectiveness.

Since our previous review in 2019, a number of improvements have been made including: reducing the length of presentations at Board meetings to create more space for debate; increasing opportunities for informal time as a Board; and refreshing the Committee and Panel structure to enable more in-depth scrutiny of key topic areas.

Although in the early stages of its development, the recently established Land and Property Committee has created an avenue for increased Board emphasis on 'new homes and new jobs', a core theme in the MTS alongside 'a good public transport experience' and 'healthy streets and healthy people'.

Areas for development

There is scope for the Board to further increase its impact and effectiveness. In particular, we would highlight the following areas for consideration.

The role of the Board: Whilst steps have been taken to introduce informal sessions for the Board, this is an area that could be further refined to support the development of relationships and allow more time to discuss emerging priorities outside of the formal Board environment. There is also scope for Chief Officers to use Board Members more frequently on a 1:1 advisory basis.

The Board should also consider increasing the clarity of mechanisms through which Board Members gain insight and connection with City Hall.

Board composition: Given the significant number of Board Members due to complete their second term in 2024, it is important that the Board plans ahead for the upcoming transition. This should take into consideration steps to manage continuity; opportunities to reduce the size of the Board whilst refreshing board skills in line with strategic priorities; and seeking opportunities to further increase diversity.

Board effectiveness: Although the structure of Board meetings has been revised, there is scope for further refinements to be made with a view to engendering more in-depth, thematic debate on strategic risks and priorities. The ongoing development of individual Members should also be supported through the introduction of a formal, annual appraisal process led by the Deputy Mayor.

Committees, Panels and reporting: There is an opportunity to review the Committee and Panel structure to ensure that it aligns with TfL's strategic priorities; gives sufficient focus to key topics; and minimises

Executive summary

Overview of key strengths and areas for development

Areas for development (continued)

duplication. There is also scope to enhance the quality of reporting to Board, Committees and Panels through refinement of paper summaries to effectively signpost key risks and issues for discussion and concise presentation of reports in meetings. The Board should also consider how the performance scorecard could be used to prompt debate throughout the year.

Next steps

Throughout this report, we have outlined a number of key discussion points for the Board to consider. It is recommended that following consideration of each discussion point, actions are agreed and prioritised as part of the Board's ongoing development activities. These should have clear timescales for implementation and a process through which progress and impact can be measured and reviewed.

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Key findings and areas for the Board to consider

Key findings and areas for the Board to consider

Theme 1: The role of the Board

1.1 Role clarity

Board Members are clear on the purpose of the Board and its roles and responsibilities as set out in the GLA Act and Standing Orders. In particular there is clarity on aspects of the TfL Board which are unique when compared to other organisations, such as its role in overseeing the effective implementation of the MTS through providing assurance, holding management to account and in some instances, approving financial decisions.

In delivering this role, a significant amount of the work of the TfL Board is carried out in the public domain. Board, Committee and Panel meetings are open to the public, live-streamed and recorded. Whilst this is important for transparency and provides an opportunity for TfL to publicly demonstrate progress in delivering the MTS, it can impact the ability of the Board to debate emerging or commercially sensitive matters, particularly those in the early stages of evolution.

Given the context within which the Board is operating, there is therefore recognition that there needs to be a collective understanding of where and how Board Members can have the most impact in their role. Specific areas highlighted for consideration include:

- i. **Developing more informal connections:** During interviews, several instances of individual contributions and insight from Board Members positively impacting the work of TfL were highlighted. For example:
 - Supporting financial sustainability during the recent crisis period;
 - Ensuring a focus on customers and safety issues;

- Providing commercial insight and guidance around business planning; and
- Providing insights on specific topic areas such as climate change and decarbonising TfL's energy consumption.

Whilst these are positive examples of interaction, not all Members feel engaged in this way. Given the extent of recent changes in the Executive Committee, encouraging more connections of this nature may support greater engagement between Board Members and Chief Officers and provide further opportunity to take advantage of the breadth of skills and expertise on the Board.

- ii. **Increasing the Board's involvement in the business planning process:** Whilst the overall strategy is set by the Mayor, the business planning cycle is a key opportunity for Board Members to play a role in shaping TfL's future plans to deliver against this strategy. Efforts have been made to increase Board involvement in this process in the past, however these subsequently dissipated during the pandemic. It is recognised that a more structured approach to involving Board Members in the development of delivery plans now needs to be reintroduced.
- iii. **Planning regular, informal Board discussions on strategic matters:** Although there are opportunities for Board interaction on emerging topics and issues through part 2 sessions and informal briefings, there is a sense that there is limited time to discuss emerging strategic matters collectively as a Board. Current topics of strategic significance raised that would benefit from this approach include:
 - Approach to achieving financial sustainability, including commercial strategy and developing TfL's brand;

Key findings and areas for the Board to consider

Theme 1: The role of the Board

1.1 Role clarity (continued)

- Strategic workforce matters including staff engagement and organisational culture, taking into account findings from Viewpoint and the recently published Casey report;
- Organisational transformation; and
- Technology and innovation.

Whilst aspects of these topics are covered in relevant Committees and Panels, they are not necessarily explored collectively as a Board from a more strategic perspective.

Page 107 The Board should consider reintroducing strategic away days alongside repurposing some informal briefing sessions to create greater space for strategic thinking on key topics and provide opportunities for the Board to exert greater influence at an earlier stage in the development of strategic plans.



Discussion points for the Board to explore:

Provide opportunities to enable Board Members, Chief Officers and other Senior Leaders to develop relationships and connect more in an advisory capacity.

Explore ways to increase the extent to which Board Members can influence the strategic direction at an earlier stage of development. Alongside the business planning process, consider creating more time and space for informal Board discussions on emerging, strategic issues. This may include the use of 'away days' or repurposing some briefing sessions.

1.2 Strategic guidance

Given the Board is charged with oversight of delivery of the MTS, it is vital that they are kept informed of emerging priorities from City Hall. Whilst the Executive Committee have regular interactions to keep abreast of matters arising, there has been less engagement of late between the Board and representatives from City Hall. Several interviewees outlined that a greater understanding of forward plans and ambitions is key to driving the focus of Board debate.

The MTS incorporates three key themes: healthy streets and healthy people; a good public transport experience; and new homes and jobs. Previously, the Board has typically focused more attention on the first two themes, but the recent introduction of the Land and Property Committee has increased emphasis on the third aspect. Given its strategic significance, as this Committee continues to develop and becomes more embedded, increasing the level of Board oversight of its work and key priorities as outlined in 4.1 will further help to improve the balance of focus across the three themes.

At present, however, the Land and Property Committee is primarily focused around new homes, and there remains scope for greater oversight of the new jobs theme within the MTS.



Discussion points for the Board to explore:

Explore ways to keep the Board more informed and up to date on emerging priorities from City Hall.

Key findings and areas for the Board to consider

Theme 2: Board Composition

2.1 Background, skills and succession planning

The Board has a diverse range of skills and expertise which encompass the breadth of backgrounds specified within the standing orders, as well as broader skills which are relevant to the future direction of TfL. This includes representation from across the public and private sectors; financial expertise; and experience across a range of specialist areas including sustainability and infrastructure.

Whilst no specific gaps were identified requiring immediate action, given the continued evolution of the services provided by TfL, a number of skills requiring greater prominence in future appointments were noted. These include:

- Broader transport experience outside of rail, including international experience;
- Further commercial, marketing and branding expertise;
- Digital and technology innovation; and
- Property expertise.

Board Members are Mayoral appointments, with recommendations on skills and experience to be sought in these roles provided by the Board secretariat. A structured approach to inform this process is in place, although this could be further refined through the creation of a skills matrix demonstrating the breadth of expertise and styles against key requirements including:

- Alignment to key aspects of the Mayor's Transport Strategy;
- General expertise in areas such as finance, customer and sustainability;
- Bespoke expertise in TfL's main areas of focus, e.g. transport, land and property; and
- Compliance with the requirements for Board composition as set out in the Standing Orders and GLA act.

