

Agenda

Meeting: Board

Date: Wednesday 12 June 2024

Time: 10:00am

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

Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Kay Carberry CBE

Prof Greg Clark CBE

Councillor Ross Garrod

Anurag Gupta

Bronwen Handyside

Government Observer

Emma Ward

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

Samantha Collins-Hill (alternate)

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

This meeting will be open to the public and webcast live on [TfL YouTube channel](https://www.tfl.gov.uk/YouTube-channel) and on the [Greater London Authority's Mayoral Webcasts page](https://www.tfl.gov.uk/Greater-London-Authority-s-Mayoral-Webcasts-page), except for where exempt information is being discussed as noted on the agenda.

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Further Information

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

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

Andrea Clarke, Interim, General Counsel
Tuesday 4 June 2024

**Agenda
Board
Wednesday 12 June 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 6 March 2024

(Pages 1 - 12)

Interim General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 6 March 2024 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority

(Pages 13 - 24)

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 25 - 52)

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 6 March 2024 and updates Members on significant projects and initiatives.

6 Finance Report - Quarter 4, 2023/24 (Pages 53 - 70)

Chief Finance Officer

The Board is asked to note the Finance Report.

7 Report of the meeting of the Land and Property Committee held on 11 March 2024 (Pages 71 - 74)

Committee Chair, Professor Greg Clark CBE

The Board is asked to note the report.

8 Report of the meeting of the Finance Committee held on 13 March 2024 (Pages 75 - 80)

Committee Chair, Anne McMeel

The Board is asked to note the report.

9 Report of the meetings of the Audit and Assurance Committee held on 14 March and 5 June 2024 (Pages 81 - 88)

Committee Chair, Mark Phillips

The Board is asked to note the report.

10 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 16 May 2024 (Pages 89 - 94)

Panel Chair, Dr Lynn Sloman MBE

The Board is asked to note the report.

11 Any Other Business the Chair Considers Urgent

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

12 Date of Next Meeting

Wednesday 24 July 2024, at 10.00am.

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Transport for London

Minutes of the Meeting

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 6 March 2024**

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Kay Carberry CBE
Professor Greg Clark CBE
Councillor Ross Garrod
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE (via Teams)
Dr Lynn Sloman MBE

Government Observers

David Coles
Samantha Collins-Hill (for John Hall)

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
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Dharmina Shah	Interim Chief of Staff to the Commissioner

12/03/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Heidi Alexander, Bronwen Handyside, Dr Nelson Ogunshakin OBE and Peter Strachan. Dr Nina Skorupska CBE attended the meeting via Teams and was able to participate in the discussion but did not count towards the quorum. The meeting was quorate. Government Special Representative John Hall was unable to attend the meeting and was represented by Samantha Collins-Hill.

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.

As this was the last meeting of the Board during the current Mayoral term, the Chair put on record his thanks to every Member of the Board, including those that had left for their contribution to TfL's success. This Board had a very broad range of knowledge, skills and experience and was also diverse to better reflect the city it served. On behalf of himself and the Executive team, Andy Lord also thanked the Board for their help, support and challenge.

On behalf of the Board, the Chair also thanked all the staff and contractors at TfL, who delivered world class services and infrastructure to London and everyone that contributed to the papers that Members received that ensured they made informed and timely decisions.

At the last meeting, the Chair had announced that, as Mayor, he had frozen the TfL fares within his control to help hard pressed Londoners with the cost-of-living crisis and to support the continued ridership recovery from the coronavirus pandemic. Business groups remained concerned about the economic impact of changing travel patterns on footfall, particularly on Fridays. He had directed TfL to introduce a trial of all-day off-peak fares on Fridays on all TfL rail services and pay-as-you-go fares on National Rail services in London, from Friday 8 March 2024 to Friday 31 May 2024 inclusive and had allocated funding of £24m to support the trial. The trial was supported by the Department for Transport, the Rail Delivery Group and train operating companies, who would all benefit from understanding if lower fares would help drive ridership on TfL and other London rail services on Fridays, what impact this might have on travel on other days of the week, and whether this would, in turn, boost London's wider economic recovery. Transport authorities and operators around the world were also watching and awaiting the outcome of the trial.

Following work by TfL and Southwark Council, a key section of Cycleway 4 on Lower Road had been completed on 6 March 2024. This meant TfL was on track to quadruple the size of London's strategic cycle network from 90km in 2016 to over 360km by the end of March 2024. TfL and London's boroughs had rapidly expanded the cycleway network and brought 24 per cent of Londoners within 400m of a high-quality cycle route. In the past 12 months alone, 600,000 Londoners had been connected to the cycle network via 20 new cycleways.

Under the Commissioner's Report item, the Chair asked Andy Lord to provide an update on the performance of the Elizabeth line and the Central line.

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.

13/03/24 Declarations of Interests

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

14/03/24 Minutes of the Meeting of the Board held on 7 February 2024

The minutes of the meeting of the Board held on 7 February 2024 were approved as a correct record, and the Chair was authorised to sign them.

15/03/24 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. Since the meeting on 7 February 2024, there had been no use of Chair's Action, nor authority delegated by the Board.

Following the publication of papers for this meeting, the Mayor had issued a Direction to TfL to implement his Friday fares trial and approved the associated funding. Details of the Direction would be published on the TfL and Greater London Authority websites and reported to the meetings of the Finance Committee and the Audit and Assurance Committee.

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

The Board noted the paper and the actions list.

16/03/24 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 Safety on the network was of paramount importance to TfL who continued to work with the investigating authorities on the tragic fatalities that occurred earlier in the year. The Commissioner continued to extend his thoughts and sympathies to the friends and families of those impacted by the incidents. As

soon as the outcomes from the investigations were heard, TfL would act upon them and would ensure that the Board was informed as appropriate.

- 2 TfL continued work to meet its ambitious target that no one should be killed on or by a London bus by 2030. It was working with the bus industry to fund and trial new safety measures and training for its drivers. New buses were mandated to include measures set out in the Bus Safety Standard and the retrofit programme over the last year meant more than 1,200 buses were now fitted with cameras in place of wing mirrors to improve drivers' visibility, and 3,795 buses now had intelligent speed assistance technology.
- 3 TfL continued to take action to address disruption on the Central line and the Commissioner apologised to the customers and stakeholders affected and had visited one of the train maintenance depots at Hainault and thanked the teams that were working hard to address the severe fleet challenges to return trains to service as safely and as quickly as possible.
- 4 Due to issues with the track monitoring equipment, and in line with TfL's commitment to safety and industry standards, temporary speed restrictions were introduced, particularly on the eastern end of the Central line. A programme of diagnostic and preventative work was in place to safely remove the restrictions at pace with several already lifted. As TfL was currently unable to run as many trains to Hainault via Newbury Park, it continued to run additional bus services in east London, including an enhanced service on the route 150 between Hainault and Ilford station. A new timetable had also been introduced to minimise unpredictable long gaps between trains and create more certainty for customers. While some customers might have to wait longer for a train, particularly on the branches, the new timetable provided a more consistent and predictable service. TfL continued to deliver its major Central line improvement programme and anticipated seeing a marked improvement over the coming days and weeks.
- 5 The challenges on the Central line were a reminder of the consequences of underinvestment and uncertainty in long-term capital funding. TfL would continue to engage with colleagues from Government with a view to agreeing a sustainable, long-term capital funding settlement.
- 6 Performance on the Elizabeth line remained strong, with the last period seeing the best performance since the full timetable began. A recent software upgrade on all 70 trains was successful and brought immediate benefits in reliability. The next signalling software upgrades would be rolled out in June 2024.
- 7 Following the recent meeting of the Mayor and the Commissioner with Andrew Haines, Chief Executive of Network Rail, and Steve Murphy, Chief Executive of MTR UK, Network Rail announced its plan to improve infrastructure in the Thames Valley. The organisations were working collaboratively at the highest level to deliver benefits to customers for the Elizabeth line and other operators running to and from Paddington. Alongside its partners, TfL would continuously improve the Elizabeth line and build on its transformational success. The

Commissioner had also met with Siemens and Alstom this week and continued to discuss the performance of the railway with key suppliers.

- 8 The Commissioner commended the work on the Superloop express bus services, which was raised as a concept in February 2023, and had significantly expanded outer London's public transport offer. On 2 March 2024, the Superloop's orbital loop was completed with the introduction of the SL2 route. The Superloop was very popular with customers, who recognised the new brand and reported a positive experience. Monitoring data on phase 2 of the Superloop initiative and how it was encouraging ridership would be provided to Members. **[Action: Alex Williams]**
- 9 Improving bus journey times and increasing ridership was a key priority and TfL was on track to deliver more bus lanes across the city this financial year and next year. It continued to engage with the boroughs on where more priority bus lanes could be located, particularly for the Superloop express services. TfL monitored the impacts from improvements made to routes and services from bus priority measures, bus lanes and roadworks on bus journey times. More granular detail would be provided to the Customer Service and Operational Performance Panel and consideration would be given to how to better promote the information more widely to the public of the value and the benefits to customers. **[Action: Claire Mann / Alex Williams]**
- 10 On 21 February 2024, TfL's Care Leavers Concession opened for applications. Over 15,000 care leavers in London aged 18 to 25 would benefit from access to half-price bus and tram travel, helping them to overcome the financial barriers to remaining in education, seeking a job or an apprenticeship. The Commissioner was proud that TfL was able to support them in this way.
- 11 On 1 March 2024, TfL announced that it had reached an agreement with the train operating companies, enabling the launch of a trial of all-day off-peak Friday fares to help drive ridership and boost London's wider economic recovery. With the exception of journeys to and from Heathrow Airport via Zone 1, all pay-as-you-go contactless and Oyster Tube and rail journeys would be off-peak on Fridays. During the trial, customers would continue to benefit from the daily cap on Oyster and contactless, which would be set at an off-peak rate, helping those who made multiple journeys through the day save even more. The Commissioner welcomed the already positive response from London's business community and looked forward to the further offers that would accompany the trial. TfL would closely monitor ridership and update the Board on the outcome of the trial in due course.
- 12 On 15 February 2024, TfL together with the Mayor announced that London Overground lines would have new colours and names. The names reflected the history and communities of the city, while also making the network far easier to navigate. The Liberty, Lioness, Mildmay, Suffragette, Weaver and Windrush lines would all appear on the network later in 2024. The Commissioner thanked the stakeholders, customers, historians, industry experts and communities who had played a key role in suggesting the new names and thanked Emma Strain, Customer Director, who led the work. Throughout the summer, TfL would

continue to tell the stories behind the names, as well as prepare to update around 6,000 station wayfinding signs, as well as adjusting train maps, Tube maps and all customer information including digital formats.

- 13 In January 2024, the Mayor confirmed that he was able to provide additional funds to enable TfL to continue London Underground pay discussions with the trade unions. After positive and constructive discussions, the unions had accepted a pay offer for all London Underground staff. The Commissioner thanked Fiona Brunskill and her team and Nick Dent, Director of Customer Operations, London Underground, for their leadership and work in achieving a resolution to the current dispute while ensuring a fair, attractive and affordable pay offer.
- 14 Work to address gender, ethnicity and disability pay gaps continued. On 23 February 2024, TfL published its latest Pay Gap reports alongside other Greater London Authority bodies. While the Commissioner welcomed a 1.8 per cent reduction in TfL's median gender pay gap, greater rates of declarations by colleagues showed an increase to the median ethnicity pay gap of 3.7 per cent and an increase in the median disability pay gap of 2.3 per cent. Better data would help to target the interventions set out in TfL's Pay Gap Action Plan, ensuring equity in pay for colleagues. A full update was scheduled for a future meeting of the Safety, Sustainability and Human Resources Panel.
- 15 The Commissioner extended his thanks to all TfL colleagues who had been working tirelessly to support customers and deliver for London.
- 16 Analysis of the data that TfL held into whether women and Black, Asian or minority ethnic colleagues were more likely to experience workplace violence would be carried out and provided to Board Members.
[Action: Siwan Hayward /Claire Mann]
- 17 On revenue protection, TfL had significantly increased the number of prosecutions from fare evasion and carried out detailed investigative work into serial fare evasion. More information was provided at meetings of the Customer Service and Operational Performance Panel as appropriate.
- 18 While standards were in place to ensure that new electric vehicle charging infrastructure was fully accessible, these were not always fully applied in practice. TfL would hold a workshop with the boroughs to look at good quality design and to ensure the standards were adhered to at sites across London, so that charging points were not located in remote, dark and unsafe places. The Chair asked that the expertise of Board Member Dr Nina Skorupska CBE and of the relevant communities and advisors be sought to ensure the safety of women and disabled users and to raise the accessibility standards that were a basic minimum to levels of excellence.
[Action: Alex Williams]
- 19 David Coles, Government Observer, advised that he would also raise this important issue of accessible electric vehicle charging infrastructure with the relevant transport colleagues in Government.

The Board noted the report.

17/03/24 Finance Report Period 10, 2023/24

Rachel Mclean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 10, 2023/24 (the year-to-date ending 6 January 2024).

The strong performance results demonstrated that TfL was successfully implementing its financial strategy, was tracking close to its budget expectations, and remained on track to deliver operational financial sustainability this financial year. The strategy remained unchanged to rebuild passenger volumes, diversify income and deliver like-for-like improvements in cost performance so that TfL could continue to build a surplus into the future.

TfL would continue to maintain the positive momentum into the new financial year, which built on the great work by colleagues to transport customers safely and reliably, which also rebuilt ridership and revenue. A paper elsewhere on the agenda sought the agreement of the Board to delegate authority to the Finance Committee to approve TfL's annual budget before the end of this financial year, which developed in further detail the first year of the Business Plan. TfL's challenge in 2024/25 was to grow its operating surplus further so it could increase investment in renewing assets and make further progress towards its strategic goals. To achieve this, it needed to increase the rate of delivering recurring operating savings compared to the level of delivery over the past two years.

In December 2023, TfL welcomed the £250m capital funding from Government, which would enable its major train and signalling programmes to continue in 2024/25. TfL continued to work with the constructive support of Government colleagues to make that case until it had a multi-year capital funding settlement with Government, similar to those in place in other cities and sectors, it would continue to undertake investment planning and delivery in ways that were less efficient and effective than good practice required.

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 increase in 2022/23. Passenger journeys were relatively steady at 90 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of 2022/23. Total revenue was in line with budget.

Like-for-like operating costs were falling in real terms, and six per cent higher than last financial year, despite year-on-year inflation of around nine per cent. Core operating costs were on budget and total operating costs were currently one per cent lower than budget. This was mainly from contingency that was held to mitigate risks on operating costs and income which TfL had now retired.

In the year-to-date, the operating surplus was £162m, which was £47m better than budget. Some small risks remained in terms of operating income and savings delivery, but TfL expected to manage these and had retired the majority of its central risk contingency.

As a result of not receiving any inflation funding from Government, capital enhancements expenditure had slipped and was expected to end the year around £80m to £90m lower than budget. Capital renewals expenditure was expected to be around £750m, within one per cent of budget, allowing some acceleration of works from 2024/25 following the £250m capital funding settlement from Government.

Cash balances were slightly lower than budget and below £1.2bn. They were forecast to rise to £1.3bn, which was the maximum allowed to exit the financial year under the current funding settlement with Government.

Board Members commended the Executive team and the work and effort across the whole organisation for achieving such a fantastic financial performance, especially given the uncertainties and challenges TfL had faced. TfL was on track to deliver an historic operating surplus, which would be entirely re-invested into its services. Rachel McLean would engage with colleagues in the Communications team to design clear messages regarding TfL's financial position. **[Action: Rachel McLean]**

The Chair thanked Board Members for their expertise, support and challenge over the last eight years in also helping TfL to achieve its strong financial position.

The Board noted the Finance Report.

18/03/24 2024/25 TfL Scorecard

Alex Williams introduced the item. The TfL scorecard was the primary tool for tracking in-year progress against TfL-wide strategic objectives and incentivising senior managers to make strategically aligned decisions. The 2024/25 TfL scorecard had been developed to align with the new TfL Strategy that built on TfL's Vision and Values and the Mayor's Transport Strategy.

The proposed scorecard structure for 2024/25, like the scorecard for 2023/24, retained a balanced approach across the five key strategic themes, which Members welcomed. These themes encapsulated TfL's priorities of delivering a safe, secure and reliable service to its customers, empowering and supporting its colleagues, rebuilding its finances, and protecting and improving the environment. All measures in the Safety and Security, Colleague and Customer sections remained the same, with some changes to measures in the Green and Finance sections to reflect priorities for the year ahead.

On Safety and Security, a shadow measure around workplace violence and aggression had been added, as it was a key priority, but it was untargeted so that it did not discourage reporting.

The Colleague measure on senior leadership representation had made a significant impact. Fiona Brunskill confirmed that the targets were challenging though achievable but required the right mix of turnover and retention.

Members discussed the Customer metric on the “per cent of Londoners who agree we care about our customers” and noted that the data was taken from a sample of London residents and the measure was broad, given the breadth of TfL’s services. The Customer Service and Operational Performance Panel had undertaken a deep dive on the “care” metric and was persuaded that the underlying measures that contributed to the overall score were robust. It also looked at the feedback from different groups, for example disabled and non-disabled people and how those gaps could be further reduced. The paper considered by the Panel would be shared with Members. **[Action: Alex Williams]**

Two new Green measures had been added to the scorecard: Green Milestone Delivery and Sustainable Urban Drainage (SuDs) delivery, replacing Ultra Low Emission Zone delivery (completed 2023/24) and Carbon Literacy training (now well established). Several schemes were planned to be delivered to support SuDs delivery and progress would be measured using the cumulative total of green space and the impact on drainage.

The two new Finance measures covered capital expenditure renewals and recurring operating expenditure savings.

The Board noted the paper and:

- 1 approved 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 authorised the Deputy Mayor to approve any changes to the final safety and security and colleague targets as drafted, in consultation with available Members; and**
- 2 noted the approach to Business Area scorecards for 2024/25.**

19/03/24 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

Rachel McLean introduced the item. The approval of the 2024/25 TfL Budget, the Prudential Indicators for 2024/25 to 2026/27 and TfL’s policy on Minimum Revenue Provision were all matters reserved to the Board and needed to be approved by the end of this financial year (31 March 2024). As the meeting of the Board was earlier than usual due to the pre-election period, these items were not available as they were still under preparation. The Board was asked to approve a delegation of authority to the Finance Committee, which was scheduled to meet on 13 March 2024.

The Board delegated authority to the Finance Committee to approve:

- 1 the 2024/25 TfL Budget;**

- 2 the Prudential Indicators for 2024/25 to 2026/27; and
- 3 TfL's policy on Minimum Revenue Provision.

20/03/24 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024

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

Following the discussion at the last meeting of the Board on the recent increase in customer fatalities, the Panel had an in-depth discussion on customer safety, in particular in relation to buses, the action being taken and how lessons were learnt and shared from accident investigations.

The Panel discussed and welcomed TfL's approach to green infrastructure and biodiversity, which sought to make its network and assets more nature friendly.

TfL's approach to reward was also discussed, focussed on the work being undertaken to reduce pay gaps and to attract and retain staff, particularly where TfL could not compete with the market rate.

The Board noted the report.

21/03/24 Report of the meeting of the Programmes and Investment Committee to be held on 28 February 2024

Seb Dance, who was elected Chair for the meeting of the Committee, introduced the item.

He highlighted the Committee's discussion on the quarterly Investment Programme Report, which provided an update on the wide range of programmes and projects underway and their status, and the authority approvals for two key investment programmes: environment and technology.

The Board noted the report.

22/03/24 Report of the meeting of the Remuneration Committee held on 29 February 2024

The Chair of the Committee, Kay Carberry CBE, introduced the item.

The Committee considered a new updated and detailed benchmarking report, which again showed that remuneration for senior staff at TfL was well below that of the private sector and publicly accountable peer groups, with the gap greater the more senior the role.

The Committee also discussed Performance Awards for 2023/24, with no decisions to be taken unless strict conditions relating to the TfL Scorecard and financial sustainability metrics were met.

The Board noted the report.

23/03/24 Report of the meeting of the Customer Service and Operational Performance Panel held on 5 March 2024

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. A member of TfL's Youth Panel was in attendance at the meeting of the Panel and contributed to the discussions.

The Panel made suggestions to further improve the Bus Action Plan and discussed the development of the Superloop services and the importance of bus services to hospitals, with the Youth Panel representative also raising the need to consider further education and university campuses.

The Equity in Motion plan was discussed, including the Panel's commitment to monitor progress against delivery.

The Panel also noted the work undertaken to end violence against women and girls. It discussed ways that TfL could use its estate and staff presence to offer places of sanctuary with staff trained to offer shelter and support.

The Board noted the report.

24/06/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

25/03/24 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 12 June 2024 at 10.00am.

The meeting closed at 11.35am.

Chair: _____

Date: _____

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Board



Date: 12 June 2024

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

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of any use of Chair's Action or authority delegated by the Board, any Mayoral directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 6 March 2024.
- 1.2 This paper also provides a short update on Board membership. Following his re-election, the Mayor has reappointed himself as the Chair of TfL and Seb Dance as a Member of the Board. Following the London Assembly Confirmation Hearing on 29 May 2024, it is understood that the Mayor will be reappointing Seb Dance as Deputy Chair of TfL.
- 1.3 There has been one use of authority delegated by the Board on 6 March 2024 in relation to the approval of the 2024/25 TfL Budget by the Finance Committee on 13 March 2024. Subject to being reappointed as Deputy Chair of TfL, Seb Dance will be asked to approve the finalisation of the 2024/25 TfL Scorecard, which was delegated by the Board to the Deputy Chair for approval on 6 March 2024.
- 1.4 There have been no uses of Chair's Action nor any Mayoral Directions to TfL.
- 1.5 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendations

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

3 Mayoral Appointments to TfL

- 3.1 Under the Greater London Authority (GLA) Act 1999, the Mayor appoints Members to TfL. The roles of Chair and Deputy Chair of TfL cease at the end of a Mayoral term. Following his re-election, the Mayor re-appointed himself as a Member of TfL and, therefore, he is the Chair. He also reappointed Seb Dance as a Member of the Board.
- 3.2 Following the London Assembly Confirmation Hearing on 29 May 2024, it is understood that the Mayor will be reappointing Seb Dance as Deputy Chair of TfL. A verbal update will be provided at the meeting.

- 3.3 Heidi Alexander's term of appointment as a Member of TfL will expire on 21 June 2024. The term of appointment for all other Members is due to expire on 8 September 2024.
- 3.4 TfL has commenced a recruitment process for TfL Members. A recruitment consultancy has been engaged and the position was advertised and applications are currently being reviewed. Current Board Members who have expressed an interest in continuing on the Board will be considered alongside those candidates who are shortlisted for the role but will not need to attend an interview. Interviews are scheduled from mid-June to early July 2024.
- 3.5 A further update will be provided to the meeting of the Board on 24 July 2024. The outcome of the recruitment process for all TfL Members will be reported to the meeting of the Board on 16 October 2024.

4 Use of Chair's Action

- 4.1 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.
- 4.2 There has been no use of Chair's Action since the last meeting.
- 4.3 There has been one use of specific authority delegated by the Board since the last meeting, in relation to the TfL Budget 2024/25. A further use of authority delegated by the Board to the Deputy Chair of TfL will be exercised in relation to approval of the finalisation of the 2024/25 TfL Scorecard, once the appointment of the Deputy Chair has been made.

TfL Budget 2024/25

- 4.4 On 6 March 2024, the Board delegated approval of the Budget to the Finance Committee. The Committee approved the TfL Budget for 2024/25 at its meeting on 13 March 2024. The papers for that meeting are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#). A fuller summary of the approval is provided in the Report of the meeting of the Finance Committee held on 13 March 2024, elsewhere on the agenda for this meeting.

