

# Agenda

**Meeting: Board**

**Date: Wednesday 29 July 2020**

**Time: 10.00am**

**Place: Teams Virtual Meeting**

## Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Cllr Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Ron Kalifa OBE

Dr Alice Maynard CBE

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

## Government Special Representatives

Andrew Gilligan

Clare Moriarty

## How decisions will be taken in current circumstances

To reduce unnecessary travel and to maintain social distancing in the current circumstances, Members will attend a videoconference or teleconference briefing in lieu of a meeting of the Board.

As TfL does not benefit from the changes in the Coronavirus Act 2020 in relation to the holding of public meetings, any decisions that need to be taken will be discussed at the briefing and will be taken by the Chair using Chair's Action. A note of the meeting, recording decisions taken, including the key issues discussed, will be published on [tfl.gov.uk](http://tfl.gov.uk).

As far as possible, TfL will run the briefing as if it were a meeting but without physical attendance at a specified venue by Members, staff, the public or press.

- Papers will be published in advance (or reasons given for any late papers) on [tfl.gov.uk](http://tfl.gov.uk) How We Are Governed
- The briefing will be webcast and the public and press will be able to review the Part 1 discussion.
- A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](http://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## **Further Information**

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat; telephone: 020 7983 4913; email: [ShamusKenny@tfl.gov.uk](mailto:ShamusKenny@tfl.gov.uk).

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

Howard Carter, General Counsel  
Tuesday 21 July 2020

**Agenda  
Board  
Wednesday 29 July 2020**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Board held on 2 June 2020 (Pages 1 - 16)**

General Counsel

**The Chair, following consultation with the Board, is asked to adopt the summary note of the briefing of the Board on 2 June 2020 and to sign them.**

**4 Decision Making During Covid-19 Emergency Measures, Use of Delegated Authority and Actions List (Pages 17 - 20)**

General Counsel

**The Board is asked to note the paper and the use of authority delegated by the Board and the Mayoral Directions since the last meeting.**

**5 Commissioner's Report (Pages 21 - 54)**

Commissioner

**The Board is asked to note the Commissioner's Report, which provides an update on our response to Covid-19, restart and recovery and finance, since the report to the briefing on 2 June 2020.**

**6 Elizabeth Line Operational Readiness and Crossrail Update [To Follow]**

Managing Director London Underground and TfL Engineering.

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

**7 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2020 [To Follow]**

Managing Director Customers, Communication and Technology and Chief Finance Officer

**The Chair, following consultation with the Board, is asked to approve the TfL Annual Report and Statement of Accounts for the year ended 31 March 2020 and the provision of an ongoing parent company guarantee by Transport Trading Limited to a number of TfL's subsidiary companies, as recommended by the Audit and Assurance Committee. (The draft Annual Report and Statement of Accounts is provided in a separate document).**

**8 Safety, Health and Environment Annual Report 2019/20 [To Follow]**

Chief Safety, Health and Environment Officer

**The Board is asked to approve the Annual Report prior to publication.**

**9 Finance Report and Revised Budget [To Follow]**

Chief Finance Officer

**The Chair, following consultation with the Board, is asked to note and approve the revised Budget, as set out in the paper.**

**10 TfL Independent Review (Pages 55 - 66)**

Chief Finance Officer

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

**11 Annual Update on the Mayor's Transport Strategy** (Pages 67 - 108)

Director of City Planning

**The Board is asked to note the annual update on progress against the Mayor's Transport Strategy.**

**12 Slavery and Human Trafficking Statement 2019/20** (Pages 109 - 122)

Chief Finance Officer

**The Chair, following consultation with the Board, is asked to note the paper and approve TfL's Slavery and Human Trafficking Statement 2019/20.**

**13 Appointments to Committees and Panels and Board Effectiveness Review** (Pages 123 - 134)

General Counsel

**The Chair, following consultation with the Board, is asked to approve the proposed changes to the arrangements and membership of TfL's Committees and Panels and note the update on the 2019 Board Effectiveness Review.**