Diversity

Diversity of the Board is kept under review in relation to gender, ethnicity and disability, with the 2021 internally led Board Effectiveness Review demonstrating good progress in this area. This included good balance of gender representation on the current Board and significant improvements in BAME representation since 2015. Disabled representation is lower than the London average, though the Board seeks to mitigate this in part through engagement with the Independent Disability Advisory Group.

An area which could still benefit from increased diversity is the age profile of the Board, particularly representation from young people. The Board should consider ways to incorporate younger voices, for example through the use of young representatives to attend meetings and provide an alternative perspective on key issues.

Succession Planning

Actions have been taken to stagger the tenures of Board Members, however a significant proportion are due to complete their second term in September 2024. This could lead to significant upheaval in the composition of the Board at a time when there has already been a substantial level of change at Chief Officer level.

Specifically, the following positions are currently held by Board Members coming to the end of their second term:

- Chair of the Remuneration Committee
- Chair and Vice Chair of the Land and Property Committee
- Chair and Vice Chair of the Programmes and Investment Committee
- Chair and Vice Chair of the Finance Committee
- Chair of the Customer Service and Operational Performance Panel
- Chair and Vice Chair of the Safety, Sustainability and HR Panel

Key findings and areas for the Board to consider

Theme 2: Board Composition

2.1 Background, skills and succession planning (continued)

Maximum tenures for Board Members are in place to maintain the independence and integrity of the Board. However, due to the level of change which could occur at a time of ongoing high risk for the organisation, consideration should be given to extending a maximum of two Members for a 12-18 month period to enable a degree of continuity during this period of change.

One of the particular areas of note is the membership of the Land and Property Committee given it is at a relatively early stage in its development and all of its Members are due to come to the end of their second term. We note consideration is currently being given to appointing additional specialist advisors to this Committee.

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The role of the Government Special Representatives

The role of the Government Special Representatives (GSRs) was introduced during the height of the pandemic in response to changes in funding arrangements with the Department for Transport (DfT). The role is akin to a shareholder representative with the intent being for GSRs to provide a reporting line directly back to DfT as well as advising TfL on key matters as needed. During interviews we heard of the positive impact that this role has had in some areas, with individuals engaging in a thoughtful and constructive way. However there has been turnover in these roles and we understand that levels of engagement have varied.

Should this role continue, then steps should be taken to formally clarify the role of the GSRs to ensure there is a collective understanding across all Members and Chief Officers of the intended impact and limitations of this role in practice.

The role of the London Councils Representative

The role of the London Councils Representative is viewed positively as an opportunity for the Board to have a better understanding of councils' perspectives on key issues, gain an improved mutual understanding of the pressures they are under, and work together to deliver better services for the people of London. There is opportunity for the Board and Executive Committee to take more advantage of this role, using the representative as a conduit to sound out ideas, build support on key issues and develop stronger partnerships across London councils.



Discussion points for the Board to explore:

Consider creating a detailed skills matrix for Board Members aligned with TfL's key requirements and strategic priorities, highlighting any potential skills gaps to inform future appointments.

Explore ways to incorporate the voice of young people at Board, Committee and Panel meetings.

Consider options for mitigating the risk of significant upheaval in the effectiveness of the Board as several Members reach the end of their second term during 2024, particularly given the extent of change which has recently occurred. This may include:

- Changes to Chair or Vice Chair Roles to prepare for succession; and
- Short extensions to the typical maximum term length for a small number of Board Members to provide a degree of continuity.

Key findings and areas for the Board to consider

Theme 2: Board Composition

2.2 Size of the Board

Steps were taken to reduce the size of the Board to an average of 15 Members between 2016 and 2021, although this has recently increased again to 17. Whilst this is not felt to impede discussions unduly, it is recognised that there is potential for this to occur. Consideration should be given to reducing the size of the Board at the next round of appointments, whilst keeping sufficient numbers to cover key roles across the range of Committees and Panels.



Discussion points for the Board to explore:

Explore the possibility of reducing the size of the Board as a minimum back to the previous size.

2.3 Meeting Attendance

Following the pandemic, a hybrid approach to Board, Committee and Panel meetings has been maintained, allowing attendees to join virtually if they are unable to be present in person (although Members attending virtually do not count towards the quorum or have a vote).

Whilst the flexibility this approach provides is welcomed by Board Members, hybrid meetings can be more complex to manage and from our own meeting observations, it is often the case that those attending virtually contribute less to the discussion. It is therefore felt that the Board would be more effective if attendance in person was the default approach wherever possible.

Board Member attendance at informal briefings has reduced of late, despite these previously being recognised as a valuable mechanism through which complex topics are explored. Some Board Members noted that these have started to revert to a formal structure of

presentations followed by questions, whereas they would value a more flexible structure with increased opportunity for debate and discussion in order to aid understanding of key issues.



Discussion points for the Board to explore:

Reinforce meeting attendance in person as the default approach wherever possible.

Explore ways to increase attendance at informal briefings and maximise the benefit of sessions for Board Members.

2.4 Induction, training and development

Processes for Board Member induction are considered to be effective with those recently appointed providing positive feedback, particularly on the support given by the General Counsel and Board Secretariat, and time given by Chief Officers to make introductions and discuss their area of the business. The approach could be further refined by:

- Providing an opportunity for new Board Members to meet their Board Member colleagues outside of formal meetings (recognising that the timing of the most recent appointments during the pandemic may have limited the opportunity for face-to-face interaction);
- Tailoring the induction process to the skills and experiences of each individual and in particular, their previous experience of being a non-executive director; and
- Encouraging new Members to reach out to others for support as they settle into their role. This could include allocating an experienced Board Member to 'buddy' new joiners and act as a mentor in the first year.

Key findings and areas for the Board to consider

Theme 2: Board Composition

2.4 Induction, training and development (continued)

Board Members highlighted an appetite to receive more individual feedback to support their continued development. Whilst some have had informal appraisals in the past, this has not been carried out formally for all Members every 12 months (see also 2.5).

A formal process is in place to evaluate the effectiveness of the Board and its Committees. This has recently been supplemented by the introduction of informal sessions between Board Members and Chief Officers, creating an opportunity for discussions on ways of working with a view to continually evolving the impact of the Board. It is intended that these meetings will continue and this will be of particular importance given forthcoming changes in Board membership too.

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Discussion points for the Board to explore:

Consider ways to enhance the Board induction process, including a structured approach to meeting Board Members; tailoring to the individual; and buddying.

See also 2.5.

2.5 Role of the Chair and Vice Chair

In accordance with the GLA act, the role of the Chair is undertaken by the Mayor, with the Vice Chair role being undertaken by the Deputy Mayor for Transport. Formal role profiles are in place in line with good practice.

Following previous recommendations, steps were taken to strengthen the role of the Deputy Mayor in taking on additional responsibilities that we would typically expect to be undertaken by the Chair and / or the Vice Chair to support the overall effectiveness of a Board. For example, leading the development of forward plans and agendas for meetings, developing role profiles and determining expected Board behaviours, with the support of the General Counsel.

The previous Deputy Mayor had also taken steps towards carrying out other aspects of a typical Vice Chair role such as taking a more proactive approach to engaging with Board Members and carrying out appraisals. However, the impact of both the pandemic along with a number of changes in Board Membership has meant that this has not continued. It is suggested that a renewed focus is placed on these aspects of the Deputy Mayor's role going forward, in particular:

- Leading the formal appraisal process for Board Members; and
- Succession planning.



Discussion points for the Board to explore:

Reflect on the role of the Deputy Mayor as Vice Chair and consider formally expanding this role to support Board development, including leadership of the succession planning process and a formal, annual appraisal process for Board Members.

