

# Agenda

**Meeting: Board**

**Date: Wednesday 6 March 2024**

**Time: 10:00am**

**Place: Conference Rooms 1 & 2 -  
Palestra, 197 Blackfriars Road,  
London, SE1 8NJ**

## Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Kay Carberry CBE

Prof Greg Clark CBE

Councillor Ross Garrod

Anurag Gupta

Bronwen Handyside

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Peter Strachan

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).

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

## Further Information

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

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

Andrea Clarke, Interim General Counsel  
Tuesday 27 February 2024

**Agenda  
Board  
Wednesday 6 March 2024**

**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 7 February 2024**

(Pages 1 - 16)

Interim General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 7 February 2024 and authorise the Chair to sign them.**

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

(Pages 17 - 30)

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 31 - 62)**

Commissioner

**The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 7 February 2024 and updates Members on significant projects and initiatives.**

**6 Finance Report Period 10, 2023/24** (Pages 63 - 78)

Chief Finance Officer

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

**7 2024/25 TfL Scorecard** (Pages 79 - 100)

Chief Customer and Strategy Officer

**The Board is asked to approve the 2024/25 TfL scorecard and note the approach to Business Area scorecards for 2024/25.**

**8 Delegations to the Finance Committee: 2024/25 TfL Budget; the Prudential Indicators for 2024/25 to 2026/27; and TfL's policy on Minimum Revenue Provision** (Pages 101 - 102)

Chief Finance Officer

**The Board is asked to delegate authority to the Finance Committee to approve: the 2024/25 TfL Budget; the Prudential Indicators for 2024/25 to 2026/27; and TfL's policy on Minimum Revenue Provision.**

**9 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024** (Pages 103 - 106)

Panel Chair, Dr Lynn Sloman MBE

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

**10 Report of the meeting of the Programmes and Investment Committee to be held on 28 February 2024** (Pages 107 - 110)

Committee Chair, Dr Nelson Ogunshakin OBE

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

**11 Report of the meeting of the Remuneration Committee to be held on 29 February 2024** (Pages 111 - 114)

Committee Chair, Kay Carberry CBE

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

**12 Report of the meeting of the Customer Service and Operational Performance Panel to be held on 5 March 2024** (Pages 115 - 118)

Panel Chair, Dr Mee Ling Ng OBE

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

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

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

**14 Date of Next Meeting**

**Wednesday 12 June 2024 at 10.00am**

## Transport for London

### Minutes of the Meeting

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE  
10.00am, Wednesday 7 February 2024**

#### **Members**

Sadiq Khan (Chair)  
Seb Dance (Deputy Chair)  
Heidi Alexander  
Kay Carberry CBE  
Professor Greg Clark CBE  
Councillor Ross Garrod (via Teams)  
Anurag Gupta  
Bronwen Handyside (via Teams)  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE (via Teams)  
Mark Phillips  
Marie Pye  
Dr Nina Skorupska CBE (via Teams)  
Peter Strachan (via Teams)

#### **Government Special Representative**

John Hall

#### **Government Observer**

David Coles

#### **Executive Committee**

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

#### **Staff**

Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat

## **01/02/24 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Dr Lynn Sloman MBE. Councillor Ross Garrod, Bronwen Handyside, Dr Nelson Ogunshakin OBE, Dr Nina Skorupska CBE 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 Chair welcomed everyone to the meeting. 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.

At the last meeting Andy Lord had informed the Board that he would be absent for a period of medical leave. The Chair was pleased that the operation had been a success and that Andy had returned to work, ahead of schedule. He thanked Rachel McLean and the Executive Committee for their support during Andy's absence.

The Chair, as Mayor, had recently announced that he had frozen the TfL fares within his control and asked TfL to explore the feasibility of conducting a three-month trial whereby all London Tube and Rail fares would be made off-peak on Fridays. The proposed trial was discussed further under the item on the Commissioner's Report.

The Chair welcomed the launch of TfL's ambitious Equity in Motion plan. The plan reflected the good progress that had been made to make transport services more equitable, accessible and inclusive, including by improving connectivity and step-free access, but it also recognised that much more needed to be done. The plan set out how TfL was unlocking opportunities for Londoners by breaking down unfair barriers to travel. The Customer Service and Operational Performance Panel would discuss the plan in detail at its meeting in March 2024.

Under the Commissioner's Report item, the Chair requested that the Board be updated on the performance of the Elizabeth line and the Central line and bus safety.

On behalf of the Board, the Chair congratulated Patricia Obinna on her appointment as the permanent Director of Diversity and Inclusion, following a competitive recruitment process. Her work as the interim Director, from March 2023, was acknowledged. She would continue to drive a more inclusive culture and embed diversity and inclusion in everything TfL did, to enable it to have a diverse workforce that reflected the city that it served and a culture where everyone felt respected and valued.

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.

## **02/02/24 Declarations of Interests**

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

Since the last meeting, there had been three updates to Members' interests: Anurag Gupta had been appointed to the Steering Committee of the UK India Infrastructure Financing Bridge (UKIIB) – a joint initiative of the City of London Corporation and the Government of India's NITI Aayog; Dr Lynn Sloman MBE had stood down as Director of Transport for Quality of Life Limited and was the joint Chair of the Burns Delivery Board, Wales, which oversaw the implementation of the South East Wales Transport Commission's recommendations; and Mark Phillips had been appointed as the Chair of the Saffron Walden Choral Society.

## **03/02/24 Minutes of the Meeting of the Board held on 13 December 2023**

**The minutes of the meeting of the Board held on 13 December 2023 were approved as a correct record, and the Chair was authorised to sign them.**

## **04/02/24 Matters Arising, Actions List and Use of Delegated Authority**

Andrea Clarke introduced the item. Since the meeting on 13 December 2023, there had been no use of Chair's Action, one use of delegated authority and one Mayoral Direction to TfL.

At the last meeting of the Board, authority was delegated to the Finance Committee to approve the 2024 TfL Business Plan. The Business Plan was approved on 22 December 2023. The report from that meeting was considered later at this meeting.

On 18 January 2024, the Mayor directed TfL to implement the March 2024 fare change. Details of the Direction were published on the TfL and GLA websites.

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

**The Board noted the paper and the actions list, set out in Appendix 1 of the paper.**

## **05/02/24 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 had just returned to work on a phased return from his medical leave and looked forward to returning full-time shortly. He thanked Rachel McLean, Chief Finance Officer, for deputising in his absence during one of the busiest and challenging times for the organisation. He also thanked Executive Committee colleagues for their support.
- 2 Safety remained TfL's top priority and it continued to work closely with colleagues, regulators and policing partners, and to learn from safety incidents to ensure the network and the city was as safe as possible. TfL had an immovable commitment to its Vision Zero goal, eliminating all deaths and serious injuries on London's transport network by 2041, and halving the number of people killed or seriously injured on the network by 2030.
- 3 On 29 January 2024, there had been a tragic incident at Victoria bus station where Catherine Finnegan lost her life. TfL's thoughts were with her family and friends at this very difficult time. The Commissioner assured the Board that a full investigation was taking place, led by the Metropolitan Police Service. The Board would be updated through the Safety, Sustainability and Human Resources Panel and TfL would learn from what took place and identify any further opportunities to improve the safety of its operations.
- 4 TfL was undertaking a review that initially focussed on safety at bus stations that had the busiest interactions. Once the initial review was completed, the option to broaden the review to look at busy bus stands would be considered. The review would also look at the public realm around bus stations and stands and any design issues at specific sites. A more detailed update would be brought to the Safety, Sustainability and Human Resources Panel.  
**[Action: Glynn Barton]**
- 5 There had been three incidents in different circumstances of fires on electric buses, one of which was a hybrid vehicle. Thankfully, no customers or colleagues were injured and TfL worked closely with the London Fire Brigade throughout. Each incident was being investigated and the findings would be shared with the wider transport and bus industries, as TfL moved towards a zero-emissions bus fleet. At this time, there was nothing to suggest that the battery on any of the zero-emissions vehicles was at fault and TfL remained assured that operations were safe as the Office of Rail and Road investigations continued.
- 6 The Commissioner reassured the Board and customers that TfL's Bus Safety Programme actively considered how to prevent and mitigate bus fires in London by: learning from previous incidents to improve vehicle design and ensure they were as safe as possible; working with experts to learn from international electric vehicle and hybrid bus fire incidents; and working with operators to ensure bus fire safety processes and procedures were in place and effective.



- 7 TfL worked with the bus industry and wider transport sectors to share learning and identify any systemic safety issues, and engagement with the bus manufacturers and operators was constructive and progressive. In addition to all incidents being examined by independent fire investigators, TfL would look to provide independent assurance around the whole bus design and operation, particularly with electric vehicle fleets. There was an opportunity to work with the Department for Transport (DfT) and the wider bus industry to improve regulations and standards. David Coles, Government Observer, added that he had already contacted colleagues and welcomed working with TfL and its engineers on the issue which was wider than buses.
- 8 As well as responding to these incidents, TfL continued to work to make London a fairer, more accessible and safer city, and the Commissioner thanked and paid tribute to all colleagues across TfL for their invaluable contribution.
- 9 There were still unacceptable instances of violence against staff on the network. TfL remained committed to eliminating these and sought the strongest possible sanctions as part of its Workplace Violence and Aggression strategy. On 13 December 2023, a man was imprisoned for three and half years for a vicious attack on a colleague at Harrow-on-the-Hill station, which the Board was briefed on, and other offences. He also received an indefinite restraining order preventing access to three Tube stations. This was a brutal, unprovoked attack and the judge commended the colleague's bravery. TfL wished him well on his continued recovery.
- 10 The Elizabeth line continued to be an extremely popular service. On 14 December 2023, demand reached 770,000 journeys on a single day and there were 4.7m journeys made in the same week, exceeding the figures provided in the previous update. At the end of January 2024, over 300m journeys had been made since the line opened in May 2022. The Elizabeth line's first night service ran on New Year's Eve into New Year's Day, helping customers get home after celebrating at the events across the city.
- 11 While the Elizabeth line continued to perform well overall, action was being taken by TfL and its partners to address some of the performance issues on the railway. TfL was working with Network Rail and train operators on the Great Western route to investigate and learn from the incident that damaged the overhead wires west of Paddington on 7 December 2023, that resulted in customers being held on trains for an unacceptable amount of time. Full reports were being finalised on both the root causes and the operational response, as well as the wider customer experience.
- 12 On 22 January 2024, a significant train fault at Farringdon caused severe delays on the service for some hours while a faulty train was moved and the service recovered. Network Rail was working hard to improve the performance of key infrastructure on the western route, which was the key reliability challenge to Elizabeth line services travelling west of Paddington and which also impacted services travelling to the east and through the central section. This involved the introduction of a specific recovery project team dedicated to stabilising performance, finding fixes to key issues, focussing on track and non-

track infrastructure such as points, axle counters and overhead line electrification, as well as improving the operational response to faults as they occurred. TfL was working closely with Network Rail and Andrew Haines, its Chief Executive, on the workstream and performance plan.

- 13 Performance improvements to the onboard train software were being rolled out and were forecast to be completed in mid-February 2024. They were expected to increase train reliability and, with half the fleet now completed, early performance indications were positive. The next upgrade of the signalling system software was being refined and tested. It was scheduled to be completed in June 2024 and was also expected to benefit the reliability of the service. On-train upgrades were showing early signs of progress and recent performance was one of the strongest since through running began. The Commissioner thanked customers who had been impacted for their patience while TfL made the improvements and built on what was already a vital and much used part of its service to customers. The Commissioner's Report would include a further update on Elizabeth line performance at the next meeting.
- 14 On 20 December 2023 as part of the Connected London Programme, 4G coverage was made available at some of TfL's busiest Elizabeth line stations including Bond Street, Tottenham Court Road, Farringdon and Liverpool Street. Customers could now benefit from improved access to the latest travel information and remain in contact with their family, friends and businesses.
- 15 The Commissioner apologised for the continuing disruption on the Central line railway and thanked customers impacted for their patience. The rolling-stock was over 30 years old and while TfL had been working hard to keep the fleet in as good condition as possible, there were ongoing issues and a significant increase in the rate of motor failures, which impacted train availability. TfL was taking steps to complete the complex repair work faster and its engineers were working meticulously to fully diagnose the issue and identify lasting solutions. External experts had also been brought to aid this work. TfL sought to resolve the situation as quickly as possible, but disruption was likely to continue for a while. TfL was developing an emergency timetable, which it hoped to introduce shortly, that would make better use of the available trains and remove uneven gaps in the service to deliver a more consistent and reliable service to customers.
- 16 Central line customers would be further supported by additional measures, including enhancing bus provision in the eastern end of the railway, to give better and more frequent connections to other lines as an alternative. Extra buses had started running at busy times on route 150 between Hainault to Ilford and on route 20 between Debden to Walthamstow, to help customers in that area. An additional dedicated shuttle bus service commenced to help customers travelling between Epping and Chingford via Loughton during weekday peak times. TfL's travel ambassadors were available along the route to advise customers as the new service got up and running. All these measures would be communicated to customers to ensure they had the latest information and travel advice. TfL's travel planning tools were also being reviewed to

ensure that the options suggested for customers planning their journeys took account of the current situation on the Central line.

- 17 In the longer term, the £500m Central Line Improvement Programme would boost future reliability by replacing the trains' ageing traction motor system with a simpler, modern, digitally controlled equivalent. It would provide additional customer benefits of wheelchair bays, better customer information systems, CCTV in carriages and new seating, and the first completely refurbished train had now entered service. TfL had to implement the programme because of the lack of sustained and certain long-term capital funding to buy new trains and it would take a number of years to complete. In the meantime, the Commissioner reassured the Board and customers that TfL took the matter very seriously and had put its best people to work on it to minimise the impact to customers and to address the issues.
- 18 TfL had been clear that it could fund three quarters of its 2024/25 Investment Programme itself and the Government recognised that some level of capital support would be required to deliver the full programme. On 18 December 2023, TfL agreed £250m in Government support for its capital programme for 2024/25. It was grateful for this contribution by Government and the Commissioner thanked colleagues both at TfL and the DfT who worked tirelessly to make this happen. However, it was only half of the additional funding required for the capital programme and led TfL to make difficult decisions that would have longer-term financial impacts.
- 19 This included rephrasing the schedule of payments to Siemens Mobility Limited and the delivery of its new, higher-capacity, walk-through trains for the Piccadilly line. TfL had ensured it remained on track for the arrival of the first new train for testing in 2024, and entry into service in 2025. A greater number of trains than the original 50 per cent target would now be built in Goole, which was positive news for the UK and jobs in that region. Siemens was investing up to £200m in its facility, creating up to 700 jobs directly at its factory and up to 1,700 jobs within the wider supply chain. TfL had protected its planned increase in the frequency of Piccadilly line trains in 2027, so customers would still benefit from new trains and a more frequent service on the line. The Commissioner thanked Siemens for working closely with TfL to achieve this and particularly thanked Stuart Harvey and Rachel Sherry for their leadership in the discussions with Siemens, which had reached a good agreement.
- 20 It remained vital that TfL agreed a sustainable, long-term funding agreement from Government that enabled it to plan and invest for the infrastructure that London's transport system would need over the coming decades. TfL continued to pursue this with colleagues from Government. The funding agreed with Government, along with the other actions, enabled TfL to confirm it could deliver the Investment Programme as part of the Business Plan for this year.
- 21 On 19 January 2024, the Mayor confirmed that fares for 2024 and 2025 within his control would be frozen and provided TfL with £123m in additional funding in support of continuing to recover ridership. The fares freeze would help people with the cost-of-living crisis, encourage individuals to choose public

transport over their vehicles and aide London's economic recovery, especially the culture, leisure and hospitality sectors.

- 22 The Mayor had also asked TfL to explore the feasibility of conducting a three-month trial whereby fares were made off-peak on Fridays. TfL was working through the detail and was in negotiations with the Rail Delivery Group and the DfT, who were positive about the intervention and wanted to understand the impacts of the trial as it could be applied elsewhere. TfL and the train operators held rich data on travel on their networks and a monitoring framework would be developed for the trial, to see if it changed travel patterns of behaviour by day of the week. Qualitative information from the business community would also be used to understand the impact on the hospitality trade and office occupancy. More details of the proposed trial would be shared with the Board when available. **[Action: Alex Williams]**
- 23 On 2 February 2024, TfL together with the Mayor launched Equity in Motion, a new plan that committed to more than 80 new and ambitious actions to further build on joint ongoing efforts across the four pillars of: an equitable customer experience; protecting and enhancing connectivity; keeping travel affordable; and reducing health inequalities. From 2024 to 2030, Londoners and visitors would see a real change across the capital as TfL delivered the plan, including increasing the number of step-free stations on the network, as well as introducing mini ramps to cover the gap between the train and platform at all London Underground platforms that were step-free to train.
- 24 In June 2024, works would begin to deliver step-free access at Colindale station, as well as significantly increasing the capacity with a spacious new ticket hall. Customers had been reminded that the station would be closed between June and December 2024 to allow the works to take place, as well as five track closures between Golders Green and Edgware stations, to enable the works planned for April, June and July 2024 to be undertaken.
- 25 Equity in Motion was bold and challenging, and its successful delivery would enhance the customer experience and added to the already published Action on Inclusion programme for colleagues. The Commissioner thanked Board Members, colleagues and stakeholders who had supported and helped inform the work, including the Independent Disability Advisory Group, which had resulted in a good strategic plan for the city.
- 26 TfL's initial review of the DfT best practice guidance for taxi and private hire vehicle licensing authorities showed that it was aligned with many of the DfT recommendations, but there were some differences to TfL's approach and further consideration was being given to those. TfL was not responsible for the booking platforms which were outside of its regulatory remit but a wider discussion would be brought to the Safety, Sustainability and Human Resources Panel. **[Action: Glynn Barton]**
- 27 On 3 February 2024, the latest Superloop service was introduced, the SL5, which provided an affordable express link between Bromley and Croydon. By spring 2024, the Superloop would be rolled out across outer London and the

outer orbital route would be completed, with only the inner spur of SL4 remaining, which would be delivered alongside the completion of the Silvertown Tunnel in 2025. The Commissioner was delighted with the successes of the service and how quickly customers had taken to it and thanked all those who had helped to make it happen.

- 28 On 5 February 2024, TfL launched its consultation on the preferred option for the extension of the DLR to Thamesmead, a critical step forward to unlocking the potential of two major growth areas with accessible stations. The extension would link Gallion's Reach to Thamesmead via a new station at Beckton Riverside and a tunnel under the River Thames. The scheme had the potential to support the delivery of up to 30,000 new homes and up to 10,000 new jobs. Board Members would be invited to attend a Thamesmead site visit and talk through the option plans. **[Action: Glynn Barton / Secretariat]**
- 29 The Commissioner thanked partners at the Royal Borough of Greenwich, the London Borough of Newham, the Greater London Authority (GLA), and landowners Peabody, Lendlease, Aberdeen, Berkeley Group and Homes England for their support. The aim was to agree an affordable solution by 2025 to enable construction to begin in early 2028 and open the extension by the early 2030s. He urged all stakeholders to provide their responses by 18 March 2024, when the consultation closed.
- 30 The Commissioner thanked colleagues who continued to make the expansion of the Ultra Low Emission Zone (ULEZ) a success. On 17 January 2024, the Mayor indicated that a further £50m would be made available to the ULEZ scrappage scheme through the GLA budget, which would bring the total funding available to £210m when the budget was approved.
- 31 Under the scrappage scheme, £158m of funds were committed to scrapping older, more polluting vehicles, with over 46,000 applications approved since the scheme was launched in January 2023 and subsequently expanded to cover all Londoners. The successful expansion of the zone in August 2023 was supported by customer marketing and communications so drivers were aware of the need to check their vehicle, with more than 23 million page views and 12.2 million unique visitors to the vehicle checker site. A detailed monitoring report would be published on the take up of the different packages and offers made under the scheme once it closed. A ULEZ six-months on report showing the impact on air quality improvement and emissions data would be published in May 2024 and would be circulated to Board Members once available. **[Action: Alex Williams]**
- 32 This activity had also raised awareness of the importance of improving London's air quality and the Commissioner was disappointed that the Advertising Standards Authority (ASA) had upheld the complaints made against some of TfL's advertisements. The information was based on robust scientific evidence and was clearly presented but the ASA ruling centred around a technical point in some advertisements. TfL would take this into account in future adverts.

- 33 The Low Emission Zone and the ULEZ enhanced air quality in London by reducing harmful emissions from road transport and so brought direct health benefits for London's residents and visitors. It was important that the rules applied to, and were enforced against, all vehicles used in London, irrespective of which country the vehicle was registered in. TfL had responded to the Belgian vehicle licensing authority in relation to its concerns about ULEZ Penalty Charge Notices (PCNs) being issued to Belgian residents and the process for how these PCNs were issued. There had been media coverage of these issues and the Commissioner reassured the Board that the contractor working on TfL's behalf was contractually required to ensure that data was processed in line with the relevant data protection legislation.
- 34 TfL worked with its contractor, Euro Parking Collection plc, to ensure the contract was being adhered to and has contractual mechanisms in place should that not be fulfilled. Euro Parking Collection plc made it clear when it submitted requests for keeper data in European Union (EU) countries that it was acting on behalf of TfL for enforcement of road user charging in London, even when these requests were routed through a third party. Euro Parking Collection plc had not been prevented from accessing keeper data for drivers in EU countries.
- 35 There were continued acts of vandalism to TfL's camera network which were reported to the police and arrests continued to be made. Where necessary, cameras were repaired or replaced and TfL was supporting colleagues on working safely and returning them to use. It would not tolerate such vandalism or threatening behaviour to colleagues and worked with police to ensure assailants were brought to justice.
- 36 TfL continued to support improvements to the road network itself that encouraged more people to walk and cycle. It could not do this without the support and work of London's local authorities, who were responsible for 95 per cent of the city's road network. On 30 January 2024, TfL announced that £80.4m of funding would be available to boroughs to deliver healthy streets improvements, with over half of this figure being allocated to outer London.
- 37 The funding would deliver more than 150 new and upgraded pedestrian crossings, including dedicated pedestrian signals at busy junctions in Barnet, Kensington and Chelsea, and Enfield. It would also provide 125 bus priority schemes, including measures in 17 boroughs for the Superloop, as well as the introduction of safer 20mph speeds on more of London's road network.
- 38 On 30 January 2024, TfL and London Councils published the Borough Three-Year Report, which demonstrated how the funding had already delivered 110 schemes to improve bus reliability, 57km of new cycle routes and 500 school streets over just three years, just some examples of what partnership working could deliver.
- 39 National Apprenticeship week started on 5 February 2024, during which TfL opened 190 apprenticeship roles to applicants across Engineering, Technology, Human Resources and Property Management. The apprentices were drawn from a diverse range of communities and brought their experiences and new

perspectives to the organisation. They joined the 10,000 apprentices that TfL had employed directly and through its UK supply chain since 2009. The apprentices were starting or changing their career and had the opportunity to work alongside some of the UK's best and most experienced experts in their field.

- 40 On 13 December 2023, TfL colleagues received four awards at the Prince Michael Road Safety Awards ceremony for the work on the Direct Vision Standard, Bus Safety Standard, Fleet Intelligent Speed Assistance programmes and the Prince's Premier Award for TfL's outstanding contribution to road safety, which was a great achievement and testament to its commitment to making London safer.
- 41 The Commissioner congratulated Atta Kessie, Sophie Taylorson, Will Simpson, Muhibur Rahman, Monica Gabriela Calancea and Harry Betts who received TfL's Life Saver Awards after they intervened at Goodmayes station to help an individual who tried to take his own life on the tracks. He also congratulated Kadija Kargbo and Stefan Moura who received Safeguarding Awards after they quickly identified and gave support to a young girl who had been self-harming. It was a privilege and a source of great reward for the Commissioner to work alongside colleagues who achieved so much and for having their achievements recognised by the industry and their peers. Most importantly, they had made a real difference to other individuals who were having a difficult time.
- 42 It had been an exceptionally busy period in which TfL had kept Londoners moving over the holidays, responded urgently to safety incidents on the network and ensured continuation of the programme of investment for the next financial year.

**The Board noted the report.**

## **06/02/24 Finance Report - Quarter 3, 2023/24**

Patrick Doig introduced the item, which set out TfL's financial results to the end of Quarter 3, 2023/24 (the year-to-date ending 9 December 2023).

The performance results demonstrated that TfL remained on track to deliver its financial strategy and achieve operational sustainability this financial year. It was on track to deliver a historic operating surplus and to grow the surplus in future, which would be entirely re-invested into its services, benefiting London and the wider country.

Cumulative journey growth was almost seven per cent in the year to date, which was slightly ahead of the six per cent target for year-on-year growth over the full financial year, on top of the 31 per cent demand recovery in the previous year. Passenger journeys were around 90 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of last financial year, and revenue overall was on budget.

Like-for-like operating costs continued to fall in real terms and costs were six per cent higher than last year, despite year-on-year inflation of around eight per cent. TfL was meeting its strategic target to ensure costs increased by no more than inflation less two per cent. Core operating costs were on budget and total operating costs were currently one per cent lower than budget.

In the year-to-date, the operating surplus was £131m, which was £30m better than budget. Some small risks remained for the financial quarter, but TfL was confident it would deliver its operating surplus and budget position, with the surplus re-invested in the capital programme and supporting critical investment.

As a result of not receiving any further inflation funding from Government, capital enhancements expenditure had to be reduced and TfL expected to end the year around £80m lower than budget. Capital renewals expenditure was expected to be around £750m, which was £14m higher than the previous forecast, and allowed some acceleration of planned works into this financial year following the capital agreement reached with Government.

Cash balances were slightly lower than budget due to short-term borrowing and TfL continued to monitor its borrowing and cash in the most cost-efficient manner. It expected to end the financial year with £1.3bn cash reserves, which was around 60 days of operating expenses and the maximum amount allowed under the current funding agreement with Government.

Overall, TfL was on course to end the financial year in a good position and was increasingly focussed on the next financial year, to grow its operating surplus while continuing to grow investment in replacing critical assets and meeting strategic priorities. In March 2024, TfL would set out its 2024/25 budget demonstrating how it would achieve that, while operating in a challenging macro-economic environment and without the benefit of long-term funding certainty that many other comparable transport bodies around the country enjoyed.

TfL closely monitored the surplus deficit accounts for each mode of transport and would include a breakdown of these in the forthcoming budget paper.

**[Action: Rachel McLean / Patrick Doig]**

**The Board noted the Finance Report.**

## **07/02/24 TfL Viewpoint Survey Results 2023**

Fiona Brunskill introduced the report, which provided a summary of the key themes to emerge from TfL's annual Viewpoint employee survey in 2023 and how it was responding to the findings. The survey took place between 25 September and 20 October 2023, with just over 58 per cent of TfL staff responding, up one per cent from 2022.

The total engagement score had increased to 60 per cent, and the Wellbeing at Work index to 58 per cent, both up one per cent from 2022. The Inclusion index score was 68 per cent, a significant improvement on previous scores; the questions



for this measure had changed to align with the Action on Inclusion plan, and the score would have been higher if the previous questions had been used. The survey results for the Engagement index were averaged to produce the Total Engagement measure on the TfL Scorecard 2023/24. Although the Engagement measure had improved, the comments from participants indicated that engagement had been impacted by budget savings, a lack of investment and staff turnover. The launch of the TfL Strategy had given the organisation a clear and strong direction, which meant TfL's scores compared favourably with the national public and private sector trends. It was clear from the key driver questions that there was a real opportunity to turn many of the "Don't Know" responses into positive responses and a lot of work was being undertaken on a colleague strategy, leadership and talent development and on the reward strategy.

The results of the survey had been shared with staff and with the Trade Unions. TfL's people leaders were reviewing their results and discussing them with their teams to develop People Plans for the year ahead.