**14 Report of the meeting of the Audit and Assurance Committee held on 8 June 2020** (Pages 135 - 138)

Committee Chair, Anne McMeel

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

**15 Report of the joint meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020** (Pages 139 - 142)

Panel Chairs, Kay Carberry CBE and Mee Ling Ng OBE

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

**16 Report of the meeting of the Finance Committee held on 24 June 2020** (Pages 143 - 148)

Committee Chair, Ron Kalifa OBE

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

**17 Report of the meeting of the Remuneration Committee held on 24 June 2020** (Pages 149 - 150)

Committee Chair, Ben Story

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

**18 Report of the meeting of the Programmes and Investment Committee held on 20 July 2020** (Pages 151 - 156)

Committee Chair, Prof. Greg Clark CBE

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

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

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

**20 Date of Next Meeting**

**Wednesday 21 October 2020 at 10am.**

## Transport for London

### Minutes of the Meeting

#### Teams Virtual Meeting

10.00am-1.37pm, Tuesday 2 June 2020

#### Members

Sadiq Khan (Chair)  
Heidi Alexander (Deputy Chair)  
Cllr Julian Bell  
Kay Carberry CBE  
Prof Greg Clark CBE  
Bronwen Handyside  
Ron Kalifa OBE  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

#### Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Simon Kilonback	Chief Finance Officer
Tony King	Group Finance Director and Statutory Chief Finance Officer
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

#### Also in attendance

Tony Meggs	Chair, Crossrail Limited
Mark Wild	CEO, Crossrail Limited

#### Staff

Andrea Clarke	Director of Legal
Tanya Coff	Finance Director, London Underground
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Shamus Kenny	Head of Secretariat
Emma Lucas	Chief of Staff, Chief Finance Officer
Clive Walker	Director of Risk and Assurance

### 15/06/20 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Dr Alice Maynard CBE.

The Chair welcomed everyone to the briefing. As TfL did not benefit from the temporary changes to local authority meetings included in the Coronavirus Act 2020 (the Act), this was not a formal meeting of the Board but was run as if the Act applied, as far as possible. The papers had been published in advance and the meeting was webcast. Where decisions were required, these were taken by the Chair, following consultation with Members.

The Chair expressed heartfelt thanks on behalf of himself and the Board to Mike Brown, his Executive Committee and TfL's staff and contractors for their response to the Covid-19 pandemic. The Commissioner's Report and the Emergency Budget paper spelt out the operational and financial impact on TfL of supporting the Government's efforts to limit travel while still ensuring that essential services kept running to support key workers. TfL had also supported its staff and contractors, looked after its tenants and supply chain and encouraged the public not to use its services unless essential.

Forty-three members of TfL staff and contractors had lost their lives as a result of Covid-19. The University College London Institute of Health Equity had been asked to provide independent advice to better understand the pattern of deaths and sickness caused by the coronavirus and to limit its impact.

The Mayoral elections in May 2020 were postponed because of Covid-19 and the Mayor's appointment was extended for a year. He continued to be Chair of TfL and had reappointed Heidi Alexander as Deputy Mayor for Transport and as Deputy Chair of TfL. Continuity of the Board was very important at present and letters confirming the reappointment of Board Members for another year would be sent shortly. The Chair thanked every Member of the Board, including those that had left during the last four years, for their contribution to TfL's success to date and for the help, support and challenge they provided.

Under the necessary financial support package agreed with Government, the Department for Transport would be nominating two special representatives to attend Board meetings, with one attending meetings of the Finance Committee and the other meetings of the Programmes and Investment Committee. The Board welcomed the representatives as an opportunity for greater understanding of TfL's financial model.

It was Mike Brown's last meeting of the Board as Commissioner, before he left TfL to become the Chair of the Delivery Authority for the Restoration and Renewal of the Palace of Westminster. He had been due to leave at the start of May 2020 but agreed to stay on to support TfL during the current period. The Chair paid tribute to him for his service to TfL, London and to the Mayor personally.