Key findings and areas for the Board to consider

Theme 3: Board Effectiveness

3.1 Dynamics and debate

Board, Committee and Panel meetings are well managed and encourage positive discussion across a range of topics. There is mutual respect between Board Members and Chief Officers; questions are asked with positive intent; and Board Members demonstrate an effective balance between support and challenge.

However, whilst dynamics are positive in the main, there remains scope to further develop and strengthen relationships across all Board Members and Chief Officers given recent changes in membership.

Commissioner's Report

In response to previous recommendations, the structure of Board meetings has been adjusted to reduce time spent presenting reports, enabling greater time for scrutiny and discussion.

At present, the flow of the debate is structured so that 2-3 Board Members are invited to ask questions which are answered in succession before another set is taken. Whilst this enables Board Members to query a diverse range of issues, it can result in a somewhat linear debate with limited opportunity to build on a theme or explore a topic in greater depth.

This could be mitigated by moving to a thematic format within the Commissioners report and presentation, followed by rounds of questions which are taken by theme, rather than by Member, to encourage more rounded discussions and more in-depth exploration of topics.

There can also be a tendency for some Board Members to solely stick to their specialisms in their line of questioning. Whilst we recognise the value this can add, there is a need for all Board Members to contribute across the full breadth of the agenda.

Balance of topics

Financial sustainability has understandably been a major focus of attention for the Board over the last three years. Passenger ridership was over 90% lower at the height of the pandemic, and passenger revenue was £3.5bn lower than budget in 2020/21 and £2.3bn lower than budget in 2021/22. In response, the Board pivoted its focus to dealing with the short term implications of these changes, including negotiations around funding support.

As the impact of the pandemic has subsided and ridership has increased back to near pre-pandemic levels, there is now a recognised need to shift the emphasis of Board debate to longer term financial sustainability and other broader matters of strategic importance. We note in particular a need to rebalance the amount of time the Board spends reviewing progress to date versus future plans.

During interviews, it was also highlighted that further work is required to develop a consistent understanding of key strategic risks amongst the Board. Whilst it is recognised that the approach to enterprise risk management has improved in recent years, this can still be formulaic and process-driven with significant amounts of information held in large spreadsheets which are not easy to assimilate.

It would be helpful for the Board to debate and agree the most critical risks facing the organisation as part of the business planning process (refer to 1.1) with reflections on emerging risks during the year. This should then align to the forward plan of business for the Board to ensure the right topics are receiving sufficient attention.

Key findings and areas for the Board to consider

Theme 3: Board Effectiveness

3.1 Dynamics and debate (continued)



Discussion points for the Board to explore:

Explore ways to adjust the structure of Board meetings to engender further debate on strategic themes, including:

- Refining how debate is conducted in response to the Commissioner's Report;
- Creating a greater collective understanding of the strategic risks facing TfL and aligning these to the forward plan for the Board.

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3.2 Engagement

Engaging with TfL staff

Opportunities for Board Members to engage with the wider organisation were restricted during the pandemic, although site visits have since restarted and there is a clear forward plan informed by Member and Committee requests.

There is opportunity to further increase the level of engagement Board Members have with staff below Chief Officer level. This could be done through engaging with staff more during site visits; holding meetings at TfL offices with opportunities for staff engagement before or after; attending staff events as appropriate; and taking the opportunity to speak to staff whilst utilising the network.

Increasing the use of staff stories at Board Meetings would also help to increase the level of understanding and connection between the Board and wider organisation.

Stakeholder and customer engagement

During our discussions there was an overriding sense that the voice of customers needs to feature more prominently within debate and discussions, given their central importance to the business. We also noted that whilst the Customer Service & Operational Performance (CSOP) Panel has an express focus on customers, the majority of its papers tend to be for noting or for information, providing updates on items rather than prompting debate on key risks or issues.

Board Members also highlighted a need to place more emphasis on developing the TfL brand through marketing and communications. There is a sense that there is limited understanding of the breadth and scope of TfL's work and impact outside of the organisation. A focused effort to increase awareness and improve customer perceptions of the brand may contribute to increased success in the future, particularly in supporting the attraction and retention of staff.

Stakeholder engagement is also an area for which there is general consensus of a lack of focus. The Board would benefit from a focused discussion on TfL's wider strategy for stakeholder engagement and in particular, clarification of their role in wider stakeholder engagement and advocating for TfL.



Discussion points for the Board to explore:

Consider how the Board can increase its visibility and engagement with TfL staff.

Review the Board's focus on customers, and in particular the role of the CSOP to maximise its effectiveness.

Reflect on how the Board engages with wider stakeholders such as the GLA and DfT and seek to clarify responsibilities.

Key findings and areas for the Board to consider

Theme 4: Committees, Panels and Reporting

4.1 Committees and Panels

A review of the Committee and Panel structure was undertaken in 2021 resulting in a number of changes in membership and the introduction of the Land and Property Committee. In addition, the Elizabeth Line Committee is due to be stood down in 2023 having served its purpose. Whilst these changes were viewed positively, there remains a sense amongst both Board Members and Chief Officers that the structure requires a more fundamental review and restructure. Particular issues to consider include the following:

- **Naming conventions:** Whilst the initial intention was for Committees to be decision making forums and for Panels to be advisory, in practice, the distinction between the two is not well understood and can create the impression of a two-tier structure in which key topics such as Customer Service, HR and Safety could be perceived as less important.
- **Breadth of remit:** The remit of some meetings is felt to be too large, particularly the Safety, Sustainability and HR (SSHR) Panel. In past meetings, HR has often been left to the end of the agenda and therefore given limited time compared to other topics. Whilst steps have been taken recently to increase the focus on HR by rotating the order of the agenda and creating a forward plan for strategically important items, there is a sense that meetings can still be dominated by one topic and are therefore not as effective as they should be. This is a difficult balance to strike given the importance of the safety agenda and the increasing focus on sustainability.
- **Duplication of topics:** some topics are discussed across multiple forums, although this can be undertaken from differing perspectives. For example, safety issues such as crime statistics discussed in the SSHR Panel may also be discussed in CSOP from a customer perspective.

- **Operational focus:** The Panels have a tendency to delve more into operational matters rather than focusing on strategic issues. For example, the SSHR Panel may spend time discussing quarterly performance in areas such as diversity and training, but there is less focus on the strategic aspects of this and what will be done differently going forwards.
- **Alignment:** Another key consideration to take into account is the alignment of Committees and Panels with the MTS and any emerging strategic priorities. Potential gaps outlined include digital and technology innovation.

We would advocate utilising the business planning process referred to in 1.1 to refresh strategic priorities, utilising the outcome of this process to ensure that all matters have a clear 'home' within the Committee and Panel structure. Task and finish groups could also be considered to provide a focus on matters of strategic significance as required. Steps should also be taken to ensure alignment with the Executive and sub-Executive portfolios, especially in light of recent changes in the organisational structure.

Land and Property Committee

Given the strategic importance of Land and Property for TfL, it is viewed as a positive step that this Committee has been formed. Whilst the Committee remains in the early stages of its development, it is felt that meetings can become too focused on operational detail rather than strategic matters. We note, however, that this may in part be due to recent requirements to discuss and approve items such as the agreement of Key Performance Indicators and supporting plans.

Key findings and areas for the Board to consider

Theme 4: Committees, Panels and Reporting

4.1 Committees and Panels (continued)

To support the Committee in fulfilling its remit, Members indicated that the Committee would benefit from additional external property development expertise including international experience. We understand that consideration is currently being given to appointing specialist advisors to this meeting to enable this.

For those who do not attend the Land and Property Committee, there is a sense that Board oversight is currently limited and there is not sufficient understanding on progress and ambitions in this area. The Board may wish to consider holding two focused sessions per year to discuss Land and Property collectively to ensure that this topic receives sufficient focus and oversight.



Discussion points for the Board to explore:

Explore options for restructuring the Committees and Panels to align with the MTS and emerging strategic priorities, with consideration for:

- Clarity on the distinction between a Committee and a Panel;
- Ensuring balance in the level of focus across key topics;
- Streamlining the flow of reporting from executive portfolios;
- Minimising duplication of discussions across more than one forum; and
- Maintaining a strategic rather than operational focus.