2024/25 TfL Scorecard – Quarter 1 Update

- 4.5 On 6 March 2024, the Board approved the 2024/25 TfL Scorecard subject to:
- (a) 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
 - (b) finalisation of the safety and security, and colleague targets, and

authorised the Deputy Chair to approve any changes to the final safety and security, and colleague targets as drafted, in consultation with available Members.

- 4.6 As reported above, the first condition was met on 13 March 2024, when the Finance Committee approved the 2024/25 TfL Budget, with no additional conditions raised in respect of the approval of the finance measures for the 2024/25 TfL Scorecard.
- 4.7 A paper was submitted to all Members of the Board on 29 May 2024, which set out details for the finalisation of the 2024/25 TfL Scorecard safety and security, and colleague targets, which were dependent upon the 2023/24 outturn performance figures.
- 4.8 Following the consultation with Members, Seb Dance has indicated that, subject to and following his appointment as Deputy Chair of TfL, he intends to note the paper and approve the final 2024/25 TfL Scorecard targets for the:
- (a) Roads, Killed or Seriously Injured (absolutes) measure;
 - (b) Customer, Killed or Seriously Injured (absolutes) measure;
 - (c) Colleagues, Killed or Seriously Injured (absolutes) measure;
 - (d) Attendance measure; and
 - (e) Senior Leader Representation measure (all five sub-categories).
- 4.9 A verbal update will be provided at the meeting and if the paper is approved, the paper relating to this use of delegated authority will be published on tfl.gov.uk.

5 Mayoral Directions to TfL

- 5.1 The GLA Act 1999 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 often issued in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 5.2 Mayoral decision papers inviting the Mayor to issue a direction set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 5.3 All Mayoral decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 5.4 Mayoral directions relating to TfL are reported to the Board's Committees for information as soon as possible after they are received by TfL or published. Regular reports will list the relevant directions for as long as they are applicable.

- 5.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL’s work in implementing Mayoral directions. This will also be kept under review at each quarterly meeting of that Committee.
- 5.6 A summary of current Mayoral directions to TfL is maintained on the “How we are governed” page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further directions are made.
- 5.7 There have been no Mayoral directions issued to TfL since the last meeting.

6 Actions List

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

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

Standing Orders and Terms of Reference of Committees and Panels.

Use of Delegated Authority paper, 2024/25 TfL Scorecard – Quarter 1 Update, issued to Members on 29 May 2024.

Greater London Authority Decision Making Database.

Contact Officer: Andrea Clarke, Interim General Counsel

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Board Actions List (to be reported to the meeting on 12 June 2024)

Actions from the meeting held on 6 March 2024

Minute No.	Item/Description	Action By	Target Date	Status/Note
16/03/24 (1)	<p>Commissioner's Report: Superloop Phase 2 Monitoring Data</p> <p>Monitoring data on Phase 2 of the Superloop initiative and how it was encouraging ridership would be provided to Members.</p>	Alex Williams	June 2024	Completed. Superloop usage monitoring data was circulated to Members on 4 June 2024.
16/03/24 (2)	<p>Commissioner's Report: Bus Journey Improvements Information</p> <p>TfL monitored the impacts from improvements made to routes and services from bus priority measures, bus lanes and roadworks on bus journey times. More granular detail would be provided to the Customer Service and Operational Performance Panel and consideration would be given to how to better promote the information more widely to the public of the value and the benefits to customers.</p>	Claire Mann / Alex Williams	October 2024	We are currently collating this information for bus lanes installed in March 2024 and will present the data to the Panel when complete.
16/03/24 (3)	<p>Commissioner's Report: Analysis of Workplace Violence Experiences</p> <p>Analysis of the data that TfL held into whether women and Black, Asian or minority ethnic colleagues were more likely to experience workplace violence would be carried out and provided to Board Members.</p>	Siwan Hayward / Claire Mann	November 2024	The information will be included in the annual update on work-related violence and aggression item, scheduled for November 2024 meeting of the Safety, Sustainability and Human Resources Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
16/03/24 (4)	<p>Commissioner’s Report: Improving Electric Vehicle Charging Infrastructure Accessibility</p> <p>TfL would hold a workshop with the boroughs to look at good quality design and to ensure the standards were adhered to at sites across London, so that charging points were not located in remote, dark and unsafe places. The Chair asked that the expertise of Board Member Dr Nina Skorupska CBE and of the relevant communities and advisors be sought to ensure the safety of women and disabled users and to raise the accessibility standards that were a basic minimum to levels of excellence.</p>	Alex Williams	July 2024	<p>A note has been shared with Board Members Dr Nina Skorupska CBE and Marie Pye on our proposed approach.</p> <p>Plans are underway to hold the workshop in early June 2024.</p>
17/03/24	<p>Finance Report, Period 10, 2023/24: Financial Achievement Communications</p> <p>TfL was on track to deliver a historic operating surplus, which would be entirely re-invested into its services. Rachel McLean would engage with colleagues in the Communications team to design clear messages regarding TfL’s financial position.</p>	Rachel McLean	May 2024	Completed. Clear messages communicated on TfL’s financial position, starting with the Business LDN talk on 8 May 2024.
18/03/24	<p>2024/25 TfL Scorecard: Deep Dive Care Metric Paper</p> <p>The Customer Service and Operational Performance Panel had undertaken a deep dive on the “care” metric and the paper considered by the Panel would be shared with Members.</p>	Alex Williams	May 2024	Completed. The paper was circulated to Board Members on 10 May 2024.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/24 (1)	<p>Commissioner’s Report: Bus Stations and Stands Review</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>	Claire Mann	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 to the September meeting of the Panel.</p>

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/24 (2)	<p>Commissioner's Report: Off-Peak Friday Fares Trial 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	March 2024	Completed. Press releases and other information on the trial was provided to Members. The outcome of the trial, which concluded on 31 May 2024 will be reported to the Board in due course.
05/02/24 (3)	<p>Commissioner's Report: Taxi and Private Hire Vehicle Best Practice Guidance 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>	Claire Mann	September 2024	An update will be provided to the meeting of the Panel in September 2024.
05/02/24 (4)	<p>Commissioner's Report: Thamesmead Site Visit Board Members would be invited to attend a Thamesmead site visit and talk through the option plans.</p>	Claire Mann / Alex Williams / Secretariat	July 2024	A site visit will be arranged and all Board Members will be invited.
05/02/24 (5)	<p>Commissioner's Report: Ultra Low Emission Zone (ULEZ) Report 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.</p>	Alex Williams	Autumn 2024	This information will be provided to Members when available.
06/02/24	<p>Finance Report Quarter 3, 2023/24: Surplus Deficit Accounts Breakdown TfL closely monitored the surplus deficit accounts for each mode of transport and would include a breakdown of these in the forthcoming budget paper.</p>	Rachel McLean / Patrick Doig	March 2024	Completed. Included in the TfL Budget 2024/25 paper to the 13 March 2024 meeting of the Finance Committee.

Minute No.	Item/Description	Action By	Target Date	Status/Note
83/12/23 (1)	<p>Commissioner's Report: Investment in Bus Network in Outer London</p> <p>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.</p>	Alex Williams	June 2024	Completed. This information was circulated to Members on 4 June 2024.
86/12/23	<p>Travel in London 2023 Annual Overview Report: Demographics</p> <p>The report included information on the demographics on walking and cycling and Alex Williams would circulate details of the demographics for other transport modes.</p>	Alex Williams	June 2024	Completed. This information was circulated to Members on 4 June 2024.
66/10/23 (3)	<p>Commissioner's Report: Impact on Safer Streets and Sustainable Journeys' Targets</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>	Claire Mann / Lilli Matson	July 2024	An update will be provided to the next meeting of the Board on 24 July 2024.
50/07/23 (3)	<p>Commissioner's Report: Trauma Support for Staff</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	Completed. Included in the Wellbeing Strategy paper to the 16 May 2024 meeting of the Panel.
52/07/23 (3)	<p>Safety, Health and Environment Annual Report 2022/23: Capturing Waste Heat</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</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

Minute No.	Item/Description	Action By	Target Date	Status/Note
	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.			to establish the technical and commercial viability of any partnership. TfL continues to engage with the Government on the Heat Zoning regulations that are likely to come into 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 Committee.
52/07/23 (4)	<p>Safety, Health and Environment Annual Report 2022/23: Benchmarking Environmental Targets</p> <p>It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap.</p>	Lilli Matson	September 2024	An update will be provided at the meeting of the Safety, Sustainability and Human Resources Panel in September 2024.
53/07/23	<p>Finance Report, Quarter 1, 2023/24: Superloop Monitoring</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 / Claire Mann	July 2024	An update will be provided in the Superloop Monitoring paper scheduled for the 10 July meeting of the Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
36/06/23 (5)	Commissioner's Report: Public Transport Credits Scheme Evidence from the earlier scrappage schemes showed that around one-third of recipients did not purchase a new vehicle. Members would be updated on the uptake of the improved public transport credits scheme in due course.	Alex Williams	Ongoing	From 30 January 2023 to 14 January 2024, there were 769 scrappage applications received for scrappage options which include travel passes. A full review will be available as part of the scrappage scheme evaluation report which will be published following scheme closure.
36/06/23 (8)	Commissioner's Report: Future E-bikes Contracting 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 (4)	Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy: Targets Dashboard 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	July 2024	This will be included in the paper to the meeting of the Board on 24 July 2024.
22/03/23 (1)	TfL Prudential Indicators 2023/24 to 2025/26: Debt Service Recovery and Interest Coverage Ratios 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.	Patrick Doig	March 2024	Completed. Included in the TfL Prudential Indicators 2024/25 to 2026/27 paper approved by the Finance Committee on 13 March 2024.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (4)	<p>Commissioner's Report: Vision Zero Deep-Dive A deep dive discussion, including the broader system changes required to meet the Vision Zero targets, would take place at a future meeting of the Safety, Sustainability and Human Resources Panel.</p>	Lilli Matson	June 2024	<p>Completed. The Vision Zero programme is covered at every Panel meeting via the Quarterly reports, as well as specific updates provided throughout the year, such as in May 2023 we covered the Bus Safety Strategy and in September 2023 we covered 20mph.</p> <p>In Quarter 4 of this financial year, we will be providing an update on the entire Vision Zero Action Plan.</p>
05/02/23 (8)	<p>Commissioner's Report: Cockfosters Station Housing Scheme 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>Following discussions with Government officials, an updated section 163 application was submitted to the Secretary of State for Transport on 7 November 2023 and further contact by TfL was made in March 2024. The project, which would deliver 251 new homes, cannot progress until the application has been determined.</p>

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Board



Date: 12 June 2024

Item: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides a review of major issues and developments since the meeting of the Board on 6 March 2024.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – June 2024

List of Background Papers:

None

Andy Lord

Commissioner

Transport for London

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Commissioner's report

June 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

This is the first Board meeting since the London elections and the period since my last report has been a busy one. This update provides just an overview of our performance since March, as we've started a new Mayoral term, completed an election period and are subsequently in another pre-election period ahead of the upcoming general election, and faced new operational challenges.

I congratulate the Mayor on his election as he starts his third term, and look forward to leading Transport for London (TfL) as we play our part in supporting the delivery of his aim of making London a safer, fairer, greener, and more prosperous city. I am delighted to welcome back Seb Dance as Deputy Mayor for Transport and Deputy Chair of the Board. I look forward to continuing to work with both of them in the coming years.

This period has seen some considerable milestones, which is testament to the hard work and dedication of our colleagues across TfL.

On Friday 24 May, we celebrated the Elizabeth line's second birthday. This transformational service has clocked more than 350 million customer journeys since it opened two years ago, with an average of 700,000 customers every weekday. I'm incredibly proud of the service the Elizabeth line provides for London and the southeast and the knock-on impact of driving regeneration across the length of the route.

It was exciting to welcome fans from across the globe to London to celebrate some major sporting events, from the

UEFA Champions League and FA Cup finals, to RideLondon and the European Rugby Champions Cup. Colleagues have been working diligently to ensure that travel plans are in place and everyone is able to get to where they need to go, even in these busy periods.

I am also pleased to confirm, since my last report, we have confirmed our 2023/24 scorecard results and set our targets for 2024/25. The scorecard is the primary tool for tracking progress against our strategic objectives. Structured around our vision and values, and with a clear line of sight between the Mayor's Transport Strategy, our Business Plan and our Budget, the scorecard helps drive our in-year performance. In 2023/24, we achieved 76 per cent against the scorecard target, which is a significant improvement on last year. The full year 2023/24 results will be published in our Annual Report and Statement of Accounts to be considered at the July Board.

I also had the pleasure of visiting the Siemen's Validation Centre in Wildenrath Germany alongside Stuart Harvey (Chief Capital Officer) and Claire Mann (Chief Operating Officer) to see first hand the testing of our new Piccadilly line trains. It was fantastic to see the progress being made and I am looking forward to the new trains arriving in London very soon.

It's also been a bumper period for green initiatives, working towards healthier streets for healthier people. As we inch closer to the summer months, we're working hard to improve access to cycling for all, through rolling out initiatives such as the Santander Cycles Day Pass,

and the launch of our Cycle Sundays campaign, which aims to promote leisure cycling and encourage those who might be nervous to try out cycling on Sundays in the summer months. For those who might prefer a slower pace to explore a sunny London, I was excited to see the launch of the Green Link Walk, connecting Londoners with green spaces and encourage leisure walking around our brilliant city. We've also ensured that we are looking inwardly to achieve our green ambitions: our recently-published Green Infrastructure and Biodiversity plan is an ambitious document that captures how we will care for and improve our estate as one of London's largest landowners, including protecting the 1,700-plus animal and plant species on our land.

Finally, I was particularly pleased to learn that we have been named in The Times Graduate Recruitment Awards as the Graduate Employer of Choice for Transport and Logistics for the second year in a row. This is a wonderful achievement that evidences both our commitment to nurturing early careers and the welcoming working environment that we provide as truly a great place to work – and one which I am proud to lead.



Andy Lord
Commissioner

Safety and security

We are focused on making our public transport network and roads safer for our customers and colleagues

Notable incidents

On 11 March, a customer travelling on the upper deck of a route 85 bus in Kingston fell while making their way downstairs. The customer sadly died in hospital two days later.

On the evening of 26 March, a route 5 bus travelling along Barking Road in Newham collided with a pedestrian. The pedestrian sadly died in hospital a few days later. This investigation is ongoing.

On 3 May, a pedestrian was seriously injured when they were hit by a bus that was turning into Terminus Place in Victoria. The bus was travelling at low speed, making a left turn as it proceeded towards Victoria Bus Station. While this incident did not occur within the bus station, we are acutely aware that it took place less than four months after a fatal collision in which a bus collided with a pedestrian and bus shelter. That incident is still under investigation by the Metropolitan Police, the bus operator and ourselves, and this latest incident is also subject to ongoing investigations. Our thoughts are with the individuals and their family and friends.

Investigations

Following the death of a pedestrian at Walthamstow bus station in December 2023, we are investigating the circumstances of the incident and measures to prevent a recurrence. In unison, as part of a wider review of pedestrian and vehicle safety across our bus stations, and following guidance from the Health and Safety Executive, we have introduced temporary changes to the design of crossings within the bus station to improve and better control the overall safe movement of pedestrians and buses.

Due to the complex nature of these works, permanent improvements are planned to be installed later in the year.

Bus safety

Our Bus Safety Strategy sets out our pathway to achieving our ambition of eradicating deaths and serious injuries from our roads through continuous improvement of the Bus Safety Standard. On 20 May, we held our annual Bus Safety Summit, where we engaged with operators and other stakeholders from the wider industry to discuss progress we are making on improving bus safety.

More than 1,400 buses now meet the Bus Safety Standard. This number will increase as older vehicles are replaced with new electric buses. In addition, the benefits of new technologies can be accelerated through our campaign to retrofit the existing bus fleet. We have expanded our research activity to consider other areas of risk. We have launched our fourth Bus safety innovation challenge with the aim of reducing the number of customer injuries caused by slips, trips and falls. Twenty innovations have been submitted and are being considered for trial alongside some internally developed trials.

We have started to install driver fatigue detection technology on 500 buses. Data from this project will help us to identify areas of greatest risk, such as locations, vehicles, routes, times of day and rosters. Where drivers are identified as being at risk, we will study operators' interventions to find the most effective ways to combat driver fatigue. This supportive approach to intervention will work towards achieving an even stronger safety culture.



We have also started the roll-out of the Night Club initiative. This uses physical installations and tailored sessions to provide shift workers across bus operators with advice on good health and sleep behaviours. In addition, with expert assistance, we are upskilling all bus operators in best practice for fatigue risk management.

We have developed our bus fires and pedal application error workstreams with external expert assistance. Footage from our pedal cameras has proved invaluable in helping us to determine the mechanism and causes of pedal application error to inform international regulatory changes.

Crime and antisocial behaviour on public transport

Safer Transport Teams in east London lead Operation Stepron, aimed at reducing incidents where elderly, vulnerable customers are followed from banks after withdrawing cash and then pickpocketed on buses. The operation combined training for bank staff and crime prevention advice for our customers. As a result, these incidents decreased by 77 per cent in Ilford, 80 per cent in Romford, and 60 per cent in Barking. Five pickpockets were arrested during the operation, with one individual linked to more than 20 offences.

Paddington London Underground station

On 15 May 2023, a revenue protection officer was pushed and repeatedly kicked after challenging a man over a revenue issue. British Transport Police (BTP) officers arrested the man at the scene and he was charged with common assault. After an initial plea of not guilty, at trial the suspect changed his plea to guilty. Video evidence captured by body-worn cameras is likely to have contributed to the change in plea. On 28 February 2024 the man was sentenced to six weeks’ imprisonment.

Stratford London Underground station

On 1 August 2023, station colleagues were racially abused by an intoxicated man. The BTP arrested the man for being drunk and disorderly, racially aggravated common assault and for assaulting a police officer. On 16 February 2024, the suspect pleaded guilty to the offences and was sentenced to nine weeks’ imprisonment.

Seven Sisters London Underground station

On 18 November 2023, a man was found sleeping on a bench within the station. When asked to leave by a station colleague he spat at them. A spit kit was used to gather DNA evidence which identified the man and his details were circulated to police forces nationally. He was subsequently arrested and charged with common assault. A guilty plea was entered

and on 5 February 2024 and the man was sentenced to 12 weeks’ imprisonment, suspended for 12 months, and ordered to pay £300 compensation to the victim.

Tackling work-related violence and aggression

We are committed to doing all we can to protect our colleagues and keep them safe in the workplace. We have made significant progress against our strategy to eradicate work-related violence and aggression.

In February, we introduced new guidance specifically intended to support our Capital colleagues in managing the risks from violence and aggression. Based around four sections on Readiness, Planning, Additional Mitigation, and Personal Actions and Responses, it provides a range of options to enable people leaders to consult with their teams to decide on the most suitable or effective approach depending upon the specific circumstances. Where acts of work-related violence and aggression are committed towards our colleagues, we will provide support to those colleagues and seek to ensure the courts impose the most severe penalties on offenders. This is seen in the following cases.

In March, we launched our new programme of conflict management training for colleagues working in higher-risk locations across our public transport network. This training will provide essential knowledge and skills, covering positive interactions to reduce the risks of violence and aggression, dynamic risk assessments and de-escalation skills. The 2024 programme will reach 2,000 colleagues, while we work on a long-term approach for 2025 onwards.

2,000 colleagues to receive conflict management training in 2024



Safe streets

TfL Motorcycle and Moped training

We offer two free motorcycling training courses for those who live, work or study in London. These courses are delivered by our training partners.

Beyond CBT is a one-day classroom and on-road course designed for delivery riders who have completed compulsory basic training (CBT). It focuses on riding in busy urban areas and making deliveries. It covers topics like safely loading a motorcycle, riding with loads and using satnavs.

1-2-1 Motorcycle is a suite of motorcycle training interventions designed to improve rider attitudes, increase skills and reduce risk-taking. This free course comprises a two-hour, one-to-one session on the road. The course is tailored to the rider – they pick the routes that are ridden, what they want to learn, and the start time and date.

Attendance in 2023/24 for both courses was high. In total, our partners delivered training to 1,875 individuals, exceeding combined training targets by 26 per cent.

1,875 individuals received free motorcycle safety training in 2023/24



Safe speeds

Lowering vehicle speeds in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. As detailed in the Vision Zero progress report published in 2021, the second phase of the Lowering Speeds Programme aimed to lower speeds on at least a further 140km of our roads by 2024.

By March 2024, we had exceeded this target and reduced the speed limit by 10mph on more than 183km of our roads since 2020. The total length of the TfL Road Network operating with a 20mph speed limit is now 264km.

Safer Junctions

At the end of March, we completed construction work on improvements to the junction of Holloway Road and Drayton Park. Under the Safer Junctions programme, we have now made improvements at 45 of the 73 most dangerous junctions in London. In May, public consultation started on the Cycleway 50 works in Islington. This includes consultation on upgrades to the junctions of Holloway Road/Tollington Road/Camden Road and Holloway Road/Parkhurst Road/Seven Sisters Road, which were implemented earlier in 2024 under Experimental Traffic Orders.

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

Design and outcome planning work continues on the remaining junctions covered by the programme. We have a target to complete public consultation and engagement on 10 of these locations by the

45

road junctions improved
under the Safer
Junctions programme



end of 2024. To date we have completed this for six sites (Chelsea Embankment/Cheyne Walk/Battersea Bridge Road; York Road roundabout; Chelsea Embankment/Grosvenor Road/Chelsea Bridge Road; Arthur Street/King William Street; Seven Sisters Road/Woodberry Grove; Holland Park roundabout). We are aiming to complete the consultations in respect of a further four sites by the end of this year.

Road safety schemes

Design work continues on more than 40 schemes across London, at locations where we have identified road safety concerns. In March, we completed construction of a new pedestrian crossing at Grosvenor Place in Westminster and an upgrade to a pedestrian crossing at the junction of A10/Palatine Road in Hackney.

The Healthy Streets Local Schemes programme, which focuses on the implementation of new and improved pedestrian crossings, delivered three schemes in March. These were a new signalised crossing at the junction of A24 Clapham Common South Side and Cavendish Road, two new pedestrian crossings at A503 Camden Road and three new pedestrian crossings at the junction of A205 Brownhill Road and Torridon Road in Lewisham.

Police activity to support Vision Zero

We collaborate closely with the MPS, City of London Police, and other enforcement agencies to fulfil London's Vision Zero goals of reducing road fatalities and severe injuries.

In April, our focus was on the 'fatal four' – speeding, drink and drug driving, mobile phone usage, and seatbelt non-compliance. In May, we focused on London-specific issues, including the fatal four and uninsured driving. During these months, the MPS issued a total of 11,347 Traffic Offence Reports, with 921 for speeding, 808 for mobile phone use, 814 for seatbelt non-compliance, 1,812 for uninsured driving, and 593 arrests for drink and drug driving. Throughout this period we distributed promotional items such as key rings and air fresheners at our Junior Roadwatch sessions, and have acquired additional high-visibility Community Roadwatch jackets.

Significant progress has been made towards our goal of creating the capacity to enforce up to one million speeding offences in London. Action was taken on more than 650,000 speeding drivers in London in 2023/24. We are delivering this through a blend of fixed and mobile safety cameras, as well as on-street policing.

Stamping out hate crime

Tackling hate crime has been a long-standing priority for TfL and the police. We have a programme of activity under way to reassure communities across London and take a zero-tolerance approach. Our police partners continue to work with us to reassure all communities that transport in London is safe and welcoming for everyone.