Since Mike Brown was appointed as Commissioner in July 2015, significant progress had been made on the ambitious targets set in the Mayor's Transport Strategy. His expertise, drive and vision had made a significant contribution to the recent investment in and transformation of the public transport network, despite some real challenges and constraints including the loss of government grant.

Among his many notable achievements were the flagship safety commitment to eliminate all deaths and serious injuries on the network; the rapid introduction of the Hopper bus fare; the doubling of protected cycle routes; the launch of Night Tube and then Night Overground services; the implementation of the first Ultra Low Emission Zone and Low



Emission Bus Zones; and a record programme of investment to deliver major improvements, despite real financial constraints.

He had also led on the transformation of TfL, with operating costs reduced year-on-year and its income base diversified through the provision of homes to buy and rent, improved commercial and advertising income and the establishment of a global consultancy operation, all intended to generate long-term revenue to reinvest into the network.

During his tenure, he had demonstrated great leadership in the face of several tragic events including the Tram overturning in Sandilands on 9 November 2016, the terrorist bombing on the Underground at Parsons Green on 15 September 2017, the terrorist attacks on London Bridge and Parliament Square, and of the current financial and operational situation brought on by the need to manage the spread of Covid-19.

The Chair expressed his personal gratitude for the support, advice and honesty that Mike Brown had given him, and for his exceptional service to London transport and wider GLA Group initiatives, such as helping to deliver affordable housing both through TfL's land and as a member of the Homes for Londoners Board.

The Chair thanked the Deputy Mayor for Transport and those involved in the work of recruiting the new Commissioner and announced that, following a worldwide search and thorough interview process, Andy Byford had been appointed as the Commissioner for Transport and would join TfL on 29 June 2020. The Remuneration Committee was consulted and agreed the remuneration package by Chair's Action on 26 May 2020.

Andy Byford brought a track record of leadership and transformation within major urban transport authorities to TfL, which would be invaluable to support the Capital's recovery and manage the impact of Covid-19 on TfL's operations and finances, in a safe and sustainable way.

He had previously worked for London Underground and had gained substantial national and international experience. He was the Chief Operating Officer and Deputy Chief Executive Officer for RailCorp in New South Wales, Australia, the Chief Executive Officer of the Toronto Transit Commission in Canada and, most recently, the President and Chief Executive Officer of the New York Transit Authority, where he oversaw a dramatic improvement in the network.

The Chair invited Members to raise any issue of safety or security at the Board briefing, either under a specific agenda item or with the appropriate member of the Executive Committee after the meeting.

## **16/06/20 Declarations of Interests**

Howard Carter reminded the Board that Members' individual register of interests were published on the website at [www.tfl.gov.uk](http://www.tfl.gov.uk).

Since the last meeting, the appointments for the following three Members had been added to their register of interests and published on the website:

- Ron Kalifa OBE's interests were updated to reflect his appointments as Chair of FutureLearn and as a member of the Council of Imperial College, London;

- Anne McMeel's interests were updated to reflect her appointment to the Board of the Delivery Authority for the Restoration and Renewal of the Palace of Westminster; and
- Prof Greg Clark CBE's interests were updated to reflect his roles as Global Head, Future Cities & New Industries at HSBC Group and as Chair, The Connected Places Catapult.

It was noted that, under the 'Finance Update – TfL Funding Agreement and Emergency Budget' item, Cllr Julian Bell would be required to leave the meeting for any specific discussion on Borough funding, as he was a member of London Councils; and Prof Greg Clark CBE would be required to leave for any discussions on banking arrangements or contracts in which HSBC had an interest, due to his role with the bank.