Consider how to increase Board oversight of the Land and Property Committee, in line with points outlined in 3.1.

4.2. Committee Reporting to Board

It is widely accepted that there are several mechanisms in place to provide the Board with oversight of Committees and Panels. For example:

- The Committee Chairs report back to the Board after each meeting;
- The Board has access to all minutes and papers;
- Members can ask questions about papers in writing; and
- There is an open invite for any Board Members to drop into meetings or attend briefings.

However, the presentation of reports to Board is generally kept very brief due to time constraints, and Board Members may have limited time to delve into the detail of Committees and Panels for which they are not a member.

As a result, the Board should consider how to assimilate key strategic risks and issues from Committees and Panels to bring to the Board's attention for debate. This could be done through using standing items on the agenda to draw on findings from the Committee, for example drawing on Finance Committee updates in the Finance Report. Alternatively, Executive Officers could draw more on Committee Chairs at pertinent points to highlight any key updates or matters for discussion.



Discussion points for the Board to explore:

Reflect on how Committees and Panels report back to Board and in particular, how key strategic issues for consideration by the full Board can be given space for debate, in line with points outlined in 3.1.

Key findings and areas for the Board to consider

Theme 4: Committees, Panels and Reporting

4.3. Quality of reporting

The overall quality of reporting is high, and improvements have been made to reduce the length of papers, making it easier for Board Members to assimilate material sufficiently in advance of meetings. However, this remains an area of continuous improvement and there is a fine balance to strike between providing the right level of detail for transparency and public scrutiny whilst trying to keep papers concise.

Another area highlighted as requiring further improvement is the quality of summaries at the front of papers. Whilst there are good examples, some paper summaries could be constructed more effectively to provide the reader with concise overview of the key points, risks and issues of note before delving into the detail. Some Board Members noted that papers appear to be written predominantly for the benefit of the public, and so particular issues requiring input from the Board are not clearly emphasised.

Similarly, a continued focus on improving the way papers are presented on the day to minimise repeating content in papers and emphasise where the Board's attention is required would support to maximise time available for discussion.

Performance Reporting

Whilst there are clear structures in place to monitor performance, some Board Members feel that TfL could aim higher in its expectations when comparing to other similar organisations. Widening horizons to consider greater levels of international benchmarking for example may provide more aspirational standards for TfL to aim towards.

Further, whilst performance against Key Performance Indicators in the scorecard is considered in the appropriate Committees and Panels, it is unclear where this comes together for the Board to consider as a whole to identify key themes or areas of concern, except for when it is reviewed at year end. Using the scorecard routinely to focus the Board's attention on key risk areas as outlined in 3.1 could be one way to incorporate the scorecard more regularly at Board level.



Discussion points for the Board to explore:

Explore ways to continuously improve the quality of board reporting, including:

- Enhancing paper summaries to ensure that key risks and issues for the Board to discuss are highlighted; and
- Ensuring that presentations of items in meetings are consistently concise.

Consider how the Board uses the scorecard to prompt debate throughout the year, as outlined in 3.1.

Appendices

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Appendix 1

List of interviewees

Board Members

Heidi Alexander
Kay Carberry CBE
Greg Clark CBE
Seb Dance, Deputy Mayor
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE FEI
Dr Lynn Sloman MBE
Ben Story
Peter Strachan
Cllr Kieron Williams

Chief Officers

Andrew Lord, Commissioner
Glynn Barton, Interim Chief Operating Officer
Fiona Brunskill, Interim Chief People Officer
Matt Brown, Director of Communications & Corporate Affairs
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 & Strategy Officer
Tricia Wright, Chief Officer – Pensions Review

Other Stakeholders

Alison Munro, Chair of IIPAG
Shamus Kenny, Head of Secretariat
Becky Wood, Government Special Representative

Appendix 2

List of documents reviewed

General Information

Standing orders

Board Member terms of appointment

Code of corporate governance

Code of conduct

Board and Executive Member biographies

Annual report and Statement of Accounts 2021/22

Mayor's Transport Strategy 2018 and 2022 addendum

Organisational chart

2021 internally led Board evaluation

Board Member briefings and site visits tracking list

TfL Governance (Board Member induction information)

Board, Committee and Panel Documentation

Committee and Panels terms of reference

Board meeting papers and minutes

Committee and Panel meeting papers and minutes

Part 2 meeting papers

Appendix 3

Basis of this review

The enclosed Final Report has been prepared principally from information supplied by and obtained from discussions with the Board, Chief Officers, staff and stakeholders and a review of documentation pursuant to the scope of the work as agreed in the engagement letter dated 20 February 2023. You are responsible for determining whether the scope of our work specified is sufficient for your purposes and we make no representation regarding the sufficiency of these procedures for your purposes. If we were to perform additional procedures, other matters might come to our attention that would be reported to you. This Final Report should not be taken to supplant any other enquiries and procedures that may be necessary to satisfy the requirements of the recipients of this Final Report. You will appreciate that our work was not designed to identify all matters that may be relevant to you and this Final Report is not necessarily a comprehensive statement of all weaknesses which may exist in the governance of the organisation or of all improvements which may be made,

Our work, which is summarised in this Final Report, has been limited to matters which we have identified that would appear to us to be significant within the context of the scope. In particular, this Review will not identify all of the gaps that exist in relationship to the organisation's approach to governance; rather the review will seek to consider performance in the areas outlined in the scope and to identify the most material gaps or areas where insufficient evidence may give rise to the identification of material gaps in the future.

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We have not undertaken a detailed review of the skills, competencies and expertise of individual Board Members. Further, we have not undertaken: a detailed review of the effectiveness or appropriateness of the governance structure or framework; management information; the level of company secretarial resources; the IT systems; or the appropriateness of any strategy or risk document.

This work does not constitute an internal audit in accordance with relevant UK Chartered Institute of Internal Auditors – UK and Ireland Standards and Guidance. As agreed with you in our engagement letter, unless otherwise stated in our Final Report, we have not sought to verify the information contained herein nor to perform the procedures necessary to enable us to express an audit opinion on any of the financial or non-financial information contained in this Final Report. Indeed, as you will appreciate, much of the additional, non-financial information contained in this Final Report cannot be subjected to audit or otherwise independently verified.

This Final Report has been prepared in accordance with the terms of our contract with Transport for London (TfL) dated 20 February 2023 (“the Contract”), and is subject to the restrictions on use specified in the Contract. No party other than TfL is entitled to rely on this Final Report for any purpose whatsoever and we accept no responsibility or liability to any party other than TfL in respect of the contents of this Final Report. Should you wish to make this Final Report available or communicate it to any other party you will require our prior written permission, which will not be unreasonably withheld. All copyright and other proprietary rights in the Final Report remain the property of Deloitte LLP and any rights not expressly granted in these terms or in the Contract are reserved. This Final Report and its contents do not constitute financial or other professional advice. Specific advice should be sought about your specific circumstances. To the fullest extent possible, both Deloitte LLP and TfL disclaim any liability arising out of the use (or non-use) of the Final Report and its contents, including any action or decision taken as a result of such use (or non-use).

This Final Report is dated 18 July 2023 and may only be relied upon in respect of the matters to which it refers. In relying upon this Final Report, you agree that we have no responsibility to and we will not perform any work subsequent to the date of the Final Report nor to consider, monitor, communicate or report the impact upon governance arrangements of any events, circumstances or inaccuracies which may in future occur or may come to light subsequent to the date of the Final Report (“Subsequent Events”).