In light of the ongoing conflict in the Middle East, we, in collaboration with the police, have stepped up proactive patrols and visible reassurance around synagogues, mosques, and faith schools near to transport hubs and at locations or on routes where incidents have been reported. The police have been monitoring incidents of hate crime and adjusting police patrols to target areas with incidents.

In May, we highlighted the Mental Health Awareness Week theme of moving more for mental health through our social channels

We have been regularly meeting community representatives to share information about hate crimes and to seek feedback on the work we have under way. These meetings have helped highlight locations where people from different faith communities feel unsafe and we have taken action.

We continue to work with the BTP, MPS Roads and Transport Policing Command and community organisations to tackle hate crime, reassure communities and improve confidence to travel on our network.

Safeguarding our vulnerable customers

For Mental Health Awareness Week, 13-19 May, we celebrated the theme set by the Mental Health Foundation of Movement: Moving more for our mental health. We highlighted this across all channels, encouraging everyone to incorporate exercise into their week. We also used social media to highlight key messages promoted from Thrive LDN, our mental health partner, as well as free suicide-prevention training from the Zero Suicide Alliance.

We have continued to be proactive in working to reduce attempted and suspected suicides across the network. For 2023/24, we recorded 49 attempted and suspected suicides on the Tube, with 474 life-saving interventions. Our work has included increasing the number of station reviews for locations where we have seen an increase in suicidal behavioural incidents. Through these reviews we have identified actions to take forward, such as remedial changes to CCTV camera placement.

We continue to upskill our colleagues through Suicide Prevention awareness courses. The training programme is specific to the transport network and is delivered by Mental Health experts. These sessions continue to win praise from the colleagues who attended the course and have been further delivered to over 100 colleagues between the 6 March and 4 June 2024.

Helping rough sleepers get the support they need is a safeguarding priority for us. We work closely with outreach services, Greater London Authority partners, and local authorities to understand how best to support those sleeping rough in London and on the transport network.

We also continue to work with partners to reduce rough sleeping at certain locations where there are known issues reported by our frontline teams. This includes, but is not limited to, bus stations such as North Greenwich and Canning Town, London Underground stations such as Tottenham Hale, Finsbury Park and Camden Town, and Victoria Coach station. We recently supported a long-term rough sleeper at Blackhorse Road Tube station, who was successfully housed after working with station staff and outreach services. This has had a positive impact on the station and the station frontline team.

Safe Vehicles

Improving lorry safety in London

On 14 March, we held a workshop with freight trade bodies to discuss how we can further help the road haulage industry become ready for the launch of the Progressive Safe System (PSS). This is a set of seven safety requirements that will become mandatory for HGVs rated below three stars from October 2024 as part of our updated Direct Vision Standard (DVS). We are assessing how ready the freight industry is for the new DVS requirements and will report on this as part of our update to London Councils' Transport Environment Committee in July.

We continue to attend freight industry events to promote the PSS and respond to queries concerning the DVS. In May, we sent the first of what will be monthly e-mails to all HGV safety permit holders to provide information on how to be PSS ready.

TfL Travel for Life

TfL Travel for Life is a free accreditation programme for schools and education settings across London that helps young people make better travel decisions. Delivered by the London Transport Museum, it offers a series of free educational programmes for children aged three to 17. The school is awarded gold, silver or bronze accreditation based on the number of activities completed. Nearly half of the 3,313 schools in London have been accredited, with 671 – almost a fifth – receiving gold accreditation. This is achieved by a six per cent reduction in car use or over 90 per cent of its children walking and cycling to school. Keeping the same engaging content and adding cohesive branding, an easier online process and a dedicated support team, will help us reach our target of 1,000 gold-accredited schools by the end of the academic year 2024/25.



671

London schools awarded
TfL Travel for Life gold accreditation



Celebrating our Travel for Life winners

Safe Behaviours

Revenue protection

Our quarterly update on fare evasion shows a continued downward trend from 3.9 per cent to 3.5 per cent compared to the previous quarter.

In March, the work of our enforcement teams was aired on the Channel 5 documentary, Keeping London Moving. Through this series we shared insight into both our enforcement teams who patrol the network every day, and our specialist Investigation Team which focuses on investigating calculated offenders using our Irregular Travel Analysis Platform.

Counter-fraud and corruption

Our Counter-fraud and Corruption team continues its efforts to investigate, pursue and recover losses incurred through the courts from individuals and groups involved in fraudulent activities against TfL. For instance, an individual from a direct supplier processed numerous fraudulent refunds on our systems, channelling the funds into their personal bank accounts. The Counter-fraud and Corruption team alerted the BTP and the individual was arrested and charged with fraud by abuse of position. In a hearing at Inner London Crown Court on 14 March 2024, they admitted guilt and received a suspended seven-month prison sentence, was mandated to complete 100 hours of unpaid work, and ordered to pay £6,969.13 compensation to TfL.

An organised criminal was identified as using social media to supply ineligible members of the public with concessionary Oyster cards for payment. Following a two-year joint investigation between the Counter-fraud and Corruption team and the BTP, the suspect was arrested, charged and remanded in custody. Following a guilty plea to charges of fraud and money laundering, he was sentenced at Inner London Crown Court to three years and two months' imprisonment. He was also ordered to pay £62,750 compensation, funds seized from him upon his arrest.

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 and Ultra Low Emission Zone 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. We are responding to the claim and a hearing has been fixed for two days on 5 and 6 November 2024.

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 17 and 18 July.

Our customers

We are constantly working to keep London moving, overseeing major events and upgrade programmes

Our network updates

In my last report, I confirmed the introduction of a revised timetable on the Central line, meaning we have been able to operate a more reliable service with fewer long gaps between trains.

I am pleased to confirm that we have now been able to remove the vast majority of speed restrictions that were introduced earlier this year due to issues with our track monitoring equipment.

London Trams

As part of our planned programme to renew London Trams infrastructure from 29 March to 24 April, our maintenance teams worked around the clock to replace four life-expired switches, crossing units and associated track assets. At Sandilands Junction, we renewed more than 427m of ballasted track, including a double switch crossing, 190m of associated drainage renewal and repairs, and completed 204m of re-railing. Opportunity works also took place to replace the power cables at Sandilands, which are critical for the continued safe running of the tram network.

A comprehensive communications and customer information campaign was launched; we enhanced local customer information by displaying live tram replacement bus arrival times, additional driver announcements and improved directional street signage. We informed customers about the closure and provided necessary information to navigate alternative travel options to minimise inconvenience as much as possible.

Unfortunately, we have also been experiencing other operational issues that have impacted customer services. This includes a number of trams suffering from

damaged wheels due to debris in a section of track, at the same time as industrial action, which included maintenance staff. Our teams have worked hard to get as many trams back into service as possible. Since Tuesday 14 May, we were operating services to all but one stop on the tram network. We apologise for the impact the issue has had on our customers and thank them for their patience.

Events and protests

We have seen a significant number of protests since the last report. Many of these have been either directly or indirectly related to the conflict in the Middle East. Extensive partnership planning has taken place and we have worked closely with the MPS to understand march routes and design mitigations to ensure we provide essential public transport services.

As we move into the summer months, supporting the delivery of London's annual large-scale events comes into focus. Extensive partnership work across multiple agencies, including local authorities, emergency services and event organisers, ensures all plans are in place and all affected modes are ready and coordinated through our incident management protocols. The annual St Patrick's Day Parade took place in March, while in April the London Landmarks half marathon was held and the 44th London Marathon took place, with extensive road closures to support this iconic event.

At the end of May we once again delivered the RideLondon cycling event, with the largest road closure footprint of all events in London including the Freecycle, RideLondon 100 and Classique events. On the same weekend, the Tottenham

Stadium hosted the European Club Championship Finals involving teams from South Africa and Europe. Later that same week, TfL played a key role in planning and delivering the mobility element of the UEFA Champions League final, hosted at Wembley Stadium. This included fan meeting points and a fanzone in central London, and a concert in Trafalgar Square in the build-up to the final on Saturday 1 June. We were involved in all the exercises and tabletops as part of the planning process to ensure our customers could travel safely and efficiently to another world-class event in London.

Other well-attended events included women's and men's football internationals, FA Cup semi-finals for men and the FA Cup finals for women and men.

Customer Contact Centre

The Easter period and the London Marathon sparked an increase in footfall to our visitor centres, welcoming both domestic and international visitors seeking travel information and guidance on ticketing options.

Our team advise visitors on the best way to get around the city while explaining how to navigate our network in an accessible and safe way. The Contact Centre has enjoyed a period of stable demand across all services, enabling us to provide a positive service to customers who call or write to us.

During this period, we have made some changes to our contact handling agreements with our outsourcing partners. The changes include a new contactless payment card contract, accompanied by a strategic adjustment to our service level commitment. This change is designed

to ensure more prompt and efficient responses to our customers while delivering value for money for TfL. Our Lost Property Office continues to reunite customers with their belongings, while contributing expired items to support the local community.

Weather

As we move from spring into summer, our teams have worked hard to ensure the transport network remains resilient, including undertaking summer preparedness activities. Our adverse weather plans and procedures cover all operational areas. These enable our teams to implement their plans with staff and the supply chain to respond to and mitigate the impacts of adverse weather. Our daily, five-day look-ahead forecasts with defined triggers relating to temperature, rain, wind and lightning are continually monitored.

Other activity on the network

In March and May we saw the first ever weekend bi-directional closures of the M25 by National Highways. We worked closely together to ensure any impact within the Greater London boundary was managed and we will continue to work together as National Highways goes through its closure programme in the coming months.

The period also saw significant activity on the network by utility providers. Thames Water started delivering resilience to the South London water supply on the A24 and UK Power Networks commenced work on Park Lane. Over the Easter break, while traffic flows were reduced, we assisted Thames Water with a closure of the A20 to provide services to new housing developments in Greenwich.

We have robust plans in place to mitigate the impact of roadworks on buses, cyclists and other modes

The London Medium Pressure Strategy is a HSE mandated programme of works, regulated by Ofgem which has been running for many years to replace and reinforce the existing Medium Pressure gas network in central London. Cadent Gas needs to replace this gas main between New Bridge Street and Charterhouse Street. These works have been planned for some time, with the most impactful phase commencing during the May half term. This is the first of three closures, with the overall works running until March 2025. We have robust mitigation plans in place for buses, cyclists and other modes, along with stakeholder support, for the duration of the works.

We have also continued the delivery of several significant schemes, including ongoing works at Old Street and Manor Circus and delivery of Cycleway 50 at Holloway Road. We have also worked in collaboration with London boroughs on the delivery of major improvements, including at Holborn.

Industrial action

We have continued to coordinate our planning in response to industrial action on London Underground, Trams, and other operational areas. The planned industrial action on 24 to 28 March by Unite the

Union affecting Trams was suspended, as was planned industrial action on 8 April and 4 May by ASLEF affecting London Underground. We carried out extensive work across TfL Operations to ensure we were ready to implement mitigations to minimise disruption to our customers, including the enhancement of services where possible, should the industrial action have taken place. We also saw action from 5-9 May by Unite affecting Trams.

We continue to engage with key stakeholders to ensure we prepare appropriately for any action and work to minimise the impact on our customers wherever possible, as well as build on lessons learnt to ensure our preparedness for future action.

Friday fares trial

A trial of off-peak pay as you go fares all day on Fridays ran between 8 March and 31 May 2024. After the end of the trial, we will use a combination of public transport ridership data, research into customer perceptions, and feedback from the business community to evaluate the cumulative impact of implementing off-peak fares on Friday. This will then be used to inform future decision-making or other potential innovative approaches to fares across London.

A40 Westway

We are making vital investments renewing London's road and railway networks to ensure they remain safe and reliable. As part of this work, we are refurbishing the A40 Westway flyover and will be replacing four expansion joints which support its slip roads between July and October 2024.

This work is essential to avoid the risk of serious incidents or unplanned closures but will require some road closures and diversions. We are confident that the programme we have set out is the best option and we are working hard to mitigate the potential impacts.

Central London traffic flows drop by up to 25 per cent over the summer holiday period, so undertaking the most impactful works then will be less disruptive than it would be at other times in the year. We have also rescheduled other major works where possible to minimise disruption.

We have started a communications and stakeholder engagement campaign to ensure road users are aware of the works and help them plan their journeys accordingly.

We are working closely with HS2 Ltd to coordinate our works with those needed to support the development of the high speed rail link and associated infrastructure on the A40 around Hanger Lane. Both sets of works have been modelled together to ensure we have the best set up possible during the works. Following the completion of the current works, the next phase of works for HS2 will follow, starting on 27 June. These will include additional mitigation for freight and general traffic.

Elizabeth line Two years since launch

Friday 24 May saw the Elizabeth line celebrate its second birthday. Passenger numbers continue to increase, with 210 million customer journeys in the 2023/24 financial year, as high as 19 per cent up on the same periods the previous year. Since the line opened, more than 350 million journeys have been made.

Performance in recent periods has been good, with a step change in the reliability of the trains since the rollout of a further software update in February. The single biggest reliability challenge remains Network Rail's infrastructure to the west of London, but Network Rail have clear plans for improvement works which are beginning to demonstrate improving trends. This remains a key focus for all the parties working to deliver the overall Elizabeth line service.

The latest signalling system software upgrade was commissioned on 2 June 2024.

We also co-hosted the International Suburban Rail Benchmarking group conference in May where senior representatives from eight railways from around the world joined the Elizabeth line and London Overground in Stratford for three days of knowledge-sharing.

New bus stops and shelters cleaning contract

We have introduced a significant change in our management of bus stops and shelters through two new contracts with Trueform Engineering and ABM. The new contracts are designed to work in partnership to maximise efficiencies between maintenance and cleaning activities. Service inspections of our bus infrastructure assets, carried out by Trueform, have doubled in frequency, which will enable closer monitoring of the condition of our stops and shelters, increasing customer satisfaction. We

expect plenty of innovative approaches that will enhance the customer experience of our stops, bringing in new shelter designs and materials to better protect our assets from graffiti and vandalism.

Continuing to drive roadworks safety

We work closely with local boroughs and other organisations which need to work on our roads to minimise the impact and ensure works are carried out safely. As part of our role as a highway authority, we carry out inspections of road work sites, raising any concerns or incidences of poor practice and where necessary take action to enforce safety improvements. We request improvement plans demonstrating how issues will be rectified where necessary. This collaborative approach has improved performance compared to last year.

We use a number of tools to ensure improvements, including offering discounts on our road lane rental scheme for organisations with high levels of compliance, regular engagement, performance reporting, issuing fixed penalty notices and in extreme instances prosecutions.

London Overground

London Overground continued to perform well and was consistently in the top three of the Train Operating Company national league table.

The final, 54th unit of the Class 710 fleet has been delivered, and the focus will now be exclusively on delivering the specified performance levels.

Walking and Wheeling Summit

On 15 March, we organised the Digital Wayfinding for Walking and Wheeling Summit. This was the latest of a series of events working to improve wayfinding for active travel in London. Around 50 attendees took part, including app developers Google and CityMapper, and our active travel stakeholders. Attendees were invited to explore the local area around our Southwark office on foot using wayfinding apps, before returning to share their experiences and suggest solutions.

A vibrant discussion followed. A diverse range of stakeholders, including the Canal and River Trust, Sustrans, Thoughtistic, Whizz Kids and Blaze Trails, highlighted how:

- Better data could help solve issues related to accessibility such as including the locations of dropped kerbs and temporary construction barriers – and safety, with stakeholders calling for information to enable people to make a better personal safety assessment, such as spotlighting which routes are well-lit
- Information on pedestrian crossing wait times would be helpful to inform customers' travel decisions
- Data and insight could improve the experience of walking by suggesting alternatives to routing people down bland, functional routes (or those with high motor traffic) and instead directing people through areas of interest and commerce
- The personalisation of apps would be helpful, such as enabling people to save their preferred routes, or set preferences like audible directions, meaning you don't have to have your phone to hand

It was impactful to host a session focused solely on walking. The summit received great feedback, and an app developer is already exploring how to make changes to their product as a direct result of the event.

We are now identifying opportunities that may improve digital wayfinding for our customers who are walking and wheeling. This will include informing future developments in our TfL Go app and other digital travel tools as well as seeking to collaborate with third party digital navigational providers.

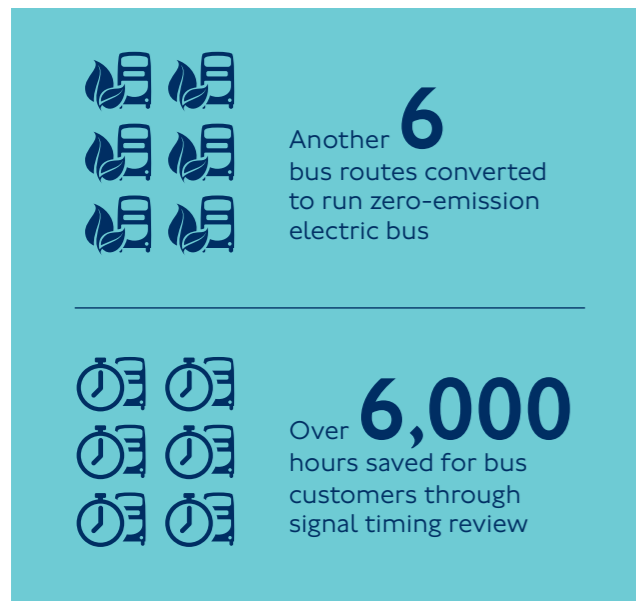
Delivering our Bus action plan Bus fleet enhancements

We have now completed over 600 New Routemaster mid-life refurbishments among the fleet of 998. We will have refurbished 650 by the end of the 2023/24 financial year.

Route changes

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

On 9 March we implemented a restructuring of routes in Havering by incorporating route 497 into route 346 to give a new through link between Harold Hill, Harold Wood, Upminster and Cranham,



Bus priority programme

Significant progress is being made for bus priority on the TfL and borough road networks, with all of our 2023/24 milestones being met.

We achieved our target of delivering 10km of new bus lanes on TfL and borough roads by 31 March 2024, with more than 5km delivered in Quarter 4. In 2023/24, we supported five London boroughs (Barking and Dagenham, Brent, Harrow, Wandsworth and Newham) in delivering significant lengths of bus lanes, in addition to new bus lanes on our road network in nine locations. The bus lanes aim to increase bus speeds and improve reliability so we can continue to make public transport a more attractive alternative to private car use.

The new bus lanes delivered in 2023/24 contribute towards our target of 25km of new bus lane by 31 March 2025, in accordance with the Department for Transport's condition on TfL funding.



We are enhancing bus routes and increasing bus lanes

Internally, we have begun early feasibility design on several prioritised bus priority measures to improve the operation of proposed Superloop routes using our road network. As part of the 2024/25 Local Implementation Plan funding agreement, several boroughs have received funding to develop a robust set of complementary measures targeted at improving bus journey times, contributing to a reliable and efficient Superloop service.

The bus priority signals programme continues to deliver strong bus journey time benefits. We had undertaken 905 bus-

focused timing reviews by 31 March 2024 against a target of 700 reviews, saving over 6,000 hours in total for bus customers.

Major projects

Piccadilly line upgrade

The first two fully assembled trains are now at Siemens' test and validation centre in Germany. The new trains are undergoing a comprehensive programme of pre-delivery performance and reliability-proving trials prior to series production. This has included climatic chamber testing to evaluate the performance of on-board systems under extreme temperature conditions, vehicle

sway characteristics and crush-loaded traction and braking performance tests.

The team are preparing for the first test train to arrive in London this summer, which remains on target. Aligned to the revised schedule announced in December 2023, up to 80 per cent of the new trains will now be built in the UK at Siemens' factory in Goole, Yorkshire, surpassing the 50 per cent target originally planned.

Infrastructure works are progressing across the Piccadilly line in readiness for the new trains. The construction of three new stabling and reversing sidings at Northfields is substantially complete with final commissioning planned for the autumn.

East London line enhancements

We are making a series of improvements to the East London line on the London Overground (Highbury & Islington to New Cross/Clapham Junction/Crystal Palace/West Croydon), enabling us to increase train frequencies and support growth and regeneration in the local area. These works are fully third-party funded.

At Surrey Quays station, piling works on platform 2 are now complete and we have started installation of drainage and the platform super structure. On platform 1, the installation of the platform super structure began over the Easter period, supporting signalling works also took place. Works remain on track to complete in early 2026.

As part of the improvement programme, we have also upgraded Canada Water bus station to increase capacity and improve colleague and customer facilities. The bus station was closed on 4 March 2024 to

enable construction works to complete. We have completed these works and reopened the bus station to the public in April.

DLR rolling stock replacement programme

To date, 30 new DLR trains have been built and are in various stages of testing.

Work continues to prepare for the first train in revenue service later this year. Key to this will be the integrated testing and operational proving phase. While we have experienced some challenges with this phase, we continue to work collaboratively with our suppliers and operator to mitigate this.

Works are progressing well to construct the new sidings at Beckton Depot and we expect these to be ready for use in the summer. We have completed power works on three routes of the DLR to enable the new trains to operate and works to construct a second entrance at Blackwall Station have progressed with the piling now complete.

We have now also issued the tender for the design and build of the further expansion to the sidings at Beckton Depot. This is required to stable the additional 11 trains funded by the Department of Levelling Up, Homes and Communities. Enabling works on site have now commenced for this work.

HS2

We are continuing to work with HS2 Ltd and partners on options to reduce costs while ensuring effective functionality of our infrastructure and operations, such as the London Underground and bus stations at Euston.

We also continue to actively engage with HS2 Ltd and Network Rail on the proposal to provide level boarding for Elizabeth line rolling stock at Old Oak Common.

Thamesmead DLR consultation

Our public consultation on the proposed extension of the DLR from Gallions Reach to Beckton Riverside and Thamesmead concluded on 18 March. We received 1,283 responses: 29 from stakeholder groups including landowners, business and community groups and local authorities, and 1,254 from members of the public. A separate poll of local people was also undertaken during the consultation. We are continuing to analyse all of the responses, but initial analysis of the consultation results and to the polling shows positive feedback to the proposals. The full results of the consultation and a response to the issues raised will be published this summer.

Beckton Riverside and Thamesmead are two areas within the Thames Estuary Growth Corridor. They are critical to meeting London's housing needs and supporting economic growth. The development sites at Beckton Riverside and Thamesmead Waterfront have the potential to unlock up to 30,000 new homes, but this will only be possible through improved

public transport connections such as a DLR extension. This new cross-river service would be transformative, connecting communities on both sides of the river to new jobs, retail and leisure opportunities. It was good to welcome Huw Merriman, the former Rail Minister, to Thamesmead in May to discuss the project in more detail.

The public consultation follows the submission of a Strategic Outline Case to Government in May 2023. This outlined how an extension of the DLR, along with a bus transit scheme in Thamesmead, could have a transformative effect on the area.

Silvertown Tunnel

Work is progressing well with backfilling of the cut and cover sections of the tunnel at both Greenwich and Silvertown now complete. Landscaping works including tree-planting have also started at Greenwich, where new gantries, resurfacing and drainage works have been installed during a series of closures over the spring.

At Silvertown, the tidal basin roundabout will shortly move to its final permanent layout. The new copper north portal building and the Greenwich portal building are set to be unveiled in the summer.

Old Street station and roundabout

The project to improve safety for pedestrians and cyclists at Old Street station and roundabout is nearly complete, with all public spaces and highway areas open and in operation. We have made significant progress on completing the new main station entrance and retail arcade,

including commissioning the new lifts and shopfront installation.

Colindale station

Work is under way to increase capacity and deliver step-free access at Colindale station. A successful 10-day blockade in early April between Edgware and Golders Green saw the erection of a tower crane and the installation of 36 piles at platform level, with the line reopening as planned on 12 April 2024.