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

### **17/06/20 Minutes of the Meeting of the Board held on 22 January 2020**

**The Chair, in consultation with the Board, approved the minutes of the meeting of the Board held on 22 January 2020 as a correct record. The minutes would be provided to the Chair for signature at a future date.**

### **18/06/20 Decision Making During Covid-19 Emergency Measures, Use of Delegated Authority and Actions List**

Howard Carter introduce the paper, which set out the arrangements for how TfL was conducting its meeting cycle while social distancing and travel restrictions remained in place. Under similar arrangements to this meeting, the items for decision at the last meeting of the Board were approved under Chair's Action and subsequently published. The use of Chair's Action had also been exercised in relation to the appointment of the next Commissioner for Transport.

All actions in the action list were either completed or being addressed, with progress against them set out in the appendix to the report.

**The Board noted the meeting arrangements during the Covid-19 emergency measures, the use of Chair's Action and the updated actions list.**

### **19/06/20 Commissioner's Report**

The Chair had agreed to the late publication of the paper to ensure it provided the Board with the most up to date information on TfL's response to Covid-19. Mike Brown introduced the report, which provided an overview of TfL's response to the coronavirus pandemic, its ongoing restart and recovery work, along with a brief update on its finances.

The key issues arising from the overview and discussion were:

- 1 **Introduction:** Mike Brown expressed his condolences to the families of the 43 colleagues from TfL and partner organisations who were believed to have died as a result of coronavirus. TfL was doing everything it could to support them and would continue to do so going forward.
- 2 TfL was working closely with its trade unions, bus companies and other suppliers to ensure the safety of those who worked on the network and were helping London re-emerge from this crisis. The priority was to provide a safe and reliable transport service and protect the welfare of staff and customers. Londoners were currently asked to avoid using public transport and to continue working from home where possible to help protect those who really needed to use transport services.
- 3 Congratulations were extended to Andy Byford on his appointment as the new Commissioner, who would join TfL on 29 June 2020. His experience and track record would provide invaluable leadership as TfL helped support the capital's recovery in a safe and sustainable way.
- 4 Mike Brown was proud of his achievements and to have led the organisation and its people, from those working in front line roles every day to the professional service team. He would stay on until 10 July 2020 to ensure a full and thorough handover and would remain supportive of TfL and the Mayor in whatever way he could.
- 5 **Response to coronavirus:** 43 of TfL's colleagues had sadly passed away as a result of the coronavirus pandemic, 29 of them bus workers. The University College London (UCL) Institute of Health Equity had been asked to provide independent advice as part of a two-part study to better understand the pattern of coronavirus infections and deaths amongst London's bus workers. This study would help ensure that all possible measures were taken to protect the health, safety and wellbeing of those working to keep the bus network moving. The work was due to start shortly and would take between three and four months to complete. The Board would be updated on any findings from the studies. **[Action: Lilli Matson]**
- 6 From 20 April 2020, middle door boarding on buses was introduced to help protect bus drivers during the pandemic. Holes in the protective screens of the cabs were sealed and signs put on the seats nearest to the driver asking passengers to sit further back. The iBus next-stop announcement system was also updated to include social-distancing messages to customers to reinforce Government health advice.
- 7 In addition to the two-part study, TfL was also working closely with UCL on how buses were operating during the pandemic; their analysis found that additional safety improvements made to the bus screens made it possible to return to front-door boarding. It also found that the steps taken to add a film layer to screens and seal off gaps around the screen substantially reduced the risk to drivers of contracting coronavirus from customers. The rigorous cleaning regime also ensured that cabs and handrails, along with other regularly touched areas, were treated with hospital-grade anti-viral disinfectant.
- 8 From 30 May 2020, signage was placed on 124 bus routes instructing passengers to board using the front door and use their Oyster, contactless or concessionary cards as normal. Front-door boarding would be reinstated on further bus routes as soon as possible, with an anticipated return to front-door boarding by mid-June