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Board



Date: 18 October 2023

Item: Report of the Meeting of the Elizabeth Line Committee held on 25 July 2023

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Elizabeth Line Committee at its final meeting on 25 July 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 25 July 2023 were published on 17 July 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

3.2 The main matters considered by the Committee were:

- (a) Safety Update;
- (b) Crossrail Complaints and Claims;
- (c) Elizabeth Line Operations and Programme Completion Update;
- (d) Finance and Risk Update;
- (c) Elizabeth Line Programme Assurance Update;
- (d) Elizabeth Line Passenger Usage Update; and
- (e) Update on Measuring Benefits and Impacts.

3.3 A summary of the items considered is provided below.

3.4 As this was the final meeting of the Committee, the Chair thanked the Committee and the assurance teams for their support in providing oversight of the delivery of the Crossrail project and delivery of all stages of the Elizabeth line into service. She also thanked all the staff and contractors that had contributed to the project.

4 Issues Discussed

Safety Update

- 4.1 The Committee noted the safety performance update for the Infrastructure Manager, Rail for London (Infrastructure) Limited (RfL(I)), and the Crossrail Programme for Periods 1, 2, and 3 of 2023/24.
- 4.2 On operational safety, all RfL(I) Safety Key Performance Indicators remained better than target, with no RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reportable incidents, and no fatalities or serious workforce injuries. The one Lost Time Injury (LTI) reported during Period 3 was the first LTI reported since Period 12 of 2021/22.
- 4.3 There was an ongoing focus on proactive safety management including the reporting of Close Calls. Safety of the Crossrail project remained strong up until the project closed on 26 May 2023, with no significant incidents reported during the last nine periods of the project. All remaining residual works had transferred to Capital Works under RfL(I).
- 4.4 The Safety, Health and Environment Business Partnering team continue to support the business on a day to day basis while implementing a rolling programme to align the management of safety, health and environment within RfL(I) with the wider TfL business.

Crossrail Complaints and Claims

- 4.5 The Committee noted the final update on the close-out of the three cases identified by the Crossrail Complaints Commissioner that remained when the Crossrail Complaints Committee was concluded in August 2022. The Committee had been kept informed on the status of these cases, and as no further correspondence relating to these complaints had been received and there was no change to the position last reported, the cases had been closed.
- 4.6 In addition to the cases identified by the Crossrail Complaints Commissioner, the Committee was updated during the exempt discussion on an ongoing business interruption compensation claim.

Elizabeth Line Operations and Programme Completion Update

- 4.7 The Committee noted an update on Elizabeth line operations, including the final transition to an integrated railway on 21 May 2023, that marked the end of the Crossrail project. The Elizabeth line timetable, introduced on 21 May 2023, saw the railway move to a peak service of 24 trains per hour in the central section with increased connectivity and reduced journey times.
- 4.8 With the introduction of the new timetable the focus remained on improving performance and reliability, working collaboratively with Network Rail on our joint infrastructure. While the Public Performance Measure for Quarter 1 of 2023/24 remained good, reliability had been impacted by: rolling stock performance, with software upgrades being rolled out to address this;

performance affecting regressions ('bugs') following the ELR400 signalling update, which was being addressed by patch releases; and Network Rail infrastructure, where failures in both the East and West had disrupted services. Reliability would be kept under review by the Customer Service and Operational Performance Panel.

- 4.9 Passenger numbers had continued to increase and customer satisfaction remained high.
- 4.10 The project closed on 26 May 2023, with the team closing out or transitioning activities to TfL and declaring final completion for endorsement by the Sponsors. The Committee noted the future reporting arrangements.

Finance and Risk Update

- 4.11 The Committee noted the update on financial performance at the end of Period 3 of 2023/24 (1 April to 24 June 2023) and on risk management progress.
- 4.12 The Elizabeth line remained on forecast to achieve operational break even in the financial year 2023/24.

Elizabeth Line Programme Assurance Update

- 4.13 The Committee noted progress with programme assurance activity across the Elizabeth line Three Lines of Defence Integrated Assurance Framework.
- 4.14 In general, the overall assurance framework for the Elizabeth line had continued to operate effectively. The Committee noted the assurance work undertaken on the close-out of the project and the transition to business-as-usual.

Elizabeth Line Passenger Usage Update

- 4.15 The Committee noted an insight into passenger usage patterns on the Elizabeth line and their impact on other transport modes in London throughout the first full year of operation.

Update on Measuring Benefits and Impacts

- 4.16 The Committee noted an update on activities to implement the Elizabeth line benefits framework published by TfL in partnership with the Department for Transport, as Crossrail Joint Sponsors.
- 4.17 Further analysis would report the impacts of Stage 5c, which started operation on 21 May 2023, and beyond.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 25 July 2023

Contact Officer: Andrea Clarke, Interim General Counsel
Email: AndreaClarke@tfl.gov.uk

Board



Date: 18 October 2023

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 13 September 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 13 September 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 13 September 2023 were published on 5 September 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) Safety, Health and Environment Report - Quarter 1 2023/24;
- (b) Road Safety – 20mph in London;
- (c) Corporate Environment Plan – Operations;
- (d) Initiative to Promote Women in the Bus and Coach Industry Update;
- (e) Our Colleague Quarterly Report;
- (f) Leadership Development at Transport for London; and
- (g) Safety, Health and Environment Assurance Report.

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 15 November 2023.

4 Issues Discussed

Safety, Health and Environment Report - Quarter 1 2023/24

4.1 The Panel noted the key information in the Safety, Health and Environment Report for Quarter 1 of 2023/24 (1 April to 24 June 2023).

- 4.2 The Panel was updated on the sentencing hearing in relation to the tram overturning at Sandilands, Croydon on 9 November 2016. TfL and Tram Operations Limited had received fines of £10m and £4m respectively. TfL has delivered robust and lasting safety improvements and we continue to review our operations and work with the wider tram industry to ensure that we have the safest possible network and to prevent such a tragedy occurring again. TfL has reflected on the judge's sentencing remarks and an update will be provided to the next Panel meeting.
- 4.3 In the quarter, 865 people had been killed or seriously injured on London's roads. Activities, particularly around reducing vehicle speed, were taking place as well as engagement with courier and food delivery operators to further reduce road risk.
- 4.4 Workplace violence and aggression remained a key focus, with a significant proportion of events arising from revenue protection activity. The use of body worn cameras had been effective in reducing confrontation and were being rolled out to staff.
- 4.5 Members welcomed the positive response by TfL staff to the carbon literacy programme.

Road Safety – 20mph in London

- 4.6 The Panel noted the paper, which set out how 20mph was proven to deliver safety benefits and is a core part of Vision Zero. Road user behaviour was changing due to familiarity with the 20mph speed limits. The Metropolitan Police Service was undertaking enforcement activities.

Corporate Environment Plan – Operations

- 4.7 The Panel noted an update on how the key themes within the Corporate Environment Plan were continuing to be embedded by the TfL Operations team. Effective engagement with staff was key to promoting the Plan, which had seen activities underway in the areas of decarbonisation; climate adaptation and resilience; Green infrastructure and biodiversity; and air quality on London Underground.

Initiative to Promote Women in the Bus and Coach Industry Update

- 4.8 The Panel noted the update on the Women in Bus and Coach initiative being led by the Bus Operations Directorate. The aim was to encourage more women into the bus and coach industry and to provide support in line with similar groups (such as Women in Transport, Women in Rail and Women in Maritime).

Our Colleague Quarterly Report

- 4.9 The Panel noted an update on key activities across the Chief People Office, for the period June to September 2023. The report, previously known as the Human Resources Quarterly Report, had changed name to reflect the broader work activities that were taking place across the Chief People Office, including our change portfolio.

- 4.10 The 'Our Colleague Strategy' had been launched on 5 July 2023, which set out the activities taking place to make TfL a great place to work for everyone. The Action on Inclusion Strategy had been launched in June 2023, and deep-dives were being rolled out across the business. A review was taking place as part of the Employee Value Proposition to set out what people can gain from working for, and remaining as an employee, for TfL.