Members welcomed the survey results and the increase in engagement. They noted that the participation rate was good against industry benchmarks but responses were lowest in operational roles, where most staff were based. The executive had asked the unions to encourage their members to respond and were continuing to look at other ways to improve engagement from operational staff.

The push to get non-operational staff to return to the office due to the benefits of collaboration and team cohesion had seen a real uptake, particularly in the Palestra building, but it had also impacted negatively on some scores. The need to address building environment issues in some offices, as well as operational facilities was recognised.

Members also noted that groups with protected characteristic continued to score the lowest on engagement, with issues with the reasonable adjustment process remaining an issue. TfL was doing a lot of work to address this, including a new Inclusion Matters course focussed on disabled people, training for people leaders and moving the whole reasonable adjustment budget into the Chief People Officer's area to ensure a consistent approach to managing requests. Further information would be provided to the Safety, Sustainability and Human Resources Panel through the quarterly reports.

Remuneration continued to be an issue, especially around pay parity across the organisation. Papers were scheduled to be submitted to the Safety, Sustainability and Human Resources Panel and the Remuneration Committee on the development of the Reward Strategy and pay families and how these compared to the external markets. Consideration was also being given to looking at benchmarking against concession operators.

The Chair welcomed the update and the important work being done to attract and retain talent.

**The Board noted the paper.**

## **08/02/24 Report of the meeting of the Land and Property Committee held on 20 December 2023**

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. The Committee noted the outcome of the planning application for South Kensington station and developments at other sites, including Little Chalfont and Wembley Park. Clarity on the regulations relating to second staircases was still awaited, which was creating significant delay and uncertainty in the commercial development and property markets.

The Committee noted the good financial performance of Places for London against budget and the overview of the mid-year valuation for its investment assets and joint ventures.

Members welcomed the work on the Skills and Education Programme, which formed a key pillar within its wider Environmental, Social and Governance strategy. Places for London sought to be a leader and facilitator of growth and skills, particularly among young people, which would change the nature of employment within the industry.

The Committee also considered a helpful deep-dive on safety and noted the development of financial metrics.

**The Board noted the report.**

## **09/02/24 Report of the meeting of the Finance Committee held on 22 December 2023**

The Chair of the Committee, Anne McMeel, introduced the item. An additional meeting of the Committee had been called to consider the 2024 TfL Business Plan, following confirmation of the capital funding settlement from the Government on 18 December 2023. With the agreement of the Chair of the Programmes and Investment Committee, the Committee was also asked to approve matters in relation to stage 1 of the Piccadilly Line Upgrade (PLU) Programme, as the changes supported the proposed revisions to the Business Plan.

The Committee noted the progress on the rolling stock, depot and infrastructure projects which made up the PLU and endorsed proceeding with finalising a Compensation Event and the proposal to reprofile payments, both under the Manufacture and Supply Agreement for the Deep Tube Upgrade Programme with Siemens Mobility Limited.

On 13 December 2023, the Board considered a draft TfL 2024 Business Plan, which assumed a capital funding settlement of £500m, and delegated authority to approve the Plan to the Finance Committee once the level of Government capital funding was known. On 18 December 2023, the Government announced capital funding of £250m. The revised TfL 2024 Business Plan, which reflected the available funding, was approved by the Committee. The Committee also approved a change to the TfL

Scorecard target for capital expenditure, required as a result of the Department for Transport (DfT) inflation funding outcome for 2023/24, to align to the 2024 TfL Business Plan.

The Chair commended the work by officers at TfL, the Greater London Authority and the DfT for securing a settlement and a revised Business Plan. She thanked Members for attending short notice briefings and the meeting of the Committee, just before Christmas 2023.

**The Board noted the report.**

### **10/02/24 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **11/02/24 Date of Next Meeting**

The next scheduled meeting of the Board would be held on Wednesday 6 March 2024 at 10.00am.

The meeting closed at 12.00pm.

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

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

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**Board**



**Date:** 6 March 2024

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

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

### **1 Summary**

- 1.1 This paper informs the Board of any use of Chair's Action or authority delegated by the Board, any Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 7 February 2024.
- 1.2 There has been no uses of Chair's Action, nor authority delegated by the Board nor Mayoral Direction to TfL.
- 1.3 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 the actions list.**

### **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, nor any exercise of specific authority delegated by the Board since the last meeting.

### **4 Mayoral Directions to TfL**

- 4.1 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.

- 4.2 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.
- 4.3 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>.
- 4.4 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.
- 4.5 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.
- 4.6 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.
- 4.7 There have been no Mayoral Directions issued to TfL since the last meeting.

## **5 Actions List**

- 5.1 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

Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

## Board Actions List (to be reported to the meeting on 6 March 2024)

## Actions from the meeting held on 7 February 2024

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/24 (1)	<p><b>Commissioner's Report: Bus Stations and Stands Review</b></p> <p>TfL was undertaking a review that initially focussed on safety at bus stations that had the busiest interactions. Once the initial review was completed, the option to broaden the review to look at busy bus stands would be considered. The review would also look at the public realm around bus stations and stands and any design issues at specific sites. A more detailed update would be brought to the Safety, Sustainability and Human Resources Panel.</p>	Glynn Barton	September 2024	<p>The Panel received an update on safety incidents at its meeting on 21 February 2024.</p> <p>An update will be provided in the Bus Action Plan paper scheduled for the September meeting of the Panel.</p>
05/02/24 (2)	<p><b>Commissioner's Report: Off-Peak Friday Fares Trial</b></p> <p>The Mayor had asked TfL to explore the feasibility of conducting a three-month trial whereby fares were made off-peak on Fridays. More details of the proposed trial would be shared with the Board when available.</p>	Alex Williams	TBC	This information will be provided to Members when available.
05/02/24 (3)	<p><b>Commissioner's Report: Taxi and Private Hire Vehicle Best Practice Guidance</b></p> <p>TfL's initial review of the Department for Transport (DfT) best practice guidance for taxi and private hire vehicle licensing authorities showed that it was aligned with many of the DfT recommendations but there were some which differed to TfL's approach and further consideration was being given to those. TfL was not responsible for the booking platforms which were outside of its regulatory remit but a wider discussion would be brought to the Safety, Sustainability and Human Resources Panel.</p>	Glynn Barton	September 2024	An update will be provided to the September meeting of the Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/24 (4)	<b>Commissioner's Report: Thamesmead Site Visit</b> Board Members would be invited to attend a Thamesmead site visit and talk through the option plans.	Glynn Barton/ Alex Williams/ Secretariat	July 2024	A site visit will be arranged and all Board Members will be invited.
05/02/24 (5)	<b>Commissioner's Report: Ultra Low Emission Zone (ULEZ) Report</b> A ULEZ six-months on report showing the impact on air quality improvement and emissions data would be published in May 2024 and would be circulated to Board Members once available.	Alex Williams	May 2024	This information will be provided to Members when available.
06/02/24	<b>Finance Report Quarter 3, 2023/24: Surplus Deficit Accounts Breakdown</b> TfL closely monitored the surplus deficit accounts for each mode of transport and would include a breakdown of these in the forthcoming budget paper.	Rachel McLean/ Patrick Doig	March 2024	The TfL Budget 2024/25 paper is on the agenda for the 13 March 2024 meeting of the Finance Committee.

#### Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
83/12/23 (1)	<b>Commissioner's Report: Investment in Bus Network in Outer London</b> The Mayor's £6m investment to improve the outer London bus network was fully allocated and a list of the bus routes and changes to deliver that improvement would be provided to Members.	Alex Williams	February 2024	This information will be provided to Members shortly.
86/12/23	<b>Travel in London 2023 Annual Overview Report: Demographics</b> The report included information on the demographics on walking and cycling and Alex Williams would circulate details of the demographics for other transport modes.	Alex Williams	February 2024	This information will be provided to Members shortly.



Minute No.	Item/Description	Action By	Target Date	Status/Note
66/10/23 (3)	<p><b>Commissioner's Report: Impact on Safer Streets and Sustainable Journeys' Targets</b></p> <p>Members requested an update on the impact on the Mayor's Transport Strategy targets for safer streets and sustainable journeys, following recent Government announcements opposing 20 mile per hour speed limits and Low Traffic Neighbourhoods.</p>	Glynn Barton/ Lilli Matson	Ongoing	The Department for Transport's (DfT) reviews are continuing. We will remain engaged with the DfT. A further update will be provided as we gain clarity on the DfT's recommendations and subsequent publication.
50/07/23 (3)	<p><b>Commissioner's Report: Trauma Support for Staff</b></p> <p>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.</p>	Lilli Matson	May 2024	An update will be provided in the Wellbeing Strategy paper scheduled for the May meeting of the Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
50/07/23 (4)	<p><b>Commissioner's Report: Busyness Indicator Expansion</b>  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	Ongoing	<p><b>Completed.</b> Piccadilly line trains have the 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.</p> <p>We have explored this requirement and the technical capability for real time passenger loading information really only unlocks with the delivery of Automatic Train Control under Stage 2 works. Any change now would be unlikely to deliver the required benefit and may impact the focus on delivering the new fleet and the programme that underpins it.</p> <p>We will continue to explore if this functionality can be adopted and pending the outcome will look to consider how best to achieve the required outcome.</p>

Minute No.	Item/Description	Action By	Target Date	Status/Note
52/07/23 (1)	<p><b>Safety, Health and Environment Annual Report 2022/23: Road User Safety</b></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 Safety, Sustainability and Human Resources Panel.</p>	Alex Williams	February 2024	<b>Completed.</b> An update was included in the quarterly Safety, Health and Environment Report to the 21 February 2024 meeting of the Panel.
52/07/23 (3)	<p><b>Safety, Health and Environment Annual Report 2022/23: Capturing Waste Heat</b></p> <p>Members discussed the complex 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	Late 2024/ Early 2025	Our work continues to progress at a site in Southwark, with regular engagement underway between TfL and a potential delivery partner to establish the technical and commercial viability of any partnership. In addition, we recently undertook market engagement which has demonstrated that there remains an appetite to pursue TfL's Waste Heat opportunities and some further potential sites are being identified. TfL is actively engaged with the Government on the Heat Zoning regulations that are likely to come into

Minute No.	Item/Description	Action By	Target Date	Status/Note
				force in 2025 along with the Advanced Heat Zoning Programme, both of which aim to accelerate the rollout of heat networks across the UK. Once the Government's Heat Zoning Strategy is published later in 2024, TfL will update the Finance Committee.
52/07/23 (4)	<p><b>Safety, Health and Environment Annual Report 2022/23: Benchmarking Environmental Targets</b></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	September 2024	An update will be provided in the Chief Operating Officer Corporate Environment Plan Progress paper scheduled for the September meeting of the Safety, Sustainability and Human Resources Panel.
53/07/23	<p><b>Finance Report, Quarter 1, 2023/24: Superloop Monitoring</b></p> <p>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.</p>	Alex Williams/ Glynn Barton	June 2024	An update will be provided in the Superloop Monitoring paper scheduled for the June meeting of the Panel.
36/06/23 (5)	<p><b>Commissioner's Report: Public Transport Credits Scheme</b></p> <p>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.</p>	Alex Williams	Ongoing	An update will be provided to Members when available.

Minute No.	Item/Description	Action By	Target Date	Status/Note
36/06/23 (8)	<b>Commissioner's Report: Future E-bikes Contracting</b> 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 Customer Service and Operational Performance Panel in due course.	Alex Williams	2024	An update will be provided to the Panel when there is further clarity around ongoing discussions with stakeholders.
39/06/23 (2)	<b>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Sexual Harassment Campaign</b> Feedback on the campaign would be provided to the Customer Service and Operational Performance Panel.	Glynn Barton	March 2024	<b>Completed.</b> An update is included in the Update on TfL Programme to end Violence against Women and Girls paper to the 5 March 2024 meeting of the Panel.
39/06/23 (4)	<b>Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Targets Dashboard</b> 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.	Alex Williams	June 2024	This will be addressed in the 2023/24 annual update scheduled for the 12 June 2024 meeting of the Board.
18/03/23 (3)	<b>Commissioner's Report: Green Infrastructure and Biodiversity Plan</b> 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.	Lilli Matson	February 2024	<b>Completed.</b> A briefing was held after the meeting of the Safety, Sustainability and Human Resources Panel on 21 February 2024. All Board Members were invited to attend.

18/03/23 (4)	<p><b>Commissioner's Report: Climate Adaptation and Business Planning</b></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	<p><b>Completed.</b> In the year since we published TfL's first Climate Change Adaptation Plan, we have worked hard to better understand our climate risk and embed adaptation into our processes and decision-making.</p> <p>All investment submitted within the Business Plan requires consideration of adaptation to climate change. This is a requirement of delivery. We have also embedded adaptation into the Strategic Outcomes Framework for capital projects and woven it into the Asset Management Objectives for renewals projects as part of our business planning process.</p> <p>In addition to this, dedicated funds have been assigned to take forward research and strategic management system improvements to further accelerate green</p>
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Minute No.	Item/Description	Action By	Target Date	Status/Note
				<p>infrastructure and adaptation.</p> <p>It is important to note that like safety, adaptation must be embedded within TfL's projects and processes to be effective and there will be no end-point for adaptation as the context and climate are continually changing.</p>
22/03/23 (1)	<p><b>TfL Prudential Indicators 2023/24 to 2025/26: Debt Service Recovery and Interest Coverage Ratios</b></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	An update will be provided in the TfL Prudential Indicators 2024/25 to 2026/27 paper on the agenda for the 13 March 2024 meeting of the Finance Committee.
05/02/23 (4)	<p><b>Commissioner's Report: Vision Zero Deep-Dive</b></p> <p>A deep dive discussion, including the broader system changes required to meet the Vision Zero targets, would take place at a future meeting of the SSHR Panel.</p>	Lilli Matson	September 2024	An update will be provided in the Road Risk Action Plan paper scheduled for the September meeting of the SSHR Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (8)	<p><b>Commissioner's Report: Cockfosters Station Housing Scheme</b></p> <p>TfL was waiting for a decision from the Secretary of State but it would be raised again with Tom Copley, Deputy Mayor for Housing at the Greater London Authority, to work to try to break the impasse. John Hall added that his understanding of the position was that the Government was waiting for another application from TfL.</p>	Alex Williams	Ongoing	<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 station and is instead content with the decision made by the local planning authority to approve the scheme.</p> <p>TfL has submitted a new section 163 application to the DfT which will need to be approved before construction can start.</p>
67/11/21 (3)	<p><b>Commissioner's Report: Safety for women and girls</b></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 Safety, Sustainability and Human Resources Panel.</p>	Matt Brown	March 2024	<p><b>Completed.</b> An update is included in the Update on TfL Programme to end Violence against Women and Girls paper to the 5 March 2024 meeting of the Customer Service and Operational Performance Panel.</p>



Minute No.	Item/Description	Action By	Target Date	Status/Note
74/10/21	<p><b>Report of the Customer Service and Operational Performance Panel: Briefing on Action on Inclusion programme</b></p> <p>The Director of Diversity &amp; Inclusion would develop a comprehensive inclusion programme and the Board would receive a briefing when the work was completed.</p>	Fiona Brunskill / Alex Williams	March 2024	<p><b>Completed.</b> Equity in Motion, our customer inclusion strategy, was launched on 2 February 2024 and circulated in advance to all Board Members. A paper is also on the agenda for the 5 March 2024 meeting of the Customer Service and Operational Performance Panel.</p>

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**Board**



**Date:** 6 March 2024

**Item:** Commissioner's Report

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**This paper will be considered in public**

## **1 Summary**

1.1 This report provides a review of major issues and developments since the meeting of the Board on 7 February 2024.

## **2 Recommendation**

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

**List of appendices to this report:**

Appendix 1: Commissioner's Report – March 2024

**List of Background Papers:**

None

**Andy Lord**

**Commissioner**

**Transport for London**

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# Commissioner's report

March 2024

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# Introduction

## We continue to be a strong, green heartbeat for London and are working hard to improve the customer experience

I was delighted to begin a phased return to work in February following my medical absence for a hip replacement. We are focused on resolving the challenges on the Central line, and minimising disruption to our customers. As the last report noted, there have been an abnormally high number of train motor failures, in addition to other fleet issues, and our staff and suppliers are working tirelessly to return trains to service. Alongside this, we have now introduced a temporary timetable to make journeys more even and certain for customers. We have increased buses on supporting bus routes in east London, as well as providing an additional shuttle service. These issues emphasise why it is important that sustained long-term capital funding is in place.

This month we have also continued our investigations into two tragic deaths at Walthamstow and Victoria bus stations, and separate fires on two zero-emission buses and a hybrid electric bus. We will ensure we learn from these and all other incidents to prevent similar incidents in the future.

On 9 February I welcomed the publication of the latest independent dust and air quality monitoring across the Underground network. This has found that dust levels have been reduced by 19 per cent on average across the 24 stations that have been monitored since 2020. Across the 12 stations where measurements were carried out for a longer period, we have seen dust levels reduce by 30 per cent since 2019. While this positive news demonstrates that our Tube cleaning programme is helping to manage and reduce dust, we will continue

our extensive cleaning and monitoring work and explore the latest advances in innovation, such as air filtration systems.

Also on 9 February, we published data confirming that in 2023 we prosecuted 19,614 people for fare evasion, an increase of 56 per cent on 2022, and investigated 421 people for habitual fare evasion who made more than 50,000 irregular journeys across the Underground network. This is a criminal offence, and costs us approximately £150m in lost revenue a year, but revenue disputes are also a precursor to approximately half of all reported work-related violence and aggression incidents towards customer-facing colleagues across the network. The Mayor of London has confirmed he will increase the penalty for fare evasion from £80 to £100 from 3 March, meaning we will be able to further cover the costs of enforcement and, combined with our roll out of body-worn cameras to all frontline colleagues, can help reduce incidents of violence against them.

On 15 February I was delighted that, together with the Mayor, we announced line names and colours for each of London's six London Overground lines. This will make it easier for customers to navigate and further build ridership, while also celebrating London's diverse communities and histories. The names have been chosen through engagement with customers, stakeholders, historians, industry experts and local communities.

We will retain the much-loved orange roundel, while taking a significant step forward for the three million customers

who use the line weekly. I look forward to seeing the Liberty line, Lioness line, Mildmay line, Suffragette line, Weaver line and Windrush line appear on the network later this year, and our engagement with communities over summer to tell the stories behind the names.

On 20 February I was pleased to confirm that, following a pause caused by the pandemic, work to make Northolt station step-free has been scheduled to start again early next year. This year we will start design work to make West Hampstead and North Acton stations step-free.

On 23 February we confirmed a 2023/24 pay increase for London Underground colleagues, having agreed with our trade unions on the best way to use funding from the Mayor of London to resolve the current dispute while ensuring we provide a fair, attractive but affordable pay offer.

Finally, I would like to congratulate Ho-Kit Lam, a member of our TfL Youth Panel who formally joined our Safety, Sustainability and Human Resources Panel on 21 February to represent young Londoners. His appointment and contribution make us one of the first UK transport organisations to have regular representation of people under the age of 25 at our senior meetings. This is vital if we are to make sure we are representing London and is a key outcome of 12 months of work by our TfL Youth Panel, and reflects the work we undertook as part of our latest Board Effectiveness Review.



A handwritten signature in black ink, appearing to read 'Andy Lord'.

**Andy Lord**  
Commissioner

# Safety and security

We are focused on improving safety, for example by reducing hate crime and improving air quality for all Londoners

## Safety incidents on the network

This section begins with a summary of the most notable incidents that have tragically occurred since the last report was published. This is followed by updates on elements of our established safety programme that are in place to eliminate all deaths and serious injuries on London's transport network by 2041, as well as to ensure no one is killed on or by a bus by 2030. Safety is the priority in everything we do and it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London.

On 17 January, a customer was tragically struck by a train as it approached the platform at Mile End station, after the customer had stumbled and slid towards the edge of the platform. Unfortunately the customer died on 1 February.

On 11 February, a bus heading to the starting point for its route collided with a pedestrian on Towpath Road in Enfield. Prior to the collision, the pedestrian had been running along the adjacent waterside pathway. The pedestrian was taken to hospital but sadly died on 18 February.

On 15 February, a customer fell onto the track at Wapping station, sustaining fatal injuries.

All of these incidents are being investigated, and in some cases are subject to investigation by the Office of Rail and Road as well as the police. While investigations progress, we remain wholly committed to

working closely with our colleagues and all partners, as part of our holistic approach to post-incident response to ensure trends, mitigations and all learnings are identified, embedded across our operations and shared more widely. We extend our deepest sympathies to everyone affected by these tragic incidents.

## Bus Safety Standard

Safety is at the heart of our bus operations and we continue to work towards our ambitious target of no one killed on or by a London bus by 2030. As noted in this report and in the last, there have been some tragic incidents involving buses. More than ever, the work of our Bus Safety Programme and the Bus Safety Standard is critical, and we remain committed to going further wherever possible to ensure the safety of our operations.

Across the year, we have achieved substantial progress on our Bus Safety Strategy. Having proven the effectiveness of new measures and mandated them in the Bus Safety Standard for new buses, we have begun an active retrofit campaign for some leading and available technology to the existing bus fleet. Where value is shown, the benefits of the new technologies can be accelerated. As part of this, we have fitted 3,795 buses with intelligent speed assistance, which uses GPS and geo-mapping to check the vehicle speed is within the speed limit. We have also fitted 1,251 buses with an acoustic vehicle alerting system, which alerts the driver to pedestrians and quieter electric

buses, and we are currently upgrading this with our new responsive acoustic vehicle alerting system. Finally, we have had 1,297 buses fitted with a camera monitoring system that replaces wing mirrors to reduce blind spots and improve the driver's field of vision.

We have received joint applications for funding from interested bus operators and suppliers to trial two innovations: audible safety messaging initiated by sensors in the stairwell and upper deck bell push buttons, and driver training linked to telematics. The applications are currently being assessed internally and a funding decision will be made by the end of March. There are a further three innovations related to artificial intelligence and customer information. These suppliers have been invited to pitch to operators at the end of February, and if there is interest from bus operators they will be applying for funding to trial their product on the London bus network. The innovation challenge is open to applicants until 31 March.

## Tackling work-related violence and aggression

Every colleague employed by Transport for London (TfL), and our contractors, has the right to work without fear of being assaulted, abused or threatened, and it should never be accepted as part of the job. We are committed to preventing the causes of violence and aggression against our colleagues and providing the best support to those who experience it, seeking the strongest possible sanctions.

We have recruited additional trainers to accelerate the delivery of conflict management training to our colleagues. This year we are prioritising training for the top 25 locations for work-related violence and aggression. It will provide staff with essential knowledge and skills, including fostering positive interactions to reduce the risks, dynamic risk assessments and de-escalation skills.

We continue to have excellent support from the Metropolitan Police Service (MPS) Roads and Transport Policing Command (RTPC) and the British Transport Police (BTP) to bring offenders to justice. Police colleagues work alongside our own Work-Related Violence and Aggression team to investigate incidents and build the strongest case against suspects, as well as providing support to our colleagues.

On 18 January, a customer pleaded guilty to grievous bodily harm with intent for violently attacking and stabbing a route 115 bus driver in June 2023. The bus driver received life-threatening injuries. Bus CCTV provided vital evidence that helped secure a 63-month custodial sentence for the offender.



### Safe track access for colleagues

Track access is one of London Underground's higher areas of safety risk to workers. Our Technology and Data team have been working in collaboration with track access specialists at London Underground to deliver an app called the Safe Access System. The project has finished the first phase of user acceptance testing and is entering a pilot stage to test it in a trackside environment.

Complementing the existing process, the app will reinforce good behaviours and enhance protection for workers on the track by guiding them through key steps and providing tailored information on how to safely work on the track in engineering hours.

The application makes checking safety considerations easier through five capabilities:

- Competency information ensures all workers onto the track are competent in their role
- Planning information for the project is provided once the worker has verified their ID
- Location verification reduces the risk of workers entering worksites from incorrect access points and provides an additional checkpoint by pinpointing their exit location
- Traction current status indication – providing an indication of the Traction Current Status to the worker before they check manually with a CRID (Current Rail Indicator Device)

- A management dashboard provides the sequence of events on the railway for a given booking or during testing to investigate incidents and provide detailed analysis of the behaviour of the app and progression through the book on/off process

Safety is at the heart of our organisation and the app is integral to reducing risk to our workers in a new and innovative way.

### Crime and antisocial behaviour on public transport

Improving the safety and security of travelling on public transport remains a priority for us and our transport policing partners – the RTPC and the BTP. We have a strong foundation of safety and security measures in place to keep all our colleagues, customers and infrastructure safe and secure. This includes significant investment in dedicated policing for London's roads and public transport networks, with more than 2,500 officers; more than 700 Enforcement Officers working for us and our operators; an extensive network of CCTV and body-worn video cameras; control rooms operating around the clock to help prevent and manage incidents; communication campaigns; and education and behaviour change initiatives. In 2024, London TravelWatch scored us as one of the top transport organisations for safety and security.



Keeping customers and colleagues safe with body-worn cameras

Together with the BTP and the RTPC, we are especially focused on reducing robbery. This includes high visibility and plain-clothes policing patrols in hot spot locations, rapid investigation of offences, and strict bail conditions for suspects that are robustly enforced. The BTP has made 547 arrests for robbery on our networks as part of Operation Invert between April 2023 and the end of February 2024. Operation Surge is the RTPC's robbery operation on the bus network, which launched in October 2023 and uses similar tactics. To date, there have been 473 arrests.

Theft, including pickpocketing, accounts for most of the crime on our networks. Busy public spaces attract thieves, particularly mass public transport networks across the world. During January and February, we supported targeted police tactics to deter and detect robbers and thieves with on-network communication messaging in hot spot locations. This included posters, announcements and face-to-face engagement activity incorporating the BTP's Be Aware theft campaign and working with the MPS on their London-wide Look Up, Look Out robbery campaign. Another way to tackle theft is to get people to be vigilant and take care with their belongings, zipping up bags and keeping gadgets and valuables inside pockets.

So far this year, our Transport Support and Enforcement officers have helped 276 customers who were vulnerable and needed assistance, dealt with 177 people who were behaving in a way which was likely to impact the safety and security of customers and colleagues, and intervened with 2,115 users of our network who

attempted to enter our services and stations without paying, supporting the work of our dedicated Revenue Protection teams to reduce fare evasion.

As mentioned in my last report, during January our Transport Support and Enforcement teams provided a night service for the first time to help combat the poor behaviours that can lead to workplace violence and aggression. In their first six days, the team dealt with 267 people who were behaving in a way that was likely to impact the safety and security of our customers and colleagues, checked 5,822 passengers on our bus network, issued 15 penalty fares and reported eight others for consideration of prosecution.

The response from our customers and colleagues in seeing officers at night has been overwhelmingly positive, with many customers appreciating the additional highly visible and reassuring presence they provide.

#### **Tackling violence against women and girls**

We continue our work to tackle violence against women and girls on the transport network and improve their confidence to travel. Our focus is on sexual harassment as women and girls are disproportionately impacted by this behaviour. We have a programme of activity under way to improve the safety of women and girls on public transport, including taxi and private hire vehicles, walking and cycling and in our workplace. This covers policing and enforcement, engagement and education, technology and data, legislation and policy and infrastructure improvements.

Our Project Guardian school sessions, delivered by London Transport Museum and supported by the RTPC and BTP, continue to be an essential part of our activity to tackle sexual harassment on public transport and help raise awareness of the campaign's key messages. The feedback from students and teachers has been excellent. The programme was expanded for the 2023/24 academic year to reach more than 28,000 Year 9 students of all genders (up from 6,000). Between September and the end of February, London Transport Museum had delivered 220 sessions involving 12,795 students.