During the blockade, customers were informed about the closure and alternative travel options, with Travel Demand Management advice adjusted to address evolving customer concerns.

The station is due to close from 7 June to December 2024, enabling the construction of a new building with a spacious ticket hall and lift, making the station step-free from street to platform. Learnings from the closure in April have been applied to the live communications and engagement plan.

Gallows Corner

In May, we received confirmation that our Outline Business Case for the essential renewal works on the Gallows Corner Flyover had been approved.

This is a key asset requiring essential refurbishment due to its age and condition. The approval of the Outline Business Case secures commitment from Government to fund 85 per cent of the estimated costs of the project. However, this is subject to our submission of the Full Business Case, which we plan to submit in autumn 2024.

A new and enhanced timetable on the Woolwich Ferry means customers can now benefit from a two-vessel service every day of the week

Woolwich Ferry

On 6 May 2024, we introduced a new and enhanced timetable on the Woolwich Ferry. Customers now benefit from a two-vessel service every day of the week, in addition to extended operating hours, with services running every 15 minutes from 05:00 to 21:00. These improvements have doubled the frequency of services at the weekend, helping to reduce waiting times and offer better and more reliable connections with the capital's transport network. The extended operating hours are part of our commitment to make it easier and more affordable to travel around the capital.

IFS Cloud Cable Car

The IFS Cloud Cable Car was closed for annual maintenance between 18 and 28 March to replace and overhaul the sheave assemblies, which help guide the main cable on each of the towers. This was completed successfully with no incidents.

Successful events for Easter, Eid and Pride helped enhance the cable car's exposure.

The new operating and maintenance contract was awarded to First Rail and work has continued mobilising the new contractor, which is due to begin on 28 June 2024.

London River Services

In March, Thames Clippers expanded their operation at Embankment Pier to a second berth following the transfer of the former Bateaux London lease. The additional berth will provide greater resilience to the river bus timetable, improving service frequency and reliability.

E-scooter rental trial

Our London e-scooter rental trial has been running for two and a half years, and we launched the second phase of the trial in September 2023 with operators Dott, Lime and Voi. There are now 10 boroughs taking part and around 4,000 e-scooters available for hire at 1,000 parking bays.

For the period ending 10 March 2024, 95,000 trips were made, taking this to a total of 3.8 million trips. In April 2024, Dott withdrew from the trial due to financial pressures and steadily declining ridership, despite trips for the trial increasing overall. Recent publication in the London E-scooter Rental Trial report (phase I) showed that in current trial conditions rental e-scooters have the potential to contribute positively to the aims of the Mayor's Transport Strategy.



Cycleways encourage sustainable travel choices

Cycleways

On 4 March in partnership with Southwark Council, we completed work on the Lower Road section of Cycleway 4 in March 2024. This new section of Cycleway 4 now enables people to cycle safely all the way from London Bridge to Greenwich.

In the past 12 months, 20 new Cycleway routes have opened, connecting more than 600,000 Londoners to the cycle network. The rapid expansion of the network in recent years means that nearly a quarter of Londoners now live within 400m of a high-quality route. The new Cycleways are supporting many

more people to cycle by making it more inclusive and removing barriers that stop some Londoners from cycling, with our recent data showing that the number of daily cycle journeys has increased to 1.26 million in 2023, a 20 per cent rise compared to 2019.

During this financial year, we will continue to work with London's boroughs to deliver more high-quality cycling schemes with £19.5m of investment already announced. This funding will complete Cycleways between Lea Bridge and Dalston, between Deptford and Deptford Creek, and between Hammersmith and Kensington Olympia. This funding will also progress design and delivery of Cycleways across Bexley, Harrow, Hounslow, Newham and Redbridge. We also continue to work with borough delivery partners on delivery of Cycleway 9 in Brentford and Cycleway 23 along Lea Bridge Road.

20
new Cycleway
routes delivered
in 2023/24





Santander Cycles

Following the launch of the new Santander Cycles Day Pass in March 2024, 80,000 Day Pass hires were made during the first month.

The Santander Cycles e-bikes continue to be extremely popular, with more than 900,000 e-bike hires since their introduction in October 2022. E-bikes are being used at twice the rate of classic bikes. Following this success, we will invest in and introduce a further 1,400 e-bikes this summer, to bring the total fleet to 2,000.

TfL Cycle Sundays

On 20 May, we launched TfL Cycle Sundays to promote leisure cycling routes and encourage people considering cycling to give it a go on Sundays over the summer. Our online hub offers safe cycling tips, training, cycle offers and leisurely routes from TfL and partners.

Cycle Sunday was also promoted as part of RideLondon, with Cycle Sunday branding on the pedestrian barrier close to event activations and bike parking. London Marathon Events also shared the Santander discount code in participant newsletters.

Taxi and private hire vehicles Licensing and regulation

On 17 January 2024, we announced a trial of open book Safety, Equality and Regulatory Understanding (SERU) assessments. This involves making the Private Hire Vehicle (PHV) Driver Handbook available to candidates during the assessment to allow drivers to focus more on critical thinking, scenario evaluation and problem solving, and less on simply recalling facts, information and technical terms.

The trial started on 3 April and is aimed at the small group of PHV drivers who were required to satisfy the SERU and English language requirements by 30 September 2023 but haven't yet done so.

We will actively monitor the SERU assessment trial and decide whether any changes should be rolled out to all drivers who have not yet taken the SERU assessment.

Pedicabs (London) Act 2024

The Pedicabs (London) Act 2024 received Royal Assent on 25 April 2024. The Act provides us with powers to make regulations for the regulation of pedicabs in public places in Greater London to ensure the safety of customers, drivers and vehicles. Before making regulations under the Act, we are required to consult with whoever we consider appropriate. We are considering a potential regulatory framework for pedicabs, and we will engage with the pedicab industry and customer before forming proposals ahead of a full public consultation.

New taxi rank arrangements at Euston Station

We have recently concluded positive collaborative work with HS2 and National Rail to deliver new taxi rank facilities at Eastern Gardens, Euston station. The previous rank had to be moved from Western Gardens due to HS2 works. After a period of temporary measures, the new rank was 'soft launched' on Friday 5 April. Taxi drivers were invited to try the new taxi rank arrangements and provide feedback.

The taxi rank went live on Sunday 7 April and was staffed by taxi marshals from 07:00 to 19:00 seven days a week for 3 weeks, to ensure the new arrangements worked smoothly. During the period of marshalling over 18,430 taxis were used by almost 42,000 customers from the new taxi rank.

Amendments to taxi fares and tariffs

On Saturday 20 April, changes to London taxi fares and tariffs came into effect.

The changes saw tariffs 1, 2 and 3 increase by 8.92 per cent, reflecting increases in taxi drivers' operating costs and changes to average national earnings. In addition, the 'Heathrow extra' was reduced from £3.60 to £2.00 to reflect the reduction in the Feeder Park entry fee, and some Wimbledon Tennis Championship fixed fares for shared taxis were increased from £2.50 per passenger to £3.50 per passenger.

These changes follow a public consultation we held in 2023.

Connected London: 4G and 5G on London Underground and Elizabeth line

All Elizabeth line stations now have 4G mobile coverage as we continue our programme to improve connectivity for those travelling underground.

Paddington, Canary Wharf, Whitechapel and Woolwich stations all recently gained 4G mobile coverage from the ticket hall all the way to the platforms. Work to deliver coverage within the tunnelled sections of the Elizabeth line continues. The first sections between Bond Street and Liverpool Street are expected to get coverage shortly, with the whole line completed later this year.

Uninterrupted mobile coverage provides additional reassurance to those travelling on the network and makes it easier for customers to stay in touch with friends and family, as well as enabling colleagues to better provide information and better assist customers with their journeys. The system, delivered in partnership with Boldyn Networks, will also host the new Emergency Services Network (ESN). When fully operational, this will give first responders immediate access to life-saving data, images and information in live situations and emergencies on the frontline.

The tunnelled sections between Euston and Warren Street stations on the Victoria line, and Covent Garden station on the Piccadilly line have also begun receiving mobile coverage. This was launched following testing to ensure that the introduction of 4G and 5G mobile coverage would not

impact existing safety systems required to run a safe and reliable network. The tunnelled section between Piccadilly Circus and Hyde Park Corner stations on the Piccadilly line will also go live in the coming weeks. Coverage will also begin on the Bakerloo line later this summer. The southern end of the Northern line from Stockwell to Morden will start to get mobile coverage shortly, with 4G and 5G coverage available at Clapham Common station, and further tunnels and stations going live during the summer.

All four mobile network operators – Three UK, EE, Vodafone, and Virgin Media O2 – are taking part in the roll-out. Currently, 32 out of 121 Tube stations with platforms that are underground, and therefore usually unable to get a mobile signal, as well as connecting tunnels, have mobile coverage. This is around 25 per cent of stations that are underground.

Access DLR trial

In partnership with KeolisAmey Docklands we have launched a six-month trial to help make journeys on the DLR more accessible. The new Access DLR trial aims to enable customers to travel who may struggle otherwise.

DLR customers will be able to book an available timeslot for assistance with their journeys online or by phone. Customers with a confirmed booking will be met at the start of their journey by identifiable Access DLR staff, who can accompany them throughout their journey to provide the requested travel support.

Access DLR is open to anyone aged 18 and over who requires assistance to travel, covering a wide range of needs including mobility, visual impairments, and mental health.

Art on the Underground

We recently secured a one-year sponsorship deal with Reed recruitment for the 2024/25 Art on the Underground programme. The sponsorship will run until March 2025 and provides the sponsor branding logo placement across all 2024 projects, plus an additional presence at 15 existing sites where Art on the Underground has artwork or design content on display. The annual sponsorship sum is £100,000.

People and Places Programme

In March, we completed a round of busking auditions on stations to bring new buskers onto our licensed scheme. Around 280 performers were shortlisted for live auditions, which were held over a 10-day period at Bank, Blackfriars, Canary Wharf, Farringdon, and Southwark stations. The judging panel for these sessions included a music industry professional and representatives from our operational

colleagues, as well as the TfL busking scheme team. The new buskers accepted onto the programme perform a wide range of musical styles including opera, folk, jazz, hip-hop, pop and rock music, and play instruments as varied as a traditional Lithuanian harp, the handpan, electric cello and acoustic guitar.

In February and March, we had several events to celebrate poetry. Poems on the Underground launched its first series of poems for 2024, celebrating all types of loves. Among the poems selected was an excerpt from Childe Harold's Pilgrimage, commemorating the bicentennial of the death of its author, Lord Byron. On St Patrick's Day weekend, we partnered with the Irish Embassy to feature poetry read over the tannoy by four Irish poets at Hammersmith, Charing Cross, and Covent Garden stations. And on 21 March, World Poetry Day, we partnered with the South London charity Poetic Unity to feature

poetry by local young people at five stations in south London, in addition to playing their poems over the tannoy at Brixton and Stockwell stations.

London Transport Museum

London Transport Museum is celebrating growing visitor numbers. New figures published by the Association of Leading Visitor Attractions (ALVA) in March show that visitor numbers increased by 29 per cent in 2023 compared to the previous year. This increase is significantly above sector levels, with an average visitor number increase of 19 per cent for UK visitor attractions for the same period.

The museum is also a finalist for the Group Leisure and Travel award for Best Museum or Gallery, with the winners to be announced on the evening of the 27 June.



Equity in Motion stakeholder event

On 20 May we hosted Moving Forward with Equity in Motion, a stakeholder launch event to discuss our new Equity in Motion document. More than 70 stakeholders attended to hear from senior TfL leaders about our plans, listen to representatives from the TfL Youth Panel and Child Poverty Action Group about how inclusive and equitable transport is important, and then join conversations with TfL experts for taking our actions forward.

Representatives from the voluntary and community sector, London's boroughs and passenger transport groups talked about inclusive design, collaboration and engagement, customer service and staff training, and keeping travel affordable. The event was well received and we will report back to attendees on progress, as well as including them on future engagement on our work.

Our colleagues

We strive to make TfL a great place to work, where our colleagues feel supported and empowered

Celebrating our successes and awards

I'd like to congratulate Stuart Harvey who has been appointed as a non-executive director on the Network Rail Board. This will provide a great opportunity for further collaboration and learning across the industry.

The seventh Women in Rail Awards took place on Thursday 16 May. Jane Wright, Environment and Sustainability Engineer, won the Female Rising Star of the Year award and was recognised as an influential thought leader in carbon management and decarbonisation, while also being an outstanding advocate for a diverse and inclusive rail industry and a dedicated STEM ambassador. Esther Olorunfemi, Head of Engineering for London Trams, was also highly commended in the Inspirational Woman of the Year category, celebrating her role as chairperson for TfL's Females in Transport in Engineering group, as well as her dedication as a volunteer, mentor and champion for diversity, inclusion and gender parity. She is also the first black woman from TfL to achieve fellowship within the Institute of Civil Engineers.

Health and wellbeing

Further work on fatigue

We continue to work hard to support all colleagues with their health and wellbeing. We have begun a rolling programme to target areas of our organisation that are appropriate for auditing against the Safety, Health and Environment (SHE)



Management System requirements on fatigue management. On 26 March we received the results of the audits we conducted at London River Services, Woolwich Ferry and some elements of our Compliance, Policing, Operations and Security (CPOS) teams. All three areas demonstrated a good level of understanding in fatigue management and adequate level of controls and measures to manage the risk from fatigue. Two medium and two low-priority findings were raised and our SHE directorate is working to close out actions relating to these findings. All actions are expected to be closed by 25 June. We have also conducted fatigue risk screening activity across the whole of TfL Operations to develop a long-term plan for reducing fatigue and associated risk.

We have delivered a key intervention in support of our night and shift-working colleagues across a range of disciplines and roles. This has been incredibly well received by the target audience, reaching more than 450 people. As part of this programme of work we have recruited a

number of 'sleep champions' across the business. During April, these individuals underwent training to enable them to provide peer-to-peer support to colleagues wishing to sleep better, and to create healthier experiences of shift work. They received training around the following five ingredients of good sleep: the impact of light on the body; individual chronotypes; the sleeping environment; the impact of mental health; and the importance of diet and exercise.

Between 28 February and 29 April this year, more than 4,500 colleagues from across the organisation underwent fatigue training. Training has now been delivered to more than 13,500 colleagues in total. While we are pleased with this progress, we will continue to build on this foundation as we work to mitigate the risks from fatigue.

We have also worked to digitise many of our processes around the management to variations in working hours, providing our business areas with a tool which enables much more streamlined processes. Additionally, this will provide key business intelligence which will allow us to identify any high-level trends in order to focus intervention and activity. We completed User Acceptance Testing of this new fatigue 'PowerApp' which will enable operational managers to manage some variations to working hours in a much simpler way.

Understanding our safety accountabilities

One of the most important aspects of rolling out excellent safety practice across our organisation is ensuring everyone, no matter their role, understands their safety accountabilities and that they have the tools and expertise to carry them out. Having this critical understanding in place ensures we have the right corporate foundation from which we all maintain, manage and improve safety compliance and outcomes.

In February, we began a programme of work to refresh and remind all colleagues of their safety accountabilities, starting with all Chief Officers. To support the onward cascade of this work, on 11 April we held a session for all TfL Directors to explore the practical application of the Health and Safety at Work Act 1974 and the duties that apply to us all. The safety accountabilities refresh programme, led by our SHE directorate will continue and is supported by tools including our SHE Management System.

Upskilling colleagues in incident investigation

A critical component of safety excellence is ensuring our colleagues receive the right training. In March, we launched new training to provide colleagues leading local incident investigations with the skills required to drive improvement in the quality of our organisational learning in response to incidents. This training covers the core principles for ensuring an effective and consistent approach to investigating incidents and determining what lessons we can learn.

In February, we began a programme of work to refresh and remind all colleagues of their safety accountabilities, starting with all Chief Officers

Colleague health and wellbeing: Roczen next phase

On 13 March, I paid my first visit to our Occupational Health unit since it moved premises in December last year. My visit coincided with the announcement that we have been shortlisted in the 2024 Inside Out Awards, which celebrate good mental health and the organisations and individuals who champion it. Our shortlisting is in the Physical Wellbeing Initiative of The Year category and recognises the work we have been doing in association with Roczen, a company that specialises in weight management programmes, to support weight loss and the reversal of metabolic conditions such as Type 2 Diabetes among at-risk colleagues. The winners will be announced on 13 June.

Our work with Roczen continues and this spring we secured spaces for up to 250 further colleagues to join a free, threemonth health programme, where they will receive a personalised 12-week plan. This is the fourth occasion on which we have offered colleagues places on

the scheme, building on the successes of past participants who are now helping others reach their health goals. Those who are eligible will receive personalised health plans and dedicated guidance from Roczen's expert doctors, nutritionists, and dietitians.

The results from previous cohorts have been impressive: 66 per cent of programme participants reduced their body weight by at least five per cent, and ten of those who participated last year were able to arrest and reverse either previously diagnosed type 2 diabetes or symptoms of prediabetes.

Safety stand-downs

In support of the safety accountabilities programme and ensuring all colleagues understand the role they play in delivery safety excellence, the SHE directorate is championing the concept of 'safety stand-down' events where, so far as is practically possible, all other work is briefly paused for departments or teams so that colleagues can focus exclusively on matters of safety. Since my last report, we have held a further two 'safety stand-down' events.

Track Access safety briefings for London Underground and Elizabeth line colleagues

On 20 March, we suspended all non-safety-critical maintenance work for one night to

deliver a special night of training for the vast majority of our colleagues who work on the London Underground track. Simultaneous briefings were given at 52 different locations on our network, including all three of our head office buildings.

A cohort of over 2,500 members of our London Underground workforce attended the event, including our own employees and contracted staff. It provided an opportunity for those present to refresh their knowledge on rules and procedures critical to their role, discuss the challenges they face when accessing the track, and highlight safety processes including how to communicate effectively.

Our Safe Track Access programme launched in 2019 with the objective of improving the safety of teams who access the London Underground track during engineering hours. Self-evidently, working in this environment (usually at night) presents particular challenges, and the programme has been looking at every aspect of this crucial work to ensure that we are mitigating every possible risk.

An equivalent briefing for colleagues who work on the Elizabeth line (where some processes and protocols are different) took place at the same time at Plumstead depot. More than 150 colleagues attended.

Places for London Safety and Health Day

On 25 April, Places for London, our property arm, held its first stand-down day at our head office at Victoria station. The event was well attended, with over 200 colleagues participating in a series of sessions where their safety achievements were acknowledged and shared, and safety goals were reiterated. The links between safety and health are well known, so the event also took time to consider ways to maintain and improve colleague wellbeing as well as a reminder of the impact Places for London has on the safety and wellbeing of our customers too.



We take the safety of operational colleagues seriously



Our safety stand-down events were well attended

Creating a culture of inclusion

Our new Equality Impact Assessment App

As part of our continuous embedding of our Action on Inclusion, we have developed our Equality and Impact Assessment (EQIA) app. Teaming up with Tech and Data, along with the supplier WM Reply, the Diversity and Inclusion team has created an interactive and intuitive online portal that aims to streamline processes and reduce processing time by 50 per cent.

The app will go through user acceptance testing with key stakeholders, with launch planned for the end of May. Training and guidance will be made available to colleagues to support the implementation. A more detailed update will be provided in the next update.

Launching our Diversity and Inclusion one-stop shop

On 18 April 2024, we launched the new Diversity and Inclusion one-stop shop on our intranet. This innovative site has been designed to support and empower our colleagues by bringing together key information on diversity and inclusion in one place, containing educational materials, learning opportunities and practical tools. This will give even easier access to resources like our Inclusion Matters e-learning course, which 50 per cent of all colleagues have completed, increasing to 88 per cent for people leaders.

The one-stop shop provides the opportunity to continually upskill colleagues and improve signposting and support across the organisation. It will also continue to evolve as we embed new resources, events, and information to create a more inclusive culture across the organisation.

We are delighted to be featured in the prestigious Top 100 Times Graduate Employers list for 2024

Supporting everyone to achieve their work ambitions

Top 100 Graduate Employer 2024

We are continuously committed to nurturing early careers and encouraging an environment where all colleagues thrive, including our graduates.

In April, we were delighted to be named in The Times Graduate Recruitment Awards 2024 as the Graduate Employer of Choice for Transport and Logistics for a second year running.

For the first time in seven years, we have also been featured on the prestigious Top 100 Times Graduate Employers list for 2024. This recognition is particularly significant as it is based purely on graduate feedback, reflecting on the contributions of our undergraduates in their final year, and is great recognition for the work we have done as an organisation.

Furthermore, we were also shortlisted for the Target Jobs National Recruitment Awards as 'the most popular graduate recruiter in logistics, transport, and supply chain.'

These awards help us attract the best talent for our Graduate, Apprenticeship and Internship scheme, helping us to build our talent pipeline for the future.

Talent Approach

We have launched our Approach to Talent, which brings together six elements of coordinated activity to help plan for future resources and help everyone fulfil their work ambitions. As part of this activity, we have also launched two new elements:

1. Our learning and development approach – this sets out our aspirations and supports plans to offer diverse learning experiences; create a learning environment supported by people leaders; and continuously adapt our programmes to foster inclusion
2. Our recruitment approach – this will focus on our customers and the use of evidence to make decisions, ensuring it is sustainable and includes everyone. We're committing to show why TfL is a great place to work, make sure our hiring process is inclusive, fair, and clear, and ensure that recruitment is done efficiently and well

Innovate TfL final

On 8 March 2024, we held the final event for Innovate TfL in association with Cleshar, our school challenge, held at our Stratford head office. Innovate TfL is aligned with the Mayor's Transport Strategy and invites young people to propose an innovation to TfL. We received 24 entries, with the final four teams joining us during National Careers Week and on International Women's Day, which was marked with a panel discussion chaired by Chief People Officer Fiona Brunskill.

The winning team was Plant Patrol from Yavneh College in Borehamwood, who proposed detailed plans to green our Bus and street networks using sustainable planters. The four finalist teams (Yavneh College, Uxbridge College, Douay Martyrs School, and Harrow College) will join us for two weeks of work experience in July.

As always, it is great to see such fantastic innovation coming from London's young talent.

Provide a fair and attractive employee offer

Updating our Flexible Working Policy

We are committed to recognising the diverse needs of our workforce, so in alignment with the changing legislation and as part of our ongoing efforts to support work-life balance, we have updated our flexible working policy.

Colleagues now have the flexibility to submit up to two applications for flexible working within a rolling year from their start date at TfL. Additionally, colleagues can also apply for temporary flexible working (up to three months) once a year.

The time it takes for colleagues to find out the outcome of a formal flexible working request has also been reduced from three months to two months.

These updates reflect our ongoing commitments to support the well-being and individual needs of our colleagues while encouraging a workplace culture where everyone can thrive.

Our green future

We are investing in improving London's air quality, building green infrastructure and reducing carbon emissions

Air quality

Ultra Low Emission Zone

The Ultra Low Emission Zone (ULEZ) scrappage scheme had its fund increased to £210m in February 2024. The most recent available data, as of 3 March 2024, shows that 49,361 applications have been approved and more than £169 million has been committed. Of this, 33,171 applications have been approved for the car and motorcycle scrappage scheme (totalling £63 million) and 16,190 approved applications for the van and minibus scrappage scheme (totalling £106 million).

A number of ULEZ support offers were also secured, including more than 30 partners offering discounts on hire and subscription services for bikes, e-bikes, cargo bikes, e-scooters, car clubs and many other great deals. To date, there have been more than 2,000 redemptions of ULEZ support offers.