Leadership Development at Transport for London

- 4.11 The Panel noted an update on the approach taken to developing TfL's people leaders and aspiring people leaders, and building a strong culture of good leadership, which were key deliverables in our Colleague Strategy. An employee led approach was being used to provide an equal opportunity for people who wanted to make the step into a leadership role.

Safety, Health and Environment Assurance Report

- 4.12 The Panel noted an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – 'Inability to deliver safety objectives and obligations' and 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. Information was also provided on Enterprise Risk 6 (ER6) – 'Deterioration of operational performance' and Enterprise Risk 4 (ER4) – 'Significant security incident' as they correlate to ER1.
- 4.13 The number of audit actions that were over 100 days overdue continued to reduce.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 13 September 2023

Contact Officer: Andrea Clarke, Interim General Counsel
Email: AndreaClarke@tfl.gov.uk

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Board



Date: 18 October 2023

Item: Report of the Meeting of the Audit and Assurance Committee held on 20 September 2023

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 20 September 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 20 September 2023 were published on 12 September 2023, with a Supplementary agenda published on 18 September 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) TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2023;
- (b) EY Annual Audit Letter (EY Annual Report);
- (c) Effectiveness Review of the External Auditors;
- (d) Risk and Assurance Quarter 1 Report 2023/24;
- (e) Independent Investment Programme Advisory Group Quarterly Report;
- (f) TTL Properties Limited Assurance Update;
- (g) Freedom of Information Update;
- (h) Financial Control Environment Trend Indicators; and
- (i) Register of Gifts and Hospitality for Members and Senior Staff.

- 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 29 November 2023.

4 Issues Discussed

TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2023

- 4.1 The Committee approved the Statement of Accounts 2022/23 and authorised the statutory Chief Finance Officer to make any adjustments prior to finalisation. Any further material changes would be reported back to the Committee at the next meeting.
- 4.2 TfL's material uncertainty, due to funding issues, had significantly reduced due to a range of mitigating measures. The Chief Finance Officer and statutory Chief Finance Officer were both content that the material uncertainty should be removed from the final accounts.
- 4.3 Further details would be provided on TfL's guarantees in relation to TfL Finance Limited.
- 4.4 The Chair would sign and date the Statement of Accounts once complete.
- 4.5 The Committee thanked staff for their hard work in completing the accounts.

EY Annual Audit Letter (Annual Audit Report)

- 4.6 The Committee noted the report summarising the findings of Ernst & Young's (EY) findings on the financial statements for 31 March 2023.
- 4.7 The report contained findings related to the areas of audit emphasis and their views on TfL Group accounting policies and judgements and material internal control findings. The Annual Audit Report would be issued at the next Committee meeting following the issuance of the final audit opinion.
- 4.8 While there had been robust challenge around Minimum Revenue Provision work, these were now resolved.
- 4.9 The Chair thanked EY for their hard work in helping to finalise the accounts.

Effectiveness Review of the External Auditors

- 4.10 The Committee noted the assessment of the effectiveness of the External Auditors, as required by in its Terms of Reference. The review considered the performance of all the TfL Group where EY are the external auditors.
- 4.11 It was agreed that next year's survey questions to Committee Members would be adapted.

Risk and Assurance Quarter 1 Report 2023/24

- 4.12 The Committee noted the quarterly update on work completed by the Risk and Assurance Directorate during Quarter 1 of 2023/24 (1 April to 24 June 2023) (Q1) and other information about the Directorate's activities.

Independent Investment Programme Advisory Group Quarterly Report

- 4.13 The Committee noted the Independent Investment Programme Advisory Group's (IIPAG) Quarterly Report and the management response. It discussed the common themes that had been identified as needing to be addressed, which included project visibility of baseline costs, scope and schedule. It was agreed that the Bank Station Capacity Upgrade would be used as a pilot project, in collaboration with the Programme Management Office, for cost benchmarking.
- 4.14 Resourcing issues and specialist skills shortages had been highlighted to the Programmes and Investment Committee.
- 4.15 The Chief Finance Officer, Director of Risk and Assurance and IIPAG would meet to discuss governance arrangements, identified by IIPAG, in relation to delegation and oversight.

TTL Properties Limited Assurance Update

- 4.16 The Committee noted the reports on progress with assurance activity across TTL Properties Limited (now known as Places for London Limited) during Q1.
- 4.17 Lessons learnt from Crossrail governance arrangements had been applied to the establishment of Places for London Limited, which would continue to be closely monitored.

Freedom of Information Update

- 4.18 The Committee noted the annual overview of TfL's performance in processing Freedom of Information (FOI) and Environmental Information Regulations (EIR) requests in 2022/23 (1 April 2022 to 31 March 2023), as well as 2023/24 to date (1 April to 11 September 2023).
- 4.19 FOI request volumes continued to increase and were at their highest since the introduction of the FOI Act and EIR, but TfL was able to continue to successfully respond to nearly all requests within the statutory deadline.
- 4.20 The Committee thanked staff for their hard work and excellence in meeting requirements.

Financial Control Environment Trend Indicators

- 4.21 The Committee noted the Q1 Financial Control Environment Trend Indicators, that informed it of the control environment across TfL's Finance, Business Services and Procurement and Commercial teams.
- 4.22 Contracts within the Procurement and Commercial team were regularly reviewed, on a random basis, to ensure they met competitive requirements and to ensure transparency.

Register of Gifts and Hospitality for Members and Senior Staff

4.23 The Committee noted details of the gifts and hospitality declared by the Board Members and senior staff from 1 May to 31 July 2023. During the period, there were no declarations by Members and 57 declarations made by senior staff, of which 37 were declined and 20 were accepted.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 20 September 2023

Contact Officer: Andrea Clarke, Interim General Counsel
Email: AndreaClarke@tfl.gov.uk

Board



Date: 18 October 2023

Item: Report of the Meeting of the Land and Property Committee held on 21 September 2023

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Land and Property Committee at its meeting on 21 September 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 21 September 2023 were published on 13 September 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) Matters Arising, Actions List and Use of Delegated Authority;
- (b) Chief Executive's Report;
- (c) Places for London Limited Quarterly Performance Report;
- (d) Places for London Limited Assurance Update;
- (e) Establishment of a Programme Management Office;
- (f) Enterprise Risk Update – Attraction and Retention of Our Employees (Places for London-L0-2);
- (g) Places for London Limited Scorecard 2023/24;
- (h) Electric Vehicle Charging Hubs;
- (i) Commercial Partnerships;
- (j) Business Plan Update;
- (k) Purpose and Branding;

(l) Business Update: Car Park Portfolio; and

(m) Business Update: Arches Portfolio.

3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 20 December 2023.

4 Issues Discussed

Matters Arising, Actions List and Use of Delegated Authority

4.1 The Committee noted one use of Chair's Action in relation to Financial Authority and Land Authority for the potential acquisition of 195 residential units at Bollo Lane from Places for London's West London joint venture with Barratt, and three uses of delegated authority by the Chief Finance Officer.

Chief Executive's Report

4.1 The Committee noted the update on major issues and developments since the meeting of the Committee on 28 June 2023, including naming and branding, delivery and enabling activity.

4.2 Senior property advisers were in the process of being appointed to provide specialist and expert advice to TfL.

4.3 Further details would be provided on housing tenure, type and mix to the next Committee meeting.

Places for London Limited Quarterly Performance Report

4.4 The Committee noted the update on market context, health and safety, financial performance, operational performance, project updates and understanding Places for London's impact.

4.5 It was agreed that the report would be reviewed in terms of content and presentation, to reflect more clearly trends, cash flow separation, market average data and market competition.

Places for London Limited Assurance Update

4.6 The Committee noted reports on progress with assurance activity across Places for London during Quarter 2 of 2023/24 (25 June to 16 September 2023).

4.7 Project Assurance would provide an action plan against recommendations, with dates.

Establishment of a Programme Management Office

- 4.8 The Committee noted the work to review current processes, systems and resources within Places for London for control and first line assurance of projects and how Places for London can better manage and assure delivery risk across its extensive portfolio through the establishment of a dedicated Programme Management Office within Places for London.
- 4.9 An implementation plan with key milestone dates would be provided to Members.