In support of the Mayor's Transport Strategy and his ambition to end violence against women and girls, we partnered with MOPAC to run a trial of women's safety audits in five locations in the boroughs of Hillingdon, Brent, Lambeth, Westminster and Waltham Forest. The audits will help us to better understand the perceptions and experiences of women, girls and people who identify as gender diverse in using public spaces. We will assess how useful the audit process is in encouraging participation and capturing views which can help shape the way that we plan, design and manage public spaces with their safety in mind.

#### **Police activity to support Vision Zero**

We continue to work closely with the MPS and the City of London Police to deliver on London's Vision Zero commitments to reduce road death and serious injuries. Traffic policing and enforcement of criminal and antisocial road user behaviour is a core part of our efforts to reduce road

danger. The MPS and City of London Police undertake significant and wide-ranging activity to reduce road danger and prevent harm to all road users. This includes prevention and intelligence gathering activities, problem solving to tackle the root causes of problems, community engagement and initiatives such as Community Roadwatch, Junior Roadwatch, Exchanging Places, close passing operations and actively monitoring and targeting high risk vehicles and drivers. Between April 2023 and January 2024, the MPS and the City of London Police enforced 7,332 speeding offences, arrested 1,313 drivers for driving under the influence of drugs or alcohol, enforced 3,561 mobile phone offences and seized 17,391 vehicles for being uninsured or unroadworthy.

#### **Stamping out hate crime**

Hate crime is abhorrent and has no place in our city and we are committed to doing all we can to stamp this out on our public transport network. It is a priority for us and our transport policing partners.

We have a programme of activity in place to tackle hate crime and support colleagues and customers who witness or experience this on our network. This includes our hate crime campaign, bystander intervention campaign and advice, working with stakeholders, colleague training and community engagement.

Along with the RTPC and BTP we have stepped up activity to tackle hate crime against Jewish and Muslim communities since conflict escalated in the Middle East. This has included increased reassurance patrols in priority areas, rapid removal of offensive graffiti, regular liaison with representatives from Jewish and Muslim communities and increasing our hate crime campaign communications. We continue to provide support to affected communities so they can travel safely and confidently on our networks.

#### **Safeguarding our vulnerable customers**

In January 2024, we joined Samaritans and other train operating companies to support Brew Monday, emphasising the need to support those around you and recognising the signs of poor mental health. We recognise the key role our colleagues play in assisting those most vulnerable on our network, by providing compulsory safeguarding training to our frontline colleagues, and recognising the important role they play through life saver and safeguarding award schemes. For the year 2023, our teams recognised the successful interventions of 105 colleagues who were instrumental in saving lives on our network.

Our work to support those who are most vulnerable also includes close partnership with outreach services across London to support those rough sleeping across our network. Our Rough Sleeper Co-ordinator uses reports from our colleagues and customers to identify outreach support within local boroughs and works very closely with our outreach provider, Thames Reach, to ensure we assist as many individuals as possible in moving to supported accommodation. Since April

2023, more than 200 shifts completed by our Outreach team resulted in 250 individuals being supported and more than 70 offers of accommodation.

In spring 2024 we will launch our new online training, available to all frontline colleagues, reminding them of the importance of reporting those they see rough sleeping, and how we use that information to assist those individuals. Our customers are also able to report more easily, with updates to the StreetLink app making it faster to report those in need, without the need to register for an account. The Severe Weather Emergency Plan continues to be in place and ensures that rough sleepers are assisted into additional facilities and off the streets when the temperature falls below freezing.

#### **Revenue protection**

On 3 March, the penalty charge for using our network without a valid ticket will increase from £80 to £100, reduced to £50 if paid within 21 days. This will bring us in line with National Rail, ensure that there are clear and consistent rules and penalties across the different transport networks in London, and act as an effective deterrent to fare evasion.

Over the last year we have focused on improving our enforcement tasking and performance management, working alongside our policing partners, as a way to deter fare evasion. This approach has led to an increase in enforcement outcomes. Between April and December 2023, we recorded increases in penalty fares by 16.7 per cent and irregular reports by 21.6 per cent compared to the same period in 2022.

Fare evasion is a significant cause of violence and aggression against our colleagues – this led us to develop a strategic approach to tackling fare evasion using data and targeted deployment of our teams to hot spot locations.

#### **Testing a new app for bus inspectors**

In January, we launched a trial of our new Bus Revenue Inspection app. In the first week, four inspectors performed more than 300 inspections across 25 buses, issued four penalty fares and also removed a potentially altered zip pass from circulation supported by the app. Our Technology and Data team are working closely with Compliance, Policing, Operations and Security colleagues to capture any improvements that could be made. It will continue until 12 April, at which point the application will be fully rolled out to all colleagues.

#### **Judicial reviews**

A group of claimants based in the Netherlands has issued a judicial review claim seeking to challenge the lawfulness of penalty charge notices issued to people living outside of the UK. The claim includes allegations that penalty charge notices issued under the Low Emission Zone (LEZ) and Ultra Low Emission Zone (ULEZ) schemes were unlawfully denominated in euros and exceeded the amounts prescribed by the relevant legislation. The Court has granted permission for the claim to proceed. A date for the hearing, likely to be later this year, will be fixed by the Court.

We have been named as an interested party in a judicial review claim made by a local resident (representing a campaign group)

against the London Borough of Tower Hamlets' decision to withdraw Low Traffic Neighbourhood measures in Bethnal Green. The Court has granted permission for the claim to proceed on all grounds, including grounds based on the borough's statutory duty to implement a Local Implementation Plan. The hearing has been listed to take place on 12 and 13 June.

#### **Lowering speed limits programme**

Lowering vehicle speeds in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. We are preparing to complete the final projects under the second phase of the Safe Speeds programme. As detailed in the Vision Zero progress report published in 2021, we are on track to provide a 20mph speed limit on 220km of our roads by May 2024 (with 215km completed to date).

On 19 February we began work to introduce a new 20mph speed limit on the A117 in the London Borough of Newham and the Woolwich Ferry Approach Road in the Royal Borough of Greenwich. We will complete the second phase of the lowering speed limits programme in the summer. In the coming months, we will analyse the speed monitoring data collected at locations where the speed limit has been reduced to identify if, and where, physical interventions to slow approaching vehicles are required to complement the new speed limits.

## Safe streets

### Borough delivery

London's boroughs play a key role in the planning and delivery of schemes that transform local areas and meet the aims of the Mayor's Transport Strategy.

On 30 January, together with London Councils, we published the Borough three-year report, which demonstrates how boroughs have used Local Implementation Plan funding over 2019/20, 2020/21 and 2021/22 to transform local areas, making London's roads safer and more attractive for people using public transport, walking and cycling.

The report outlined vital new infrastructure delivered through Local Implementation Plan funding, including making walking and cycling safer through 50km of wider footways, 157km of new or upgraded cycling routes and 74 new pedestrian crossings. In addition, around 500 School Streets were introduced, with almost 25 per cent of primary schools now having a traffic-free area at designated drop-off and pick-up times.

To help boroughs prepare for their next Local Implementation Plan submission, we provided them with comprehensive Healthy Streets data packs on 16 February with detailed visual mapping that includes anticipated demand for new cycle routes, the need for traffic-calmed School Streets as well as where measures to support the Superloop and other bus services could be provided. Alongside local evidence and engagement, the packs serve as a useful tool to help boroughs identify the priority locations for investment to help achieve the outcomes of the Mayor's Transport Strategy.

## Borough funding

As noted at my report to the TfL Board on 6 February, we are allocating £80.4m in funding for London's boroughs in the coming financial year to continue vital work to make London's roads safer and more attractive for people using public transport, walking and cycling. This is an increase of 16 per cent from 2023/24, when boroughs were allocated £69m. Outer London boroughs will continue to receive a higher proportion of funding compared to inner London boroughs.

The funding will help deliver a range of improvements in outer London to help support more active travel and last year's expansion of the ULEZ across London. It will also fund bus priority schemes including the delivery of new bus lanes across London, which will help make bus services more reliable and attractive, and contribute to London's target of building 25km of new bus lanes by March 2025. A total of 89 of 125 of these schemes are planned in outer London.

### Plans to further improve lorry safety in London

London's Heavy Goods Vehicle (HGV) safety permit scheme requires operators of HGVs to apply for a free safety permit to operate in London, based on their vehicle's Direct Vision Standard. From 28 October, HGVs will need to have at least a three-star rating for Direct Vision Standard, or fit additional safety measures known as the Progressive Safe System, to operate in London.



There are now stricter safety requirements for lorries in London

This month we have continued to focus on helping the industry to prepare for the changes and be ready to make their vehicles compliant with the higher standards where necessary. This includes a marketing campaign which launched on 12 February and will run to 18 March.

Our freight operator's readiness survey closed on 5 February and we are reviewing the feedback. The purpose of the survey was to identify any issues with sourcing and fitting Progressive Safe System equipment and how we can help.

We will provide a final report on how ready the freight industry is for the new Direct Vision Standard requirements as part of our update to London Councils' Transport Environment Committee in June.

In addition, we announced that we are introducing new requirements to continue to improve vehicle safety on London's roads. From April, all Greater London Authority Group contracts worth more than £1m and involving vehicles will need to be gold accredited according to the Fleet operator recognition scheme, or a TfL equivalent approved scheme (Mission Zero and DVSA Earned Recognition).

### **Safer Junctions**

We have made improvements at 44 of the 73 most dangerous junctions that are part of this programme. Construction work continues on the Holloway Road/Drayton Park Safer Junction scheme, with the scheme on track to be completed by the end of March.

Further design and survey work is continuing at pace on the Battersea Bridge Safer Junction scheme, with construction due to start by the end of the year.

We continue with design and outcome planning work on the remaining Safer Junctions and are committed to public engagement on potential changes to 10 further locations by the end of 2024. To date, we have achieved this on five schemes, including Chelsea Embankment/Cheyne Walk/Battersea Bridge Road, York Road roundabout, Chelsea Embankment/Grosvenor Road/Chelsea Bridge Road and Arthur Street/King William Street. We also started engagement in late January on pedestrian and cycle improvements at the junction of the Seven Sisters Road/Woodberry Grove and Holland Park roundabout, as part of the next phase of the Cycleway 34 scheme.

### **Road safety schemes**

Design work continues on more than 40 schemes across London, at locations where there is an identified road safety concern. Detailed design started in January for road safety improvements at the junction of King's Cross Road/Pentonville Road.

We have finished construction at three locations so far in this financial year, including the A10 Edmonton County School, A4 Bath Road by Compass Centre and the junction of A205/Lancaster Avenue. Construction work continues at Grosvenor Place in Westminster and Cavendish Road in Clapham to implement new pedestrian crossings, with both due to be completed

by the end of March. Improvements to a pedestrian crossing at the junction of the A10/Palatine Road is also due to start construction this spring.

### **Escalator safety during school holidays**

We are continuing our work programme to look closely at the safety of escalators following recent entrapment incidents where young children have been injured. While these incidents are rare, we highlight escalator safety during every school holiday, and during the February half term we increased our customer interventions with more prominent placement of our 'Keep kids' feet clear of edge' poster campaign, as well as by increasing the frequency of our public address announcements. We will continue this activity for the Easter holiday break.

### **Safe System forum**

On 30 January, we hosted the inaugural Safe System forum workshop, which brought together 10 different transport authorities facilitated by the Parliamentary Advisory Council for Transport Safety together with Road Safety GB, to talk about how to embed safety in all we do, common challenges and opportunities. This is an essential new forum we have helped to establish that enables us to share best practice and speak with one strong voice on common issues.

# Our customers

We continue to strive for excellence across our network, rolling out projects and upgrades to improve the customer experience

## Equity in Motion

On 2 February, we published our ambitious new customer plan to help create a fairer, more accessible and inclusive transport network for everyone. The new plan, Equity in Motion, commits to more than 80 ambitious actions to further build on our own and the Mayor's ongoing efforts to create a fairer and safer London.

The wide-ranging commitments in the plan cover key areas for improvements around accessible travel, keeping customers safe, understanding customers, affordable travel, inclusive information and connecting Londoners.

As part of the plan we have launched mini ramps at 47 step-free London Underground stations. Mini ramps cover the small remaining step or gap on step-free to train platforms. They particularly help customers who use mobility aids with small or swivel wheels, offering additional comfort and reassurance. Independent research as part of a 2023 trial on the Jubilee line showed that 63 per cent of respondents would be more likely to travel with a mini ramp available. We will deliver the ramps at the remaining eligible step-free Tube stations by summer 2024. We are investigating whether they are also suitable for London Overground and Elizabeth line services as well.

New research will be carried out to understand the needs of a range of different communities across London and we will create an inclusive Design Centre of Excellence. We will also be reviewing our approach to translating communications into different languages, including British Sign Language, increasing the number of step-free access stations, expanding the Project Guardian school sessions on sexual harassment and making it easier for people to report crime, antisocial behaviour, discrimination and safety concerns. These improvements, some of which are under way already, will help make everyone feel welcome on the transport network, enabling more people to travel confidently and with ease.

With almost a third of the capital's population living in poverty and more than 15 per cent reported as being disabled, millions of Londoners face barriers to using public transport. Factors including poor street environments, toxic air and road danger negatively impact all Londoners, but disproportionately affect marginalised groups.

This plan focuses on creating an equitable customer experience, protecting and enhancing connectivity, keeping travel affordable and reducing health inequalities. Several actions will be delivered this year, while others will be implemented by 2030, subject to Government funding.



New mini ramps help to bridge the gap from train to platform

### Naming the London Overground lines

On 15 February, together with the Mayor of London, we announced names and line colours for the six London Overground lines. This significant change to London's transport network is part of the Mayor's plans to make it easier for customers to navigate the London Overground network and celebrate the city's diverse culture and history.

The Lioness line will run from Euston to Watford Junction; the Mildmay line will run from Stratford to Richmond/Clapham Junction; the Windrush line will run from Highbury & Islington to Clapham Junction/New Cross/Crystal Palace/West Croydon; the Weaver line will run from Liverpool Street to Cheshunt/Enfield Town/Chingford; the Suffragette line will run from Gospel Oak to Barking Riverside; and the Liberty line will run from Romford to Upminster.

The opportunity to name the lines enabled us to make improvements such as increased usability, improved identification of interchanges and improved customer awareness of any service disruption to London Overground services – all aimed at giving greater customer confidence.

Each route will be represented by a new line name and colour on the Tube map, line diagrams on trains, at stations and digital journey planning tools, such as the TfL Go app. The much-loved orange roundel will continue to be used across the London Overground network.

I would like to thank the stakeholders, customers, historians, industry experts and communities who have played a key role in suggesting the new names through independent engagement, which took place ahead of the decision for the final six names.

Work has now started on rebranding the line names across the network, including around 6,000 station wayfinding signs, as well as adjusting train maps, Tube maps and all customer information, with the full roll out expected to be completed by the end of the year. On 15 February we launched a marketing campaign to provide awareness of the new names and let Londoners know when the changes will take place on the network. Running for four weeks, the campaign will be seen across posters, newspaper and online adverts, digital radio, podcasts and social media.

Throughout the summer we will engage with Londoners and local communities about the names and how they can help tell some of the important stories of London's rich cultural diversity.

### Events and protests

The events calendar across London is always busy; the annual Chinese New Year event was held on 10 and 11 February involving road closures in the Soho area along with Shaftesbury Avenue. The BAFTA awards took place on 17 February with the Nominees Party held at the National Gallery followed by the main ceremony at the Royal Festival Hall on 18 February. The annual London Winter Run took place on 25 February, where we coordinated extensive roads closures across the event route including Whitehall, Trafalgar Square, Waterloo Bridge and roads within the City of London. It has been a busy period for sporting events too, with the Six Nations England versus Wales match at Twickenham and the Carabao Cup final at Wembley between Chelsea and Liverpool. We continue to work closely with our partner agencies to ensure the safe planning and delivery of all events and demonstrations across our network.

The start of this year has seen the return of protests linked to the conflict in the Middle East. We continue to work closely with our policing colleagues on managing the transport impact from these planned and unplanned demonstrations.



Naming the lines makes it simpler for customers to navigate

### Bus SENSE – delivering for our customers

This is an initiative to minimise the impact of roadworks on the bus network. It involves retiming roadworks, changing traffic management arrangements or looking for opportunities for collaboration, for example carrying out multiple jobs within one worksite. This approach enables us to make data-driven, collaborative decisions based on a shared understanding with our local borough partners to deliver better outcomes not just for the bus network but for all our road users. It ensures that we think about London's roads as a single, joined-up network.

We are operating Bus SENSE trials with 10 London boroughs, including Camden, Croydon, Hackney, Hammersmith & Fulham, Haringey, Islington, Lambeth, Lewisham, Southwark and Tower Hamlets. Our longest-standing trial with the London Borough of Islington is producing clear evidence that buses travelling in the borough are now outperforming those in comparative boroughs. We conservatively estimate that bus speeds in Islington are three per cent better due to Bus SENSE interventions.

We are also developing a wider London model, which enables us to target resources at locations where they have the most benefit. Bus SENSE is part of our wider network operating strategy. As part of this, we are looking to bring similar thinking to support active and sustainable transport, with a framework of interventions to reduce the impact of disruption and congestion. This is something that will be progressively rolled out next year.

### Network report

#### Central line train availability

We remain focused on doing all we can to improve the service offered to Central line passengers as soon as possible, which has been impacted by an abnormally high number of motor failures, in addition to other fleet issues.

We are strengthening our engineering and fleet teams and adding more resource to enable us to carry out repairs on the motors, and we continue to deliver the Central line improvement programme to improve the service in the longer term.

We have now introduced a new timetable on the Central line to make journeys more even and certain for customers while we continue our work on the fleet. This will mean a more consistent frequency of service across the whole line while this work is undertaken.

We have had additional issues with a piece of equipment that monitors the track. To ensure we meet our commitment to safety and, in line with industry standards, we currently have a number of temporary speed restrictions in place. This means that on some targeted sections of the line customers will currently experience periods where their train does not travel as quickly as usual.

We now have a programme of diagnostic and preventative work in place to safely remove these restrictions so that we can further improve the service. We apologise for the ongoing situation and our colleagues are working around the clock to address the issues as soon as possible.

#### Piccadilly line

Between 10 February and 14 February, we successfully upgraded a set of points at Northfields on the Piccadilly line – a complicated stretch of track where trains come in and out of the depot. Some of the assets in this area are from the 1930s and must be replaced to address reliability issues and improve the track infrastructure ahead of the introduction of new trains from 2025.

During the five-day closure we took the opportunity to carry out other infrastructure works around Hounslow and the Heathrow Airport stations, therefore minimising future disruption for our customers.

#### Trams

As part of our programme to renew London Trams infrastructure, our maintenance teams worked around the clock to successfully replace a complex section of track and points between East Croydon tram stop and along George Street (between Wellesley Road and Dingwall Road) between 10 and 24 February.

On 19 February we notified customers of an upcoming closure on the network for essential maintenance work. No trams will run from East Croydon to New Addington, Elmers End and Beckenham Junction from 29 March to 24 April, while we carry out work at East Croydon and Sandilands Junction. Once complete, customers will benefit from renewed and more reliable track infrastructure.

#### Colindale station works and the Northern line

On 7 February we announced that works to upgrade Colindale station will begin on 7 June, following the confirmation of £43.1m of Levelling Up funding to both Colindale and Leyton stations in December 2023. The station will close from 7 June to December 2024, enabling the construction of a new, landmark station building with a spacious ticket hall and a lift, making the station step-free from street to platform for the first time.

A series of associated planned track closures of the Northern line between Edgware and Golders Green have also been confirmed, with the first closure scheduled from 2 and 11 April, and additional closures in June. Temporary bus services will run between the stations to enable our customers to continue their journeys.

#### Northwick Park and Preston Road station

Due to damage to the track, southbound Metropolitan line trains were unable to serve Northwick Park and Preston Road stations between 16 February and 27 February. Northbound services continued to serve the stations while our engineers completely replaced the impacted track. We would like to apologise to customers who were affected by this disruption.



### Industrial action

The industrial relations landscape across the transport industry remains a challenge, and we are working closely with our bus operators, Network Rail and the train operating companies to minimise the effects of strike action on our customers wherever possible.

The planned RATP bus strikes scheduled between 1 and 5 February were called off while Unite ballot their members. Unite are also in dispute with Abellio and took action over various days across February.

On 19 and 20 February, the RMT union suspended strike action planned on the London Overground to enable further talks between the union and Arriva Rail London. Strike action planned for 4 and 5 March has not been suspended.

### Ensuring our traffic signals work for our customers

Our signal timing review programme is a low cost, high output programme that ensures our traffic signals are working to deliver optimal performance. The signal timing review work directly benefits bus passengers by ensuring bus priority is working to provide as much priority as possible in making bus journeys quicker.

We ensure the timing for pedestrians is balanced and wait times are as low as practical. For cycle facilities, we again try and reduce the times cyclists have to wait for a green light and improve progression by reducing stops and delays. The 2023/24 target of 8,800 people hours saved was achieved early in February, which has directly contributed to improvements

for bus journeys across London and better journey times for our customers. Throughout January and February, our team has been focused on training to maximise the benefits of the new signal control system for road users.

### Elizabeth line

Since opening in May 2022, the Elizabeth line has carried more than 300 million passengers and regularly has one of the highest customer satisfaction scores out of all our transport modes. We continue to update the onboard train software to improve performance of Elizabeth line trains and we are working with partners, including Network Rail, to ensure the infrastructure is resilient.

On 10 February, the latest software upgrade was completed on all 70 trains and is already bringing benefits in terms of reliability. The following week saw performance of the Elizabeth line at the highest level since the full timetable started in May 2023. We have also continued testing on changes to signalling software ahead of implementing it in June, which we expect to bring further reliability benefits when installed.

Alongside these improvements, we welcome Network Rail's plan to improve infrastructure in the Thames Valley. We will support these plans in order to further enhance reliability on Elizabeth line services between Paddington to Reading and Heathrow.

We are pleased to say that on 16 February we shortlisted four bidders as part of the procurement process to operate the

Elizabeth line from May 2025, when the current contract with MTR Elizabeth line expires. They are Arriva UK Trains, First Keolis Elizabeth line (a joint venture), GTS Rail Operations Limited (a joint venture) and MTR Corporation (UK) Limited.

### Santander Cycles

On 3 March Santander Cycles will introduce a £3 day pass which allows unlimited 30-minute rides within a 24-hour period. This market leading low-cost option is aimed at leisure cyclists looking for an active, healthy and sustainable way to explore all London has to offer. In addition, Santander Cycles will be trialling discounts that mirror those offered through our wider concessions from 4 March. This will mean anyone with an Apprentice Oyster photocard, Freedom Pass, 60+ London Oyster photocard, Veterans Oyster photocard, Bus and Tram Discount photocard or a Jobcentre Plus Travel Discount card will be eligible for a 50 per cent reduction on the Santander Cycles annual or monthly membership.

Since the creation of the Bike Recovery team on 13 March 2023, we have recovered more than 8,000 bikes. This has saved around £1,000 per bike, as it reduces the need to purchase new bikes and helps fund the introduction of more e-bikes.

### Delivering our Bus action plan

Our Bus action plan was launched in March 2022, and we have made significant strides in achieving the ambitious actions within it. We have now completed 562 New Routemaster refurbishments, including new priority moquette seats. We have also begun rolling out our Equality Diversity and Inclusion training course, where we aim to train our 25,000 bus drivers by 2026, with 7,000 people trained by March 2025. We have installed 306 out of 322 new countdown signs across London, with all boroughs benefiting. Last year, we started work to refurbish Kingston Cromwell Road Bus Station, which is planned to be finished this summer. We have met our target of carrying out 8,800 signal timing reviews across London ahead of schedule, helping to prioritise buses at our junctions. We have also carried out more than 300 bus shelter renewals, providing a better waiting environment for our customers at our bus stops.

### Superloop

We launched the third express Superloop bus route, SL5, on 3 February in southeast London to continue the ring of the Superloop network. The SL5 between Bromley and Croydon offers Londoners additional bus connections to busy areas and neighbourhoods in south and southeast London and connects with SL3 at Bromley North Bus Station and with SL7 at East Croydon Bus Station. As with the existing Superloop services, the SL5 has distinct livery branding so customers can clearly identify it as an express service. This service is the only Superloop route

to operate on single decker vehicles. The bus stops and shelters on this route have also been updated with the latest customer information and branded with the Superloop roundels – now illuminated for visibility in the dark. Some of the stops along this route have also been renamed to better reflect their location.

Following the SL5, the fourth new Superloop service, SL3, was introduced on 24 February. This runs between Thamesmead and Bromley North, using branded double deck buses that provide direct links to the Elizabeth line at Abbey Wood, including from Bexleyheath, Sidcup and Bickley, as well as serving Queen Mary's Hospital in Sidcup.

The final section of the orbital route – the SL2 between Walthamstow Central and North Woolwich – will be introduced on 2 March, linking the Elizabeth line at Ilford, as well as London Overground and Underground services at Walthamstow and Barking. This will complete the orbital loop of the Superloop network of express buses, consisting of seven routes creating a ring that connects key outer London town centres and transport hubs, as well as linking with two radial Superloop services. The final route SL4 will be introduced when the Silvertown Tunnel opens in 2025, which will complete the current Superloop network. The whole network, including the four existing routes, has been developed in the space of just over a year and represents a major achievement in the development of London's bus network.



Our new Superloop routes connect customers in outer London

### Other London bus service enhancements

On 17 February, we introduced additional early morning journeys on route U3 from Uxbridge to Heathrow Central, as we did on route 278 in January. We have worked closely with Heathrow Airport to introduce the new journeys, which they will help fund. It will assist staff and passengers who can now take the bus rather than having to drive for early departures. On the same date, route 189 was diverted to serve the eastern entrance of the new Brent Cross West station, providing a bus link to the nearby shopping centre. The western entrance was newly served as of 10 December 2023 by route 316.

On 2 March, we will introduce significant enhancements to many bus routes in the Croydon and Sutton areas. These changes combine routes, introduce two new routes and will increase frequencies on others, including better services to the Royal Marsden Hospital and London Cancer Hub development area in Belmont south of Sutton town centre.

We are currently consulting on three bus service change proposals. One is for a new night service N518, which would link central London and Ruislip in northwest London. It would run between Trafalgar Square and Ruislip station via Wembley, Sudbury Hill and Rayners Lane, covering areas in the London boroughs of Brent, Ealing, Harrow and Hillingdon. It would follow the existing night route NI8 between Trafalgar Square and Sudbury and operate every 30 minutes on weeknights, and every 15 minutes on weekend nights. The proposal would also increase the frequency of the route NI8

leg between Harrow Weald High Road and Trafalgar Square on weekend nights from a bus every 30 minutes to one every 15 minutes.

We are also consulting on a proposal to change route 188 in the north Greenwich area to serve Tunnel Avenue in both directions, which is now possible due to road layout changes for the new Silvertown Tunnel development. This creates the opportunity for improved public transport access to the west side of Greenwich Peninsula, an area increasingly being redeveloped, with the introduction of a two-way bus service for the first time. Our proposal aims to improve access to the bus network in cost-effective way and will provide local links to North Greenwich station and Greenwich town centre, as well as 24-hour connections to central London with frequencies of up to every 10 minutes. Finally, we are consulting on changes to route 273 in the Manor Park, Lee and Grove Park areas of Lewisham to replace hail and ride sections with fixed bus stops by slightly changing the route.

There have also been many enhancements to London's bus network over the last financial year. As well as the new Superloop network, we have extended routes to serve outer London development areas in Alperton, Harrow and Brent Cross. We also restructured around 20 routes in central London. As travelling in central London has changed following the opening of the Elizabeth line and other London Underground and London Overground line upgrades over the last few years, it means that the network now better matches the patterns of customer journeys.