2020. Announcements and signage were in place on buses to inform passengers of the new requirement.

- 9 To further ensure the safety of customers and bus drivers, new limits had been introduced on the numbers on board at any one time, although drivers had discretion where people were travelling in households or groups. This would help customers to observe the national guidance on social distancing wherever possible.
- 10 The use of the Government's furlough scheme also helped to protect bus drivers who were considered most at risk of infection, such as those in the shielded and vulnerable groups.
- 11 Whilst crime on the network had decreased during the pandemic lockdown overall, there had been a troubling increase in incidents of people spitting at staff, with 60 reported cases affecting bus drivers. Investigations were being prioritised by the Roads Traffic Policing Command and TfL's workplace violence team due to the serious nature of the threat. The Roads Traffic Policing Command had provided additional resources and CCTV, oyster card data and DNA spit kits were being used to quickly identify, catch and charge offenders.
- 12 The Safety, Sustainability and Human Resources Panel had recently had a detailed briefing on the number of deaths among bus drivers and welcomed the review and the urgent application of its recommendations. The recent rise in incidents of aggression and spitting towards bus drivers who had to limit capacity on buses would be raised with the UCL review researchers, as would the bus driver fatigue research findings. Assault screens were providing some additional protection, and intelligence was being gathered on where workplace violence issues arose with hot spots targeted by the police. **[Action: Lilli Matson]**
- 13 Gareth Powell was in regular contact with the independent bus operators who were providing employee support packages for their staff impacted by coronavirus, particularly those drivers who were vulnerable or shielding. The Sarah Hope Line was also available for direct support.
- 14 On 11 May 2020, the Government updated its guidance asking people to wear non-medical face coverings in places where they could not always socially distance, such as on the public transport network. In line with this advice, TfL had made face masks available for all of its frontline staff on 13 May 2020 and had issued guidance on their use and safe disposal.
- 15 Emergency intervention kits were issued to Dial-a-Ride depots and buses, supervised bus stations and network traffic control vans. These enabled employees with first-aid training to wear face masks and gloves to aid a critically ill person before emergency services arrived.
- 16 TfL was using a wide range of different channels to communicate with public coronavirus-related messaging across the network to manage demand and keep people safe by helping people make informed decisions before deciding to use public transport.
- 17 TfL had also enhanced its cleaning regime, including the use of hospital grade anti-viral fluid in public areas, as well as in back-of-house areas.

- 18 As public toilet facilities were closed in line with Government advice, TfL had installed 18 temporary bus driver facilities around London for use during their normal course of work.
- 19 Social distancing measures had restricted capacity on buses to 20-25 per cent of previous capacity, with buses being allocated to where there was highest demand. Tube capacity varied by line and type of train, with 15-20 per cent of capacity across the network, and close to normal levels in the busiest morning peak when distancing was not always possible.
- 20 On 20 March 2020, TfL announced that the Congestion Charge, Ultra Low Emission Zone and Low Emission Zone would be suspended from 23 March 2020, to help support critical workers who had to make essential journeys. On 18 May 2020, TfL reintroduced the Congestion Charge and Ultra Low Emission Zone to help limit the number of journeys made by car and to encourage more active and sustainable options for those who needed to travel.
- 21 From 22 June 2020, further changes would be made to the Congestion Charge to help reduce congestion and pollution and encourage active travel and to protect bus capacity and journey times. The Congestion Charge reimbursement scheme had been temporarily extended to continue to support a wider range of key workers and this would be kept under review to ensure the scheme was fair in the current circumstances for those who needed to travel to central London.
- 22 On 3 April 2020, the NHS Nightingale Hospital London opened to provide extra hospital bed capacity. In advance of the opening, TfL worked closely with the NHS to ensure hospital staff were able to travel safely and reliably to work, whilst other customers could continue to make essential journeys. Following the decision on 15 May 2020 to close the hospital, TfL continued to work with the NHS to ensure it was ready to respond and had a plan in place to be mobilised, should the hospital be required again in the future.
- 23 A number of changes had been implemented to ensure the safety and welfare of staff, contractors and Taxi and Private Hire (TPH) vehicle licensees, which enabled TPH drivers to continue to work, whilst being mindful of the Government advice that people should stay at home if possible. TfL had temporarily closed its driver assessment centres to protect staff and customers, so no Knowledge of London or private hire topographical assessments took place during the lockdown period. Some of these services would resume in June 2020, with social distancing measures in place. All TPH drivers with licences that expired between 23 March and 30 June 2020 would remain licensed for a period of six months, pending the full resumption of vehicle inspections and decisions on the grant of new licences.
- 24 The incomes of TPH drivers had been severely hit and a huge amount of cooperation and coordination of activities had taken place to support them. Regular information and safety advice had been provided to the TPH trades and work was continuing to support recovery. In addition to weekly conference calls with stakeholders, TfL had updated its licensee health and wellbeing information and was using its website and publications to include regular communication of the most up to date Government advice on public health and financial support.
- 25 **Restart and recovery:** From 18 May 2020, as national restrictions on movement were lifted, TfL stepped up public transport service levels to make journeys as safe