Enterprise Risk Update – Attraction and Retention of Our Employees (Places for London-L0-2)

- 4.10 The Committee noted the overview of Places for London Level 0 Enterprise Risk “Attraction and retention of employees”.
- 4.11 It was suggested that information from staff exit interviews be collated and analysed.
- 4.12 TfL continued to explore more diverse and creative avenues for staff recruitment to increase representation, including through commercial partnerships, as well as developing talent internally.

Places for London Limited Scorecard 2023/24

- 4.13 The Committee noted the update of the Places for London Scorecard 2023/24, incorporating new metrics that effectively assess and report against the long-term value of delivering for London, including benefits to the transport network and the wider economic and social impact.
- 4.14 Links to Mayoral strategies needed to be further embedded and further engagement with the TfL Reward team on appropriate staffing mechanisms and schemes.

Electric Vehicle Charging Hubs

- 4.15 The Committee noted the proposal to form a joint venture to design, build, fund, operate and maintain electric vehicle charging hubs and associated facilities on five initial sites on Places for London’s estate.
- 4.16 Members stressed the importance of user accessibility and inclusion in design.

Commercial Partnerships

- 4.17 The Committee noted the strategy to form long-term partnerships with best-in-class organisations to augment and improve delivery, capacity and capability and the update on work to date on both the Strategy Partner and Delivery Partner.

- 4.18 Ensuring the use of existing procurement frameworks across the Greater London Authority (GLA) Group, developing a strong, intelligent client and the importance of clarity and scope were all highlighted by Members.

Business Plan Update

- 4.19 The Committee noted work to date, including updates on the development of the value framework and progress on the Environment, Social and Governance workstream, despite the challenging economic headwinds.
- 4.20 The final Business Plan would be published as part of TfL's Plan. A more detailed briefing on the Business Plan would be provided to Members.

Purpose and Branding

- 4.21 The Committee noted the update on activity to develop the brand strategy.

Business Update: Car Park Portfolio

- 4.22 The Committee noted the overview of Places for London's Car Park Portfolio.
- 4.23 Members highlighted the need to consider customer safety and night time utilisation opportunities.

Business Update: Arches Portfolio

- 4.24 The Committee noted the overview of Places for London's Arches Portfolio.
- 4.25 The safety of women and girls had been built into the design. A site visit to Edgware and Kilburn arches would be arranged for Members.
- 4.26 Members welcomed the update and the contribution to the regeneration of local areas and town centres and encouraged the sharing of best practice across the GLA.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Land and Property Committee on 21 September 2023.

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Board



Date: 18 October 2023

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 4 October 2023

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Customer Service and Operational Performance Panel at its meeting on 4 October 2023. The meeting was held virtually but all items on the agenda were for noting, except for the approval of the minutes of the last meeting.

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 4 October 2023 were published on 26 September 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) Customer Service and Operational Performance Report – Quarter 1, 2023/24;
 - (b) Deep-Dive on TfL's "Care Score";
 - (c) Elizabeth Line Performance;
 - (d) Step-Free Access Update; and
 - (e) Taxi and Private Hire Vehicle Complaints Update.
- 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 5 December 2023.

4 Issues Discussed

Customer Service and Operational Performance Report – Quarter 1, 2023/24

- 4.1 The Panel noted the report for Quarter 1 of 2023/24 (1 April to 24 June 2023) which outlined performance and TfL priorities. The Panel welcomed the continued recovery in ridership levels across the network, particularly the good progress that had been made with the delivery of the Superloop, which was a successful and valuable addition to the bus network. The Panel also discussed bus journey time performance. A report on bus ridership would be provided to the next Panel meeting.
- 4.2 Members discussed the performance issues on the Woolwich Ferry, which were mainly due to crew resourcing issues. Measures had been introduced to improve the availability of the service. Members requested a briefing on the challenges, to consider actions to improve performance. Officers also offered to arrange a site visit.
- 4.3 Other issues discussed included the work to attract more women to use TfL's transport services and the performance of Santander Cycles. At its meeting in December 2023, the Panel would receive an update on the future of e-bikes contracting.

Deep-Dive on TfL's "Care Score"

- 4.4 The Panel noted the update on TfL's "Care Score", which provided the latest insight into care trends.
- 4.5 TfL continued to work hard to study the evidence base and to further improve the customer care score. However, significant disparities in the score persisted for different customers. Most notable, between the experiences of male and female customers. The female care score was on average five per cent lower than for males. There were also differences in perceptions, between disabled Londoners who used TfL services, and those that did not. The Panel discussed the efforts to address these issues, how the lessons learnt informed decision making and the need for further action to make the network more accessible. The Deep-Dive on TfL's "Care Score" would be reported to the Panel on an annual basis.

Elizabeth Line Performance

- 4.6 The Panel noted the first update on the Elizabeth line operational performance covering the period since the introduction of the final staged opening timetable on 21 May 2023. An Elizabeth line update is also on the agenda for this meeting of the Board.
- 4.7 A significant focus remained on maximising performance and reliability, working collaboratively with all the parties helping to deliver the Elizabeth line, most notably Network Rail (NR) and MTR Elizabeth line.

- 4.8 The Panel heard from the Operations Director at NR about the nature of the interventions to its infrastructure to the west to improve service reliability and mitigate faults. Customer service satisfaction remained high and NR had introduced further measures to improve this.
- 4.9 The Panel requested further information on customer satisfaction levels, including for customers travelling outside of London. The Panel also commented on the need for improved wayfinding at certain stations, clearer information on the fares along the Elizabeth line route, and a review of train time announcements to standardise the service more consistently with other TfL services.

Step-Free Access Update

- 4.10 The Panel noted the update on London Underground step-free access, which provided an overview of the programme and next steps. In July 2023, TfL confirmed the 10 stations being assessed to understand the best way to deliver step-free upgrades. For each of the eight stations being taken through feasibility (Alperton, Arnos Grove, Eastcote, Finchley Road, North Acton, Rayners Lane, West Hampstead and White City), the team was developing single preferred options that could be taken to the next stage of design. At Burnt Oak and Northolt the previous designs were being reviewed, together with updated construction strategies, programmes and costs. This would facilitate the decision on whether to take one or both schemes into construction in 2024.
- 4.11 Progress continued to be made with a series of other improvements to provide step-free access at stations including at Leyton, Colindale, Knightsbridge, Paddington and Elephant & Castle.
- 4.12 It was noted that TfL had engaged with all London boroughs, at executive and leadership levels, regarding the allocation of Community Infrastructure Levy funding for step-free access. TfL continues to work with TfL's commercial property company to align priorities regarding step-free access.
- 4.13 The Panel supported the programme. It discussed the opportunities to maximise the provision of step-free access given the importance to customers in terms of improving the accessibility of the services and removing barriers to the use of services.

Taxi and Private Hire Vehicle Complaints Update

- 4.14 The Panel noted the update on volume and trends in complaints received regarding taxi and private hire vehicle (PHV) services. Driver behaviour, dangerous driving and fare complaints were the most common themes for customer complaints.
- 4.15 TfL was in a process of reviewing its complaints procedure to ensure the appropriate action was taken, including ensuring the statutory standards for taxi and PHV licensing were fully met.

4.16 The Panel sought further details regarding the number of complaints relating to the refusal to carry assisted animals, such as guide dogs, and the complaints process for this.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 4 October 2023

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Board



Date: 18 October 2023

Item: Report of the Meeting of the Programmes and Investment Committee held on 5 October 2023

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 5 October 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 5 October 2023 were published on 27 September 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 1: Periods 1, 2, 3 and 4, 2023/24;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) Safe and Healthy Streets Programme - Lambeth Bridge;
- (f) Silvertown Tunnel;
- (g) Piccadilly Line Upgrade - Stage 1 Progress Update; and
- (h) London Underground Renewals.