### Major projects

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

We continue to make progress on the project, which is delivered by progressively installing new signalling on sections of the railway known as signal migration areas (SMAs). We will reach a significant milestone when installation of the trackside signalling assets is finished at the end of March.

With these trackside assets in place, each signal migration area is tested with the new software before it is ready to go live with the new signalling system. In 2023, we successfully commissioned SMA 6 (Stepney Green to Becontree) and SMA 7 (Dagenham East to Upminster), increasing the area operating under the new automated signalling system to 62 stations. This includes the entire Circle and Hammersmith & City lines, leaving just the Metropolitan line and parts of the District line to be completed.

The next SMA to go live is located on the Metropolitan line between Finchley Road and Preston Road (SMA 8), and it's one of the most complex on the Underground network. This is due to Metropolitan line trains sharing tracks with Jubilee line trains, which also means that the signalling system needs to enable trains from both lines to enter and exit the depot at Neasden.

Significant progress was made in developing and testing the software in SMA 8 in 2023. We continue extensive additional simulation testing in Toronto and modify the software to ensure reliable operations once these complex areas are commissioned. Beyond this, good progress has been made on SMA 9 in the Harrow area, where we are testing inter-running with manually driven Chiltern Railways trains. The challenges in these complex areas have led to a revised completion date for the end of 2025. We continue to work collaboratively with our signalling supplier to review opportunities and mitigate future risks.

#### London Overground line enhancements

We are upgrading Surrey Quays station and improving our signalling and power infrastructure to enable us to increase train frequencies on the core section of this line. Following successful preparatory works in January, we have now installed a tower crane within the main works compound to support critical lifting activity for construction work over the coming months. We have also completed utility diversion works on site, enabling us to begin the next stage of works to provide back-of-house facilities for the station.

#### Making the Tube network step-free

On 20 February we confirmed that work to make Northolt Tube station on the western end of the Central step-free will resume early next year, after being paused due to the pandemic. We will also start design work to make North Acton on the Central line and West Hampstead on the Jubilee line step-free.

The 10 stations, which included Northolt, North Acton and West Hampstead, were identified using an approach that focused on benefits, costs, funding opportunities and impact on customers. The approach was also influenced by feedback from accessibility campaigners and our consultation on step-free access, which attracted 5,500 responses. This feedback highlighted the importance of addressing the gaps in areas that have few step-free stations.

### High Speed 2

Since the Euston pause in March 2023, we are meeting regularly with the Euston Partnership and the Department for Transport (DfT) and engaging collaboratively with HS2 Ltd, Network Rail and other Euston Partnership members as part of a sprint review process to meet the DfT's three strategic objectives for Euston. HS2 Ltd continues to work on the restart within this new remit and develop options that will deliver a high-level feasibility report by April to the DfT with recommendations for further investigation.

With Old Oak Common becoming the temporary terminus for HS2 services until Euston is operational, we have been working with HS2 Ltd and the Old Oak and Park Royal Development Corporation to ensure the station can operate as a terminal, support growth as outlined in the Mayor's Plans, as well as passengers on existing services. To help us meet these challenges, at the end of 2023 we made the case to the Government to procure additional Class 345 Elizabeth line trains to ensure sufficient capacity for passengers disembarking HS2 services and continuing their journey into central London, as well as level boarding to the Elizabeth line.



Improvement works are under way at Kentish Town station

We have taken part in the DfT-led Strategic Working Group and Strategic Steering Group meetings on Old Oak Common which are also looking into the interface with surface transport modes, specifically the bus station and highway connections on Old Oak Common Lane. We have continued to highlight that significant changes to local plans and forecast growth in housing and jobs should be accounted for in HS2 Ltd.'s designs.

### Kentish Town station escalator replacement

The works to replace the escalators at Kentish Town station continues. Both of the station escalators were the least reliable on our network and their replacement will significantly improve the experience of our customers. We are using the opportunity during the station closure to undertake other work alongside the escalator replacement, which will improve the

look and feel of the station. This includes creating space for more passenger gates by removing the redundant ticket office, deep cleaning, painting, installing a new floor and wall tiling, and new signage.

During these improvement works we identified essential assets that require complex works to repair. These additional works mean that we will now not reopen the station until September 2024. Other works are progressing well and will bring considerable customer benefits when the station reopens. Our engineers are doing everything possible to reopen the station as early as possible while also ensuring that the high standards of safety our colleagues and customers expect on the London Underground are met.

### Beckton depot and network infrastructure

A total of 22 new DLR trains have been built and main line testing is progressing alongside testing of the onboard signalling control system. Works to construct the new sidings to the south of the existing depot in Beckton have started and we expect these to be ready for use in the summer. We have also awarded the contract for the new maintenance building and expect works to start in the spring. We have awarded the contract for the design and build of a second entrance at Blackwall station, which is essential to enable us to roll out our full DLR fleet, and works have now started. Contracts to upgrade the power equipment at areas around the DLR network have been awarded and works are progressing well; they are essential to deliver the full performance and customer benefits of the new trains.

### Beckton Riverside to Thamesmead DLR extension

On 5 February, we launched a consultation for proposals to extend the DLR. The preferred route is a cross-river extension from Gallions Reach to Thamesmead via Beckton Riverside. We are working with the Royal Borough of Greenwich and the London Borough of Newham on two new stations. The plans would support the delivery of new transport links, homes and regeneration in Thamesmead and Beckton, and the consultation is open from 5 February to 18 March. Public feedback will be used to help make decisions about the scheme and inform the designs and next steps. After the consultation, we will develop the business case.

We have been working together with the Royal Borough of Greenwich, the London Borough of Newham and the Greater London Authority (GLA), as well as landowners Peabody, Lendlease, abrdn, St William (Berkeley Group) and Homes England to support the delivery of new homes, improved town centres and better access to jobs within and from Beckton Riverside and Thamesmead. This will only be possible by improving public transport connections. The partnership is also working closely with Government, demonstrating the importance of the project to the local and wider area.

The proposed DLR extension from Gallions Reach to Thamesmead via Beckton Riverside would connect two opportunity areas and four development sites. A new DLR station would be built at Beckton Riverside, with a tunnel built under the River Thames linked to another new DLR station at Thamesmead. It would build

on experience from 2009 when the DLR was extended to Woolwich Arsenal, tunnelling beneath the River Thames, with housing growth following in areas including Woolwich, Canning Town and the Royal Docks.

Providing new public transport options like the DLR extension will support low-carbon developments in Thamesmead and Beckton Riverside, unlocking the delivery of up to 30,000 new homes along the extended route. It will also improve connectivity across the river and provide alternatives to private car use to lower future emissions and resulting pollution levels.

In addition to this, investment in this scheme would support a UK-wide supply chain, supporting growth and job creation across the country. It would create up to 10,000 jobs, benefiting London and the national economy, and it would provide quicker journeys to other parts of east London such as Stratford and the Isle of Dogs, with direct connections to central London via the Jubilee line and Elizabeth line, transforming housing, employment and leisure opportunities for the people who live in the area.

### Pontoon Dock DLR station

We have partnered with the GLA, Royal Docks Enterprise Zone and the London Borough of Newham to invest in Pontoon Dock station to upgrade the existing station facilities and support the planned growth of around 6,500 new homes in the area. We are promoting this scheme for further investment and have begun discussions with Homes England over funding. Subject to funding, the upgrades will include a new mezzanine level concourse, a station square and six new escalators.

### Silvertown Tunnel

The Silvertown Tunnel scheme will address the chronic issues Londoners face at the Blackwall Tunnel as well as provide new cross-river public transport options by zero-emission buses. Planning and construction work continued at pace as we progress towards a 2025 opening. The tunnel bores and their cross passages are complete. In February, we constructed the cut and cover sections as well as fitting out the tunnel with mechanical and electrical infrastructure.

In both Greenwich and Silvertown, we continue to connect the new tunnel with the existing highway network, with works on the realigned Tidal Basin Roundabout and works in Greenwich and the A102 seeing a great deal of progress with the installation of a gantry crane and new drainage.

In February we had our 11th meeting with the Silvertown Tunnel Implementation Group, the consultative body that represents us, local boroughs, National Highways and the GLA. We presented our highway physical works plans, as well as junctions where we will review signal timings. We also provided an update on our surveys with residents, including more than 1,000 face-to-face interactions and more than 400 telephone surveys with businesses. Our findings highlighted the importance of a reliable road network and predictable journey times, both of which the scheme will deliver.

### Bus priority programme

We are working towards delivering 25km of new bus lane by 31 March 2025 on borough and TfL road networks. We remain on target to meet the milestone of 10km of new bus lanes by 31 March 2024, with the current total at 7.7km. By the end of this financial year, we plan to create a further one kilometre of new bus lanes on TfL roads, as well as two kilometres on the borough road network, subject to approvals. This includes a new 1.6km bus lane on the A1400 Woodford Avenue, which was completed at the end of February and will support the new Superloop express bus route SL2 when it launches on 2 March.

We have started engagement with London boroughs on the development of a robust set of complementary measures targeted at improving bus journey times on Superloop routes. This programme will begin in April to enable the identification, design and delivery of projects that contribute to a reliable and efficient service.

The bus priority signals programme continues to improve journey time. Around 875 bus-focused timing reviews have been undertaken since 2021, as part of a two-year programme.

### Cycleways

On 5 February, the latest phases of Cycleway 50 in Islington and Cycleway 23 in Hackney were completed as part of our commitment to expand the cycling network, making it even safer and easier for people to travel around London. The extended routes will play a vital role in helping people to travel affordably and sustainably. Our data has shown that the number of daily cycle journeys in London increased to 1.26 million in 2023, up by 6.3 per cent since 2022. C50 is in the top five per cent of routes with the greatest potential to increase cycling, and Lea Bridge Roundabout on C23 unlocks cycling routes between the extensive cycleway network in Waltham Forest, Hackney and into central London.

On Cycleway 50 in Islington, the new sections between Finsbury Park and Holloway Road connect people in local neighbourhoods along two new segregated cycle lanes, running around the Nag's Head gyratory, tackling two of the 73 most dangerous junctions.

On Cycleway 23, Lea Bridge Roundabout has been transformed to make it safer for people walking and cycling. There are now new segregated cycle lanes on the overhauled roundabout to separate people cycling from traffic, while pedestrian crossings at the roundabout have been redesigned to make it easier for people to walk.

Work has also finished on the final section of Cycleway 4, along Lower Road in Southwark. This marks the completion of a cycle route that provides safer cycling connections between the communities and amenities in Bermondsey, Surrey Quays,

Deptford, Greenwich and central London. Consultation has also started on a section of the proposed extension to Cycleway 4 at the eastern end for improvements to walking, cycling and road safety between Woolwich and Plumstead.

### E-scooter rental trial

There are now 10 boroughs taking part and around 5,000 e-scooters available for hire. In January, Lambeth expanded the trial to the whole borough and added an additional 189 parking bays, which takes the total to nearly 1,000 parking bays available across the trial area. The average e-scooter trip duration is 14 minutes and the average distance travelled is 2.4km. The second phase of the trial will build on its existing success by gathering more data to inform policy on rental e-scooters and trialling further innovations. This includes trialling new technology using artificial intelligence to improve parking compliance and exploring the use of pavement riding detection technology and audible vehicle alerts.

In February, we published a report called London e-scooter rental trial: Phase I report findings (June 2021 – September 2023). The evidence in the report demonstrates that in the current trial conditions, rental e-scooters have the potential to contribute positively to the aims of the Mayor's Transport Strategy. They have good safety records, do not take up much space, are zero emission at tailpipe, and are managed in a way to minimise clutter on footways. Rental e-scooters support active travel and access to public transport, therefore reducing our reliance on car use and its impact on road danger, congestion, air quality and climate change.

### Connected London: 4G and 5G on the London Underground

We continue to introduce coverage at more Tube stations, Elizabeth line stations and tunnel sections. Marble Arch and Lancaster Gate recently went live on the Central line, and we expect Leicester Square to go live shortly. Paddington station on the Elizabeth line will also shortly get mobile coverage, followed by Whitechapel, Canary Wharf and Woolwich stations.

The Bakerloo, Piccadilly and Victoria lines are undergoing final testing in March, enabling the first stations and tunnels on these lines to go live in the spring. The work provides coverage in stations that are already partially covered by other lines, giving customers uninterrupted coverage during their journeys, even when they are changing lines.

### Care leavers' concession

On 21 February, we launched a new concession for young Londoners aged 18 to 25 who are leaving the care system, which delivers one of the manifesto pledges made by the Mayor. The concession enables eligible care leavers to benefit from 50 per cent off bus and tram travel, making it easier for them to access education and job opportunities.

The new application process involved working in partnership with all 33 London boroughs to ensure that the eligibility of applicants can be validated quickly and easily, making the scheme as accessible as possible.



We have made a new concession available for care leavers

### Our Purpose marketing campaign

A second burst of our multi-channel Purpose marketing campaign ran from 9 February to 3 March, and continued to communicate our plan to make sustainable transport in London better for everyone. The TV advert, which ran on ITV, Channel 4 and video on demand, was updated to feature the Superloop service and the new fares freeze message. Other new messaging in our print channels included the new Piccadilly line trains launching in 2025 and a new safety message to show how we are improving the network with our customers' safety and security in mind.

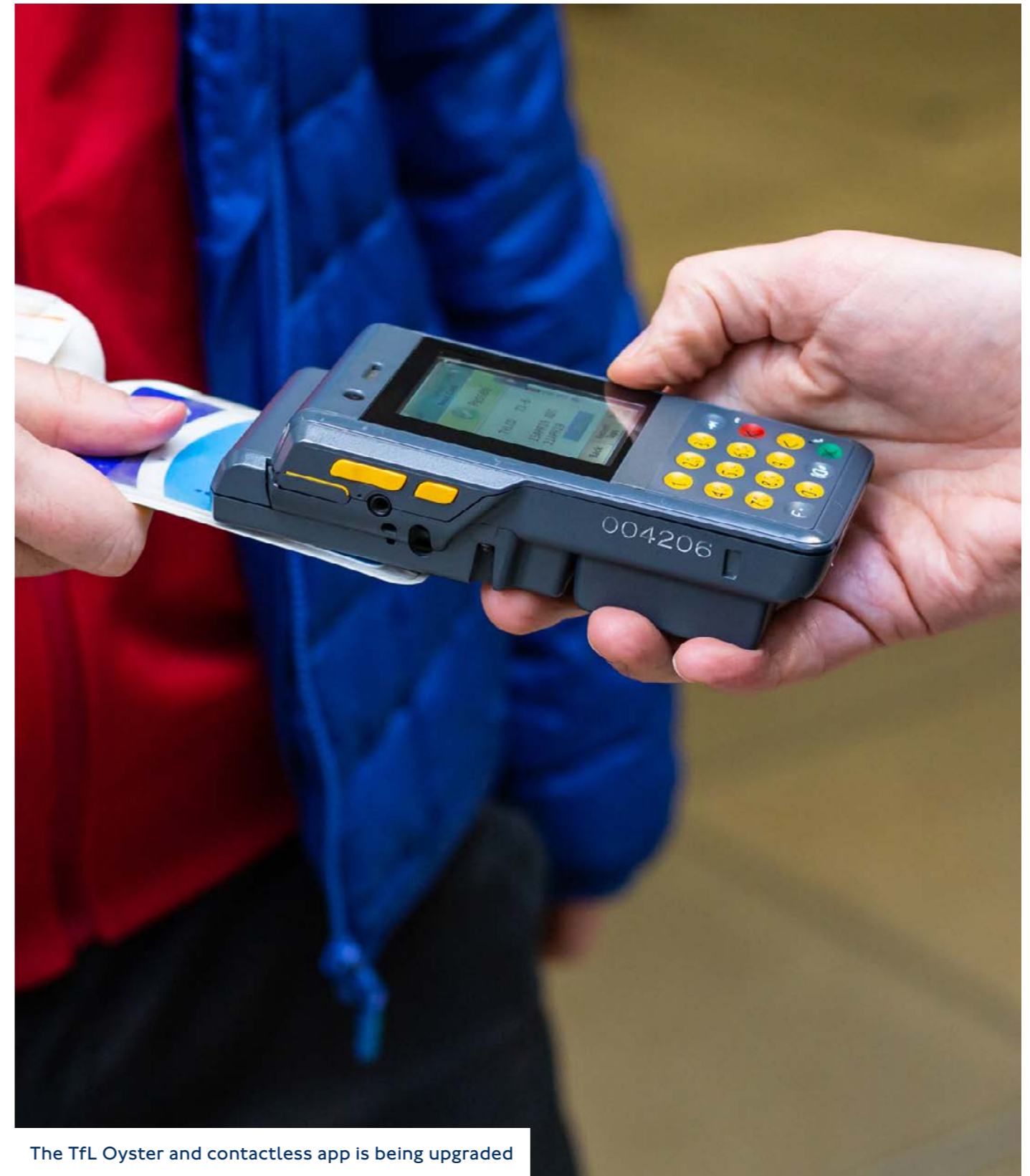
### IT Shared Services goes live

Our Technology and Data team were commissioned to share our key IT services with the GLA, the Old Oak and Park Royal Development Corporation and the Mayor's Office for Policing and Crime (MOPAC) in October 2023. We rolled out computer devices to 60 colleagues across the GLA and Old Oak and Park Royal Development as part of a successful pilot which concluded in January. From 5 February we began the wider roll out of devices to remaining colleagues.

The benefits of having a central IT service mean our expertise can be shared with more members of the GLA family and we can save money through bulk purchases of equipment and software licences and ensuring best value for money for the GLA as a whole.

### Improving our TfL Oyster and contactless app

Our customers buy £120m worth of tickets each year through the TfL Oyster and contactless app. The app is being upgraded, following changes to services supplied by Microsoft. Ensuring our customers could continue to use it, we launched our upgrade process on 22 January and the next stage was successfully implemented on 15 February. We will continue the programme of updates until July.



The TfL Oyster and contactless app is being upgraded

# Our colleagues

We strive to ensure our colleagues feel understood, supported and empowered to achieve their work ambitions

## Creating a culture of inclusion Publishing our pay gap reports

On 23 February we published our 2023 Gender, Ethnicity and Disability pay gap reports. These reports – published alongside other GLA bodies – show the difference in average earnings across all jobs between men and women, White and Black, Asian and minority ethnic, and non-disabled and disabled employees.

In 2023, our median gender pay gap was 14.8 per cent, meaning it has reduced by 1.8 per cent since 2022. Our median ethnicity pay gap was 11.8 per cent, up 3.7 per cent, and our median disability pay gap was 5.2 per cent, up 2.3 per cent.

Our pay gaps in 2023 have been heavily impacted by increasing declaration rates, in particular across our operational areas. While this has led to increasing pay gaps for ethnicity and disability this year, better data will help target interventions to reduce these pay gaps going forward.

We also published our updated Pay gap action plan, outlining how we will reduce our pay gaps, and it includes the following key themes:

- Embedding an inclusive culture
- Training and developing awareness of intersectionality
- Reviewing organisation policies, practices and guidance

- Actively enhancing the voices of under-represented colleagues
- Addressing bias in the workplace

To inform meaningful action on pay gaps, our Action on Inclusion strategy sets out our commitment to create an inclusive workplace where everyone has a sense of belonging and thereby we can build an environment in which diversity can thrive.

As part of our suite of Diversity and Inclusion training, Disability Awareness eLearning was launched in October 2023 for all staff. The module, Inclusion Matters – Disability, has been designed to improve colleagues' knowledge, skills and confidence regarding disability, including by promoting the understanding that not all disability is visible. This includes content on neurodivergence and challenging assumptions and stereotypes about disability. By actively taking steps to train our colleagues to recognise and understand more about disabilities, including the many forms that disability can take, alongside our long-term Action on Inclusion strategy, we strive to become an organisation that is representative of the city we serve.

## LGBTQ+ History Month

February provides us with an opportunity to observe and raise awareness of the rich history of the LGBTQ+ community and recognise the experiences of our LGBTQ+ colleagues and those at the forefront of LGBTQ+ movements, past and present.

Our OUTbound Colleague Network Group hosted a range of engaging and informative events during February, from sharing sessions, to museum tours, to lived experience talks with keynote speakers who identify as members of the LGBTQ+ community.

As representatives of the LGBTQ+ community in TfL, OUTbound provide LGBTQ+ colleagues and allies with opportunities to connect with one another to support them and help them develop. Working alongside charities and LGBTQ+ community interest groups, OUTbound are committed to championing colleagues to be authentic at work.

Further to celebrating LGBTQ+ History Month, we continue to promote our long-term Action on Inclusion strategy, whereby we are committed to being a fully inclusive employer across all roles that represent the communities we serve, and where everyone can realise their potential.

Our continued efforts to champion a safe and inclusive work environment remains prominent to ensuring our LGBTQ+ colleagues can be authentic, celebrate who they are and have equality of opportunity.

## London Underground pay

On 23 February we agreed a 2023/24 pay increase for London Underground colleagues with our trade unions. Discussions with our trade union partners and the Mayor have been taking place

since the beginning of the year regarding London Underground pay. At talks held on 31 January an offer was made to increase the pay of London Underground colleagues for 2023/24. These talks followed the Mayor providing additional funds from the GLA budget to enable discussions with the trade unions to continue. We have now agreed on the best way for this funding to be used to resolve the current dispute and ensuring we provide a fair, attractive but affordable pay offer.

## Supporting everyone to achieve their work ambitions

**National Apprenticeship Week**  
National Apprenticeship Week ran from 5 February to 11 February, during which time we showcased our schemes, as well as those of our supplier partners and the GLA.

On 6 February, we held our annual Supply Chain Apprenticeship Fair to inform potential candidates of the exciting apprenticeship and job opportunities available through us and our supply chain. This year, we will be recruiting for 190 apprenticeship roles across more than 30 apprenticeships and are proud to create exciting career paths for all who are interested in a career in transport.

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



### Leading for the Future Group Coaching Programme

Following the successful launch of the Our People Leaders framework in February 2023, we have launched our new Leading for the Future Group Coaching Programme. This targets our Band 2 and Band 3 people leaders to support the development of their leadership skills.

A group coaching approach will offer a collaborative environment in which participants can learn from the insights and contributions of peers and are able to offer their own reflections while facilitating open and honest feedback. The provision of useful and practical resources, and an opportunity to share experiences and advice, will emphasise our aims to drive inclusion and collaboration for our budding people leader cohorts.

Six 90-minute coaching sessions will be delivered per cohort by our coaching partner T-Three, with a clear joint objective to support the drive for frequent, quality conversations around performance, development and wellbeing, and to embed the fundamental principles set out in the Our People Leaders framework. The Leading for the Future Programme will begin 11 March, initially delivering to up to 93 groups of mid-level leaders over four intakes through 2024, to roll through to 2025 and beyond.

Building a strong culture of good people leadership across our organisation is key in supporting everyone to achieve their work ambitions and creating an inclusive culture, two priorities of our colleague strategy, while further supporting our people leaders in their development journey.

### Stuart Ross Internship intake

I would like to congratulate the eight successful candidates who secured a place on our Stuart Ross Communications Internship in early February. It's a positive action scheme set up to diversify the public relations, marketing and communications industries by offering internships with bursaries where interns can learn the skills they need to get their first job in these sectors. Set up in 2006 to address the lack of representation of people from black and minority ethnic communities in public relations, it has since expanded to other communications disciplines. This year, we have widened the criteria to seek applications from people who are disabled or who are socially or economically disadvantaged, so that we can continue to strive to make these industries more diverse and inclusive.

The scheme continues to be highly popular with around 500 applications this year. We invited 36 candidates to an assessment centre and eight internships have been given to candidates who will join us this September.

### Representing young Londoners at our senior meetings

I am delighted that our Youth Panel member, Ho-Kit Lam, joined our Safety, Sustainability and Human Resources Panel on 21 February, making us one of the first UK transport organisations to have regular representation of people under the age of 25 at its senior meetings.

Last autumn the Youth Panel launched an independent report focused on making London's transport network more equitable, inclusive and environmentally sustainable. The report, Tomorrow's TfL:



We are ensuring young people are represented at senior meetings

The Youth Panel's vision for the future, was the result of 12 months of research that took an in-depth look at these topics and engaged with experts and leaders.

Their report included TfL Youth Panel representation at senior meetings, introducing Youth Travel Ambassadors across London and publishing proposals to overcome the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds.

With more than a third of the capital's population under the age of 25, it is vital that we seek the views of young people to ensure the transport network is safe, accessible and inclusive for this demographic. After an application process, we look forward to welcoming a further Youth Panel representative to our Customer Service and Operational Performance Panel later this year.



Five colleagues were recognised for their life-saving actions

### Celebrating our successes

#### King's recognition

On 9 February, MP Sarah Jones presented a letter from His Majesty King Charles III to five tram workers who saved the life of Rosina Marshall in September 2021.

While trying to cross tram tracks at Lloyd Park tram stop Rosina fell onto the tracks and she was unable to get up. Tram Operations Ltd colleagues James Lapidge, Chadrakant Patel, Michael Farrara, Karl Williams and Dhaval Barot came to her aid and helped her back to safety.

Ms Marshall wrote to her local MP after the event, asking her to send a letter to His Majesty detailing the actions of the five colleagues. His Majesty praised their selflessness and professionalism and expressed a hope that they will continue to serve their local community with exemplary care.

#### London for Groups awards

On 20 February the London Transport Museum team won London For Groups' Best Museum or Gallery Award. The museum was up against London's premier destinations, so to receive this award is a fantastic recognition of whole team's work to ensure a first-class experience for visitors.

### Makers Apprenticeship Awards

At the Makers Apprenticeship Awards on 1 February, three Technology and Data staff were shortlisted for awards, with apprentice Sam Hunt receiving a Certificate of Achievement under the Innovator Category for demonstrating outstanding creativity and innovation by contributing to new processes. Ryan Gallagher was nominated for the Technical Brilliance Achievement, and Dionne Condor Farrell, who manages the TfL apprenticeship and graduate software development schemes, was shortlisted for Line Manager of the Year.

### London's Greatest Advertising competition

On 14 February, Outernet London, the immersive entertainment district on Tottenham Court Road, and the Evening Standard, announced TfL as the winner of their London's Greatest Advertising Competition. Our bid was led by our creative agencies VCCP and Wavemaker and won £1m worth of advertising across the spaces and screens of the Outernet district, as well as a cross-platform Evening Standard campaign.

### Zero Harm Conference and Supplier Awards Ceremony

On 9 February, we hosted our first Zero Harm Conference and Suppliers SHE Awards Ceremony at City Hall. This new event allows us to promote a safer, healthier, and more sustainable future to those working in our supply chain; reward third parties who might otherwise be unaware of the achievements of others.

Following highly competitive submissions and presentations, the attendees voted on the category winners:

- Outstanding Carbon Reduction Initiative: Hayley Rail (Oil Filtration Project)
- Outstanding Safety Initiative: Morgan Sindall (Protecting People)
- Outstanding Health Initiative: Morgan Sindall (Healthy Hearts and Minds)
- Outstanding Environmental Initiative: Morgan Sindall (Old Street Roundabout)
- Outstanding SHE Innovation: Taylor Woodrow (Robotic Cutting Technology)

The event also included a working lunch, during which the safety, health and environment-related innovations in use across our network were demonstrated; and there were collaborative sessions with our suppliers that explored opportunities for further embedding good practice and resolving common issues across our main areas of focus. The event received very positive feedback from attendees and we look forward to it becoming a regular feature.

### Carbon Literacy training programme

The Carbon Literacy training programme remains a high priority. As of 23 February, 4,052 colleagues have been trained since it started in summer 2022. We have met our scorecard target to train 3,000 colleagues in the financial year 2023/24, with more than 3,300 people trained this financial year.

We have received a bronze accreditation from the Carbon Literacy Project for training our senior leadership including our Commissioner, Chief Officers and their direct reports.