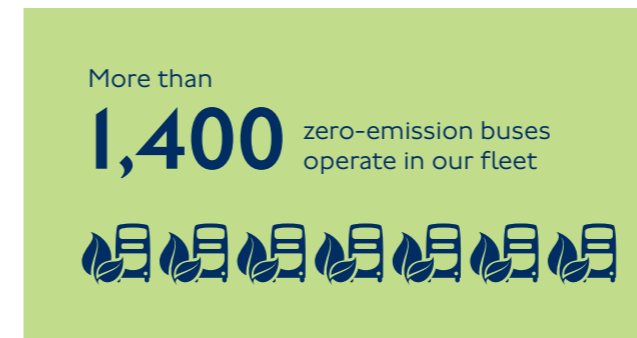
This is in addition to a set of temporary exemptions, known as 'grace periods', to support disabled people, community transport minibuses, people using wheelchair-accessible vehicles, and businesses and charities with new compliant vehicles or a retrofit solution on order. More than 6,600 applications have been accepted to date for these grace periods.

Ukraine scrappage scheme

In March 2024, the ULEZ scrappage scheme was expanded to give applicants the option to donate their non-compliant vehicles to Ukraine via trusted intermediary British Ukrainian Aid (a registered charity) for

humanitarian purposes. British Ukrainian Aid (BUA) facilitate the donation of suitable vehicles and those who choose to donate their vehicle receive the same level of grant payment that is available to those who choose to scrap their vehicle.

More than 100 vehicles have already been donated as part of the ULEZ scrappage scheme since the Ukraine initiative began on 15 March. To legally be sent to Ukraine in this way, each vehicle must serve humanitarian purposes, provide medical aid, or evacuate people.



Zero-emission buses

We have reached another significant zero-emission milestone, with more than 1,500 zero-emission buses (around 16 per cent of our fleet) operating on routes across London. Our fleet includes hydrogen fuel cell buses battery electric buses and 'opportunity charged' electric buses, which have their charge topped up through a pantograph multiple times a day.

Electric vehicle infrastructure strategy and delivery

The number of public electric vehicle charge points in London continues to grow, with a 350 per cent increase since October 2019. London now has 19,470 public charge points, including 1,145 rapid charge points, of which more than 300 of these have been delivered by TfL.

Green initiatives

Green Link Walk

On 1 March, we launched the Green Link Walk in partnership with the City of London, Southwark, Islington, Hackney and Waltham Forest. The new 15-mile walking route will connect more communities with green spaces and help to build on increases in leisure walking seen since the coronavirus pandemic. The Green Link Walk was conceived in partnership with a range of different walking and wheeling groups, including Ramblers, London Living Streets, Sustrans and CPRE, the countryside charity.

The Green Link Walk is the eighth route in the Walk London Network and runs from Epping Forest to Peckham town. It links almost 40 areas of green space, including Walthamstow Marshes, London Fields and Burgess Park, and five other Walk London routes. The new route has been created to increase leisure walking in London, improve Londoners' health and wellbeing, and enhance community access to green space and nature. The Walk London Network is one of the largest walking and wheeling networks of any city in the world and includes the Capital Ring, Green Chain, Jubilee Greenway, Jubilee Walkway, Lea Valley, London Outer Orbital Path and Thames Path.



A new 15-mile walking route encourages active travel

Since the pandemic, London has seen a 10 per cent increase in leisure walking, and according to our Leisure Walking Plan, 57 per cent of Londoners want to see more space in London dedicated to walking.

The Green Link Walk has been designed with accessibility in mind. We have removed barriers such as bollards to ensure that everyone can access the route. The route also avoids streets without dropped kerbs and bridges with steep ramps and steps. Green Link Walk signs will guide people along streets and paths to green spaces and waterways. Two new rain gardens that help reduce and prevent flooding, will be installed on the route, which will go through two major urban realm transformations planned for Clerkenwell Green.

The route is funded from the Mayor's Green and Healthy Streets Fund, which supports projects that redesign streets to integrate green infrastructure and climate resilience measures, alongside interventions that support active travel, reduce carbon emissions and improve air quality.

Green Infrastructure and Biodiversity plan

On 7 March, we published our first Green Infrastructure and Biodiversity Plan. Aligned to our Corporate Environment Plan, this document sets out how we will care for and improve green infrastructure and biodiversity across our estate.

We are one of London's largest landowners, with almost a third of our land covered by vegetation, supporting more than 1,000 animal species and 700 plant species. Many of these species are legally protected and their habitats must be preserved. The plan captures in one place our existing relevant targets, legal requirements and policy commitments while also setting out strategic actions we will take to deliver against these.

Key targets include:

- Achieving a minimum of 10 per cent biodiversity net gain on applicable schemes from February 2024
- Delivering a net gain in biodiversity across our estate by 2030, compared with the 2018 baseline
- Increasing tree canopy cover across our estate by 10 per cent by 2050, compared with the 2016 baseline
- Doubling the size of our wildflower verges to 260,000 square metres in 2024 (after doubling them to almost 130,000 square metres in 2023).
- Installing a minimum of 5,000 square metres of Sustainable Drainage Systems (SuDS) across our network every year
- Further reducing the use of pesticides and eliminating them where operationally and financially feasible

Climate Change Adaptation

At the end of February, we hosted two collaborative workshops on climate adaptation. The first of these saw all London boroughs work together to identify London's highways climate risks and appropriate mitigation actions. The second was held with other infrastructure sectors (such as power, water and communications) to identify our key interdependent climate risks and appropriate mitigation actions. The results of these projects will feed into our fourth Adaptation Reporting Power submission to the Department for Environment, Food and Rural Affairs at the end of 2024.

We have a project to explore the integration of weather hazards as a contributory factor in our incident reporting systems. If successful, the resulting insights will allow us to better understand the impact of severe weather on our current operations. In combination with the Met Office's climate projections data, we could then better assess likely future impacts and use this to influence business planning.

International climate change adaptation framework

In April, we concluded our work leading on the development of the UITP (International Association of Public Transport) climate change adaptation framework. This sets out seven clear stages that organisations in the public transport sector should follow to begin and develop their adaptation journey and enhance organisational maturity. We

included case studies to show practical examples of how organisations across the globe are adapting to climate change.

The four recommendations of the framework are:

- Public transport organisations should exercise a leadership role in developing a new mindset, leading to greater awareness and a strategic approach on climate change adaptation across the sector and beyond
- Public transport organisations should develop holistic climate risk management to implement appropriate adaptation measures
- Public authorities should support cities and public transport systems by developing a policy toolkit dedicated to climate change adaptation
- Funding organisations should dedicate appropriate funding and financing to support adaptation to climate change of public transport systems

Sustainable Drainage Systems

Our Climate Change Adaptation Plan has an annual target of installing an additional 5,000 square metres of Sustainable Drainage Systems (SuDS) on the TfL Road Network highway catchment. The first year of this target has now been met, with SuDS delivered at Old Street and Tolworth roundabouts, totalling almost 8,000 square metres of additional catchment added in 2023/24.

Our Climate Change Adaptation Plan has an annual target of installing an additional 5,000 square metres of Sustainable Drainage Systems (SuDS) on the TfL Road Network highway catchment

For 2024/25, we have set ourselves a scorecard target to exceed 5,000 square metres of catchment. We are currently aiming to deliver 9,000 square metres of catchment area this financial year and we are in the process of setting up a programme to identify locations for standalone SuDS schemes for delivery on the TfL Road Network from 2024/25.

Power Purchase Agreements

Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net-zero carbon by 2030. The tender encourages the market to increase the volume of new renewable energy supplying the National Grid, thereby providing 'additionality' (new renewable generation). We are progressing the procurement and contract award is on track for summer 2024.

Net Zero Matrix team launch

On 28 February, the Net Zero Matrix team was officially launched. This team has been established to support and accelerate delivery of our net-zero commitments. The team will manage setup, delivery and oversight of specific programmes and projects with the primary objective to reduce our operational carbon emissions to net-zero by 2030. The team is made up of colleagues from across TfL, including colleagues from SHE, Capital, Investment Delivery Planning, Commercial and Finance.

Our finances

We continue to be committed to and achieve operational sustainability

Financial performance

In 2023/24, we were able to fully cover our day-to-day costs from our income, delivering an operating surplus of £138m, which is £59m above Budget. We have also now met the test set by the Government to achieve operational financial sustainability. Every penny of this surplus is already committed to maintaining and improving our network and we will strive to improve further in future years so that we can invest even more in our services and assets.

Our final 2023/24 results:

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

- Our passenger journeys at the end of Quarter 4 were 3.6 billion, up 0.3 billion on 2022/23, and nine per cent higher than last year. Journeys are now at 88 per cent of pre-pandemic levels, compared to 80 per cent at the end of last year
- Passenger income grew by 20 per cent, from £4.4bn to £5.2bn
- Total revenue is almost £30m higher than Budget

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

- Our total operating costs are £7,846m in the full year, £42m lower than Budget
- We are continuing to focus on cost savings and have made £138m of recurring savings, taking total recurring savings delivered since 2016 to £1.4bn

- Like-for-like operating costs are almost £800m lower than 2019/20 in real terms, although we have seen a small increase in 2023/24 compared to the previous year

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

- Our operating surplus is £138m, £59m higher than Budget
- This is more than £320m better than last year on a like-for-like basis (after adjusting for Government funding support in 2022/23)
- This is the first year we were able to cover our operating costs from our income
- This also shows a turnaround of almost £3bn since 2020/21
- We have also now met the test set by Government for TfL to achieve operational financial sustainability

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

- Capital renewals are £18m (two per cent) ahead of Budget, driven by some acceleration of works into this year
- With no inflation support provided by Government, capital enhancements expenditure has had to slip – we ended the year £93m lower than Budget

- We have capital funding in place for 2024/25, but need longer-term capital funding to deliver major schemes efficiently and effectively

Maintain cash reserves to make payments and protect against shocks

- Cash balances are £1.35bn at year end, just more than £50m higher than Budget
- Our usable cash balances – which excludes ring-fenced funding for projects – are £1.16bn – these are required to be under £1.3bn as one of the funding conditions from Government in the August 2022 funding settlement

Raising revenue

Corporate media and partnerships

In May, we partnered with Made.com for two weeks, which saw them take over empty retail units and dress them to look like a home. This took place at five stations: Baker Street, Green Park, Kings Cross, Oxford Circus and Piccadilly Circus. This generated £180,000 net revenue and all production costs were covered by the client.

Enabling sustainable development

We continue to work to ensure planning applications deliver good growth and secure funding for transport interventions that encourage people to make more sustainable transport choices, improve accessibility, safety and customer experience, and reduce carbon emissions.

We have secured £10m funding towards step-free access improvements at West Hampstead station

The team has dealt with more than 2,600 planning applications this year, including nearly 200 strategic level schemes that were referred to the Mayor. Many of these have resulted in sustainable transport improvements including reductions in car parking, Healthy Streets and safety enhancements, funding for enhanced bus services and driver facilities, increases in cycle parking, better public realm and connectivity upgrades, and contributions towards station enhancements.

We have had significant involvement in a wide range of proposals, including the proposed car-free redevelopment of the O2 Centre at Finchley Road. We have secured £10m funding towards step-free access improvements at West Hampstead station, £1m for upgrades to the TfL Road Network, and safeguarding for a new Finchley Road station entrance. In Ealing we have secured £3.2m for North Acton station from a nearby development. This is the biggest single contribution to the station so far and takes the total developer funding pot to over £7.5m for capacity and step-free access improvements.

We have also influenced a huge range of other development schemes at all scales across London to ensure positive transport outcomes and safeguard our operations.

New homes and Places for London Snaresbrook – started on site

In April, we started delivering 74 affordable homes on land adjacent to Snaresbrook station alongside our partner Pocket Living. When complete, the homes will be available to first-time buyers who live or work in Redbridge at a 20 per cent discount to the local market, opening up the prospect of home ownership for thousands more people. Snaresbrook is the second Pocket Living proposal delivered on our land, after Woodside Park, which provided 86 discounted homes and was completed in February 2024.

BoxPark at Buck Street

Following our acquisition of Buck Street Market in Camden last year, we have appointed BoxPark to operate the space, which is adjacent to Camden Town Tube station. By purchasing Buck Street Market we have diversified our portfolio further and generated a sustainable income while safeguarding our long-term vision to upgrade Camden Town station.

BoxPark is now considering how to improve the market and provide a welcoming and inclusive space that all Londoners can enjoy throughout the summer and beyond. Buck Street becomes the second location on our estate that welcomes a BoxPark after Liverpool Street Arcade, which is expected to open later this year.

Places for London brand and content awards

On 17 April, the new Places for London brand won two highly prestigious Gold Awards at the European Transform Awards for best visual identity under the public and property sector categories. The judges commented that the new identity is ‘a



We are committed to delivering affordable homes

very well-considered approach. A simple, clever, relevant idea in the logo, really well executed across all touchpoints, while being respectful of the master TfL brand.’

On the same day, the new Places for London brand video won a Bronze Award at the New York Festivals TV and Film Awards for Best Writing, recognising Rakaya Fetuga, a talented Londoner who also contributed to the Art on the Underground installation Route Words at Finsbury Park Tube station.

Responsible skills pilot

We work in partnership with our Places for London tenants to achieve more inclusive growth for London. In March, we launched a responsible skills pilot, which

aims to address the gap between the support businesses need and those that can access it. The pilot is being delivered in partnership with Heart of the City, a non-profit organisation that supports small to medium-sized businesses.

Our tenants will have access to help with planning for net-zero carbon, creating and supporting inclusion and diversity within the workplace and finding their competitive edge. More than 30 tenants from across our estate have signed up, from a coach company in Enfield to a coffee operator in Waltham Forest. Tenants have been engaging with the online content and attending sessions on the London Living Wage and risk in the supply chain.

Board

Date: 12 June 2024

Item: Finance Report – Quarter 4, 2023/24

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of Quarter 4, 2023/24 (the financial year ending 31 March 2024).

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Quarter 4, 2023/24

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

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report

Quarter 4, 2023/24

Management results from 1 April 2023 – 31 March 2024

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Board

12 June 2024



We delivered an operating surplus in 2023/24, which was used to fund our investment



Our results for 2023/24 demonstrate our commitment to achieving operational sustainability as we finish the year with an operating surplus £59m higher than Budget. This is the first year since the pandemic that we have operated without extraordinary grant base funding from Government being used to support operations.

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

- TfL’s passenger journeys at the end of Quarter 4 were 3.6 billion, up 0.3 billion on 2022/23, and 9% higher than last year. Journeys are now at 88% of pre-pandemic levels, compared to 80% at the end of last year
- Passenger income grew by 20%, from £4.4bn to £5.2bn, and was 1% better than Budget

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

- Our total operating costs are £7,846m in the full year, £42m (1%) lower than Budget
- We are continuing to focus on cost savings and have made £138m of recurring savings
- Like-for-like operating costs are almost £800m lower than 2019/20 in real terms, although we have seen a small increase in 2023/24 compared to the previous year.

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

- Our operating surplus is £138m, £59m higher than Budget
- This is over £320m better than last year on a like-for-like basis (after adjusting for HMG funding support in 2022/23)
- This is the first year we were able to fully cover our day-to-day costs from our income
- This also shows a turnaround of almost £3bn since 2020/21
- We have also now met the test set by HMG for TfL to achieve operational financial sustainability.

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

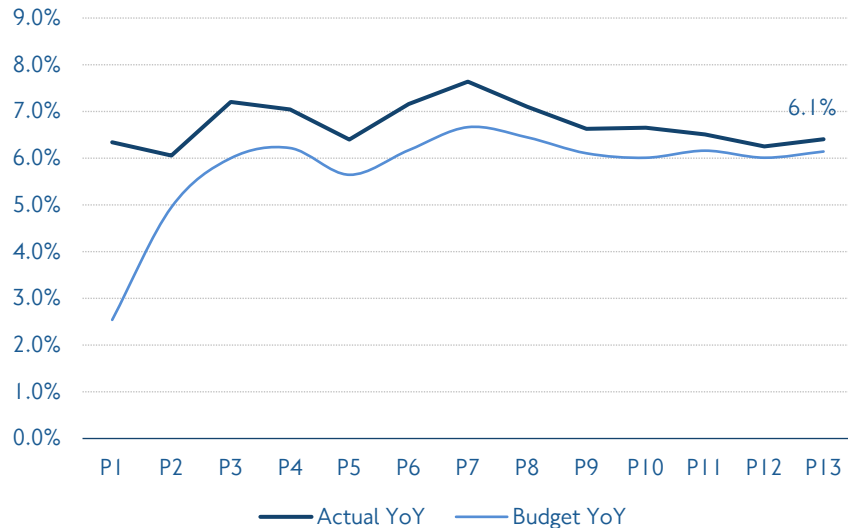
- Capital renewals £18m (2%) ahead of Budget, driven by some acceleration of works into this year
- With no inflation support provided by Government, capital enhancements expenditure has had to slip – we ended the year £93m (8%) lower than Budget
- We have capital funding in place for 2024/25, but need longer-term capital funding to deliver major schemes efficiently and effectively.

Maintain cash reserves to make payments and protect against shocks

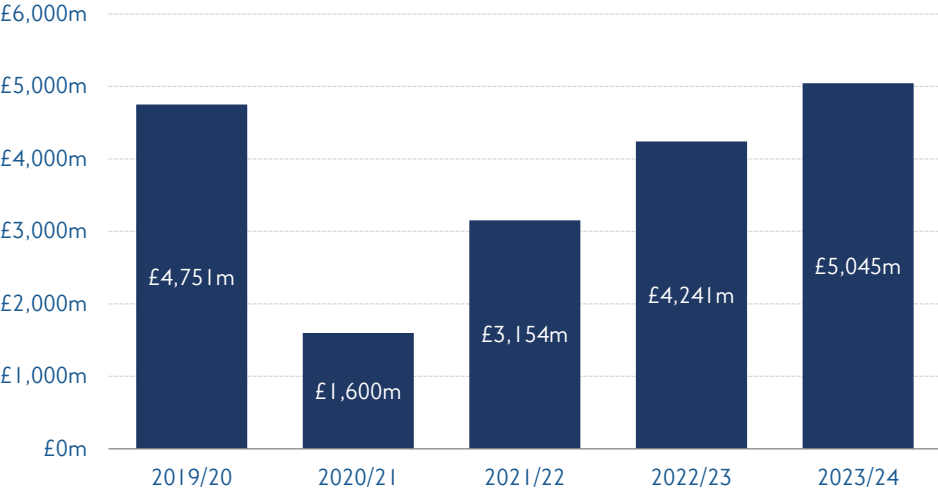
- Cash balances are £1.35bn at year end, just over £50m higher than Budget
- Our usable cash balances – which excludes ring-fenced funding for projects – are £1.16bn – these are required to be under £1.3bn as one of the funding conditions from HMG in the August 2022 funding settlement
- Standards & Poor’s upgraded our credit rating by one notch to AA-/A-1+ in May 2024.

Headlines

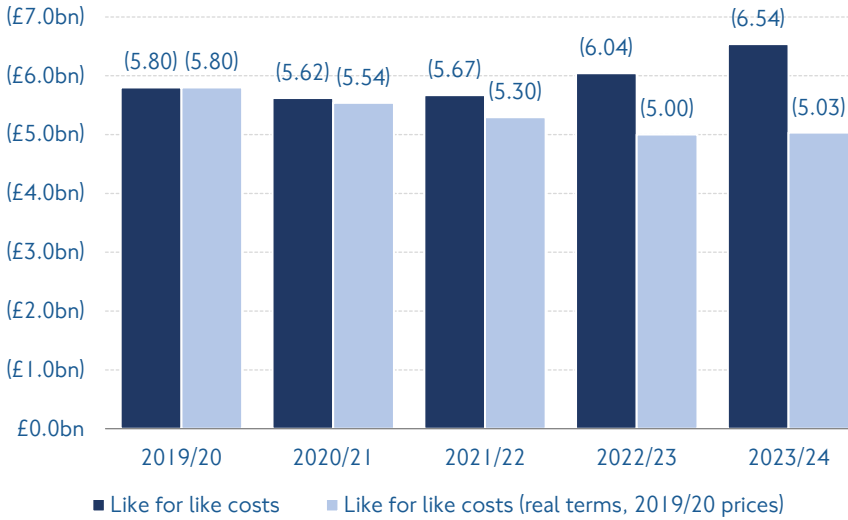
Total passenger journeys up just over 6% compared to last year, which is slightly ahead of Budget



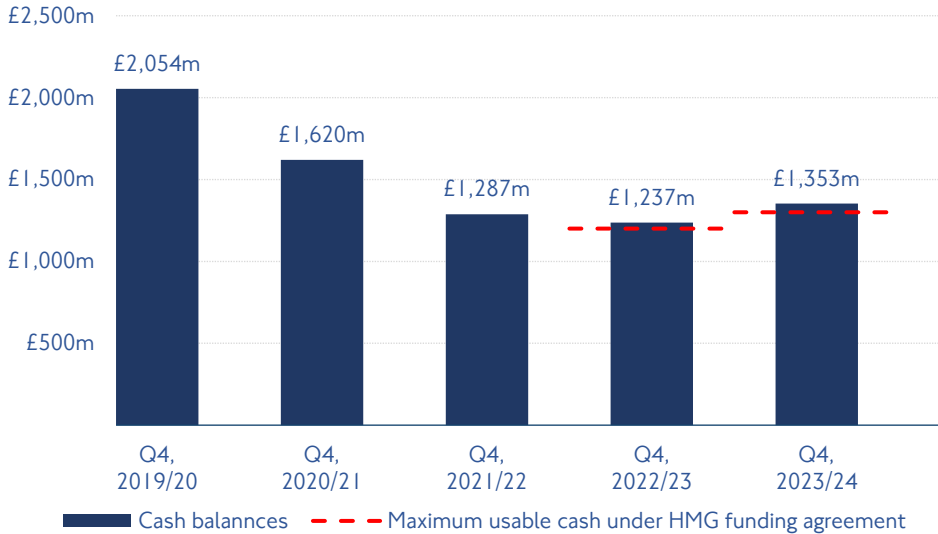
Passenger income higher than pre-pandemic levels in cash terms, from combination of journey recovery and Elizabeth line services



Like-for-like operating costs in real terms slightly up on 2022/23, but are almost £800m lower than 2019/20



We have maintained usable cash balances of £1.2bn in line with DfT funding conditions. Year-end usable cash balances are £1.16bn



Passenger journeys

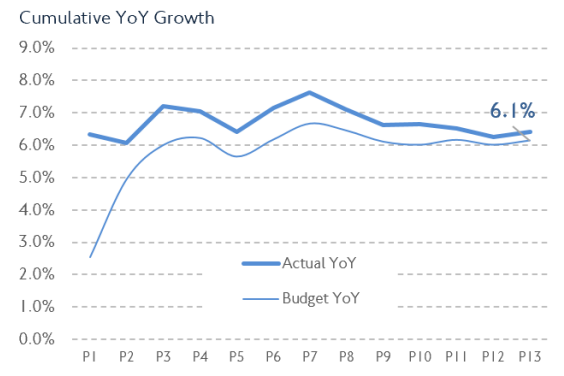
TfL's passenger journeys at the end of Quarter 4 were 3.6 billion, up 0.3 billion on 2022/23. We budgeted for 6% underlying year-on-year growth in demand this year; we are slightly ahead of target, with cumulative growth of 6.1%.

Overall journeys at the end of 2023/24 are nine million above Budget. Passenger journeys have seen significant growth on TfL's Tube and rail network, with more than four million Tube journeys and around five million bus journeys made on weekdays. The Elizabeth line also continues to grow, with ridership levels at around 700,000 journeys every weekday and passenger income up by almost £300m from 2022/23.