as possible. Full services had returned on Trams and TfL Rail services, the Tube was at 90.6 per cent of normal service, with buses at 85 per cent, the DLR at 82 per cent and London Overground at 80 per cent.

- 26 TfL continued to encourage those who could work from home to do so and those who had to travel to walk or cycle, using existing and new cycling lanes and widened pavements. Those who needed to use the public transport system were asked to wear a face covering to help protect others from the spread of coronavirus.
- 27 To encourage social distancing, some Tube stations had new one-way systems to control the flow of passengers and signage at bus stops and stations asked users to maintain distance and to use all available space, including the upper deck. Additional staff were deployed, including compliance policing and on-street officers, across the network and at bus stations to help Londoners adhere to social distancing. TfL staff were supported by hundreds of officers from the British Transport Police to help keep them and customers safe.
- 28 More than 500 hand sanitisers were installed in Tube station ticket halls, with additional points being installed across the network. They were also being installed at all bus stations in London and at selected TfL Rail, London Overground, and DLR stations, as well as at Tram stops, Victoria Coach Station, the Woolwich Ferry and Emirates Air Line.
- 29 Frontline employees could request either a home testing kit or a drive-through appointment for both themselves and/or any member of their household that had coronavirus symptoms. TfL was working hard to put a strong regime of testing in place across all operational staff for the medium term until a vaccine was found. TfL was also keen to be next in line for anti-body testing and was exploring rapid anti-gen testing which would help provide reassurance for people who had to work close together.
- 30 To encourage Londoner's to walk or cycle where possible, the Mayor launched the Streetspace Plan, in conjunction with TfL. Temporary additional space was provided for walking at locations that were likely to become crowded, such as local town centres and transport hubs. To date, 14,995 square metres of highway had been allocated for additional walking and cycling.
- 31 Temporary pop up strategic cycle lanes had being provided, with some aligned to Tube lines, to help Londoners switch modes of transport. This work helped to improve air quality from reduced motor traffic trips and provided Londoners with space and safety for social distancing and sustainable travel. Several projects had already been delivered such as Brixton, Earls Court Road and Camden Town. More sites had been identified and would be installed over the coming weeks, with TfL working closely with local boroughs to help prioritise this work.
- 32 Congratulations were extended to Will Norman, Walking and Cycling Commissioner, for the leadership and focus on sustainable transport and the quick progress made on the Streetspace scheme, and also to the boroughs for their support.
- 33 Whilst hires of Santander cycles had reduced by around 16 per cent since the start of March 2020, compared to the same time last year, on 30 May 2020 there were more hires than any previous non-Tube strike day, with more than 70,074 hires for

the first time. The week of 25-31 May 2020 was the busiest in the scheme's history with 362,925 hires including 132,000 hires over the weekend of 30-31 May 2020, making it the busiest weekend in the scheme's history.