### Health and wellbeing Wellbeing Colleagues

We have launched a new peer support group, Wellbeing Colleagues. This group is a result of combining the existing Supporting Colleague Network with the Wellbeing Champions group. By bringing these two groups together we hope it will improve signposting, training and support for colleagues across the organisation. Our Occupational Health team is developing a training programme for members of the group, starting with a deep dive into mental health signposting resources and the sourcing of a bespoke wellbeing colleague training course.

### Supporting colleagues who experience trauma

Around our network we have a number of Trauma Support Groups. These are groups of volunteers who are deployed to provide comfort and support directly in the moments after a traumatic incident. The volunteers play a pivotal role in active listening and assisting with tasks that in the moment may prove too difficult for the affected staff member to do, such as calling their line manager and family members, and they also appropriately, signpost to resources that can help. The Wellbeing team have been meeting with the current Trauma Support Groups since the end of January to discuss their future training and plans to enhance support to colleagues after a traumatic incident. This will include the introduction of Trauma Risk Management, an evidence-based approach that involves a risk assessment and is used widely in blue light organisations and other rail companies.

### Colleagues' contribution to invaluable healthcare study

For the last three years, we have been running a special programme in partnership with Roczen, a company that specialises in the control and reversal of chronic metabolic health conditions. The programme gave around 300 colleagues living with pre-diabetes, type 2 diabetes or obesity the opportunity to access an individualised programme of support. It takes place over a 12-month period and includes the provision of personalised metabolic plans, access to a dedicated medical care team and online resources.

By participating in the programme, colleagues not only took significant strides improving their own health, but also contributed to invaluable research into the health of workers in the public sector, which was published on 9 February.

We are grateful to the Transport Benevolent Fund, which supported 100 colleagues, and for Roczen's charity partner, which supported many of our colleagues to go through this programme.

After six months on the programme two thirds of the last cohort had lost five per cent or more of their body weight (which is clinically significant) and at least 10 individuals had reversed their diabetes or pre-diabetes. Levels of anxiety and depression had also improved.

Colleagues' participation in the programme delivers tangible benefits for us as an organisation. UK data shows that people living with obesity have on average an extra four days' absence per year, and that obesity is associated with higher levels of extended absence (2-3 times) as well as mental health and musculoskeletal conditions.

We intend to survey all colleagues who participated in the programme to inform a future decision on whether and how we can make use of it in the future.

# Our green future

## We are committed to cleaning up London's air and developing green spaces for our customers to enjoy

### Ultra Low Emission Zone

The ULEZ continues to be highly effective at reducing the number of older, more polluting vehicles on London's roads. The key support mechanism, the ULEZ scrappage scheme, continues to receive a high number of applications and data up to 14 January shows there have been 46,616 applications approved, with £158m in funding committed to Londoners, London-based charities, sole traders and small businesses. In total, more than 31,000 applications have been approved for non-compliant cars and motorcycles, including more than 150 wheelchair accessible vehicles, almost 15,000 approved from businesses and 175 from charities. The Mayor has recently announced that he will add an extra £50m to the fund to ensure continued support for all Londoners to help transition to greener transport. Alongside the scrappage scheme, there have been almost 2,000 applications for the ULEZ support offers agreed with third party transport providers, such as discounts on subscriptions, rentals and purchases of bicycles, e-bikes, cargo bikes, cars and vans.

Furthermore, on 23 February, the Mayor asked us to amend the ULEZ scrappage scheme to support humanitarian and medical needs in Ukraine. We have confirmed registered charity British-Ukrainian Aid as a trusted intermediary to roll out the expansion to the scheme. Under the plans, British Ukrainian Aid will facilitate the donation of suitable vehicles to Ukraine, provide the relevant documentation for people to receive their scrappage grant, transfer the vehicles

to Ukraine and report on the number of vehicles donated in this way.

The ULEZ and Low Emissions Zone (LEZ) schemes enhance air quality in London by reducing harmful emissions from road transport and so bring direct health benefits for London's residents and visitors. In light of this, it is important that the rules apply to and are enforced against all vehicles that are used in London – irrespective of which country the vehicle is registered in. To this end, we have responded to the Belgian vehicle licensing authority in relation to its concerns about LEZ and ULEZ penalty charge notices being issued to Belgian residents and the process for how these notices were issued by our contractor, Euro Parking Collection. Our contractor is required to act lawfully at all times and additionally is under contractual obligations to ensure that their processing of personal data is compliant with data protection legislation, including when they engage sub-contractors to provide elements of the service. Contractual mechanisms are in place should Euro Parking Collection have not fulfilled these obligations.

### Zero-emission buses

We are fast approaching our target to have 1,400 zero-emission buses by the end of March. Currently, around 15 per cent of the bus fleet operates with zero-emission buses, which includes hydrogen, battery electric and 'opportunity charged' electric buses. London has the largest zero-emission bus fleet in western Europe, which has increased from just 30 buses in 2016.

The environmental benefits of zero-emission buses across London help improve air quality by removing nitrogen oxide and particulate matter, as well as reducing overall carbon emissions, therefore supporting our work to tackle the climate change emergency and further contributing to the Mayor's ambition of London being a net zero carbon city by 2030. Decarbonisation of London's bus network could save an estimated 4.8m tonnes of carbon by 2034, or an estimated 5.5m tonnes of carbon if this were achieved by 2030.

In addition, all new zero-emission 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.

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.

### Biodiversity net gain

Biodiversity net gain is a measure used to show that land management and/or the development of land will have a positive impact on biodiversity in comparison to what was there previously, improving habitats and making the site a richer environment for more species of flora and fauna.



We have created a biodiversity net gain steering group

With the biodiversity net gain requirements of the Environment Act 2021 becoming law for our major projects from 12 February this year, we have established a biodiversity net gain steering group chaired by a manager with a specialist background in ecology. This group will establish how we will meet the 10 per cent minimum biodiversity net gain on projects as required by law and include how we will begin to create a habitat bank that can be used to offset projects where net gain is not possible. Offsetting biodiversity net gain credits on our own estate will be much cheaper than buying credits and so it is vital to the financial sustainability of capital projects while at the same time improving the biodiversity on our estate across London. Pleasingly, Places for London is already over-delivering on biodiversity net gain through its Sustainable Development Framework. In addition, the TfL Green Infrastructure and Biodiversity Plan is in the final stages of production and is due to be published in early March.

#### **Electric vehicle infrastructure strategy and delivery**

London now has 18,600 public electric vehicle charge points, including 1,070 rapid charge points. We have delivered more than 300 of these rapid charge points to date. During 2023, we awarded three contracts to charge point operator, Zest, to deliver rapid charge points across more than 100 parking bays on our road network, and installation is planned for spring. Work continues to assess suitable sites for a second delivery phase, including sites across our land and wider GLA land.

At the London EV Show in November 2023, the GLA announced the opportunity to partner with Places for London and deliver a series of electric vehicle charging hubs across the capital with a potential pipeline of 50 sites. The joint venture will initially build five sites in Hillingdon, Ealing, Newham and Haringey, before rolling out more across the city. The first stage of the tender closed on 22 January and bids are now being assessed, with six bidders progressing to the next stage. There has been a healthy mix from across the industry, and we expect to announce our partner later this year with the delivery of our first site happening soon after.

#### **Becoming more energy efficient**

In the next two months, we will undertake energy audits at up to 10 London Underground sites with the aim of understanding more about the energy we consume and how we can become more energy efficient. Energy audits will provide us with a more detailed site-specific assessment of the costs and benefits of possible energy interventions. We are also working on centralising our energy data. We now have energy data from Trams and Dial-a-Ride in SystemsLink, our energy management software, alongside London Underground and head offices. We are working on integrating DLR and Elizabeth line data as the next business areas. This is a step towards allowing us access to better, more transparent data across modes to better manage how we use energy.

To give better visibility of our operational carbon emissions and energy consumption, we have created a new PowerBI dashboard which is accessible to all employees

within the business. In time we hope to increase the amount of information within this dashboard to allow even greater business insight into carbon and energy consumption across our modes.

#### **Managing air quality on the London Underground**

We continue to develop our air quality programme across the London Underground network using our three-pillar approach of cleaning and monitoring, the commissioning of world-class research and exploring the latest in innovations. We continue to monitor and assess air quality on the network to ensure we remain within legal air quality limits and to enable us to prioritise locations for cleaning. As a result, we have seen a 19 per cent drop in dust levels since the last round of monitoring in 2020 across 24 Underground stations. There has been a two per cent drop in dust levels in-cab since last round of monitoring in 2021 across eight Tube lines. Our latest reports have been published on our website, alongside our historic reporting.

We are moving forward with setting up our air filtration trials at Baker Street and Green Park Underground stations, which are expected to start in March.

We have continued to work with Imperial College London on their research into potential health impacts of dust on the Tube on staff, which includes both short-term and longer-term studies.

The Open Innovation Team concluded the second phase of work looking for innovative solutions to improving air quality, and we are currently assessing

the outcomes of the Market Sounding Questionnaire following the closure of applications in early February.

We continue to work with other world metros to learn and share best practice. We recently met with the RATP in Paris and continue to collaborate through forums such as the Community of Metros.

#### **Development of our green spaces**

We have reduced the number of times we cut the grass in some of our verges to twice a year to encourage wildflowers to grow. At the same time, we cut the first metre of verge back from the carriageway more regularly to keep long grass from encroaching on roads or pavements to prevent our spaces looking badly maintained. We also remove grass cuttings from the full width of the verge. Removing grass cuttings helps wildflowers by reducing soil nutrient levels gradually. This gives them a chance to outcompete the grasses that normally dominate when soil nutrient levels are high.

Our wildflower verges are helping supply nectar and other food resources, plus shelter for wildlife including bees, butterflies, birds and small mammals. The scheme is helping boost biodiversity in our grass verges and is proving a success story with rarer species such as the brown hairstreak butterfly spotted along the A40 and pyramidal orchids on the A21.

We are currently managing 130,000 square metres of verge in this way and planning to double this to a total of 260,000 square metres or 37 football pitches in 2024.

# Our finances

We have successfully delivered against our Business Plan strategy so far this year, and we continue to invest in new homes that are affordable

## Financial performance to end of Period 10, 2023/24 (6 January 2024)

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 financially sustainable this year. We have successfully delivered that strategy so far this year:

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

- Cumulative journey growth of almost seven 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 90 per cent of pre-pandemic levels, up from 85 per cent at the end of 2022/23
- Total revenue is within 0.2 per cent of our Budget

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

- Operating costs one per cent lower than Budget, mainly from contingency – held to mitigate risks on operating income which we have now retired
- Like-for-like operating costs falling in real terms: six per cent higher than last year despite year-on-year inflation of nine per cent

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

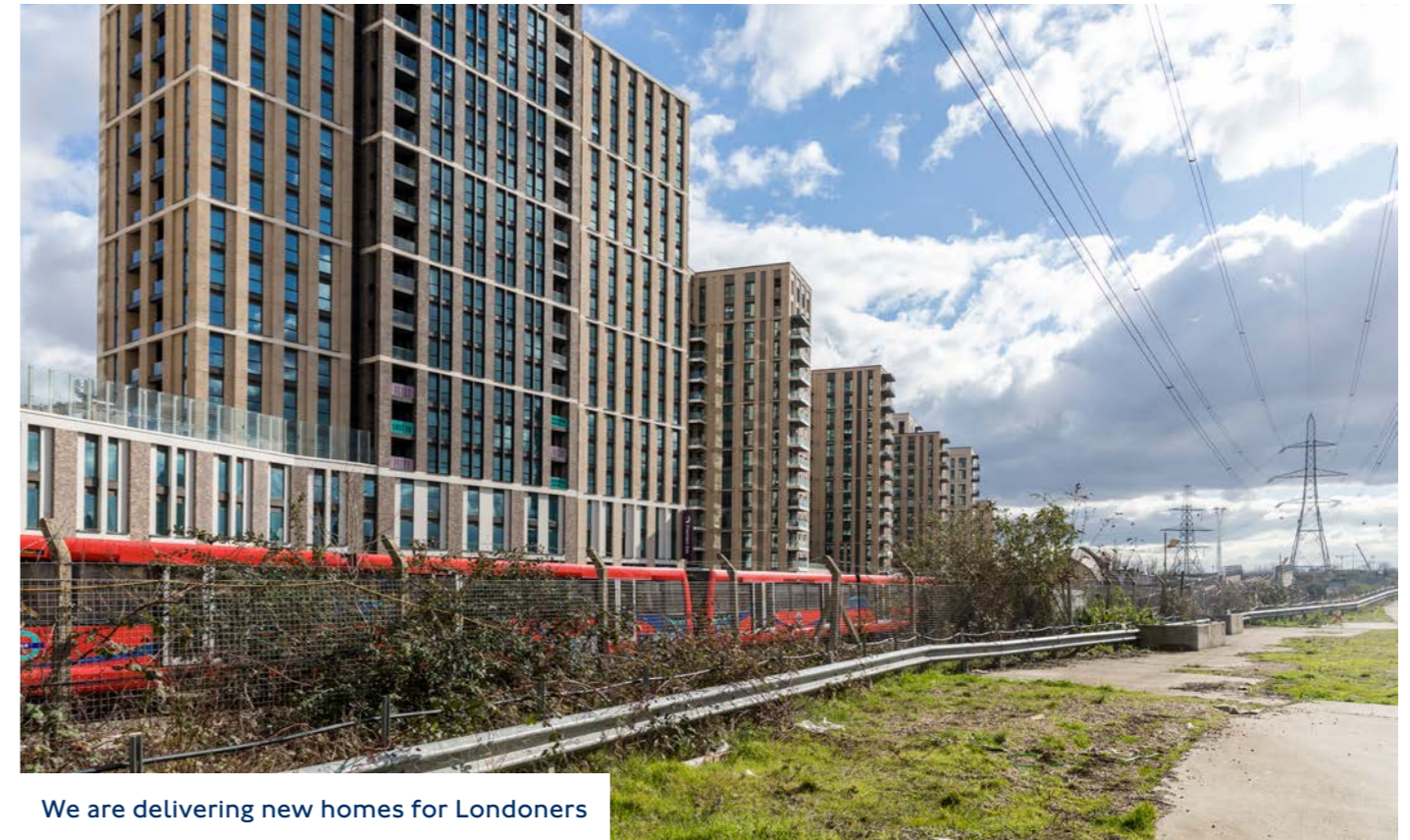
- Our operating surplus is £162m, £47m up on Budget in the year to date
- Some small risks remain – on operating income and savings delivery – but we expect to manage these. We have retired the majority of our central contingency
- We remain on track to deliver an operating surplus in 2023/24

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

- Capital renewals within one per cent of budget – the full year outturn is expected to be around £750m, with some acceleration of works in this year
- With no inflation support provided by Government, capital enhancements expenditure has had to slip – we expect to end the year between £80m-£90m lower than Budget
- In December 2023, the DfT confirmed a capital settlement of £250m for 2024/25. The 2024 Business Plan was revised to mitigate the £250m shortfall to our original assumption

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

- For the period, cash balances are slightly lower than Budget and are below £1.2bn as required in the August 2022 funding settlement



We are delivering new homes for Londoners

- We are forecasting to end the year at around £1.3bn of cash, as allowed in the August 2022 funding settlement
- The GLA financing facility of £500m has been maintained (until 31 March 2024) for additional protection against shocks and risks

### New homes and Places for London Limited

#### Limmo and east London search

We started our search for a joint venture partner to transform the Limmo Peninsula. The site covers around 50,000 square metres of land, with 600 metres of river frontage, and sits within the Royal Docks and Beckton Riverside Opportunity Area. Previously used as a work site for the Elizabeth line, the area now has the potential to deliver up to 1,500 new homes including affordable housing, alongside a range of improvements for the local community.

This partnership opportunity also offers the successful applicant the possibility to deliver other sites in East London, mirroring our successful West London partnership with Barratt London. Working with Barratt, we delivered 350 homes at Blackhorse View, including 50 per cent affordable housing, with every single home now sold and rented. We are making good progress on our second site at Wembley Park and are preparing to start at Bollo Lane, Acton, which will provide around 900 homes once complete.

#### Rejuvenating the Cockfosters area

We have submitted an updated Section 163 application to the DfT seeking its approval to unlock the opportunity to build 351 new homes, including 40 per cent affordable housing, next to Cockfosters Tube station in North London.

Cockfosters would be the fifth project to be delivered by Connected Living London, with the help of our strategic partnership with Grainger plc, to provide well-designed, quality rental homes across the capital. In the last year, Connected Living London has made excellent progress on its other four sites, including Arnos Grove in Enfield; Montford Place and Nine Elms in Lambeth; and Southall Sidings in Ealing. The initial phase of work for all four and has been completed; the joint venture is now preparing to start the next phase once the Department for Levelling Up, Housing and Communities clarifies its position on building regulations following its consultation.

To date, Places for London has started building more than 4,000 homes, as part of its ambition to deliver 20,000 new homes, including 50 per cent affordable housing.

#### The Liberty of Southwark

On January 31, Southwark Council unanimously gave us the green light to deliver new and affordable workspace in a net-zero carbon building, alongside 34 new homes – including 50 per cent affordable housing.

We decided, along with our partner Landsec, to update our proposals after we discovered the most intact Roman mausoleum to be unearthed in Britain as well as significant mosaics. The new designs mean these historic discoveries will be housed in a community hub, accessible to the public. Schools, community groups and visitors will be able to enjoy and learn about Southwark's history.

The updated proposals also improve overall access to the site and a modified internal layout.

#### Introducing Places for London to Wood Lane

At Wood Lane, on 26 February, we installed newly designed panels to attract businesses to the arches and move into the area alongside Bergamot Cafe, a family-run café serving home-style meals. The panels are the first display showcasing Places for London, our financially independent property company.

We introduced Places for London formally at the London Real Estate Forum in September 2023, when we shared with Londoners our ambitions to build 20,000 homes, sustainable workspaces and to continue supporting thousands of businesses in our railway arches, stations and on London's high streets. Places for London is more than just a name, it is a mission and a promise to Londoners that



Places for London was showcased at Wood Lane station

we will create and improve places across the city, helping solve some of capital's biggest challenges.

It is also able to deliver upgrades to our existing public transport network and install new infrastructure such as secure cycle hubs and step-free access. And like TfL, all its profits can be reinvested in the transport network or to create even more of the places that will make London a better place to live, work and spend time in.

#### Our consulting partnership with the Government

Over the last year, our Consulting team has continued to strengthen our partnership with the Foreign Commonwealth and Development Office through multiple projects which provide us with income. This has included the office's Partnering to Accelerate Climate Transitions programme (UK PACT), and the more recent Green Cities and Infrastructure Programme.

Through our work with the Foreign Commonwealth and Development Office, we are able to gain access to income-generating knowledge-share projects on our transport services and demonstrate the breadth of our infrastructure upgrade projects, for example the Bank station capacity upgrade and Silvertown Tunnel.

Our Consulting team also work with cities from across the world, sharing knowledge and providing advice to help them deliver their transport projects. Throughout this financial year we have undertaken fee-earning projects in New York, Paris, Sydney, Manchester, Jakarta and Buenos Aires, among many others, partnering to deploy our unique, specialist expertise and develop sustainable answers to transport challenges, while generating a net surplus for TfL.

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## About us

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

The Elizabeth line, which opened in 2022, 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.





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**Board**

**Date: 6 March 2024**

**Item: Finance Report Period 10, 2023/24**

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**This paper will be considered in public**

## **1 Summary**

1.1 The Finance Report included at Appendix 1 sets out TfL's financial results to the end of Period 10, 2023/24 (the year-to-date ending 6 January 2024).

## **2 Recommendation**

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

## **3 Financial Reporting to the Board**

### **Finance Report Period 10, 2023/24**

3.1 The Finance Report 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

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

None

Contact Officer: Rachel McLean, Chief Finance Officer  
Email: [rachelmclean@tfl.gov.uk](mailto:rachelmclean@tfl.gov.uk)

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# Finance Report

## Period 10, 2023/24

Management results from 1 April 2023 – 6 January 2024

Page 65

Board

6 March 2024



# We are on track to deliver an operating surplus in 2023/24



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 financially sustainable this year. We have successfully delivered that strategy so far this year:

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

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- Total revenue is within 0.2% of our budget

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

- Operating costs 1% lower than Budget, mainly from contingency – held to mitigate risks on operating income which we have now retired
- Like-for-like operating costs falling in real terms: 6% higher than last year despite year-on-year inflation of 9%

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

- Our operating surplus is £162m, £47m up on Budget in the year to date
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**Fully fund our capital programme with a long-term Government settlement and an affordable level of debt**

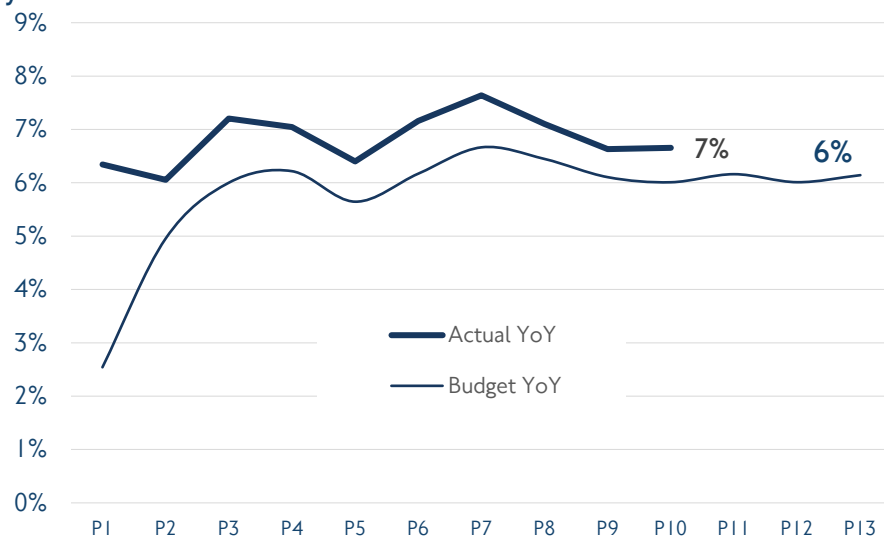
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- Cash balances are slightly lower than Budget and are below £1.2bn as required in the August 2022 funding settlement
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# Headlines

Total passenger journeys up almost 7% year-on-year to Period 10, 90% 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

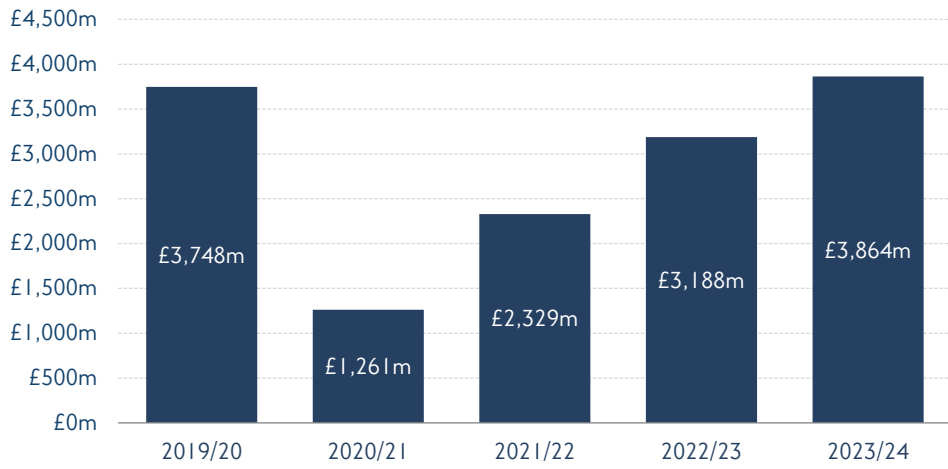
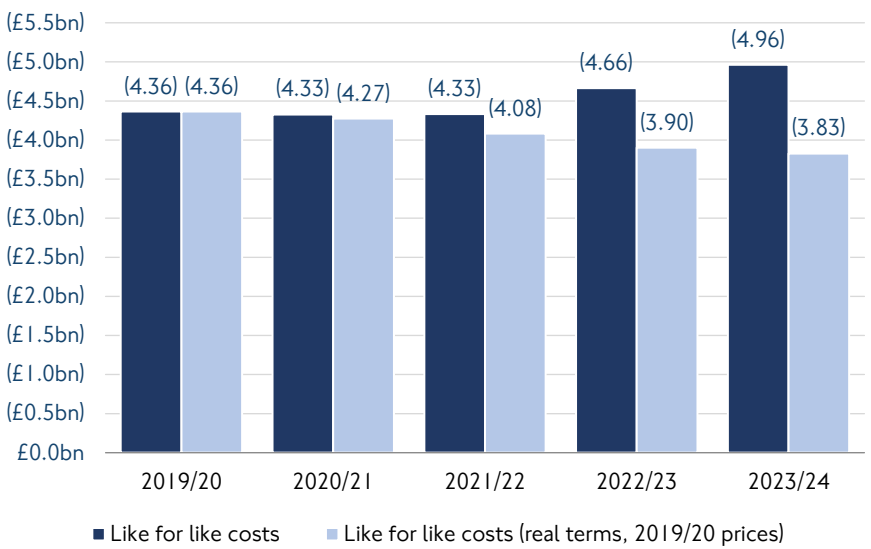
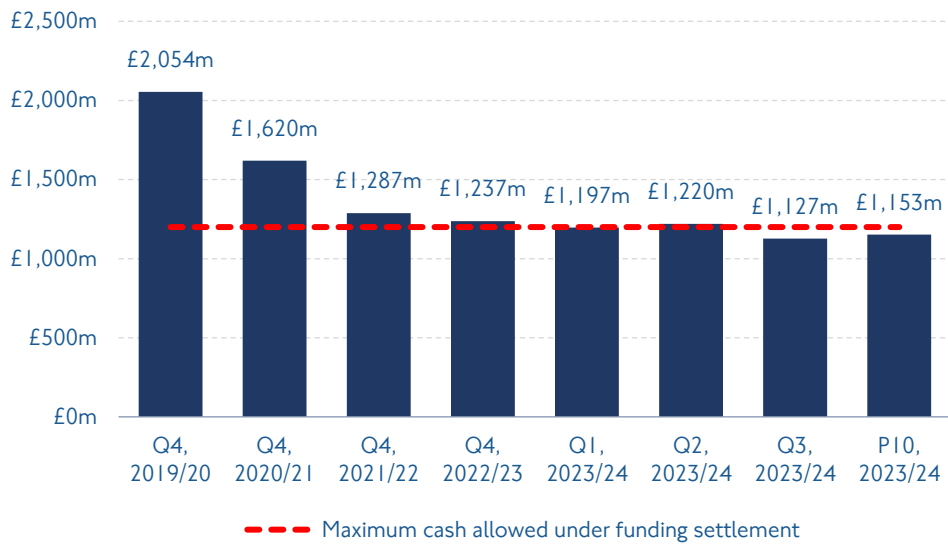


Chart shows results to end of Period 10 for each year

Like-for-like operating costs 6.4% higher than last year, but down in real terms as inflation at 8.5%



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 of over 6%.

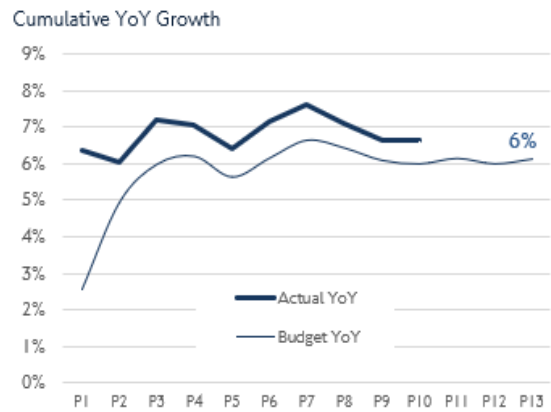
TfL passenger journeys are over 16 million better than Budget. LU and Rail journeys continue to perform strongly in the year to date, offsetting slower growth on buses, where we have seen lower demand from passengers with concessionary tickets.