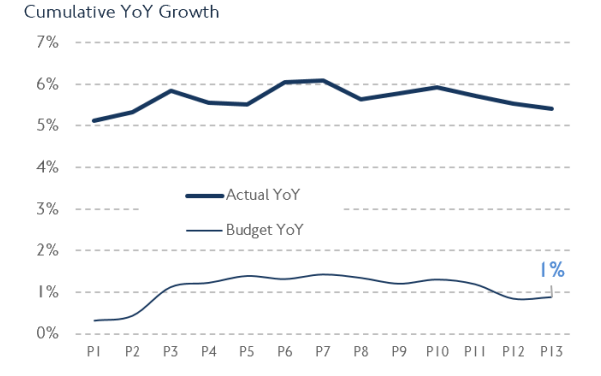
LU and DLR journeys are higher than expected as the assumed impact of Elizabeth line new services to these modes is less than expected.

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

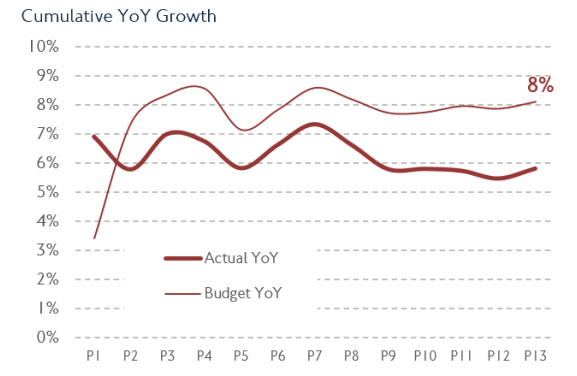
TfL	% Growth period / budget		Absolute m		Var to Bud m
	8.2%	7.7%	P	290	1.4
		Y	3,560	8.9	



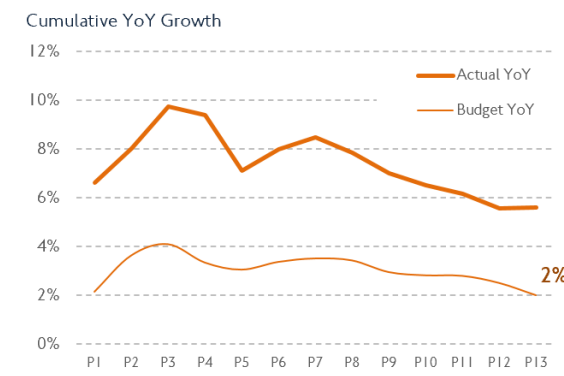
LU	% Growth period / budget		Absolute m		Var to Bud m
	4%	1%	P	93	2.5
		Y	1,181	50.8	



Bus	% Growth period / budget		Absolute m		Var to Bud m
	10%	11%	P	155	(1.5)
		Y	1,870	(40.2)	



Rail	% Growth period / budget		Absolute m		Var to Bud m
	6%	-4%	P	24	2.2
		Y	300	10.3	

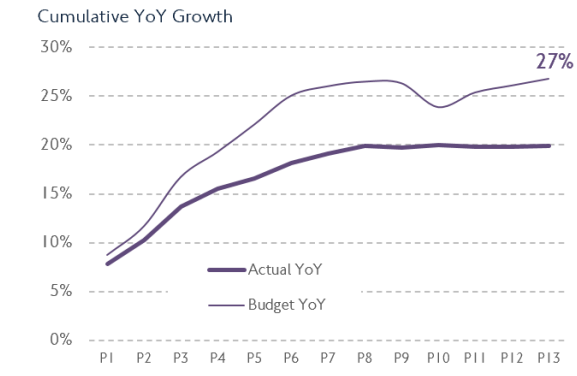


LO	% Growth period / budget		Absolute m		Var to Bud m
	11%	-3%	P	15	1.9
		Y	181	6.7	

DLR	% Growth period / budget		Absolute m		Var to Bud m
	-1%	-7%	P	8	0.5
		Y	99	6.7	

Tram	% Growth period / budget		Absolute m		Var to Bud m
	-3%	5%	P	2	(0.1)
		Y	20	(3.1)	

EL	% Growth period / budget		Absolute m		Var to Bud m
	22%	35%	P	17	(1.8)
		Y	210	(12.0)	



EL journeys are estimates and are subject to revision

Income statement

Total revenue is broadly in line with Budget. Passenger income is £63m higher, which is offset by lower revenue top up from Government. Other operating income is slightly higher than last year but below Budget. We have seen record vehicle compliance – in turn, improving air quality in London – which has led to lower-than-expected revenue from road network charges.

We are continuing to focus on cost savings, and our total operating costs are £7,846m in the full year, £42m lower than Budget. We have a proven record of making year-on-year improvements and will continue to do so by increasing our efficiency.

We are increasing investment in renewing our critical assets, with renewals investment up by £139m from last year and £18m higher than Budget.

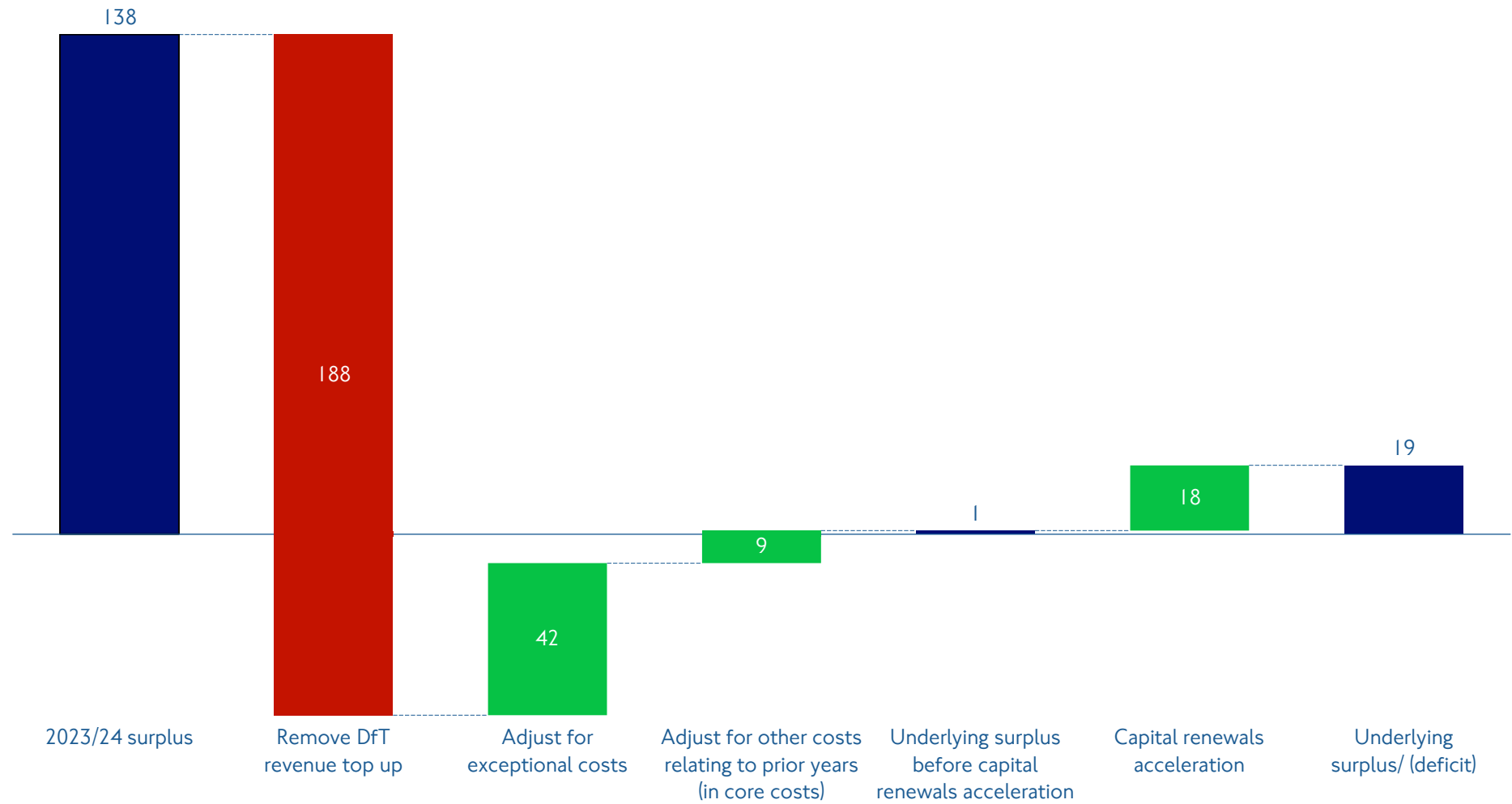
	£m	Actuals	Variance to Budget		Variance to last year	
Underlying passenger income		5,045	63	1%	804	19%
DfT revenue top up		188	(68)	-27%	76	69%
Passenger income		5,233	(6)	0%	880	20%
Other operating income		1,614	(85)	-5%	29	2%
Business Rates Retention		1,914	1	0%	95	5%
Other revenue grants		397	119	43%	(570)	-59%
Revenue		9,158	29	0%	434	5%
Core costs		(7,492)	0	0%	(627)	-9%
Investment programme		(312)	(75)	-31%	(166)	-114%
Exceptional costs		(42)	116	73%	2	4%
Total operating costs		(7,846)	42	1%	(791)	-11%
Operating surplus before interest and renewals		1,312	71	6%	(357)	-21%
Capital renewals		(763)	(18)	-2%	(139)	-22%
Net interest costs		(411)	6	1%	13	3%
Operating surplus / (deficit)		138	59	97%	(483)	-145%

Income statement includes Places for London

Even after adjusting for DfT revenue top up, we made an underlying surplus

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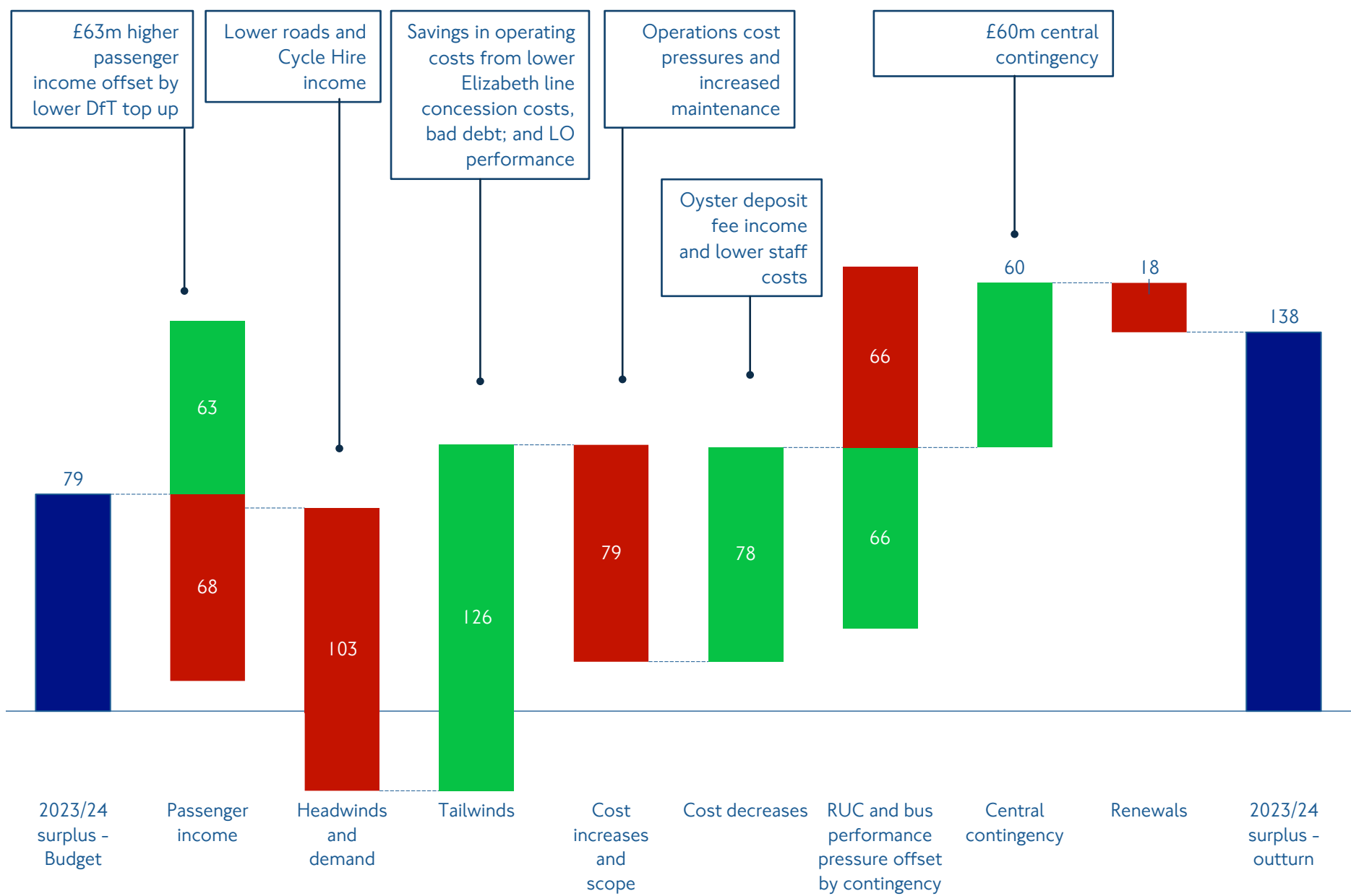
Operating surplus (£m)



Our central contingency has mitigated some of our key income and cost pressures this year

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Income statement variances by cause (£m)



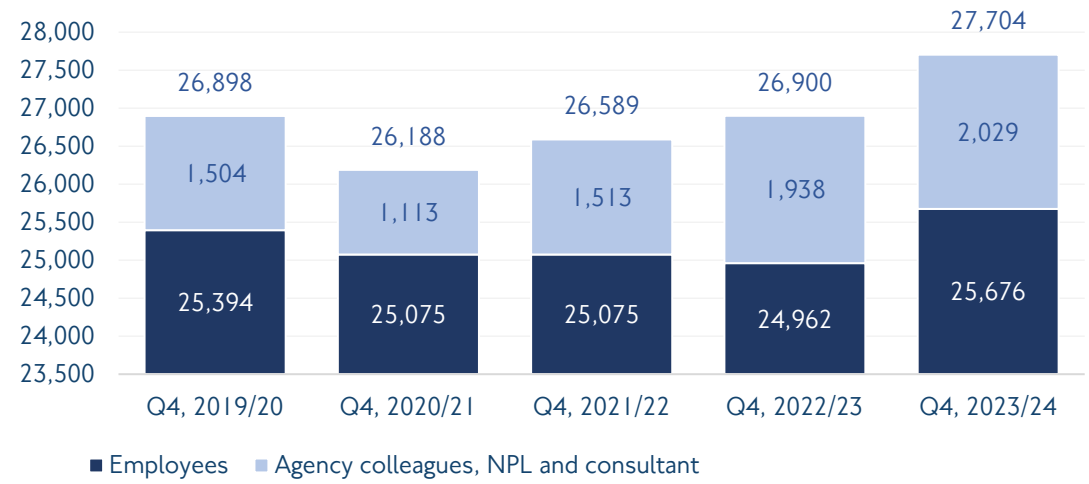
Colleagues

Headcount has increased since 2019/20 reflecting 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, as well as from increases in graduate recruitment.

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

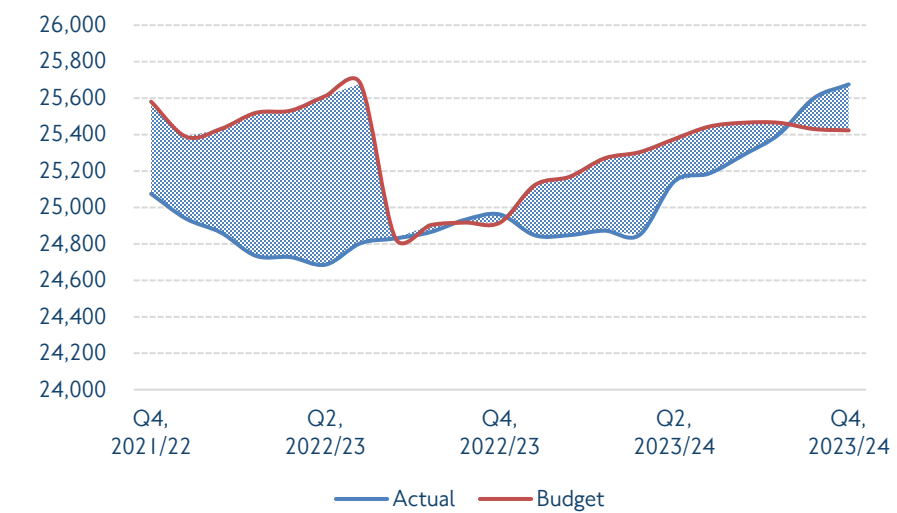
Agency and NPL colleagues have increased by over 500 since the end of 2019/20, but remain significantly lower than 2015/16 levels. NPL offers flexibility, particularly through time of change and temporary peaks in demand.

Headcount trends since 2019/20



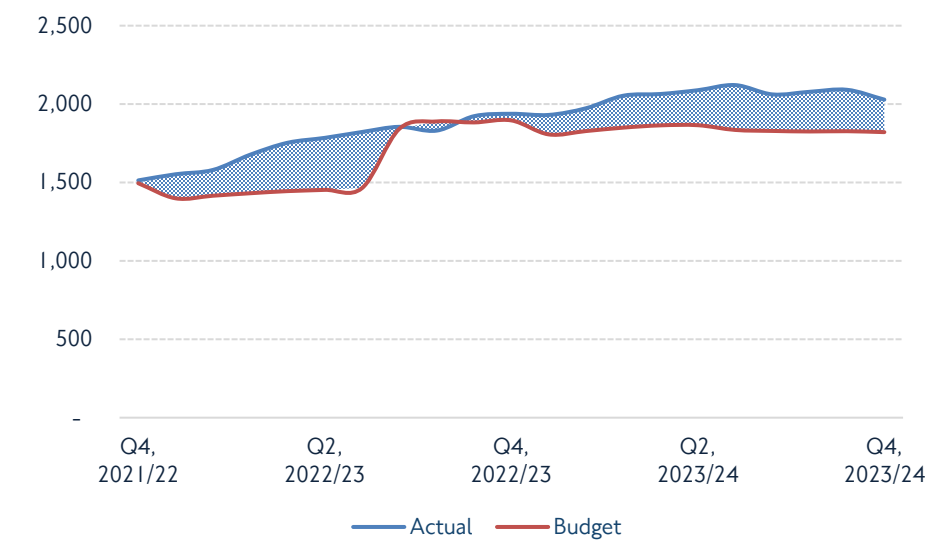
Permanent colleagues (FTE): actuals and Budget

Permanent employees up by over 700 since the end of 2022/23, mostly driven by the recruitment of graduate and apprenticeship trainees. Staff levels are above Budget in Q4, for the first time this year.



Agency and NPL colleagues (FTE): actuals and Budget

Agency and NPL FTE up by 91 since the end of 2022/23, and are slightly higher than Budget in Q4. This is driven by labour market challenges.



Capital renewals

Capital renewals are £18m (2%) higher than Budget over the full year and 20% higher than last year. We have proactively managed the allocation of our available funding across our programmes to maximise delivery.

Renewals delivery has been strong during 2023/24, with some further acceleration of project spend from 2024/25, mainly in LU Renewals.

We are increasing investment in renewing our critical assets, with renewals investment £139m higher than last year. We will continue to increase renewals investment to address the backlog of asset replacement that has been created by the pandemic and a lack of certainty over Government funding.

£m	Full year, 2023/24				Full year, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
Major Projects	(6)	(4)	(2)	-42%	(3)	(3)	-91%
Four Lines Modernisation	(5)	(4)	(1)	-27%	(3)	(2)	(1)
Silvertown Tunnel	(1)	0	(1)	0%	0	(1)	0%
Programmes	(757)	(740)	(17)	-2%	(619)	(137)	-22%
Streets, Bus & RSS Renewals	(170)	(163)	(7)	-5%	(157)	(14)	-9%
Environment	(19)	(25)	6	23%	(12)	(7)	-63%
Rail & Station Enhancements	1	(7)	9	115%	(7)	8	116%
LU Renewals	(416)	(381)	(35)	-9%	(316)	(100)	-32%
Technology	(134)	(152)	17	11%	(121)	(13)	-11%
Estates Directorate	(15)	(10)	(5)	-46%	(2)	(13)	-595%
Other (TPH, City Planning, Group etc)	(3)	(2)	(1)	-50%	(4)	2	35%
Total TfL	(763)	(745)	(18)	-2%	(624)	(139)	-22%

Capital enhancements

Total TfL new capital investment, excluding Crossrail construction and Places for London, was £1,108m at the end of Quarter 4, which is £94m lower than Budget.

Major rolling stock and signalling projects are almost £300m up on last year, with increased spend in projects including DLR rolling stock (£90m). We have also seen a ramp up in spend on Safe and Healthy Streets, with an increase of £45m compared to last year.

£m	Full year, 2023/24				Full year, 2022/23		
	Actuals	Budget	Variance to Budget		Last year	Variance to last year	
Major Rolling Stock and Signalling	(772)	(804)	32	4%	(480)	(292)	-61%
Four Lines Modernisation	(99)	(94)	(5)	-5%	(115)	16	14%
DLR Rolling Stock Replacement	(223)	(256)	33	13%	(133)	(90)	-68%
Piccadilly Line Upgrade	(445)	(450)	5	1%	(230)	(215)	-93%
Bakerloo Line Trains	(2)	(1)	(1)	-79%	(0)	(2)	-1152%
Trams - project	(2)	(3)	1	19%	(1)	(1)	-101%
Other Enhancements	(337)	(398)	61	15%	(604)	(266)	-44%
Silvertown Tunnel	(10)	(15)	5	32%	(45)	34	77%
Northern Line Extension	(0)	(0)	(0)	(0)	2	(2)	1
Barking Riverside	(1)	4	(5)	127%	(6)	4	79%
Bank Station Capacity Upgrade	(5)	(8)	3	41%	(54)	50	91%
Elizabeth Line	(1)	(3)	2	67%	(1)	0	7%
Safe & Healthy Streets	(118)	(121)	3	3%	(73)	(45)	-61%
Environment	(82)	(113)	31	27%	(53)	(29)	-55%
Streets, Bus & RSS Renewals	(2)	0	(2)	0%	(3)	1	39%
LU Renewals	(5)	(16)	11	67%	(12)	7	56%
Estates Directorate	(2)	(3)	1	40%	(1)	(1)	-84%
Rail & Station Enhancements (excl. Trams)	(60)	(50)	(9)	-18%	(20)	(40)	-204%
Technology	(53)	(102)	49	48%	(63)	10	16%
Network Development & Third Party Pipeline	0	0	0	0%	0	0	0%
Other (TPH, City Planning, OP, Group etc)	3	31	(28)	90%	7	(4)	57%
London Transport Museum	(1)	(2)	1	40%	(1)	(0)	-30%
Purchase LO trains	0	0	0	0%	(281)	281	100%
Total TfL excl. Places and Crossrail	(1,108)	(1,202)	94	8%	(1,083)	(25)	-2%
Places for London	(88)	(145)	58	40%	(87)	(0)	0%
Crossrail	(50)	(80)	30	38%	(188)	139	74%
Total TfL	(1,246)	(1,427)	181	13%	(1,359)	113	8%

Cash flow statement

Cash balances are £1.35bn at the end of Quarter 4, just over £50m higher than Budget.