- 34 NHS workers were given a code to waive the 24-hour access fee for Santander cycles making any journey under 30 minutes free, to support vital hospital staff getting into work. To date, 17,000 codes had been redeemed. The cleaning regime was also increased to ensure that the busiest docking stations were cleaned daily and social distance markings were installed.
- 35 The cycle hire scheme had proved very popular as new groups of people took up cycling. Opportunities to expand (including pop-up hubs) and redistribute cycles were being taken as new travel patterns emerged. Cycles were being redistributed from transport hubs to different places around parks and at weekends and additional bike supply was being looked into along with geographical expansion.
- 36 Providing support for national bike ability training had been raised with Government to help build confidence and road awareness among cycle users. The financial settlement with Government included funding for boroughs to bid on to support active travel for children as schools returned, including low traffic neighbourhoods, quicker routes to school and more children cycling and walking.
- 37 While the use of e-scooters on roads remained illegal the Department for Transport was bringing forward a series of trials. TfL would have a co-ordinating role to ensure that they operated within existing infrastructure to provide as safe standards as possible.
- 38 TfL would look at what it could bring forward to support the opportunities that the green recovery provided to build on the new walking and cycling initiatives, achieve net zero on carbon emissions and address climate change. The Government had issued a decarbonisation document that aligned with the Mayor's Transport Strategy, and TfL would work to access funding to aid a green recovery. The Co2 measure was included in the Scorecard and so formed part of the decision-making process going forward. TfL aimed to move TfL's energy consumption to more renewable resources and a paper would be brought to the Board later in the year. **[Action: Lilli Matson]**
- 39 Mental health issues, including the risk of isolation for furloughed staff, were being carefully monitored with regular communications across 300 teams. Planning was underway centrally on how to bring back furloughed staff at the appropriate time or rotate staff as and when required. The focus was on how to re-integrate staff by finding ways of working that took account of a wide range of circumstances, with diversity and inclusion at its heart.
- 40 **Finance:** Prior to the effect of coronavirus, TfL's net cost of operations was on track to be £100m better than the revised budget for 2019/20, and almost £220m better than last year.
- 41 The net financial impact of Covid-19 on its operating account was £220m, £183m from lost passenger income, as well as additional costs of £28m. This pushed the net cost of operations to £423m, which was £116m lower than the revised budget, and the same level of deficit as in 2018/19.

- 42 Had it not been for the effect of the pandemic, TfL's deficit position would have improved for the fifth consecutive year. This demonstrated the firm grip TfL had on costs both internally and through its supply chain and its careful business management to navigate volatility in passenger demand and uncertainty in the economic environment. It had a strong track record of delivering its financial strategy, having reduced the net deficit, as measured by the net cost of operations, by more than £1bn since 2015/16 on a like-for-like basis. This was achieved through an extensive programme to run the organisation more efficiently, reduce cost base and increase revenue.
- 43 TfL's financial prudence in building cash reserves to just over £2bn in 2019/20 meant it was able to sustain itself for as long as it did in the face of such huge and unexpected income loss, without breaching the minimum cash balance. Despite all efforts to reduce costs during this period, through measures such as using the Government's Coronavirus Job Retention Scheme and a safe stop of 300 construction projects, the severity of the impact was such that it was unable to fully mitigate the loss without external support.
- 44 A support package was agreed with the Government on 14 May 2020, which ensured TfL could continue to deliver critical services for London over the coming months. The package comprised £1.095bn of grant and a further loan facility of £505m, up to 17 October 2020. The support could be increased by a further £300m of grant and loan if revenue losses were higher than forecast for this period.
- 45 In reaching this settlement, TfL had agreed to a number of measures including participation in a London Covid Transport Task Force, to align its response to the pandemic with wider Government measures. It had also agreed to resume collecting fares on buses, while ensuring driver safety, and to easing congestion by the temporary suspension of free travel for over-60s in the morning peak.
- 46 During the period in which the funding package was provided, appropriate governance and oversight arrangements would be put in place, allowing TfL to work closely together with the Government. This included two special representatives who would attend the Board, Finance Committee and Programmes and Investment Committee.
- 47 Mike Brown expressed his sincere thanks to the Mayor, Deputy Mayor, Board Members and his Executive Team for their many achievements and support and said it had been an honour and a privilege to be the Commissioner. He wished Andy Byford all the best as his successor.
- 48 The Chair echoed Mike Brown's thanks to the Deputy Mayor, the Executive Team, their staff and contractors for their recent response to Covid-19. He welcomed the forthcoming UCL Institute of Health Equity independent advice. He also thanked the trade unions for their support, which had been very constructive despite what staff were going through, which demonstrated the value of the positive relationship and their continued challenge to provide the safest transport system possible.
- 49 The Deputy Mayor thanked Mike Brown and the Executive Team for their exceptional performance and hard work over the last few months, for the endless and complicated operational decisions made and finely balanced judgement calls. Every day mattered as action taken to get people off the transport network had