- 3.3 A summary of the items considered and the decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 6 December 2023.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted three uses of Chair's Action in relation to: the London-wide Ultra Low Emission Zone and Scrappage Scheme; the Connectivity Asset and Renewal Programme – Future Operational Network; and the London Underground (LU) Bank Station Capacity Upgrade.
- 4.2 There had been one approval of Procurement Authority by the Commissioner in relation to the High Voltage Power Batch C contract award.
- 4.3 There had been no other approvals of authority by the Commissioner or Chief Finance Officer, nor any Mayoral Directions to TfL, within the Committee's remit.

Investment Programme Report Quarter 1: Periods 1, 2, 3 and 4, 2023/24

- 4.4 The Committee noted and discussed the performance of its Investment Programme for Quarter 1 of 2023/24 (1 April to 24 June 2023). TfL had delivered five of the 21 milestones either on time or early. Good progress continued to be made on delivering the programme.
- 4.5 The Committee welcomed the work to provide step-free access, and to make LU stations accessible. This work was considered particularly important given its significance to customers, in addressing inequalities in access and removing barriers. TfL would continue to work to maximise the opportunities to provide step-free access.

Independent Investment Programme Advisory Group Quarterly Report

- 4.6 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report to the Committee in July 2023 and the management response.
- 4.7 IIPAG had undertaken three programme level reviews in this period covering Silvertown Tunnel, LU Renewals, and the Piccadilly Line Upgrade, and had carried out a review of step-free access at Leyton and Colindale stations. IIPAG's review had identified common themes around programme slippage, overprogramming and the monitoring of actual delivery against annual baselines. Progress continued to be made by management in addressing these issues.
- 4.8 The report also set out details of progress with cross-cutting work. Members discussed the use of overprogramming to ensure budgets were fully utilised, but also noted the potential downsides. Programme teams were working together to control and restrict the use of any overprogramming to effectively manage in year delivery and spend, in line with TfL priorities.

TfL Project Assurance Update

- 4.9 The Committee noted the update on the project assurance work between 28 May and 19 August 2023 (Period 3 to 5 of 2023/24) and the key findings from the reviews. Two TfL Project Assurance programme reviews were undertaken with IIPAG involved in both. In the same timeframe 12 project assurance reviews were undertaken, with IIPAG involved in 10 of these. These reviews gave rise to a total of 79 recommendations being made, of which six were considered to be critical issues.
- 4.10 The paper also highlighted the status of IIPAG and Project Assurance recommendations. The closure rates of recommendations continued to be good, and the number of overdue actions were within the range expected.

Safe and Healthy Streets Programme – Lambeth Bridge

- 4.11 The Committee approved additional Programme and Project Authority for the Lambeth Bridge project, which would deliver much needed highway safety improvements and associated works. The Committee noted the results of the most recent traffic modelling showing that there has been a significant reduction in traffic at Lambeth Bridge north and south junctions and the associated improvement in the Benefits to Cost Ratio. The operation of the scheme and the forecast benefits would be closely monitored post-implementation to confirm whether the objectives and forecasts outcomes were being achieved.

Silvertown Tunnel

- 4.12 The Committee approved additional unbudgeted Financial Authority and Programme and Project Authority for associated bus infrastructure improvements. The Committee noted the progress with the delivery of the Silvertown Tunnel, following completion of the main tunnelling works in July 2023, and that most of the design was now complete. Preparations were underway for the fit-out testing and commissioning phase of the works. TfL was maintaining a strong focus on safety with the contractor, Riverlinx.
- 4.13 Following a consultation exercise, TfL had awarded a contract to Go-Ahead London for the operation of the cross-river bus services and was working with it to prepare for the scheme's opening in 2025. TfL was in the process of reviewing the results of the consultation on the proposal for a bespoke "cycle shuttle service" before deciding next steps.
- 4.14 TfL continued to monitor air quality and this information was being used to inform the setting of user charges. A decision would be sought in autumn 2024 and further information would be shared with Members nearer the time.

Piccadilly Line Upgrade - Stage 1 Progress Update

- 4.15 The Committee noted the progress with delivering Stage 1 of the LU Piccadilly Line Upgrade, which would deliver infrastructure upgrades. Stage 2 would involve the replacement of the existing signalling system and the procurement of 18 additional trains.
- 4.16 The Committee discussed the pressures on the project and the measures being taken to ensure key targets on the delivery of the infrastructure were met. This included mitigations to ensure train testing milestones could still be met and readiness for the move to the new line-wide platform modifications.

London Underground Renewals

- 4.17 The Committee approved increased Programme and Project Authority for the programme. It noted the update on the LU Renewals Programme, which maintained the safety, operability and reliability of LU assets through a prioritised programme of renewals. The Programme includes several major project renewals to address high priority asset risks. The update set out the impact of the reduced investments in assets, due to the funding constraints, the achievements to date and future plans; as well as examples of energy efficiency projects within the Renewals Programme.
- 4.18 The Committee discussed the approach to prioritising renewals and the risks associated with the delivery of the Programme. It was noted that the proposals had been carefully considered, and that each project had been scored according to its impact on TfL Asset Management Objectives. There were no safety implications to the Programme.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 5 October 2023

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Board



Date: 18 October 2023

Item: Report of the Meeting of the Finance Committee to be held on 11 October 2023

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items to be considered by the Finance Committee at its meeting on 11 October 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 11 October 2023 were published on 3 October 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) Finance Report – Period 5, 2023/24;
 - (c) Prudential Indicators – Outturn for the year ending 31 March 2023;
 - (d) Treasury Activities;
 - (e) Roadside Advertising Assets Disposal;
 - (f) London Overground Infrastructure Maintenance Contract Extension;
 - (g) Fabric and Drainage Maintenance Services Contract Extension; and
 - (h) Enterprise Risk Update – Financial Resilience (ER07).
- 3.3 A summary of the items to be considered and the decisions required is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 22 November 2023.

4 Issues to be Discussed

Use of Delegated Authority

- 4.1 The Committee is asked to note the paper on the use of delegated authority. Since the last meeting of the Committee on 21 June 2023, there has been one use of Chair's Action in relation to Crossrail Assets Restructuring; one use of Procurement Authority by the Commissioner in relation to the GTT Network Contract Variation; and one Mayoral Direction to TfL relating to Withdrawal of Day Travelcards on the TfL Network.

Finance Report – Period 5, 2023/24

- 4.2 The Committee is asked to note TfL's financial results to the end of Period 5 of 2023/24 - the year-to-date ending 19 August 2023.
- 4.3 A similar Finance Report is elsewhere on the agenda for this meeting of the Board.

Prudential Indicators – Outturn for the year ending 31 March 2023

- 4.4 The Committee is asked to note TfL's performance against the prudential indicators for the financial year 2022/23. TfL's 2022/23 Statement of Accounts has been used to calculate the outturn, which has been compared against the Board approved indicators.

Treasury Activities

- 4.5 The Committee is asked to note an update on TfL's key treasury activities for the period from 18 February to 22 September 2023.

Roadside Advertising Assets Disposal

- 4.6 The Committee is asked to note the paper on the planned disposal of some of TfL's income-producing roadside advertising assets in return for capital income.

London Overground Infrastructure Maintenance Contract Extension

- 4.7 The Committee is asked to note the paper on the extension of the current London Overground Infrastructure Maintenance Contract and to grant Procurement Authority for the extension of the contract of up to two years, with a latest expiry date of 31 March 2026.

Fabric and Drainage Maintenance Services Contract Extension

- 4.8 The Committee is asked to note the paper on the award of a contract extension for the supply of Fabric and Drainage Maintenance Services across the TfL estate and to grant additional Procurement Authority for the extension of the contract.

Enterprise Risk Update – Financial Resilience (ER07)

- 4.9 The Committee is asked to note an update on how TfL manages the risk across financial resilience.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 11 October 2023

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