We continued to balance the requirements of our liquidity policy and the August 2022 funding settlement letter with the Government by aiming to have, on average, up to or around £1.2bn of usable cash and liquid investments held by the TfL Group. The funding agreement came to an end on 31 March 2024, and year-end usable cash balances were below the £1.3bn required by HMG.

Cash balances

	£m	Full year, 2023/24		Full year, 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		116	15 15%	(50)	166 -331%
Closing balance		1,353	53 4%	1,237	115 9%

Cash flow statement

	£m	Full year, 2023/24		Full year, 2022/23	
		Actuals	Variance to Budget	Actuals	Variance to last year
Operating surplus before capital renewals and interest		1,312	71 6%	1,669	(357) -21%
Less Places, LTIG and LTM		(40)	(20) 100%	(53)	13 -24%
Cash generated / (used) from operating activities		1,272	51 4%	1,616	(344) -21%
Capital renewals		(763)	(18) 2%	(624)	(139) 22%
New capital investment		(1,108)	94 -8%	(1,083)	(25) 2%
Investment grants and ring-fenced funding		901	110 14%	295	606 205%
Working capital movements		202	(60) -23%	180	22 12%
Cash generated / (used) from investing activities		(768)	126 -14%	(1,232)	464 -38%
Free cash flow		504	177 55%	384	120 31%
Net interest costs		(411)	6 -1%	(424)	13 -3%
Net borrowing		23	(168) -88%	(10)	33 -330%
Cash generated / (used) from financing activities		(388)	(162) 72%	(434)	46 -11%
Change in cash balance		116	15 15%	(50)	166 -331%

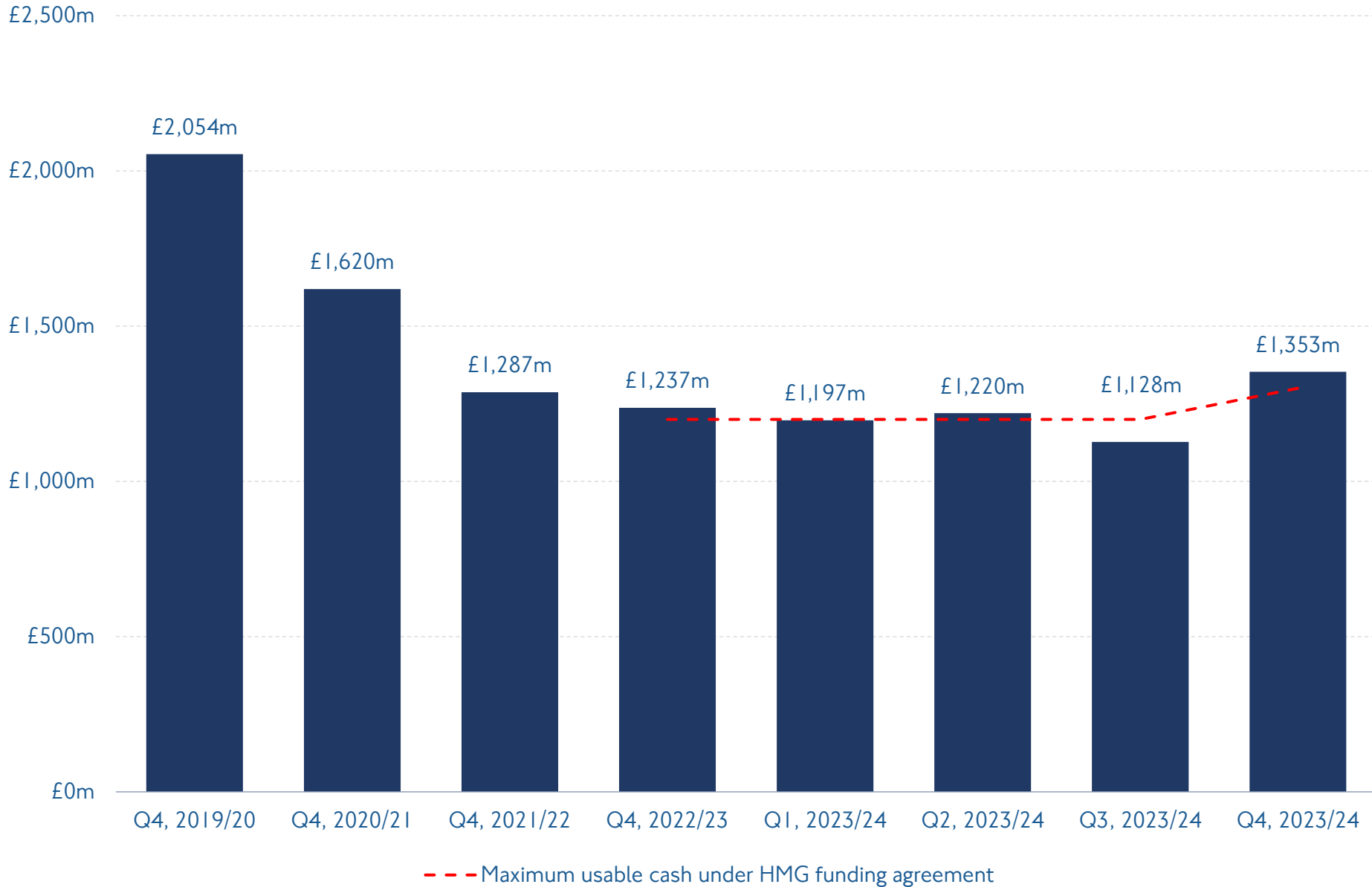


Cash balances

Total cash balances (excl. cash balances identified for Crossrail construction) are just over £1.35bn at the end of Quarter 4, almost £120m higher than last year.

A requirement of the August 2022 DfT funding agreement is that our usable cash balances will average no more than £1.2bn for the duration of the agreement, and were no higher than £1.3bn at year end. Usable balances are £1.16bn at the end of Quarter 4.

Cash balances (£m)



Reserves

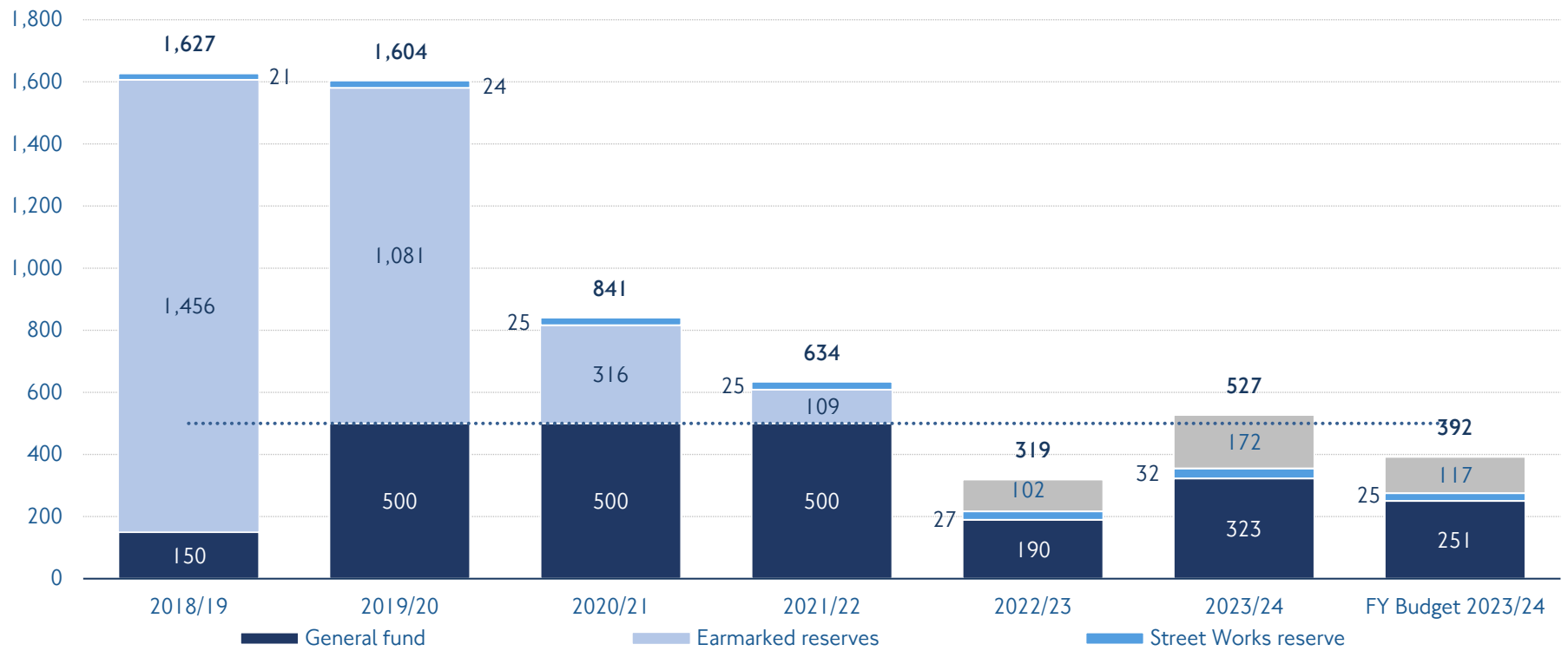
The pandemic has seen a material reduction in TfL’s usable reserves, which primarily consist of its General Fund, Earmarked Reserves and Capital Grants Unapplied.

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 set 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
- Usable reserves at the end of 2023/24 were higher than Budget due to the December 2023 capital settlement from the DfT.

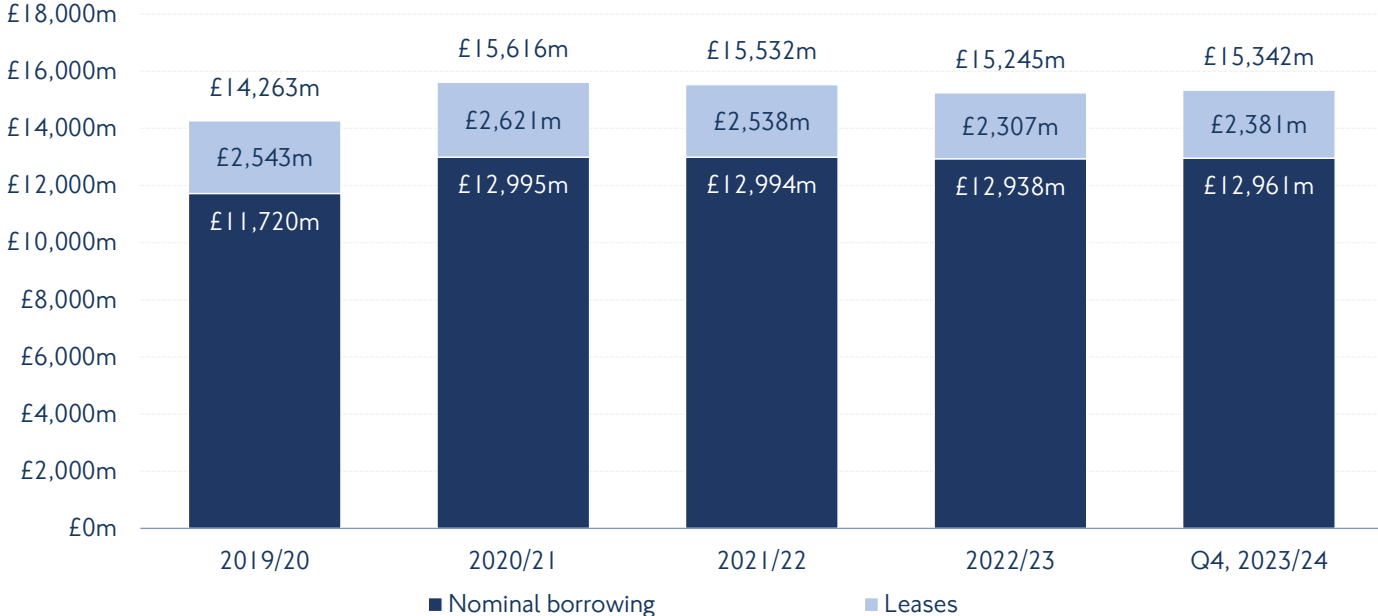
Debt

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 increased by £23m for the year, bringing our total borrowing balance to £12,961m. This is largely driven by an increase in our short-term borrowing, to suit our cash and liquidity needs. Leasing debt has increased by just over £70m, partly due to equipment leased connected to the Northern line trains contract.

Under the new capital funding agreement with Government in December 2023, we have received £245m of funding to date with the remaining £5m to be received in 2024/25. Consequently, some borrowing planned for 2023/24 has been deferred into 2024/25.

Total debt (£m)



92%

92% of our borrowing is at a fixed rate of interest

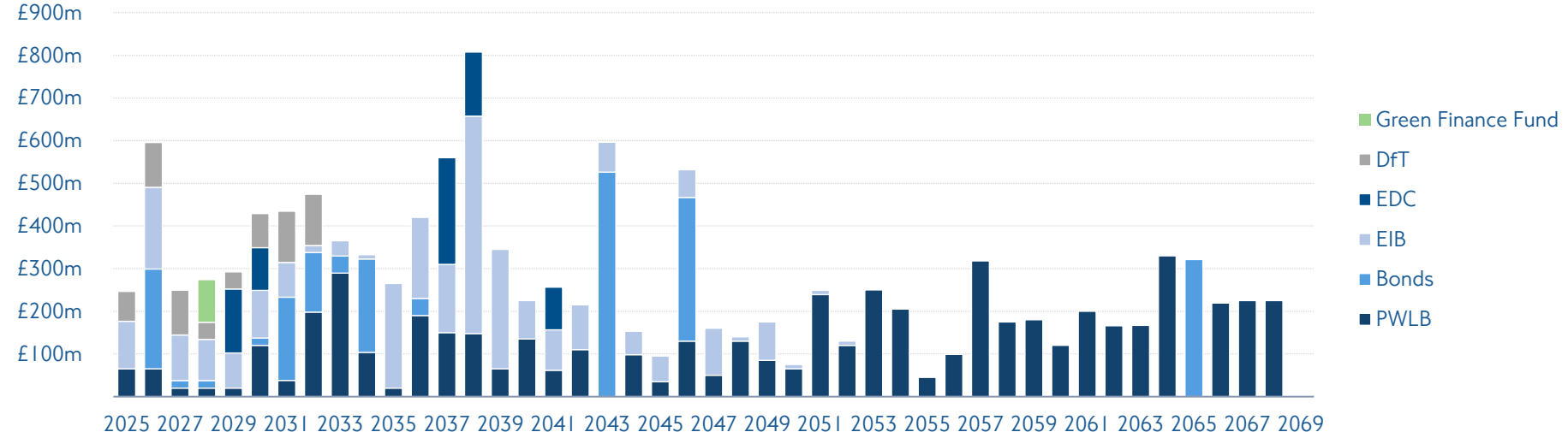
3.5%

The weighted average interest rate on our borrowing is 3.5%

19-years

The weighted average tenor of our borrowing is around 19 years

TfL borrowing maturity profile



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.

Fitch upgraded the TfL outlook to stable from negative in April 2024 and S&P upgraded both the LT and ST rating by one notch to AA-/A-I+ in May 2024.

There have been no other changes since the Q3 update to the Board.

	Standard & Poor’s	Moody’s	Fitch
Long-term rating	AA-	A3	AA-
Outlook	Stable	Positive	Stable
Short-term rating	A-I+	P-2	F I+
Last changed/affirmed	May 2024	November 2023	April 2024

Standard and Poor’s (S&P)

- On 20 May 2024, S&P upgraded TfL’s long-term credit rating to AA- from A+ and the short-term credit rating to A-I+ from A-I. The outlook is stable. The key drivers for S&P include the post-coronavirus pandemic recovery in passenger demand, which S&P expects to remain high, cost-efficiency measures, supporting our ability to cope with external shocks and rebuild flexibility within our operations and the expectation of a gradual increase in capital investments and the quality of services.

Moody’s

- On 15 November 2023, Moody’s upgraded our long-term credit rating from Baa I 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. Moody’s published an issuer comment “London mayor's policy plans support credit quality” in May 2024, following the re-election of Sadiq Khan. Moody’s see this as credit positive for TfL, but still highlight the uncertainty around a long-term capital funding settlement for TfL.

Fitch

- Fitch reaffirmed our credit rating in January 2024 and upgraded the outlook from negative to stable on 15 April 2024, reflecting the change in the UK rating (with which our rating is equalised).

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Board



Date: 12 June 2024

Item: Report of the Meeting of the Land and Property Committee Panel held on 11 March 2024

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Land and Property Committee at its meeting on 11 March 2024.

2 Recommendation

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

3 Committee Agenda and Summary

3.1 The papers for the meeting of the Committee held on 11 March 2024 were published on 1 March 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 Committee were:

- (a) Use of Delegated Authority;
- (b) Chief Executive's Report;
- (c) Places for London Business Plan;
- (d) Places for London Scorecard;
- (e) Places for London Quarterly Performance Report; and
- (f) Places for London Assurance Update.

3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 3 July 2024.

4 Issues Discussed

Use of Delegated Authority

4.1 The Committee noted one approval of Financial Authority and Land Authority by the Chief Finance Officer for the Woolwich Over Station Development (East) disposal.

Chief Executive's Report

- 4.2 The Committee noted the update on issues and developments since the meeting of the Committee on 20 December 2023. It also marked the milestone of having completed 1,000 homes by the end of March 2024, with a further 3,296 homes under construction.
- 4.3 Committee Members were invited to attend the Standdown for Safety, Health and Wellbeing events at Places for London held on 25 April 2024 and would be invited to future safety events.

Places for London Business Plan

- 4.4 The Committee discussed and suggested changes to Places for London's plans and investment priorities until 2023. Subject to consideration of those changes, it approved the draft Business Plan.

Places for London Scorecard

- 4.5 The Committee considered the proposed 2024/25 Places for London scorecard, which was subject to finalisation of targets that were dependent on the conclusion of the end of year position for 2023/24.
- 4.6 The Committee suggested several changes, including that the strategic scorecard be linked to Mayoral strategies. It authorised its Chair to endorse the finalisation of those targets and proposed changes, in consultation with available members of the Committee.

Places for London Limited Quarterly Performance Report

- 4.7 The Committee noted the update on market context, health and safety, financial performance, operational performance, project updates and understanding Places for London's impact, for the period 16 October 2023 to 6 January 2024.
- 4.8 The successful approach in health and safety engagement, combined with a data led and risk-based approach, would be developed as a model for adoption with future joint venture partners.
- 4.9 It was agreed that a representative from Places for London would attend future meetings of the Safety, Sustainability and Human Resources Panel.
- 4.10 Due to the challenging property market, several direct property sales and lettings had been deferred, which had led to a higher-than-expected end of year dividend. It was agreed that any increases in operating surplus, due to delayed decisions, would be clearly reflected in future reports.
- 4.11 A section on representation and declarations of protected characteristics would be included in future reports.

Places for London Assurance Update

- 4.12 The Committee noted progress with assurance activity across Places for London during Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024) and updates on the status of all open assurance recommendations at the end of Period 11 (3 February 2024).
- 4.13 Continuous improvements had been made and there were no overdue recommendations.
- 4.14 Concerns remained about the ability to find a digital partner with sufficient property experience to be able to capture efficiencies and data-led decision-making opportunities, such as smart asset management solutions.
- 4.15 A briefing on the provision of student accommodation would be arranged.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Land and Property Committee held on 11 March 2024

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Board



Date: 12 June 2024

Item: Report of the Meeting of the Finance Committee held on 13 March 2024

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 13 March 2024.

2 Recommendation

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

3 Committee Agenda and Summary

3.1 The papers for the meeting of the Committee held on 13 March 2024 were published on 5 and 8 March 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 Committee were:

- (a) Use of Delegated Authority;
- (b) TfL Budget 2024/25;
- (c) TfL Prudential Indicators 2024/25 to 2026/27;
- (d) Finance Report – Period 11, 2023/24;
- (e) Treasury Activities, Policies and Strategies;
- (f) Investment Management Strategy 2024/25 – Non-Financial Assets;
- (g) Taxi Fares and Tariffs Update;
- (h) Track Labour Framework Extension;
- (i) London Transport Museum: Covent Garden Site;
- (j) Forthcoming Key Procurement Activities;
- (k) Risk and Assurance Report Quarter 3 2023/24; and
- (l) Enterprise Risk Update – Changes in Customer Demand (ER9).

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 11 July 2024.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting of the Committee on 22 November 2023, there had been one use of specific authority delegated by the Board in relation to approval of the 2024 TfL Business Plan; and one use of Chair's Action in relation to the capital funding settlement with the Department for Transport (DfT).
- 4.2 There had been five grants of Procurement Authority in relation to: FM Mechanical and Electrical Maintenance (Rail) contracts; Through the Line Strategic Thinking contract; Collaborative Print Management contract; London Cable Car Operations and Maintenance Contract Re-procurement; and Vehicle licensing, inspection services and an end-to-end information technology system contract. There had been one grant of unbudgeted Financial Authority in relation to urgent maintenance resources for Central line recovery and unbudgeted Financial Authority granted in relation to bus operating contracts.
- 4.3 There had been three Mayoral Directions to TfL relating to: the March 2024 Fare Change which included freezing TfL-regulated fares set by the Mayor; introducing a trial of all-day off-peak fares on Fridays on all TfL rail services and pay-as-you-go fares on National Rail services in London; and amending the existing London Vehicle Scrappage Scheme Delegation and Direction to confirm that TfL was able to use the Scheme to fund the donation and removal of non-compliant vehicles from use in Greater London to Ukraine.

TfL Budget 2024/25

- 4.4 The Committee approved the TfL Budget for 2024/25, which built on the 2024 Business Plan. On 6 March 2024, the Board had delegated approval of the Budget to the Committee.
- 4.5 TfL would deliver an operating surplus in 2023/24, all of which was reinvested into maintaining and improving the network. The Budget built on this foundation and showed how TfL would grow its operating surplus to increase its ability to invest. Government recognised that it was not possible for TfL to fully fund all major projects and asset replacement from its own sources of income. It would still need sufficient and long-term capital funding from Government to commit to and deliver the long-term investment required to replace major assets such as rolling stock, signalling and critical roads, bridges and structures.

- 4.6 Progress on delivering against the Budget would be reported to the Committee and Board throughout 2024/25. As required under the 2024/25 capital funding settlement with Government, TfL would also continue to provide quarterly financial reporting to the DfT and its advisers, update them on how it was maintaining operational financial sustainability and on progress with the requirements of the funding settlement.

TfL Prudential Indicators 2024/25 to 2026/27

- 4.7 The Committee approved TfL's Prudential Indicators and the Treasury Management Indicators for 2024/25 and the following two years, and the annual Policy Statement on Minimum Revenue Provision.
- 4.8 TfL's borrowing limits and other Prudential Indicators were consistent with the proposed Treasury Management Strategy for 2024/25, which was also approved at the meeting, and the principles underpinning the proposed long-term TfL Capital Strategy.

Finance Report – Period 11, 2023/24

- 4.9 The Committee noted TfL's financial results to the end of Period 11 of 2023/24, the year-to-date ending 3 February 2024.
- 4.10 Performance continued to show strong results and TfL was successfully implementing its finance strategy and remained on track to achieve operational financial sustainability in the 2023/24 financial year. At 10 months into 2023/24, TfL was within 0.4 per cent of its revenue budget, one per cent of core costs, one per cent of capital renewals and one per cent of financing costs.
- 4.11 TfL had met all the funding conditions within its control under the August 2022 Government funding settlement. An informal briefing on the future savings and investment programme, with a focus on high level savings generation and retention, would be provided to all Board Members later in 2024.