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

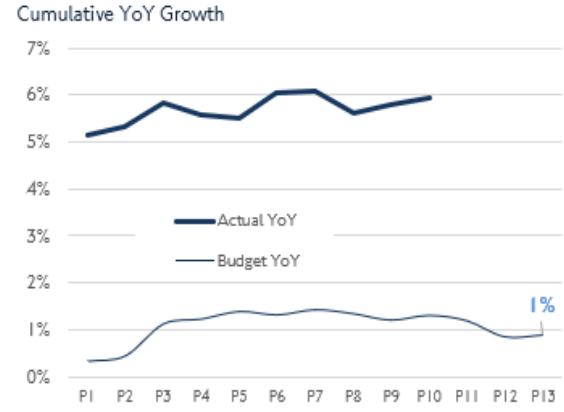


## Passenger journeys year-on-year growth and comparison to Budget

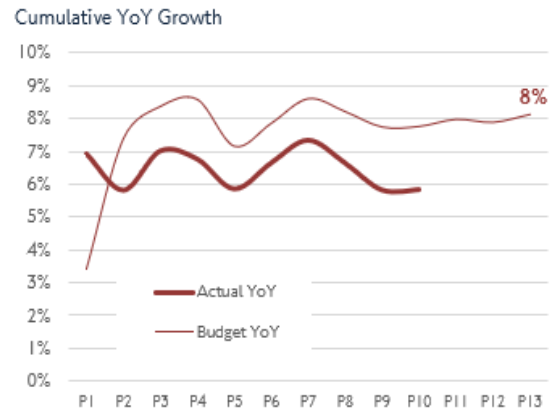
TfL	% Growth period / budget		Absolute m		Var to Bud m
	6.9%	5.0%	P	237	4.2
			Y	2,722	16.4



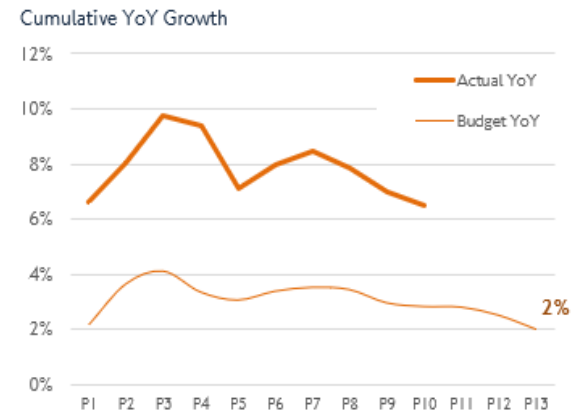
LU	% Growth period / budget		Absolute m		Var to Bud m
	7%	2%	P	80	3.7
			Y	905	39.5



Bus	% Growth period / budget		Absolute m		Var to Bud m
	6%	8%	P	124	(2.3)
			Y	1,426	(25.9)



Rail	% Growth period / budget		Absolute m		Var to Bud m
	1%	1%	P	19	(0.0)
			Y	231	8.0

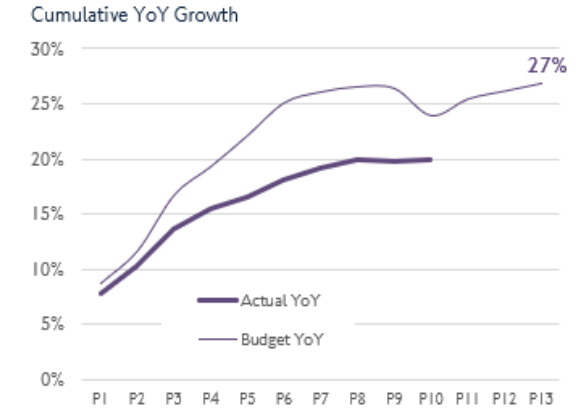


LO	% Growth period / budget		Absolute m		Var to Bud m
	5%	4%	P	12	0.2
			Y	139	4.7

DLR	% Growth period / budget		Absolute m		Var to Bud m
	-6%	-6%	P	6	0.0
			Y	76	5.5

Tram	% Growth period / budget		Absolute m		Var to Bud m
	2%	17%	P	1	(0.2)
			Y	16	(2.1)

EL	% Growth period / budget		Absolute m		Var to Bud m
	23%	-2%	P	14	2.8
			Y	160	(5.2)



EL journeys are estimates and are subject to revision



# Income statement

Total revenue is broadly in line with Budget. Passenger income is £73m higher, which is offset by lower revenue top up from Government.

Operating costs are £52m lower than Budget. We are seeing some timing differences on savings delivery and higher ULEZ scrappage payments with the scheme expanded from £110m to £150m, which was confirmed after the Budget was approved (these costs are offset in other revenue grants) and some cost pressures from bus operators. These cost pressures have been offset by performance savings, one offs, and central contingency – held to mitigate uncertainty on other operating income – which has now been retired.

Capital renewals are £9m lower than Budget; we expect delivery to be higher than Budget this 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	3,864	3,791	73 2%	3,188	676 21%	
DfT revenue top up	119	223	(104) -46%	157	(38) -24%	
<b>Passenger income</b>	<b>3,984</b>	<b>4,014</b>	<b>(30) -1%</b>	<b>3,345</b>	<b>639 19%</b>	
Other operating income	1,178	1,227	(49) -4%	1,199	(21) -2%	
Business Rates Retention	1,472	1,472	0 0%	1,442	30 2%	
Other revenue grants	299	235	63 27%	741	(443) -60%	
<b>Revenue</b>	<b>6,932</b>	<b>6,948</b>	<b>(16) 0%</b>	<b>6,727</b>	<b>205 3%</b>	
Operating costs	(5,901)	(5,953)	52 1%	(5,371)	(530) -10%	
<b>Operating surplus before interest and renewals</b>	<b>1,031</b>	<b>995</b>	<b>37 4%</b>	<b>1,356</b>	<b>(325) -24%</b>	
Capital renewals	(552)	(560)	8 1%	(418)	(134) -32%	
Net interest costs	(317)	(319)	2 1%	(326)	9 3%	
<b>Operating surplus / (deficit)</b>	<b>162</b>	<b>115</b>	<b>47 102%</b>	<b>612</b>	<b>(450) -1000%</b>	

Income statement includes Places for London

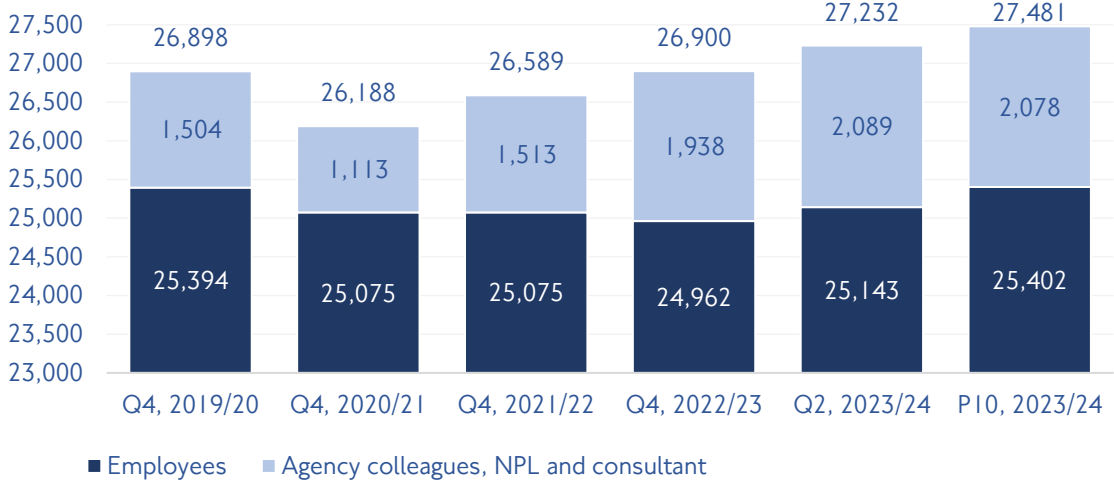
# Colleagues

The increase in headcount reflects the ramp up of our capital programme and new services introduced in the last three years, including the Elizabeth line, Northern Line Extension and Barking Riverside extension.

Permanent employee numbers are in line with pre-pandemic levels, and up on last year, driven by recruitment of graduates and apprenticeship trainees.

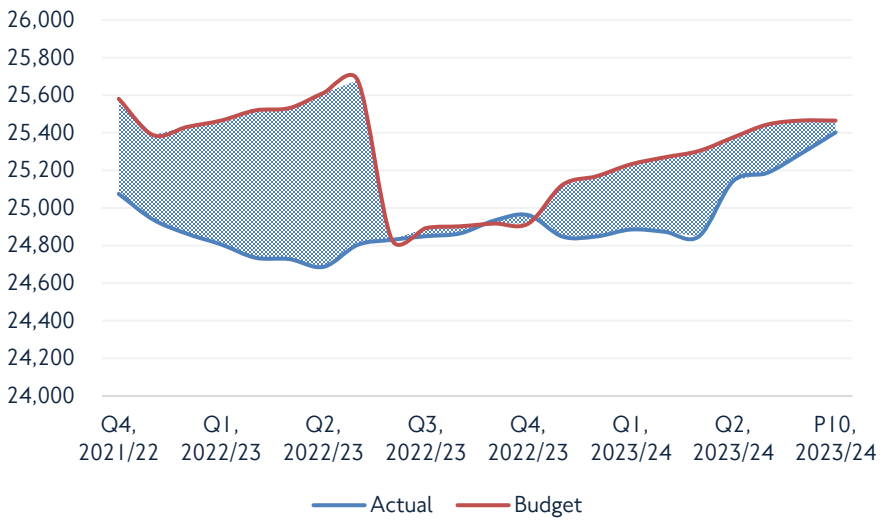
Agency and NPL colleagues have increased by almost 600 since the end of 2019/20, but remain significantly lower than 2015/16 levels. NPL offers flexibility, particularly through time of change and temporary peaks in demand.

## Headcount trends since 2019/20



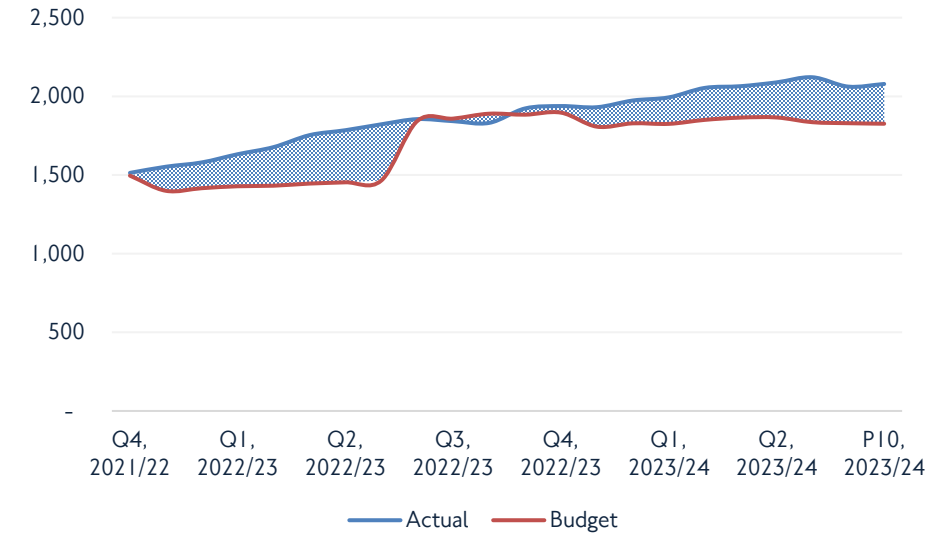
## Permanent colleagues (FTE): actuals and Budget

Permanent employees up by over 400 since the end of 2022/23, mostly driven by the recruitment of graduate and apprenticeship trainees. Staff levels are below Budget in P10, however this gap is continuing to narrow.



## Agency and NPL colleagues (FTE): actuals and Budget

Agency and NPL FTE up by 140 since the end of 2022/23, and are slightly higher than Budget in P10. This is driven by labour market challenges.



# Capital renewals

Capital renewals are £8m lower than Budget in the year to date. We have proactively managed the allocation of our available funding across our programmes to maximise delivery.

Renewals delivery has been strong during 2023/24 and our current trajectory is to deliver at least £750m for the full year as set out in our 2024 Business Plan.

This will be slightly higher than the original budget of £745m, with the early receipt of Government capital funding for 2024/25 supporting the accelerated delivery of our programme.

£m	Year to date, 2023/24				Year to date, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
<b>Major Projects</b>	(4)	(3)	(1)	-28%	(3)	(2)	-61%
Four Lines Modernisation	(4)	(3)	(1)	-17%	(3)	(1)	-48%
Silvertown Tunnel	(0)	0	(0)	0%	0	(0)	0%
<b>Programmes</b>	(548)	(557)	9	2%	(415)	(132)	-32%
Safe & Healthy Streets	(0)	(1)	1	100%	0	(0)	101%
Streets, Bus & RSS Renewals	(128)	(135)	7	5%	(107)	(22)	-20%
Environment	(13)	(17)	4	22%	(9)	(4)	-49%
Rail & Station Enhancements	(2)	(7)	5	77%	(6)	4	73%
LU Renewals	(301)	(274)	(27)	-10%	(215)	(85)	-40%
Technology	(95)	(114)	19	17%	(74)	(20)	-27%
Estates Directorate	(6)	(7)	1	16%	(1)	(5)	-975%
Elizabeth Line	0	0	0	0%	(1)	1	100%
Other (TPH, City Planning, Group etc)	(3)	(3)	(1)	-25%	(3)	(0)	0%
<b>Total</b>	(552)	(560)	8	1%	(418)	(134)	-32%

# Capital enhancements

Enhancements spend is £99m lower than Budget, driven by:

- DLR RS: £34m underspend driven largely by the rephasing delivery of the Maintenance Facility Building to align with Morgan Sindall's latest programme.
- Environment: £27m underspend largely in the LW-ULEZ programme driven by timing of cameras delivery, and accounting for mobile camera response costs as operating costs.
- Technology: £43m slippage largely driven by change in delivery approach of Telecoms Commercialisation Project 2 (simultaneous delivery of 4G and 5G): a third party funded project.

We are expecting to end the year between £80m to £90m lower than Budget, following the Government's decision not to provide additional inflation support for 2023/24.

£m	Year to date, 2023/24				Year to date, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
<b>Major Rolling Stock and Signalling</b>	(551)	(585)	34	6%	(338)	(214)	-63%
Four Lines Modernisation	(74)	(75)	0	1%	(88)	13	15%
DLR Rolling Stock Replacement	(160)	(194)	34	18%	(78)	(82)	-105%
Piccadilly Line Upgrade	(316)	(314)	(2)	-1%	(171)	(144)	-84%
Bakerloo Line Trains	0	0	0	0%	0	0	0%
Trams - project	(2)	(2)	1	34%	(1)	(1)	-115%
<b>Other Enhancements</b>	(252)	(317)	65	21%	(219)	(33)	-15%
Silvertown Tunnel	(6)	(11)	5	45%	(15)	9	58%
Northern Line Extension	0	(0)	0	125%	(0)	0	176%
Barking Riverside	(1)	4	(5)	120%	(4)	3	75%
Bank Station Capacity Upgrade	(6)	(8)	1	18%	(52)	46	88%
Elizabeth Line	(1)	(2)	2	75%	2	(2)	135%
Safe & Healthy Streets	(87)	(89)	2	3%	(48)	(39)	-80%
Environment	(70)	(96)	27	28%	(35)	(35)	-98%
Streets, Bus & RSS Renewals	(0)	0	(0)	0%	(2)	2	93%
LU Renewals	(4)	(13)	9	68%	(9)	5	52%
Estates Directorate	(1)	(3)	1	42%	(1)	(1)	-187%
Rail & Station Enhancements (excl. Trams)	(37)	(34)	(3)	-9%	(16)	(20)	-123%
Technology	(39)	(82)	43	53%	(43)	4	10%
Network Development & Third Party Pipeline	(1)	(1)	(0)	-21%	0	(1)	0%
Other (TPH, City Planning, OP, Group etc)	2	20	(18)	88%	5	(3)	56%
London Transport Museum	(1)	(1)	1	43%	(0)	(0)	-146%
<b>Total TfL excl Places and Crossrail</b>	<b>(803)</b>	<b>(902)</b>	<b>99</b>	<b>11%</b>	<b>(557)</b>	<b>(246)</b>	<b>-44%</b>
Places for London	(72)	(111)	39	35%	(41)	(31)	-77%
Crossrail	(40)	(75)	34	46%	(184)	144	78%
<b>Total</b>	<b>(915)</b>	<b>(1,087)</b>	<b>172</b>	<b>16%</b>	<b>(782)</b>	<b>(134)</b>	<b>-17%</b>

# Cash flow statement

Cash balances are £1.15bn at the end of Period 10, almost £50m lower than Budget. This was driven by lower short-term 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	(85)	(85)	-1000%	(121)	36	30%
<b>Closing balance</b>	<b>1,153</b>	<b>(47)</b>	<b>-4%</b>	<b>1,167</b>	<b>(14)</b>	<b>-1%</b>

## Cash flow statement

£m	Year to date, 2023/24			Year to date, 2022/23		
	Actuals	Variance to Budget		Actuals	Variance to last year	
<b>Operating surplus before capital renewals and interest</b>	<b>1,031</b>	<b>37</b>	<b>4%</b>	<b>1,356</b>	<b>(325)</b>	<b>-24%</b>
Less Places, LTIG and LTM	(32)	(15)	86%	(39)	7	19%
<i>Cash generated / (used) from operating activities</i>	<b>1,000</b>	<b>22</b>	<b>2%</b>	<b>1,317</b>	<b>(317)</b>	<b>-24%</b>
Capital renewals	(552)	9	2%	(418)	(134)	32%
New capital investment	(803)	99	11%	(557)	(246)	44%
Investment grants and ring-fenced funding	638	(30)	-4%	68	571	845%
Working capital movements	46	(124)	-73%	161	(115)	-71%
<i>Cash generated / (used) from investing activities</i>	<b>(670)</b>	<b>(47)</b>	<b>7%</b>	<b>(746)</b>	<b>75</b>	<b>10%</b>
<b>Free cash flow</b>	<b>329</b>	<b>(25)</b>	<b>-7%</b>	<b>571</b>	<b>(242)</b>	<b>-42%</b>
Net interest costs	(317)	2	1%	(326)	9	3%
Existing debt maturing	(129)	0	0%	(1,303)	1,174	90%
New debt issued	100	6	6%	1,223	(1,123)	-92%
Short-term net borrowing change	(68)	(68)	N/A	(286)	218	76%
<i>Cash generated / (used) from financing activities</i>	<b>(414)</b>	<b>(60)</b>	<b>17%</b>	<b>(692)</b>	<b>278</b>	<b>-40%</b>
<b>Change in cash balance</b>	<b>(85)</b>	<b>(85)</b>	<b>-1000%</b>	<b>(121)</b>	<b>36</b>	<b>30%</b>

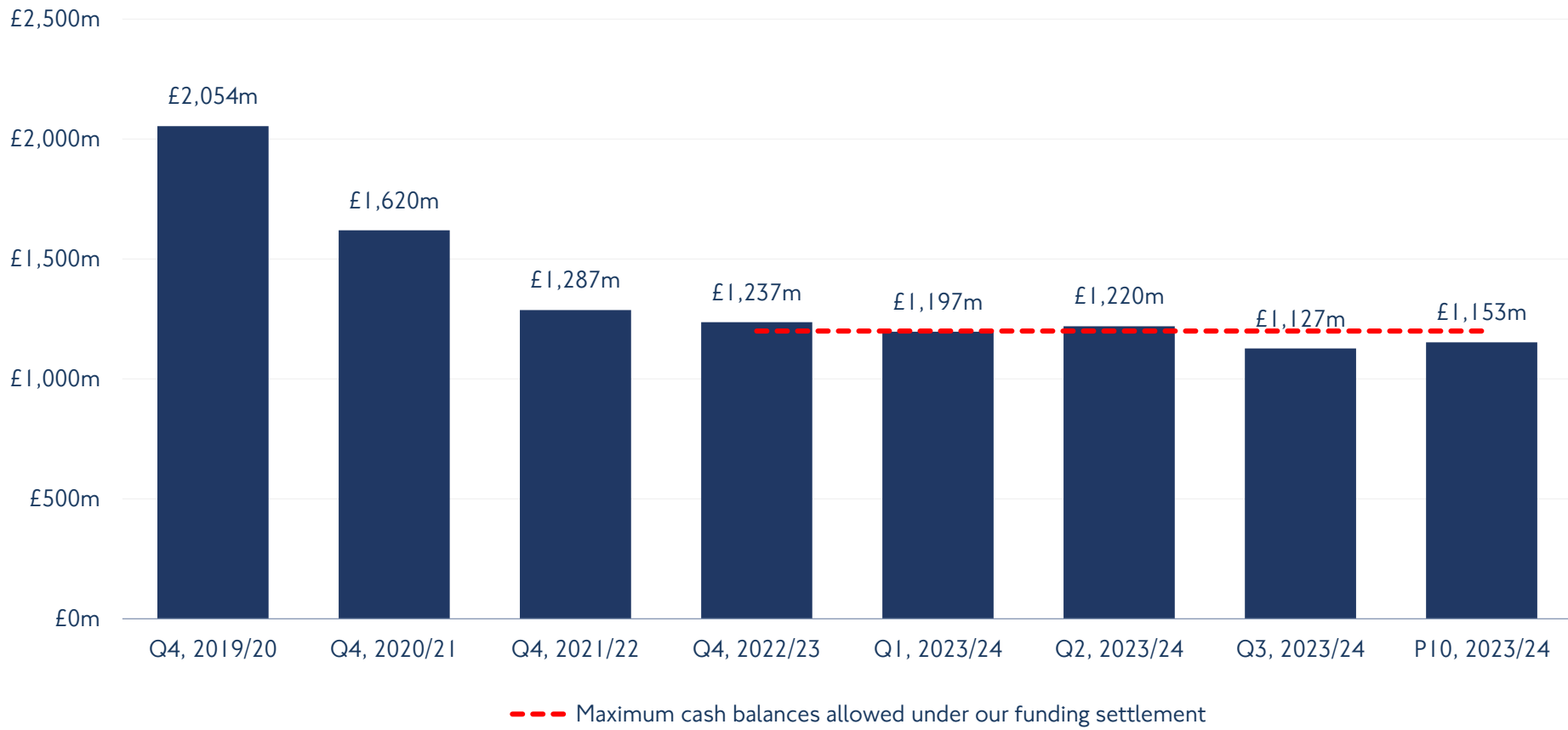
# Cash balances

Total cash balances (excl. cash balances identified for Crossrail construction) are just over £1.15bn at the end of Period 10, just over £80m lower than at the end of last year.

A requirement of the 30 August 2022 funding settlement is that our cash balances will average no more than £1.2bn for the duration of the agreement.

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Cash balances £m



# Reserves

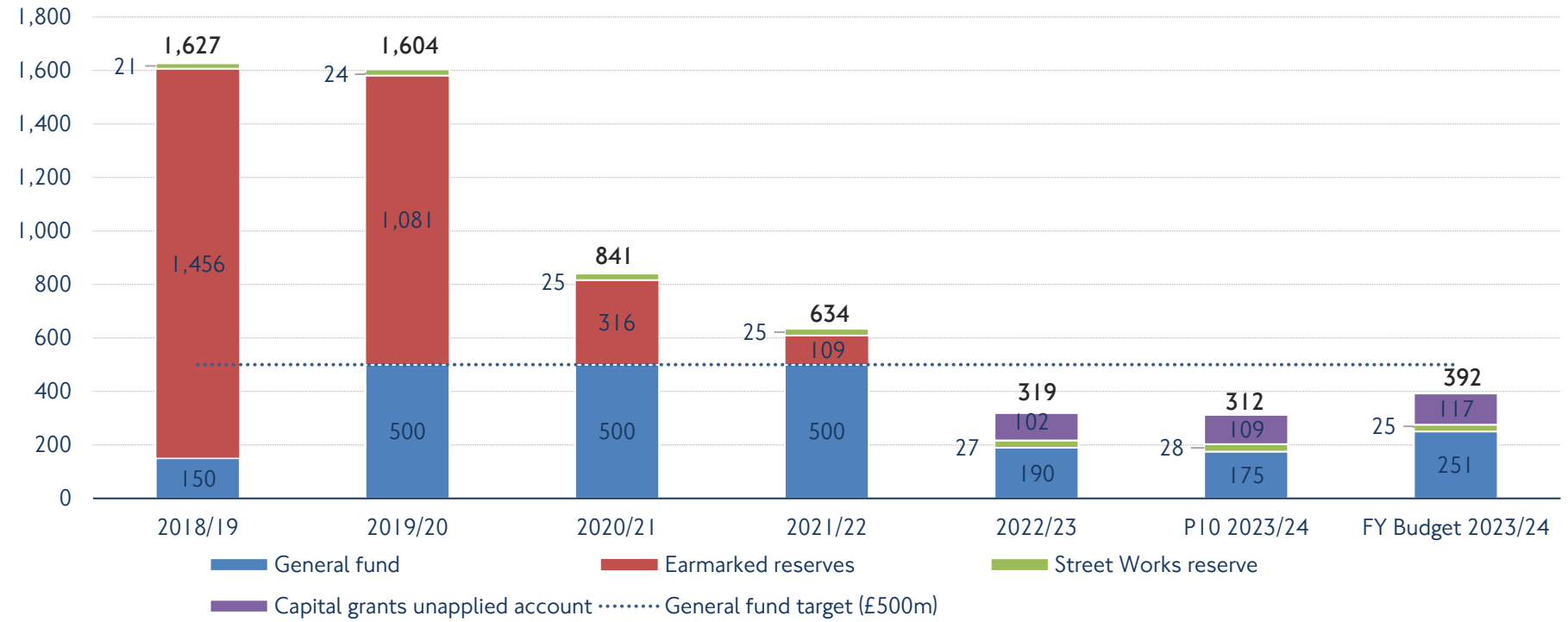
The pandemic has seen a material reduction in TfL’s usable reserves, which primarily consist of its General Fund, Earmarked Reserves and Capital Grants Unapplied.

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. This was largely driven by the purchase of the Class 378 rolling stock. The savings from this purchase over the remaining life of the assets will further support TfL as it rebuilds its usable reserves.

The 2024 Business Plan sets out our plan to grow usable reserves back to target levels by the end of 2025/26.