Treasury Activities, Policies and Strategies

- 4.12 The Committee noted TfL's key treasury activities for the period from 23 September 2023 to 23 February 2024 and approved the TfL Treasury Management Strategy for 2024/25, the TfL Treasury Management Policies and the TfL Group Policy Relating to the Use of Derivative Investments (Derivatives Policy), along with the proposed Places for London Limited (TfL's property development company) Treasury Management Strategy and the Places for London Treasury Management Policies. Approval of these strategies and policies was within the authority of the Committee.
- 4.13 TfL's ongoing investment collaboration with the Greater London Authority (GLA) was progressing and approval had been received from the GLA Group Collaboration Board in December 2023 for the design and to proceed with the implementation. The collaboration was expected to conclude in June 2024, at

which point TfL expected to invest further in the London Treasury Liquidity Fund LP.

Investment Management Strategy 2024/25 – Non-Financial Assets

- 4.14 The Committee approved the Investment Management Strategy 2024/25 – Non-Financial Assets, which set out how TfL planned to manage and grow its various commercial assets. Approval of the strategy was within the authority of the Committee and would be noted at a meeting of the Land and Property Committee.
- 4.15 The strategy had been updated to clarify which items of non-financial investment were managed through TfL's subsidiary, Places for London and which were managed directly by TfL. The strategic objectives had been updated to align with the shareholder objectives agreed between TfL and Places for London, and the strategy relating to Media and Telecommunications had been updated to reflect the latest developments.

Taxi Fares and Tariffs update

- 4.16 The Committee noted the update on the outcome of the 2023/24 taxi (black cab) fares and tariffs review and approved increasing Tariffs 1, 2 and 3 by the total Cost Index figure (+8.92 per cent) to reflect the change in both taxi drivers' operating costs and average national earnings; making the Tariff 4 rates the same as the Tariff 2 rates; reducing the Heathrow extra from £3.60 to £2.00; and increasing the fixed-fares for shared-taxis that operate between Wimbledon station and the All England Lawn Tennis Club (AELTC) and Southfields station and the AELTC during the Wimbledon Tennis Championships.
- 4.17 The review found that taxi drivers' operating costs included large increases in vehicle costs, electricity/charging and insurance. TfL consulted on different options for fares and tariffs for consideration by respondents. It reviewed all of the responses to the consultation and considered the issues raised, and the positive and negative impacts identified.

Track Labour Framework Extension

- 4.18 The Committee noted the update on the Track Labour Framework and approved additional Procurement Authority for the external track labour resources required to supplement London Underground's direct labour for the financial year 2024/25. The external, skilled labour was deployed across the network to support safety critical maintenance, enhancements and renewals of track assets.
- 4.19 In June 2023, the Committee approved the extension of the framework until March 2025 and granted Procurement Authority to March 2024, as part of the transition to a new approach to the market for the service. It was noted at the time that additional Procurement Authority would be sought to March 2025 after funding discussions with Government had concluded. It was likely that a further extension in time and value would be sought later in 2024/25 as the

transition arrangements progressed. A further update paper would be brought to the next meeting of the Committee.

- 4.20 Due to the complexity of the work involved, an informal briefing on the Track contracts strategy and delivery was provided to Committee Members in April 2024, which all Board Members were invited to attend.

London Transport Museum: Covent Garden Site

- 4.21 The Committee noted the update on potential future proposals for development of London Transport Museum's (LTM) site in Covent Garden.
- 4.22 LTM had occupied the flower market building in Covent Garden since 1980. LTM was London's third fastest recovering attraction in the post-coronavirus pandemic market and footfall and income was now capped by space and capacity constraints at peak times. The Committee noted the options to alleviate the constraints.

Forthcoming Key Procurement Activities

- 4.23 The Committee noted the summary of the major new procurements or contract extensions planned over the next two years and decisions that were anticipated to be required from the Committee by way of Chair's Action over the next six months. It also noted the significant forthcoming procurements that required approval at officer level during that period.
- 4.24 The two-year look ahead included those projects with an estimated value of £1m or over and covered 224 contracts with an estimated total value of £27bn, and equivalent annual spend of £2.9bn when prorated by the length of the contracts.
- 4.25 An informal briefing on the strategy for future wider concessions procurement would be provided to Committee members, to take place in line with the strategy harmonisation.

Risk and Assurance Report Quarter 3 2023/24

- 4.26 The Committee noted the overview of the status of and changes to Enterprise Risk 5 – Efficient and high performing supply chains and effective procurement (ER5), Enterprise Risk 7 – Financial resilience (ER7) and Enterprise Risk 9 – Changes in customer demand (ER9). It also noted the findings from the assurance activity associated with the risks.
- 4.27 A separate update paper on ER9 was considered at the meeting. The 12-month rolling schedule was being developed, which would confirm when the other risks would be reported to the Committee.
- 4.28 The 85 per cent target for delivery of the internal audit plan was expected to be met as the work rate picked up. There had been a poorly controlled audit around cycle hire and bad debt. There had been several referrals of alleged counter-fraud and corruption through the website. The most-risky parts of the business were being targeted, resulting in some poorly controlled and

requires improvement audits. TfL had a clear focus on dealing with and closing the audit actions as soon as possible. Additional measures had been put in place to prevent actions becoming overdue and the trend was improving.

Enterprise Risk Update – Changes in Customer Demand (ER9)

- 4.29 The Committee noted the update on the current understanding and control measures on ER9 – Changes in customer demand, which was a broad risk with significant potential implications for TfL’s financial sustainability and delivery of its transport strategy.
- 4.30 Passenger demand had now stabilised and was around 90 per cent of pre-pandemic levels. Protection against revenue volatility was due to end by 31 March 2024, in line with the August 2022 funding settlement with Government, which would increase the level of TfL’s exposure to change in customer demand and increase the potential impact of the risk to financial sustainability. As passenger demand had increased by six per cent in the 2023/24 financial year, the overall risk score had been reduced from Very High to High, following the risk assessment.
- 4.31 Longer-term scenario planning considered a wide basket of indicators, including technology innovations, and were updated each year to help shape the passenger forecasts for the next Business Plan. Artificial intelligence would be factored into the longer-term forecasts going forward including the fast-moving nature of this area.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Finance Committee held on 13 March 2024

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Board



Date: 12 June 2024

Item: Report of the Meetings of the Audit and Assurance Committee: 14 March and 5 June 2024

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 14 March 2024 and the items to be considered by the Committee at its meeting on 5 June 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 14 March 2024

3.1 The papers for the meeting of the Committee held on 14 March 2024 were published on 6 March 2024 and are available on the [TfL website](#) with a link to the video recordings of the meeting on [TfL's YouTube channel](#).

3.2 The main matters considered by the Committee were:

- (a) Risk and Assurance Quarter 3 Report 2023/24;
- (b) Independent Investment Programme Advisory Group Quarterly Report;
- (c) Places for London Assurance Update;
- (d) Critical Accounting Policies;
- (e) Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2023);
- (f) Enterprise Risk Update – Governance and Controls Suitability (ER10);
- (g) Financial Control Environment Trend Indicators; and
- (h) Register of Gifts and Hospitality for Members and Senior Staff.

3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting were published ahead of the meeting of the Committee on 5 June 2024.

4 Issues Discussed at the meeting held on 14 March 2024

Risk and Assurance Quarter 3 Report 2023/24

- 4.1 The Committee noted the quarterly update on work completed by the Risk and Assurance Directorate during Quarter 3 of 2023/24 (17 September to 9 December 2023) and other information about the Directorate's activities.
- 4.2 The Project Assurance team would be focusing on assumptions management, which had been identified as a weakness in a number of projects and programmes, particularly revalidating and tracking them over time.
- 4.3 The number of overdue management actions continued to be reduced.
- 4.4 Focus on improving the rates of return on customer feedback forms was ongoing but was an industry wide issue.
- 4.5 In line with requirements of the Institute of Internal Auditors, an external Quality Assurance Assessment was being planned for autumn 2024.
- 4.6 Updates would be provided on significant operational disruptions due to extreme weather, power outages and other similar issues and bus safety, when considered at the appropriate Panels.
- 4.7 All Board Members would be invited to an informal briefing on TfL's risk management in autumn 2024, which would also be linked to new Board Members' induction.

Independent Investment Programme Advisory Group Quarterly Report

- 4.8 The Committee noted the Independent Investment Programme Advisory Group's (IIPAG) Quarterly Report and the management response.
- 4.9 An oral update had been provided on an outstanding action. Alison Munro, on behalf of IIPAG, and Michael Cooper, Director of Project Management Office, had developed a proposal to pilot Barking Riverside extension rather than the Bank Station Capacity Upgrade project, due to the availability of good quality data, and would report back at a future meeting.

Places for London Assurance Update

- 4.10 The Committee noted the reports on progress with assurance activity across Places for London during Quarter 3 of 2023/24.
- 4.11 Good progress continued to be made in all areas, helped by the recent appointments of a permanent Chief Finance Officer and Governance lead. Internal Audit continued to deliver its audit programme in this area and work had moved to a continuous assurance basis rather than targeted reviews. The Director of Risk and Assurance and the IIPAG Places for London sub-group met regularly with the Director and Chief Executive, Places for London.

- 4.12 It was agreed that a dashboard of Places for London risks would be included in future reports.

Critical Accounting Policies

- 4.13 The Committee noted the update on TfL's critical accounting policies to be applied in TfL's Statement of Accounts for the year ending 31 March 2024, which reflected changes to the Chartered Institute of Public Finance and Accountancy/Local Authority (Scotland) Accounts Advisory Committee Code of Practice on Local Authority Accounting and other changes to International Financial Reporting Standards which had impacted on TfL's Statement of Accounts for the year ending 31 March 2024.
- 4.14 TfL would engage tax and accounting specialists as appropriate.

Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2023)

- 4.15 The Committee noted the update on the disclosure of personal data to the police and other Statutory Law Enforcement Agencies for the prevention and detection of crime in London. TfL published this information as part of its commitment to transparency and TfL's contribution to supporting the wider safety of Londoners as well as the transport network.
- 4.16 The Compliance, Policing and Operations Security Directorate continued to process an increasing number of complex requests, particularly in relation to missing persons, and played an important role in safeguarding.
- 4.17 Future reports would include a breakdown of data requests from other statutory enforcement agencies, such as the Home Office and UK Border Control. It was agreed that future reports would also reference the link between policy areas and disclosure. The overarching policy would be reviewed, and the report would highlight how the policy was used to provide data requests.
- 4.18 The Committee acknowledged the excellent quality of work and service provided by the Compliance, Policing and Operations Security Directorate.

Enterprise Risk Update – Governance and Controls Suitability (ER10)

- 4.19 The Committee noted the update on Enterprise Risk 10 – Governance and Controls Suitability.
- 4.20 The current probability of the risk occurring remained Low due to the design and effectiveness of the controls and arrangements in place, including dedicated teams that oversee TfL's governance arrangements, controls and their suitability.

Financial Control Environment Trend Indicators

- 4.21 The Committee noted the Quarter 3 of 2023/24 Financial Control Indicators, that informed the Committee as to the control environment across TfL's Finance, Business Services and Procurement and Commercial teams.
- 4.22 Improvements continued to be made in meeting procurement and commercial and processing payments targets.

Register of Gifts and Hospitality for Members and Senior Staff

- 4.23 The Committee noted details of the gifts and hospitality declared by the Board Members and senior staff from 1 November 2023 to 31 January 2024. During the period there were no declarations by Members and 106 declarations were made by senior staff, of which 47 were declined and 59 were accepted.

5 Committee Agenda and Summary 5 June 2024

- 5.1 The papers for the meeting of the Committee to be held on 5 June 2024 (after the date that the papers for this meeting of the Board are published) were published on 28 May 2024, with a supplementary agenda for three late items published on 31 May 2024, and are available on the [TfL website](#) with a link to the video recordings of the meetings on [TfL's YouTube channel](#).
- 5.2 The main matters to be considered by the Committee at its meeting on 5 June 2024 are:
- (a) Matters Arising, Actions List and Use of Delegated Authority;
 - (b) Review of Governance and the Annual Governance Statement for Year Ended 31 March 2024;
 - (c) EY Report to Those Charged with Governance;
 - (d) Update on Key Accounting Issues;
 - (e) EY Letter on Independence and Objectivity;
 - (f) EY Report on Audit and Non-Audit Fees for Six-Months Ended 31 March 2024;
 - (g) Annual Audit Fees 2023/24;
 - (h) Risk and Assurance Annual Report and Assurance Statement 2023/24;
 - (i) Risk and Assurance Quarter 4 Report 2023/24;
 - (j) Independent Investment Programme Advisory Group Quarterly Report;
 - (k) Places for London Assurance Update;

- (l) Counter-Fraud and Corruption Plan to 2030;
- (m) Legal Compliance Report (1 October 2023 to 31 March 2024);
- (n) Financial Control Environment Trend Indicators; and
- (o) Register of Gifts and Hospitality for Members and Senior Staff.

5.3 A summary of the items to be considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 18 September 2024.

6 Issues to be Discussed at the meeting of the Committee on 5 June 2024

6.1 The main matters to be considered by the Committee on 5 June 2024 are:

Matters Arising, Actions List and Use of Delegated Authority

6.2 The Committee is asked to note the use of Chair's Action since the last meeting in relation to the 2023/24 Scorecard Assurance Review.

Review of Governance and the Annual Governance Statement for Year Ended 31 March 2024

6.3 The Committee is asked to note the paper and approve the Annual Governance Statement for signing by the Chair of TfL and the Commissioner, for inclusion in the 2023/24 Annual Report and Accounts; and to note the progress against the 2023/24 improvement plan and the plan for 2024/25.

EY Report to Those Charged with Governance

6.4 The Committee is asked to note the paper.

Update on Key Accounting Issues

6.5 The Committee is asked to note the update on the preparation of the draft TfL Group Statement of Accounts for the year ended 31 March 2024, focusing on the key accounting issues under consideration.

EY Letter on Independence and Objectivity

6.6 The Committee is asked to note the letter from Ernst & Young LLP (EY) confirming their independence and objectivity, as required by the National Audit Office Code of Audit Practice.

EY Report on Non-Audit Fees for Six Months Ended 31 March 2024

6.7 The Committee is asked to note the report on fees billed by EY for non-audit services.

Annual Audit Fees 2023/24

- 6.8 The Committee is asked to note the annual audit fee for the audit of TfL, the Transport Trading Limited Group and the Places for London Group, for the year ending 31 March 2024.

Risk and Assurance Annual Report and Assurance Statement 2023/24

- 6.9 The Committee is asked to note the annual report and assurance statement of the Risk and Assurance Directorate.

Risk and Assurance Quarter 4 Report 2023/24

- 6.10 The Committee is asked to note work completed by the Risk and Assurance Directorate during Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024), and changes to Risk Appetite and Tolerance, and other information about the Directorate's activities.

Independent Investment Programme Advisory Quarterly Report

- 6.11 The Committee is asked to note IIPAG's Quarterly report for June 2024, the management response and approve the workplan for 2024/25.

Places for London Assurance Update

- 6.12 The Committee is asked to note the progress with assurance activity across Places for London during Quarter 4 of 2023/24.

Counter-Fraud and Corruption Plan to 2030

- 6.13 The Committee is asked to note the details of TfL's Counter-fraud and Corruption Plan to 2030.

Legal Compliance Report (1 October 2023 to 31 March 2024)

- 6.14 The Committee is asked to note the summary of legal and compliance information provided by each TfL Directorate for the period 1 October 2023 to 31 March 2024.

Financial Control Environment Trend Indicators

- 6.15 The Committee is asked to note the Quarter 4 of 2023/24 Financial Control Indicators, that inform the Committee as to the control environment across TfL's Finance, Business Services and Procurement and Commercial teams.

Register of Gifts and Hospitality for Members and Senior Staff

- 6.16 The Committee is asked to note details of the gifts and hospitality declared by Board Members and senior staff from 1 February to 30 April 2024. During the period there were no declarations by Members and 73 declarations were made by senior staff, of which 45 were declined and 28 were accepted.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Audit and Assurance Committees held on 14 March 2024 and 5 June 2024

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Board



Date: 12 June 2024

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 16 May 2024

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 16 May 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 16 May 2024 were published on 8 May 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) Safety Risk Management on TfL Services;
- (b) Safety, Health, Wellbeing and Environment Culture Programme;
- (c) Electric Vehicles Update;
- (d) Responsible Procurement and Modern Slavery Statement;
- (e) Enterprise Risk Update – Environment Including Climate Adaptation (ER03);
- (f) Our Colleague Strategy – Delivery to Date;
- (g) TfL Pay Gaps and Action Plan;
- (h) Safety, Health and Environment Report – Quarter 4 2023/24;
- (i) Our Colleague Quarterly Report; and
- (j) Risk and Assurance Report Quarter 4 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 were rotated, with the order for this meeting being Safety, Sustainability and People / Colleague.
- 4.2 Representatives of the Youth Panel were unable to attend the meeting however their comments were shared with the Panel.

Safety Risk Management on TfL Services

- 4.3 The Panel noted the update on specific actions in place to address the systemic failings outlined in the Sandilands tram overturning sentencing remarks. These actions were designed to further strengthen and accelerate the progression of strategic safety risk management and had been substantially progressed, with the Safety Executive Committee providing a monitoring role.
- 4.4 A standardised framework was being developed that would set out concessionaire safety, health and environment performance in contracts and would also benchmark current concessionaires against the framework.
- 4.5 Assurance was provided through the three-line assurance process. Digital assurance tools had been introduced that improved monitoring of the processes.

Safety, Health, Wellbeing and Environment Culture Programme

- 4.6 The Panel noted the update on the Safety, Health, Wellbeing and Environment Culture Programme. The Programme consisted of four workstreams and highlights included: Culture Measurement; Leadership; Just and Fair; and Learning.
- 4.7 The Cultural Measurement assessed TfL as at the 'Structured' level of maturity. Improvement plans were being prepared to drive the organisation to the next level, 'Proactive Maturity'.

Electric Vehicles Update

- 4.8 The Panel noted the update on implementation and forthcoming key proposals to deliver electric vehicle (EV) charging infrastructure and convert fleets that TfL controlled to zero emission. The EV charging network had grown by 300 per cent since 2019, with almost one third of the UK's charging points located in London. The focus was now on high-mileage users performing essential roles such as taxi, private hire and commercial vehicle operators. To open opportunities for charging points, TfL was looking to unlock land owned within the Greater London Authority (GLA) Group.
- 4.9 Emerging issues that had been identified included the continued higher costs of EVs in comparison to petrol and diesel vehicles, accessibility at charging points that would make it easier for disabled drivers to switch to EVs,

understanding the requirements of commercial vehicle users and supporting delivery of shared infrastructure. Further work would take place on improving accessibility of charging points.

Responsible Procurement and Modern Slavery Statement

- 4.10 The Panel noted the draft Modern Slavery Statement 2024/25 and activities undertaken in the 2023/24 financial year (1 April 2023 to 31 March 2024).
- 4.11 Waste collection and solar panels had been identified and added as risk areas and activities were underway to understand the risks and get transparent information from suppliers and manufacturers.
- 4.12 The draft Modern Slavery Statement would be considered at the annual meetings of relevant TfL's subsidiary companies. The Statement would be submitted to the meeting of the Board in July 2024 for approval prior to publication on TfL's website.

Enterprise Risk Update – Environment Including Climate Adaptation (ER03)

- 4.13 The Panel noted an overview of the effectiveness of the risk controls for Enterprise Risk 3 – Environment, including climate adaptation. This risk related to TfL failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations. This was the first annual update on the risk, which had an impact assessed as High and a target assessment of Low. Significant progress had been made with the management of risk, although the audit conclusion remained 'requires improvement'.
- 4.14 The need to manage risk would require capital funding. The development of metrics and performance indicators as well as a performance tracker would be a useful tool to give greater visibility of progress and help reporting and highlight to those involved in oversight the need for action.

Our Colleague Strategy – Delivery to Date

- 4.15 The Panel noted an overview of delivery made against the Colleague Strategy, Colleague Roadmap and Colleague Scorecard Results for 2023/24. It had been a year since the launch of the Colleague Strategy, which set out objective and commitments relating to: creating a culture of inclusion; an attractive and fair employee offer; and supporting everyone to achieve their work ambitions. Improvements had been seen in the engagement score and senior management representativeness had been added to the TfL Scorecard.
- 4.16 The Action on Inclusion strategy had been launched, with a focus on colleagues and how they felt within the organisation. The recent cohort of 270 graduates, interns and apprentices had been the most diverse group recruited to date overall. The Job Families concept was being progressed and principle-based people policies were being developed.

- 4.17 The representation targets were based on being realistic, achievable and sustainable. Several senior female staff had recently moved onto other organisations and this had an impact on representativeness at senior levels.
- 4.18 The review of critical and hard to fill roles had been completed with 250 unique roles identified and succession planning and mitigating activities were taking place.

TfL Pay Gaps and Action Plan

- 4.19 The Panel noted an update on how pay gaps had changed since 2023, the reasons for the changes and the steps being taken to reduce the gaps. The year had seen a decrease in the gender pay gap and increases in the ethnicity and disability pay gaps. In the same period, a significant amount of work had taken place to increase colleagues' declaration data, which had resulted in an additional 1,000 declarations. A further 3,000 declarations had been received by way of a 'data dump' from an external recruitment partner and this impacted the stability of the pay gap data. The recent cohort of graduates, interns and apprentices, which was the most diverse recruited so far (with the exception of female apprentices which was lower than the previous year) also had an impact as these positions were at entry level pay scales. Over the long-term, this diversity would be contained within the talent pipeline and would feed up through the organisation.
- 4.20 The most significant pay gaps existed at an operational level and actions were being taken to address this, including looking at alternative paths to higher paid operational positions and paths from operational to professional services roles. The Future Leaders programme also considered this approach to progression, with a focus on an individual's potential rather than using a competence-based assessment.

Safety, Health and Environment Report – Quarter 4 2023/24

- 4.21 The Panel noted the key information reported in the Quarterly Safety, Health and Environment report for Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024). Most data presented covered this date range, except for some road safety and work-related violence data. This had been a challenging quarter, and targets has not been achieved on three of the four scorecard metrics. Thirty people had been killed on London's roads in the quarter and the thoughts of TfL colleagues were with all those who have been affected by this. All the fatalities were subject to ongoing investigations. Over the year, performance had been good, with road fatalities being the lowest ever, with the exception of 2021, which had been impacted by the coronavirus pandemic. Customer injuries had also reduced by eight per cent since the previous year. The scorecard target was met on colleagues killed or seriously injured although tragically a subcontractor had died during the year.
- 4.22 The Mayor had confirmed the Net Zero 2030 target. The GLA would continue to work closely with TfL on setting and achieving ambitious environmental goals.

Our Colleague Quarterly Report

- 4.23 The Panel noted the quarterly update on key activities across the Chief People Office, for the period February to May 2024. The Workplace Adjustment budget had been centralised and would facilitate a more consistent experience for colleagues. A new Equalities Impact Assessment app had been launched that would allow for more streamlined processing, maintain an audit trail and feed directly into the Diversity and Inclusion dashboard. The Steps into Work programme had seen 15 applicants of the cohort of 24 enrolled into the TfL apprenticeship scheme.

Risk and Assurance Report Quarter 4 2023/24

- 4.24 The Panel noted an overview of the status of and changes to Enterprise Risk 1 – Inability to deliver safety objectives and obligations, Enterprise Risk 2 – Attraction, retention, wellbeing and health of our employees and Enterprise Risk 3 – Environment including climate adaptation. The report covered Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).
- 4.25 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.
- 4.26 The Panel received updates on three audits that had ‘poorly controlled’ conclusions. Actions are in place to drive improvements.

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 16 May 2024

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