Usable reserves (£m)



- 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 Account 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

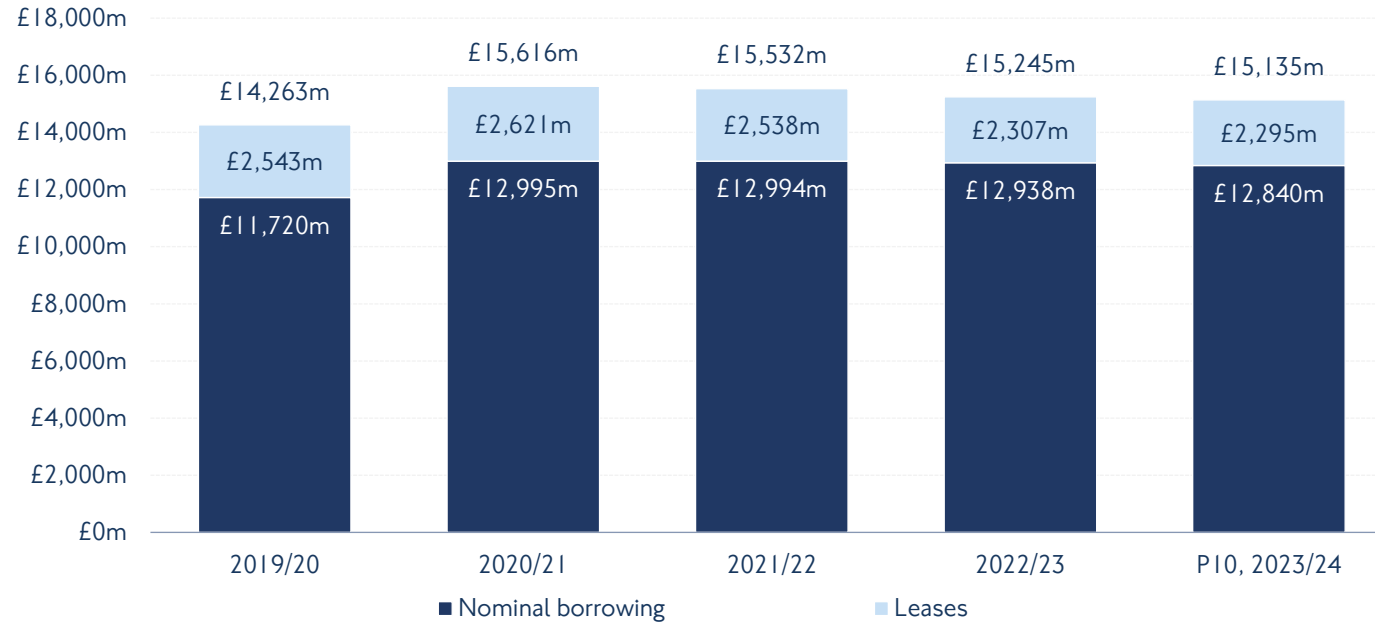
# Debt

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 £97m for the year up to end of P10, bringing our total borrowing balance to £12,840m. This is largely driven by a reduction in our short-term borrowing, to suit our cash and liquidity needs.

Under the new capital funding agreement with Government in December 2023, we have received £100m in January and the balance of £145m will be received before the end of the 2023/24 financial year. Consequently, we expect to defer some borrowing planned for this year into 2024/25 as set out in our 2024 Business Plan.

## Total debt (£m)



# 93%

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

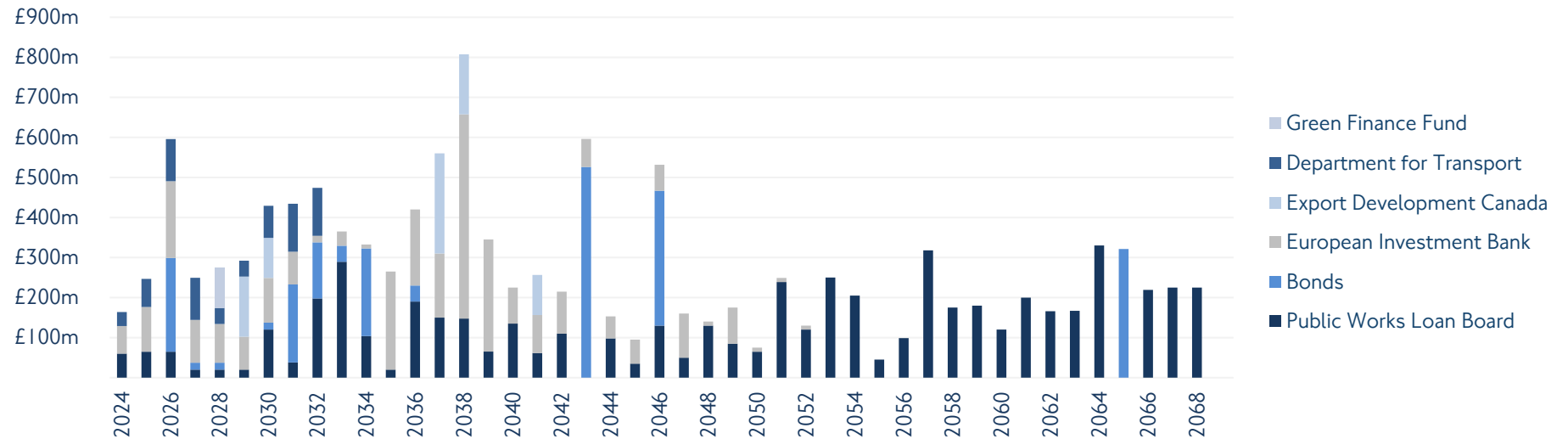
# 3.5%

The weighted average interest rate on our borrowing is 3.5%

# 19.0 years

The weighted average tenor of our borrowing is 19.0 years

## TfL borrowing maturity profile



The borrowing maturity profile excludes £467m 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 have been no changes since our Q3 update to the Board.

	Standard & Poor's	Moody's	Fitch
Long-term rating	A+	A3	AA-
Outlook	Positive	Positive	Negative
Short-term rating	A-1	P-2	F1+
Last changed/affirmed	May 2023	November 2023	January 2024

## 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. S&P issued the bulletin "Transport for London Fare Freeze: Yet Another Twist" on 22 January 2024. S&P confirmed the fares freeze is fully funded and their expectation that TfL will continue to improve its operating account. However, S&P are concerned over the continued lack of predictability, and the residual uncertainty over LT capital funding.

## Moody's

- On 15 November 2023, Moody's upgraded our long-term credit rating from Baa1 to A3 and changed the outlook from stable to positive. This reflects the recovery to date and the work into achieving ongoing financial sustainability. The positive outlook reflects Moody's expectation that we will continue to build our financial surplus. A sustained improvement in operating performance and a multi-year funding agreement with Government with minimal conditions could lead to a further upgrade.

## 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. Fitch has reaffirmed our credit rating in January 2024.

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**Board**

**Date: 6 March 2024**

**Item: 2024/25 TfL Scorecard**



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**This paper will be considered in public**

## **1 Summary**

- 1.1 The TfL scorecard is our primary tool for tracking in-year progress against TfL-wide strategic objectives and incentivising our senior managers to make strategically aligned decisions. The 2024/25 TfL scorecard has been developed to align with our new TfL Strategy that builds on the Vision and Values and the Mayor's Transport Strategy (MTS).
- 1.2 The proposed scorecard structure for 2024/25 is similar to the scorecard for the current financial year and we are retaining a balanced approach across the five key strategic themes. These themes encapsulate our priorities of delivering a safe, secure and reliable service to our customers, empowering and supporting our colleagues, rebuilding our finances, and protecting and improving the environment. However, there are a few key changes compared to the scorecard for this financial year and this paper summarises them.

## **2 Recommendation**

- 2.1 **The Board is asked to note the paper and:**
  - (a) **approve the 2024/25 TfL scorecard, subject to the approval of the TfL Budget due to be considered by the Finance Committee at its meeting on 13 March 2024 under authority delegated by the Board and subject to finalisation of the safety and security and colleague targets and authorise the Deputy Mayor to approve any changes to the final safety and security and colleague targets as drafted, in consultation with available Members; and**
  - (b) **note the approach to Business Area scorecards for 2024/25.**

## **3 2024/25 TfL Scorecard**

- 3.1 The scorecard has been structured to align with the themes from TfL's Strategy: Safety and Security, Colleague, Customer, Green and Finance as set out below:

2024/25 metrics	Target	Floor Target	Weight
<b>Safety &amp; Security</b>			
Roads, Killed or Seriously Injured (absolutes)*	3,671*	3,893*	6.67%
Customer, Killed or Seriously Injured (absolutes)*	194	206*	6.67%
Colleague, Killed or Seriously Injured (absolutes)*	19*	21*	6.67%
Workplace Violence & Aggression (all incidents)	Shadow measure not targeted		0%
<b>Colleague</b>			
Total Engagement	+2% on 23/24	Maintain 23/24	7.5%
Attendance	94.25%	93.75%	5%
Senior Leader Representation			
• Women	35.3%	34.5%*	7.5%
• BAME	19.8%	19.2%*	
• Have a disability	6.5%	5.8%*	
• Minority faith/belief	13.1%	12.2%*	
• LGB	5.8%*	5.5%	
<b>Customer</b>			
% of Londoners who agree we care about our customers	56%	54%	5%
Investment programme milestone delivery	90%	75%	6%
Customer Journey Time:			
• LU	26.6 mins	28.5 mins	9%
• Bus	34.1 mins	35.5 mins	
• Rail (Elizabeth Line, Trams, DLR, London Overground)	27.1 mins	28.0 mins	
<b>Green</b>			
CO <sub>2</sub> emissions from TfL operations & buildings	773 (ktonnes CO <sub>2</sub> e)	812 (ktonnes CO <sub>2</sub> e)	6.67%
Sustainable Urban Drainage (SuDs) delivery	9,000m <sup>2</sup>	5,000m <sup>2</sup>	6.67%
Green Milestone delivery	90%	70%	6.67%

## Finance

Total income vs budget	Budget or better	Budget minus 1%	6.67%
Recurring opex savings	100% identified recurring savings plus 50% of unidentified recurring savings	100% identified recurring savings	6.67%
Capex renewals	Budget	Budget +/- 2%	6.67%

\* Exact targets for Safety and Colleague measures to be based on 2023/24 outturn and changes to the draft targets above are subject to approval of the Deputy Mayor, in consultation with available Members.

## 4 New Measures and Updates for the 2024/25 Scorecard

4.1 All measures in the Safety, Colleague and Customer sections have remained the same. However there have been changes to measures in the Green and Finance sections to reflect priorities for the year ahead.

### Safety and security

4.2 All safety measures have been retained as they are aligned to our TfL strategic outcomes.

4.3 As part of the security aspect of Safety and Security, a shadow measure around Workplace Violence and Aggression is included; it is untargeted and will not be weighted due to the volatile nature of the baseline. Tackling workplace violence and aggression against our colleagues is a key priority so by including it on the scorecard it provides visibility. It is not being 'targeted' as we do not wish to discourage reporting.

### Colleague

4.4 All measures have been retained this year to ensure consistency of focus as they are aligned to our TfL strategic outcomes.

### Customer

4.5 All measures have been retained this year to ensure consistency of focus as they are aligned to our TfL strategic outcomes.

### Green

4.6 CO<sub>2</sub> emissions from TfL operations and buildings has been retained as it is aligned to our 2030 net zero strategic outcome.

4.7 Two new measures have been added to the scorecard: Green Milestone Delivery and Sustainable Urban Drainage (SuDs) delivery. These replace ULEZ delivery (completed 2023/24) and Carbon Literacy training (now well established).

- 4.8 Green Milestone Delivery reflects a subset of key milestones on the TfL Green Roadmap and have been selected as the headline activities which will drive the greatest progress against our wider green ambitions within year.
- 4.9 SuDs has an important role in protecting our assets and London's infrastructure from the effects of surface-water flooding. We have committed to the delivery of SuDs in the Mayor's Transport Strategy, the TfL Corporate Environment Plan and the TfL Climate Adaptation Plan. The scorecard metric measures the total amount of additional catchment area of new rainwater draining into Sustainable Urban Drainage Systems delivered via TfL projects.

## **Finance**

- 4.10 Total income has been retained as it is aligned to our strategic priority to diversify and grow our revenue.
- 4.11 Two new measures have been added: Capital expenditure (Capex) Renewals and Recurring Operating expenditure (Opex) Savings. These replace Total Capex and Operating Surplus. Together, the three finance measures proposed for 2024/25 are the key inputs into our overall Operating Surplus.
- 4.12 The Capex Renewals metric measures total capital expenditure on renewals against the budget forecast. It has been chosen to replace Total Capex at the TfL level to ensure we are delivering the maximum amount of available investment for asset renewals and thereby offers a good proxy to our asset condition.
- 4.13 Recurring Opex Savings measures the required delivery of recurring savings as part of delivering our Budget. It does not include one-off savings. It has been added as a measure this year to reflect renewed focus on delivering long-term savings on our operating budget as part of our strategy to continually improve our efficiency.
- 4.14 The draft targets for the finance measures included within this paper are subject to approval of the TfL Budget at the meeting of the Finance Committee on 13 March 2024.

## **5 Weightings**

- 5.1 As for last year, the proposed weightings reflect the need to make progress across all five thematic areas. All five themes have been assigned an equal weighting of 20 per cent.
- 5.2 For Safety and Security, we are maintaining 2023/24 weighting as measures have all stayed the same and all are aligned to our long-term strategic outcomes.
- 5.3 For Colleague, we are increasing weighting for senior leader representativeness (from 5 per cent to 7.5 per cent) to reflect focus on delivering Action on Inclusion. Each characteristic will be weighted equally at 1.5 per cent. As a result, we have chosen to reduce weighting on attendance (now 5 per cent compared to 7.5 per cent in 2022/23) as it is a key factor of overall engagement, which is captured as a separate measure. Weighting for Engagement has remained the same (7.5 per cent).
- 5.4 For Customer, we are maintaining 2023/24 weighting as measures have all stayed the same.

- 5.5 For Green, equal weighting has been given to all three measures, to reflect their equal importance to achieving our 2030 strategic outcomes.
- 5.6 For Finance, equal weighting has been given to all three measures, which reflects the importance of each measure for achieving our overall operating surplus.

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

- 6.1 The scorecard structure aligns with the Chief Officer accountabilities. This has been retained in 2024/25, with an Operations and Capital scorecard.
- 6.2 The Places for London scorecard ensures the appropriate performance monitoring of the financially separate commercial property company, and this will be presented for approval at the next meeting of the Land and Property Committee.
- 6.3 The draft scorecard for Places for London, as well as the Operations and Capital business areas, are included in Appendix 5.
- 6.4 If there are material changes to the scorecard during the financial year, we will manage these through the change control process:
- (a) for the TfL scorecard, the Board will review and approve any changes.
  - (b) for divisional scorecards, the Commissioner and Executive Committee will review and approve any changes.

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

- Appendix 1: Proposed measures and rationale
- Appendix 2: Proposed targets, floor targets and rationale
- Appendix 3: Investment Programme milestones
- Appendix 4: Green Milestones
- Appendix 5: Business area scorecards

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

None

Contact Officer: Alex Williams – Chief Customer & Strategy Officer  
Email: [alexwilliams@tfl.gov.uk](mailto:alexwilliams@tfl.gov.uk)

## Appendix 1: Proposed measures and rationale

Measure	Metric description	Rationale for inclusion
<b>Safety &amp; Security</b>		
<b>Colleague Killed or Seriously Injured</b>	This measures the absolute number of fatalities and serious injuries within our workforce. It excludes injury which results from an incident arising from a pre-existing medical condition, and intentional self-harm. It includes injuries to TfL employees and our contracted workforce within public transport, capital delivery and maintenance.	The safety and security of our customers, colleagues and on London's streets, remains TfL's top priority. These measures are in line with our TfL Strategy and Vision Zero ambitions to ensure that we are tracking performance towards reducing the number of people that are killed or seriously injured across our network and on London's streets.
<b>Roads Killed or Seriously Injured</b>	This is an established metric tracking the safety outcomes on London's road network.	
<b>Customer Killed or Seriously Injured</b>	This measures the absolute number of customers killed or seriously injured while using our network.	
<b>Workplace Violence &amp; Aggression (all incidents)</b>	Total incidents of reported violence and aggression directed at TfL and contracted services colleagues.	We have a duty to protect our colleagues and tackle incidences of work-related violence and aggression.
<b>Colleague</b>		
<b>Total Engagement</b>	This measures the different aspects of people's working lives to give a holistic measure of what it's like to work here and where we need to improve – engagement with work, management, change and leadership, customers, team and wider business and brand.	Total engagement is our primary measure for how content our people are in work and how committed they are to their roles, and the organisation. Total engagement is a key metric for assessing how our employment offer contributes to the success of the organisation, and the effectiveness our colleague roadmap in attracting and retaining staff.
<b>Attendance</b>	A measure of staff attendance, calculated as one hundred percent less the absence rate (all absence as a result of sickness and special leave, including Covid-19 special leave where it applies).	Attendance is an indicator of staff engagement, health and wellbeing. It is also a key factor for service reliability in operational areas.



Measure	Metric description	Rationale for inclusion
<b>Senior Leadership Representation</b>	This is a measure of the percentage of colleagues in Payband 4 and above who have declared to be black or minority ethnic; to be a women; to have a disability; to be lesbian, gay or bisexual; or to have a minority faith or belief.	In order to represent London, it is important that TfL represents Londoners at every level of the organisation. This is key to making sure that there is diversity of thought in decision-making and to becoming a more inclusive workplace.
<b>Customer</b>		
<b>Percentage of Londoners who agree TfL cares about its customers (%)</b>	This is our key customer metric which tells us how customer focused we are by showing how well we are meeting our customers' expectations during every interaction with us, not just their last journey experience. It is appropriately sensitive to reflecting improvement or deteriorations in our service.	Customer Care allows us to track our long-term direction to meet customer needs. Being customer focused is key to driving up revenue, shifting people away from car use to public transport or active travel, and to building public support during these challenging times.
<b>Customer Journey Time</b>	Journey Time is a measure of how long it takes our customers to travel on our services. It is calculated by adding up the time for each stage of a journey (e.g. waiting, time in transit, interchange) and applying a weighting for factors that negatively affect passenger experience, such as crowding and wait times. This is measured for London Underground, Buses, and our Rail modes (DLR, London Overground, Trams and Elizabeth line).	Journey time is a key driver of demand. This journey time metric is our best overall measure of service reliability, from a customer perspective.
<b>Investment Programme Milestone delivery</b>	This measure is a basket of delivery milestones, which each have an assigned delivery date within the 2024/25 financial year. This includes the most important milestones across our major projects, enhancements and renewals.	This is an established scorecard measure as these projects play a vital role in stimulating the economy, growing demand and supporting our supply chain.

Measure	Metric description	Rationale for inclusion
<b>Green</b>		
<b>CO<sub>2</sub> emissions from TfL operations &amp; building (ktonnes CO<sub>2</sub>e)</b>	This is a metric that we have retained on the scorecard as a demonstration of our commitment to addressing the global climate change emergency. It measures the level of emissions across the whole of our operations – burning fuel (Buses, Dial-a-Ride fleet) and our direct electricity use (our buildings, LU, Rail). LU energy and Buses emission forecasts are aligned to % service operated and revised budget operated km targets respectively.	The purpose of this is to track and show the TfL-wide decarbonisation we intend to achieve, keep us on track with our commitments, and in the long-term, encourage a carbon-conscious culture.
<b>Sustainable Drainage (SuDs) Delivery</b>	This captures the cumulative total new rainwater catchment area draining into sustainable drainage systems delivered via TfL projects (in square metres).	Sustainable drainage supports our Green strategic priorities and 2030 outcomes set out in the TfL Strategy. This includes a 5,000m square (catchment area) annual ambition, and is a target in the Mayor's Transport Strategy. Sustainable drainage also forms a key aspect of our new 'Green Infrastructure & Biodiversity Plan' as we plan to design infrastructure that can support increasing episodes of extreme weather events.
<b>Green Milestone Delivery</b>	This measure is a basket of delivery milestones, which each have an assigned delivery date within the 2024/25 financial year. They will cover the delivery of Green (or carbon-specific) activities that involve all teams across TfL and focus on the delivery of key operational, investment activities and work underway in planning stages.	This new measure will help to further develop our plans and focus delivery across the business to deliver against our Green ambitions.
<b>Finance</b>		
<b>Total income vs. Budget</b>	How much revenue TfL generates, made up of passenger income, other operating income (charging schemes, advertising etc.), Business Rates Retention, and revenue grants. It excludes Places for London income.	We need to grow our revenue in order to deliver an operating surplus.
<b>Recurring Opex Savings</b>	This monitors the delivery of recurring savings required	We need to continually improve our efficiency and

Measure	Metric description	Rationale for inclusion
<b>Capex Renewals</b>	in-year as part of delivering our budget. It does not include one-off savings.  This metric measures our capital expenditure on renewals against the budget forecast.	target continuous savings to reduce like-for-like operating costs in real terms in order to deliver an operating surplus.  We need to invest in the renewal of our assets to support the operation of a sustainable network that continues to run a safe and reliable transport system that delivers for London.

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

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

Measure	2023/24 Target	2024/25 Target	Target rationale	Floor target	Floor target rationale
<b>Safety &amp; Security</b>			<b>*Exact numbers dependent on 2023/24 End of Year (EOY) outturn</b>		
<b>Colleague Killed or Seriously Injured</b>  (absolutes)	<b>22</b>	<b>19*</b>	Target is to continue the trend of reducing KSIs by -2 each year since 2022/23. In the event of a TfL (directly and contracted) colleague fatality, the whole measure is automatically failed	<b>2023/24 EOY actual (21*)</b>	At least no worse than 2023/24
<b>Roads Killed or Seriously injured</b>  (absolutes)	<b>3,541</b>	<b>3,671*</b>	Target is based on a straight-line trajectory from EOY 2023/24 to reach zero by 2041 and is approximately 25% below 2010-14 baseline. Achieving the target would represent the lowest level of road KSIs since COVID-19.	<b>Average of the last 3 years (3,893*)</b>	At least no worse than the average of the last three years. This is approximately 20% below 2010-14 baseline.
<b>Customer Killed or Seriously injured</b>  (absolutes)	<b>201</b>	<b>194</b>	Target supports linear trajectory to 100% reduction by 2041 compared to the 2022/23 baseline, in line with our Vision Zero ambitions.	<b>Average of the last 3 years (206*)</b>	At least no worse than the average last three years.
<b>Colleague</b>			<b>*Exact numbers dependent on 2023/24 EOY outturn</b>		

Measure	2023/24 Target	2024/25 Target	Target rationale	Floor target	Floor target rationale
Engagement	61%	+2% above adjusted 2023/24 score	Our long-term strategy is to be better than the UK Benchmark for Engagement (currently 66%) so we must aim for improvement. Our internal Viewpoint survey will be changing in 2024 and will use fewer questions to measure engagement. Historic Total Engagement scores will be re-baselined using the new methodology.	Maintain adjusted 2023/24 score	Our floor is to achieve at least the same Engagement score in the smaller subset of questions which will be used to calculate Engagement going forward.
Attendance	94.25%	94.25%	Maintaining the current target remains ambitious. There was only one period during 2023/24 where we reached 94.25% attendance.	Either maintain this year's floor (93.75% / 6.25% absence) or use 2023/24 EOY*, whichever is higher	We should increase this year's floor if EOY performance is higher.
<b>Senior Leader Representation:</b> % of PB4+ population declared as:			Targets based on Year-two of eight-year trajectory towards halving distance to the economically active London (EAL) benchmark by 2030 compared to 2023/24.		Floor targets to be to maintain 2023/24 EOY position as a minimum.
Women	34.6%	35.3%		34.5%*	
BAME	18.5%	19.8%		19.2%*	
Minority faith	12.2%	13.1%		12.2%*	
LGB	5.5%	5.8%*	We are already	5.5%	Floor is to stay representative of

Measure	2023/24 Target	2024/25 Target	Target rationale	Floor target	Floor target rationale
			representative for this characteristic. Our target is therefore to maintain this year's EOY performance.		Economically Active Londoners
<b>Has a disability</b>	<b>6.5%</b>	<b>6.5%</b>	Our target is to maintain 2023/24 target, as it was missed this year	<b>5.8%*</b>	Floor is to maintain 2023/24 EOY position as a minimum.
<b>Customer</b>					
<b>% of Londoners who agree we care about our customers</b>	<b>55%</b>	<b>56%</b>	Target represents a 1% point increase on 2023/24 target. Factors likely to positively influence Care score in 2024/25 include bus journey time and customer experience, fares freeze, customer information improvements, London Overground line renaming, DLR new trains and the Ending Violence Against Women and Girls campaign.	<b>54%</b>	Floor target represents the 2023/24 forecast outturn and is set to reflect the fact the care score, as a reputation survey, is influenced by wider national issues such as industrial action and the cost of living crisis
<b>Investment programme milestone delivery</b>	<b>90%</b>	<b>90%</b>	This has been the target for a number of years and represents a reasonable but challenging level given the work needed to deliver this in 2024/25.	<b>75%</b>	Aligns with previous floor target
		<b>26.6 mins**</b> <b>34.1 mins</b>	Demand is forecast to continue to increase in 2024/25, which means that there is an upwards	<b>28.5 mins**</b> <b>35.5 mins</b>	The floor targets maintain the methodology used for 2022/23 floor targets and take into account the upper end of

Measure	2023/24 Target	2024/25 Target	Target rationale	Floor target	Floor target rationale
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		<b>27.1 mins**</b>	pressure on Journey Time both from the impact on actual journey times and from the increased impact of the crowding weightings.	<b>28.0 mins**</b>	demand impacts on Customer Journey Time.
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**Customer Journey Time:**

- London Underground **27.9 mins\*\***
- Bus **33.8 mins**
- Rail **26.9 mins\*\***

Therefore, this year's targets to maintain LU and Rail journey time are ambitious as it requires delivering an even more reliable service this year to mitigate against increased crowding.

\*\*The methodology for LU and Rail measures has been updated to account for 2024 factors (such as demand and travel patterns). This was last updated in 2020.

Similarly, for buses the seemingly small targeted improvement reflects a significant improvement in bus speeds, achieved through the delivery of more bus priority and signal timing reviews.

**Green**

<b>CO<sub>2</sub> emissions from TfL operations and buildings (ktonnes)</b>	<b>845</b>	<b>773</b>	Target is based on our latest forecast, which is aligned to our 2024 Business Plan and Carbon Budget. Action we are	<b>812</b>	Set at 5% above the target to account for variability in the grid mix.
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Measure	2023/24 Target	2024/25 Target	Target rationale	Floor target	Floor target rationale
			taking next year to reduce our carbon emissions includes continuing to transition our bus fleet to zero emission and roll out LED lighting across our street assets, head office buildings and London Transport Museum, along with adjustments to the carbon factor from our grid supplied electricity.		
<b>Sustainable Drainage (SuDs) Delivery</b>	<b>New</b>	<b>9,000m<sup>2</sup></b>	Target assumes full delivery of known projects.	<b>5,000m<sup>2</sup></b>	A London-wide highways SuDS target is included in the Mayor's Transport Strategy. The TfL Corporate Environment Plan commits to identify and contribute to this and the TfL Climate Change Adaptation Plan sets out TfL's ambition to deliver a minimum of 5,000 square metres of SuDS each year
<b>Green Milestone Delivery</b>	<b>New</b>	<b>90%</b>	Follows a similar methodology as Investment Programme milestones. The list of milestones is included in Appendix 4.	<b>70%</b>	A variation is used on Investment Programme milestone floor to reflect the fact that there are fewer milestones that make up this measure.
<b>Finance</b>	<b>All target numbers are subject to approval of the TfL Budget at the Finance Committee 13 March 2024</b>				
<b>Total income vs budget (excluding Places for London)</b>	<b>£8,972 m</b>	<b>TfL Budget or better</b>	Our target should be to achieve at least the full income amount included in our 2024/25 Budget	<b>TfL Budget minus 1%</b>	Reflects approximate amount managed through central contingency from income risk.



Measure	2023/24 Target	2024/25 Target	Target rationale	Floor target	Floor target rationale
<b>Recurring Opex Savings</b>	<b>New</b>	<b>100% identified recurring savings plus 50% of unidentified recurring savings</b>	Our target is to achieve the full identified recurring Opex savings included in our 2024/25 Budget, and half of the recurring savings where the source is currently unidentified.	<b>100% identified recurring savings</b>	Floor reflects level of risk that will be managed to in the budget in the event that we're not fully able to deliver unidentified savings.
<b>Capex Renewals vs budget</b>	<b>New</b>	<b>TfL Budget</b>	Our target is to deliver our full capital renewal expenditure within a range of +/- 2 %. This is to maintain focus on both efficient delivery and forecast accuracy.	<b>+/-2%</b>	Anywhere within this range achieves the full weighting. This continues methodology used for Total Capex, used in previous years and is considered an acceptable range for delivery

### Appendix 3: Investment Programme milestones

	Portfolio	Project Name	Milestone Description	Target Date
1	Streets, Bus & Rail and Sponsored Services (RSS)	East Croydon & George Street Track Renewal	Completion of Trams Track Renewal	May -24
2	Crossrail Residual	ELR500	Completion and commissioning of critical system upgrades to the Elizabeth Line Signalling system	Jun -24
3	Technology	Project Proteus	Bidders invited to submit their stage 1 tender submission for evaluation.	Jul -24
4	London Underground Renewals	Jubilee Line Overhaul Programme	Train underframe refurbishment complete on the first 48 trains of the Jubilee Line fleet	Aug -24
5	Streets, Bus & RSS	MARP A40 Westway	Work Package 2a Start On Site	Sep -24
6	Environment	Therapia Lane Decarbonisation Project	Therapia Lane - Start on Site	Sep -24
7	London Underground Renewals	Escalators - Kentish Town E1&2	Kentish Town London Underground station re-opening following Escalator replacement.	Sep -24
8	Rail & Station Enhancements	Trams Replacement Rolling Stock	Release of Invitation To Tender for new trams	Oct -24
9	Streets, Bus & RSS	Woolwich Ferry Resilience and Renewals - Maintenance Grid	Commence construction of upgraded maintenance facility to support essential work to the Woolwich Ferry leading to increased availability for customers and cost saving	Oct -24
10	Environment	Direct Vision Standard (DVS) Phase 2	Direct Vision Standard – Phase 2 Go Live	Oct -24
11	London Underground Renewals	Built Environment Staff Welfare	Completion of staff welfare renewal works to 25 rooms	Oct -24
12	Streets, Bus & RSS	Kingston Bus Station Redevelopment	All works completed on site and bus station back in use to the travelling public.	Oct -24
13	Piccadilly Line Upgrade	Piccadilly Line Upgrade	The first '24 Tube Stock' train is delivered to London	Nov -24
14	Customer Roadmap	London Overground line naming	Line names in use on London Overground	Nov -24
15	DLR Rolling Stock	DLR RSRP –	Supplying the capability to allow sufficient trains in	Dec -24

	Replacement Programme (RSRP)	Programme Level	service to provide first capacity uplift – key output one - full length trains on Bank to Lewisham Branch	
16	Safe & Healthy Streets	Lambeth Bridge	Lambeth Bridge – Start on site	Dec -24
17	Rail & Station Enhancements	Colindale Station Capacity Enhancement and Step Free Access	Colindale Station – Existing station is available to re-open in a temporary state following [27] week closure	Dec -24
18	Environment	Zero Emission Fleet	All cars in TfL Support Fleet Zero Emission Capable	Dec -24
19	London Underground Renewals	Central Line Improvement Programme	Second Central line train into service after full refurbishment, with modern, reliable traction motors and improved accessibility	Dec -24
20	Four Lines Modernisation (4LM)	4LM	4LM – Signalling system upgrade complete on Metropolitan & Jubilee lines from Finchley Road to Preston Road and Neasden Depot (Signalling Migration Area 08)	Jan -25
21	Silvertown Tunnel	Silvertown Tunnel - Siebert Road Noise Barrier	Siebert Road Noise Barrier - Finish on Site	Feb -25
22	Environment	Power & Electrical - LED Upgrade	Installation of six thousand energy-saving LED lights serving customers & staff at Kings Cross station	Feb -25
23	Technology	iBus - I2	Completion of the Detailed Design for the iBus2 Solution	Mar -25
24	London Underground Renewals	Track Programme	Deliver 2.8km of new LU track, improving reliability and reducing noise	Mar -25
25	Streets, Bus & RSS	Asset Capital Programme - Stations and Stands Programme	12 Bus Drivers' Welfare Rooms Completed	Mar -25
26	Technology	Telecoms Commercialisation Project (TCP) Concession Agreement	Increase the level of mobile phone coverage in underground areas of the network (London Underground, London Overground, Elizabeth line or DLR) to cover a total of 225 locations being made up of stations and tunnel roads.	Mar -25

## Appendix 4: Green Milestones

	Milestone Description	Target Date
1	Double our wildflower verges from 130,000sqm to 260,000sqm	Q1
2	Sign Power Purchase Agreements or tender further renewables procurements	Q2
3	Removal of all known assets containing Polychlorinated Biphenyl	Q3
4	Submit 2024 Climate Budget to Greater London Authority	Q3
5	Complete carbon target validation with the Science Based Targets Initiative	Q3
6	All cars in the TfL support fleet to be Zero Emission capable	Q3
7	Solar Private Wire Completion Stage 2 Tender and shortlist of prospective delivery partners	Q4
8	Transition 500 buses to zero emission, bringing the total zero-emission bus fleet to 1,900	Q4
9	Convert 15 London Underground stations to LEDs, including King's Cross St. Pancras Underground station	Q4
10	Completion of our first heating decarbonisation project at Therapia Lane depot	Q4
11	Silver Accreditation with the Carbon Literacy Project requiring 12.5% of our workforce certified	Q4

## Appendix 5: Business area scorecards

### Operations Scorecard

Theme	2024/25 metrics
<b>Safety &amp; Security</b>	Roads, Killed or Seriously Injured (absolutes)
	Customer, Killed or Seriously Injured (absolutes)
	Colleague, Killed or Seriously Injured (absolutes)
	Workplace Violence & Aggression (all physical incidents)
<b>Colleague</b>	Total Engagement
	Attendance
	Operations People Plan Milestones
	Senior Leader Representation (Women, BAME, Have a disability, Minority faith/belief and LGB)
<b>Customer</b>	Public transport Customer Satisfaction Survey
	Customer Journey Time (London Underground, Bus and Rail (Elizabeth Line, Trams, DLR, London Overground))
<b>Green</b>	CO <sub>2</sub> emissions from TfL operations and buildings
	Operations Green Milestone Delivery
<b>Finance</b>	Recurring opex savings
	Capex renewals

## Capital Scorecard

### Theme 2024/25 metrics

<b>Safety &amp; Security</b>	Capital workforce – all injuries (TfL employees)
	Capital workforce – all injuries (Supplier employees)
	Formal Investigation Report (FIR) actions closed out within due date
	Incident close-out rate
	RIDDOR*** Accident Frequency Rate
<b>Colleague</b>	Total Engagement
	Attendance
	Capital People Plan Milestones
	Senior Leader Representation (Women, BAME, Have a disability, Minority faith/belief and LGB)
<b>Customer</b>	Strategic Tier 1 milestone delivery
	Strategic Tier 2 milestone delivery
	Pathway Compliance
	Risk Management - % key risks with mitigation actions not exceeding due date
	Engineering & Asset Strategy milestones achieved on time
<b>Green</b>	Green capability upskilling
	Projects' environmental compliance
	Capital Green Milestone Delivery
<b>Finance</b>	Enhancements vs. Budget
	Recurring opex savings
	Cash forecast accuracy
	Savings delivered

\*\*\*RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

## Places for London Scorecard

### Theme 2024/25 metrics

<b>Safety &amp; Security</b>	Improvement in tenant compliance risk profile
	Colleague, Killed or Seriously Injured (absolutes)
<b>Colleague</b>	Total Engagement
	Senior Leader Representation - gender
	All Staff Representation (Women, BAME, Have a disability, Minority faith/belief)
<b>Homes</b>	Homes start on site (cumulative)
	Homes - Completed (cumulative)
	% Affordable Homes Start on Site
	Property development milestones
	Customer Satisfaction Survey
<b>Green</b>	Sustainability Milestone Delivery
<b>Finance</b>	Total revenue
	Operating surplus
	Asset disposals
	Asset investment
	Dividend

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**Board**



**Date: 6 March 2024**

**Item: Delegations to the Finance Committee: 2024/25 TfL Budget; Prudential Indicators for 2024/25 to 2026/27; and TfL's policy on Minimum Revenue Provision**

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper seeks a delegation of authority from the Board to the Finance Committee to approve the 2024/25 TfL Budget, the Prudential Indicators for 2024/25 to 2026/27 and TfL's policy on Minimum Revenue Provision.

## **2 Recommendation**

**2.1 The Board is asked to delegate authority to the Finance Committee to approve:**

- (a) the 2024/25 TfL Budget;**
- (b) the Prudential Indicators for 2024/25 to 2026/27; and**
- (c) TfL's policy on Minimum Revenue Provision.**

## **3 Background**

3.1 A decision to approve the 2024/25 TfL Budget, the Prudential Indicators and TfL's policy on Minimum Revenue Provision (MRP) is required before the next meeting of the Board – which will take place after the Mayoral elections on 2 May 2024 – and before the end of the financial year, as:

- (a) to meet the statutory requirement as a local authority to have a balanced budget, we need to ensure an approved budget is in place when the current one expires;
- (b) the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code (the Code) require the Prudential Indicators for the forthcoming and following years to be set before the beginning of the forthcoming year; and
- (c) the Local authority Capital Financing Regulations require that before the start of each financial year a local authority should prepare a statement of its policy on making Minimum Revenue Provision (MRP) in respect of that financial year for approval.

- 3.2 The approval of the TfL Budget and the Prudential Indicators are matters reserved to the Board. The Capital Financing Regulations require that local authorities without a full Council approve their MRP policy at the closest equivalent level, which in TfL's case is the Board.
- 3.3 However, these items were not available in time for this meeting of the Board as they were still under preparation. The timing of this meeting of the Board was impacted by the pre-election period.
- 3.4 Subject to the approval to delegate authority to the Finance Committee, it is proposed that these items will be submitted to the meeting of the Finance Committee for approval on 13 March 2024.

**List of appendices to this report:**

None

**List of Background Papers:**

None

Contact Officer: Rachel McLean, Chief Finance Officer  
Email: [rachelmclean@tfl.gov.uk](mailto:rachelmclean@tfl.gov.uk)

**Board**



**Date:** 6 March 2024

**Item:** Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 21 February 2024.

## **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 21 February 2024 were published on 13 February 2024 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) Approach to Talent;
- (b) Approach to Reward;
- (c) TfL's Green Infrastructure and Biodiversity;
- (d) Response to Youth Panel "Tomorrow's TfL" Report;
- (e) Our Colleague Quarterly Report;
- (f) Safety, Health and Environment Report – Quarter 3 2023/24
- (g) Risk and Assurance Report Quarter 3 2023/24

3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Panel.

## **4 Issues Discussed**

4.1 In response to recommendations from the Board Effectiveness Review 2023, the order of the agenda for the meetings of the Panel was being rotated. While people issues were considered first on the agenda, safety remained the Panel's top priority. As raised at the meeting of the Board on 7 February, the Chair allowed time for a full discussion on Members' concerns about the rise in fatalities in the last quarter and the seven tragic fatalities since, as well as discussing recent bus fires.

4.2 Also, in response to a recommendation from the Board Effectiveness Review, a representative of the Youth Panel attended and participated in the discussions, so that Members heard the voices of young people.

### **Approach to Talent**

4.3 TfL's Colleague Strategy set out how it would achieve its ambition to be a great place to work for everyone to thrive. This would support TfL to attract, retain, and develop people with the skills to move London forward safely, inclusively and sustainably.

4.4 The Talent Approach brings together six elements of coordinated activity designed to plan for the resources required in the future and to help everyone at TfL fulfil their work ambitions.

4.5 The Panel noted an overview of those six elements and an in-depth update on the Recruitment approach and the Learning and Development approach. The Approach would be applied to all staff across TfL with work taking place to ensure it could be effectively embedded in operational areas.

### **Approach to Reward**

4.6 Ensuring TfL provides a fair and attractive employee offer is an integral part of its Colleague Strategy, with the need to balance fairness and affordability with meeting the competitive challenge of attracting and retaining talent.

4.7 The Panel noted that in responding to this challenge, TfL is reviewing its approach to pay management. The Job Family concept, which grouped together roles that performed similar functions, was a component of pay management. Twenty Job Families had been identified in TfL and external Pay Survey data was being used to inform pay ranges within job disciplines in each Family.

### **TfL's Green Infrastructure and Biodiversity**

4.8 The Panel noted TfL's strategic work on Green Infrastructure and Biodiversity, which had a substantial economic value, at £328m. A key focus was biodiversity 'net gain' which would be achieved through a strategic business-wide approach. The aim was to leverage existing resource to see improvements without significant cost increases. Places for London was active in this area and was guided by the Sustainable Development

Framework as the property portfolio represented a major opportunity to drive this work forward.

- 4.9 TfL planned to publish its organisation-wide Green Infrastructure and Biodiversity Plan.

### **Response to Youth Panel "Tomorrow's TfL" Report**

- 4.10 The TfL Youth Panel had completed a year-long exploration into the connections between environmental sustainability and equity, diversity and inclusion. It produced nine recommendations, which were published on TfL's website as part of a full policy report, [Tomorrow's TfL: The Youth Panel's vision for the future](#).
- 4.11 The Panel noted TfL's response to the recommendations, including how TfL would continue to work with the Youth Panel to help make progress in future, building on existing efforts and progress to date.
- 4.12 In response to a recommendation in the report (and the Board Effectiveness Review 2023), Ho-Kit Lam attended the meeting as the lead representative from the Youth Panel, and he would have a standing invite to attend and participate in future meetings, with Rosella Cottam attending if he was not available. Similar arrangements were being made for the meetings of the Customer Service and Operational Performance Panel.

### **Our Colleague Quarterly Report**

- 4.13 The Panel noted the quarterly update on key activities across the Chief People Office, for the period November 2023 and February 2024.
- 4.14 The Inclusion Matters – Disability Awareness training course had seen 4,000 colleagues complete it. The Graduate and Apprenticeship programme had seen 106 graduates and 190 apprentices join in the period. Consideration would be given as to how Members could access the course content. A working group had been established and tasked with developing our new approach to Reasonable and Workplace Adjustments.

### **Safety, Health and Environment Report – Quarter 3 2023/24**

- 4.15 The Panel noted the key information reported in the Quarterly Safety, Health and Environment (SHE) report for the 2023/24 financial year (17 September to 9 December 2023). Most data presented covered this date range, except for some road safety and work-related violence data.
- 4.16 There had been a five per cent reduction in the number of people killed or seriously injured on London's roads. This was below the challenging Vision Zero target of 9.4 and activities were ongoing to improve the downward trend. In response to Members' concerns, Glynn Barton and Lilli Matson provided an update on the rise in fatalities in the last quarter and the seven tragic fatalities since, and recent bus fires. Each incident was being investigated and

learnings were also considered in the round to identify any lessons that could be applied across the business.

### **Risk and Assurance Report Quarter 3 2023/24**

- 4.17 The Panel noted an overview of the status of and changes to Enterprise Risk 1 (ER1) – Inability to deliver safety objectives and obligations, Enterprise Risk 2 (ER2) - Attraction, retention, wellbeing and health of our employees and Enterprise Risk 3 (ER3) – Environment including climate adaptation.
- 4.18 The report also summarised the findings from the associated assurance activity of these risks 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 within TfL's Risk and Assurance Directorate.
- 4.19 As of Quarter 3 2023/24 (17 September to 9 December 2023), we have revised reporting to the Board's Committees and Panels to provide a more consistent and comprehensive report on TfL risks and assurance activity. The revised reports are aligned to the risks within the remit of each Committee and Panel and address all applicable Risk and Assurance work.

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

None

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

Papers submitted to the meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

**Board**



**Date:** 6 March 2024

**Item:** Report of the Meeting of the Programmes and Investment Committee to be held on 28 February 2024

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items to be considered and the decisions to be taken by the Programmes and Investment Committee at its meeting to be held on 28 February 2024 (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 28 February 2024 were published on 20 February 2024 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) Investment Programme Report Quarter 3: Periods 7, 8, and 9, 2023/24;
  - (c) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
  - (d) TfL Project Assurance Update;
  - (e) Environment Programme;
  - (f) Technology Programme;
  - (g) The Growth Fund;
  - (h) Network Development and Third Party Pipeline Programme; and
  - (i) Forthcoming Key Procurement Activities.

- 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 next meeting of the Committee.

## **4 Issues to be Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee is asked to note the standing item on the use of delegated authority. Since the last meeting of the Committee, on 6 December 2023, there had been: one use of Chair's Action in relation to the Ultra Low Emission Zone Scrappage Scheme; one approval of authority by the Finance Committee, that would ordinarily be in the remit of the Programmes and Investment Committee, in relation to the Piccadilly Line Upgrade; and two approvals of Procurement Authority in relation to the Gallows Corner Flyover Refurbishment Design and Build Contract award and the novation of the Detection and Enforcement Infrastructure Contract. There had also been one approval of Procurement Authority and cumulative Programme and Project Authority in relation to the Colindale Station Upgrade Main Works Contract award.

### **Investment Programme Report Quarter 3: Periods 7, 8, and 9, 2023/24**

- 4.3 The Committee is asked to note the update on the progress and performance in Quarter 3, 2023/24 (17 September to 9 December 2023) of TfL's Investment Programme.

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

- 4.4 The Committee is asked to note the update on the IIPAG work undertaken since the last report to the Committee in December 2023.
- 4.5 IIPAG and Project Assurance had undertaken three programme level reviews on: Environment, Technology, and Network Development and Third Party Pipeline. Recommendations aimed at bringing greater clarity to the operation of each programme were in the process of being actioned. IIPAG had also carried out a number of cross cutting reviews.
- 4.6 TfL welcomed the work of IIPAG and will continue to provide the necessary management responses to the recommendations made.

### **TfL Project Assurance Update**

- 4.7 The Committee is asked to note the update on the project assurance work undertaken during Period 9 and Period 10 of 2023/24 (between 12 November 2023 and 6 January 2024) and the key findings from the reviews.
- 4.8 In addition to the three programme reviews covered in 4.5 above, seven project reviews were also undertaken, with IIPAG involved in three of these. The nine reviews gave rise to a total of 48 recommendations, of which four



were considered to be critical issues. All recommendations had been agreed by the project teams concerned.

### **Environment Programme**

- 4.9 The Committee is asked to note an update on the Environment Programme, which aims to deliver key outcomes in the Mayor's Transport Strategy, primarily to help tackle the challenges of air pollution, traffic congestion and the climate emergency. The paper provides an overview of progress in delivering projects since March 2023 and provides an update on planned delivery from April 2024.
- 4.10 The Committee is then asked to approve additional Programme and Project Authority to support the ongoing delivery of the Programme and additional Procurement Authority to extend the contracts to continue activities in support of existing Road User Charging schemes.

### **Technology Programme**

- 4.11 The Committee is asked to note an update on the Technology Programme, highlighting progress with delivering projects since March 2023 for Technology and Data, and since July 2023 for Operations Technology. The paper also summarises the planned delivery for 2024/25 and 2025/26 as well as key challenges and opportunities for the year ahead.
- 4.12 The Committee is then asked to approve an increase in Programme and Project Authority for the Programme.

### **The Growth Fund**

- 4.13 The Committee is asked to note the update on the delivery of the Growth Fund. The focus of the paper is to provide oversight and assurance on the management of the Fund and projects delivered during its two phases. The paper also identifies lessons learnt and the steps taken, over the lifecycle of the fund, to enhance the delivery of the newly established Sustainable Housing and Accessibility Fund.

### **Network Development and Third Party Pipeline Programme**

- 4.14 The Committee is asked to note the overview of the Network Development and Third Party Pipeline Programme. The Programme brings together schemes at early-stage development, prior to their allocation to one of the other programmes within the remit of the Committee or as a standalone major project.
- 4.15 The Committee is then asked to approve Programme and Project Authority for the Thamesmead and Beckton Riverside programme and step-free access at Northolt station, North Acton and West Hampstead.

### **Forthcoming Key Procurement Activities**

- 4.16 The Committee is asked to note the summary of the major new procurements or contract extensions planned over the next two years and decisions that are anticipated to be required from the Committee by way of Chair's Action between this meeting and the next planned meeting in June 2024. It also highlights significant forthcoming procurements that require approval at officer level during that period.

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

None

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

Papers submitted to the meeting of the Programmes and Investment Committee to be held on 28 February 2024

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

**Board**



**Date:** 6 March 2024

**Item:** Report of the Meeting of the Remuneration Committee to be held on 29 February 2024

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items to be considered and the decisions to be taken by the Remuneration Committee at its meeting to be held on 29 February 2024 (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 29 February 2024 were published on 21 February 2024 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) Performance Awards 2023/24;
- (c) Executive Committee Remuneration Benchmarking;
- (d) Performance Awards 2024/25;
- (e) Chief Officer Remuneration 2024; and
- (f) Approach to Reward.

3.3 A summary of the items to be considered and decisions required is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Committee.

## **4 Issues to be Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee is asked to note the use of Chair's Action to approve salaries of £100,000 or more since its meeting on 9 November 2023.

### **Performance Awards 2023/24**

- 4.2 TfL operates performance award schemes for many of its staff, as part of its overall reward arrangements, which are designed to enable the recruitment and retention of staff with the skills and experience required to deliver London's public transport network, while recognising TfL's status as a public body.
- 4.3 The consideration and payment of the performance awards for the Commissioner and Chief Officers has been brought forward for 2023/24 to ensure that appropriate oversight and governance is applied by the existing Remuneration Committee ahead of the Mayoral election (2 May 2024). This advance consideration was similarly followed in 2020 and is what applies in the final year of a mayoralty.
- 4.4 The Committee's decisions on whether to make performance awards, and if so their quantum, will depend on TfL's overall financial performance, TfL's wider performance as measured against the TfL and divisional scorecards (with the audit of the outturns to be considered by the Audit and Assurance Committee), and individual contributions (which will be considered by the Committee). These decisions can only be taken after the end of the financial/performance year ending 31 March 2024.
- 4.5 With no meeting scheduled during the pre-election period, the Committee is asked to authorise the Chair of the Committee, following consultation with Committee Members, to approve any performance awards. Any payments would only be made in accordance with the criteria previously agreed by the Committee.

### **Executive Committee Remuneration Benchmarking**

- 4.6 The Committee is asked to note the Executive Remuneration Benchmarking Report produced by Willis Towers Watson, including the methodology, background and market context and the appendices detailing the private and publicly accountable peer groups and long-term incentive valuation methodology. There were peer groups for both the private sector and the publicly accountable groups.
- 4.7 The benchmarking results show that all TfL Executive Committee roles are still behind market when compared to both peer groups. From a base salary perspective, all roles sit below the lower quartile or are positioned between the lower quartile and the median when looking across the peer groups. The comparison of Total Target Remuneration is even less favourable. This pattern of relativity is similar across all TfL senior management roles, from

payband 4 through to Director level, although more marked at the highest levels.

### **Performance Awards 2024/25**

- 4.8 Performance awards are a critical component of TfL's total remuneration proposition for senior management supporting TfL's ability to attract and retain critical talent within the business. They also have an important role to play in delivering high performance across TfL. Through the direct relationship with business performance (as captured in our scorecards) the schemes serve to highlight the main priorities in delivering the Mayor's Transport Strategy and unify senior management in delivering our critical goals. They also ensure that reward is only delivered that is commensurate with the level of success achieved and therefore provides a fair and value for money approach.
- 4.9 The Committee is asked to support a proposal to continue to operate performance award schemes for senior management (Commissioner, Chief Officer, Director and payband 4 and 5 Senior Managers) for the performance year 2024/25. The scheme would continue to have a financial criterion and Chief Officer and Director performance awards will be aligned to a single scorecard approach (TfL scorecard).

### **Chief Officer Remuneration 2024**

- 4.10 The Committee is asked to consider proposals in relation to Chief Officer remuneration based on the executive benchmarking exercise elsewhere on the agenda for the meeting, while also considering internal relativities.

### **Approach to Reward**

- 4.11 Ensuring TfL provides a fair and attractive employee offer is an integral part of its Colleague Strategy, with the need to balance fairness and affordability with meeting the competitive challenge of attracting and retaining talent.
- 4.12 The Committee is asked to note that in responding to this challenge, TfL is reviewing its approach to pay management.

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

None

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

Papers submitted to the meeting of the Remuneration Committee to be held on 29 February 2024

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)

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**Board**



**Date:** 6 March 2024

**Item:** Report of the Meeting of the Customer Service and Operational Performance Panel to be held on 5 March 2024

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items to be considered by the Customer Service and Operational Performance Panel at its meeting to be held on 5 March 2024 (after the date that the papers for this meeting of the Board are published).

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

- 3.1 The papers for the meeting of the Panel to be held on 5 March 2024 were published on 26 February 2024 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).
- 3.2 The main matters to be considered by the Panel are:
- (a) Bus Action Plan Update;
  - (b) Equity in Motion;
  - (c) Update on TfL Programme to End Violence Against Women and Girls;
  - (d) Enterprise Risk Update - Deterioration of Operational Performance (ER6);
  - (e) Risk and Assurance Report Quarter 3 2023/24;
  - (f) Elizabeth Line Performance; and
  - (g) Customer Service and Operational Performance Report - Quarter 3 2023/24.
- 3.3 A summary of the items to be considered is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Panel.

## **4 Issues to be Discussed**

### **Bus Action Plan Update**

- 4.1 The Panel is asked to note the Bus Action Plan update. The paper sets out TfL's vision for 2030 and its actions across five thematic areas: inclusive customer experience; safety and security; journey times; connections; and decarbonisation and climate change resilience. There was also a focus on bus access to hospitals. It also sets out progress in delivering key milestones, proposed milestones and the challenges ahead.

### **Equity in Motion**

- 4.2 The Panel is asked to note an update on TfL's new accessibility plan: Equity in Motion, which seeks to ensure as many Londoners as possible can access and benefit from public transport and that London's transport network is welcoming and inclusive.
- 4.3 The paper provides an overview of activity to date to deliver the aims of Equity in Motion and next steps. The Panel will receive further updates at future meetings.

### **Update on TfL Programme to End Violence Against Women and Girls**

- 4.4 The Panel is asked to note a high-level update on TfL's work to tackle violence against women and girls and improve their confidence to travel on public transport networks.
- 4.5 The paper provides an overview of a range of initiatives, including details of: the partnership working to coordinate work to deliver the Mayor's commitment to end violence against women and girls and the Mayor's Women's Night Safety Charter; communication campaigns; training and education; the measures to increase crime reporting; the work to support the White Ribbon event (to end male violence against women); as well as technology and public realm improvements.

### **Enterprise Risk Update - Deterioration of Operational Performance (ER6)**

- 4.6 The Panel is asked to note the update on Enterprise Risk 6 (ER6) - Deterioration of Operational Performance. The paper sets out the causes, consequences and analysis of the risk, evaluating both the current state and the target outcome. It also details controls and actions in place to manage this risk effectively.

### **Risk and Assurance Report Quarter 3 2023/24**

- 4.8 The Panel is asked to note a summary of the findings from the assurance activity associated with ER6 - Deterioration of Operational Performance, 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 within TfL's Risk and Assurance Directorate.

### **Elizabeth Line Performance**

- 4.9 The Panel is asked to note an update on the Elizabeth line operational performance including feedback on customer experience. It covers Period 9 (12 November to 9 December 2023), Period 10 (10 December 2023 to 6 January 2024) and Period 11 (7 January to 3 February 2024).

### **Customer Service and Operational Performance Report - Quarter 3 2023/24**

- 4.10 The Panel is asked to note the Quarter 3 Customer Service and Operational Performance Report.

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

None

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

Papers submitted to the meeting of the Customer Service and Operational Performance Panel to be held on 5 March 2024

Contact Officer: Andrea Clarke, Interim General Counsel  
Email: [Andrea Clarke@tfl.gov.uk](mailto:Andrea.Clarke@tfl.gov.uk)

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