saved lives, and TfL had acted ahead of Government with enhanced cleaning and public messaging.

- 50 Board Members expressed their condolences to the families of the 43 members of TfL staff and contractors who had died because of Covid-19. They echoed the tributes made to Mike Brown and the Executive Team, thanked the Mayor for his leadership and welcomed the appointment of Andy Byford.
- 51 The Chair added that it was testament to TfL's financial agility and resilience that it had been able to use its cash reserves to keep services running as asked by Government. TfL was one of few transport authorities of a capital city that received no transport grant, so was reliant on fares and advertising revenues. This income had been drastically reduced as Londoners did the right thing and did not use public transport. The deal reached with Government until the end of October 2020 posed challenges and the conditions attached to London had not been applied to any other transport authority in the UK. TfL continued to ask that people restrict their use of public transport, which severely impacted its income. Government should be persuaded to restore the operational grant for the future and/or allow fiscal devolution to London so it could pay for transport by other means.

**The Board noted the Commissioner's Report.**

## **20/06/20 Elizabeth Line Operational Readiness and Crossrail Update**

Mike Brown introduced the item, which provided an update on the status of the Crossrail project including the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail Limited (CRL) to TfL. Members were also updated on issues arising from the meeting of the CRL Board on 28 May 2020.

As with other major projects, CRL had been impacted by TfL's Safe Stop decision on 24 March 2020. Mike Brown had worked closely and collaboratively with CRL on this and the work that needed to continue, with extensive assurance work continuing. He was kept fully informed on progress made with the project and attended reviews at the end of CRL Board meetings for full sponsor updates.

Tony Meggs and Mark Wild provided further information on progress with the project and extended CRL's condolences to those at TfL and their families who had been severely impacted by Covid-19. Mike Brown and TfL were thanked for their collaboration and support, including the maintenance of funding during the period of unprecedented financial and operational difficulty. The ever-deepening relationship with TfL as the ultimate operator of the Elizabeth line was recognised.

The importance of delivering the increased capacity through the Elizabeth line had only increased as a result of the pandemic. Several important milestones were achieved over the lockdown period, such as the certification of readiness for trial running of nine of the 10 central section stations, with Bond Street station expected by the end of July 2020. Twenty-five per cent of the workforce was back on site, operating under very controlled conditions and there had been excellent collaboration with the supply chain on Safe Stop and reopening.

Covid-19 had impacted the programme schedule and scenario forecasting was being used to assess this. The CRL Board had asked its Executive to explore all options for maintaining the summer 2021 schedule and cost, given the urgency of the situation. Multiple scenarios would be reviewed at the next CRL Board meeting in June 2020, including any further innovation as to how the Elizabeth line would be delivered. Since January 2020, the Executive Team had been extensively enhanced, with a new Chief Finance Officer, Chief Programme Officer and Chief People Officer in post, who were delivering major benefits.

Safety remained the number one priority for the project and the change of circumstances had only reinforced its importance. There had been no safety incidents since the enactment of Safe Stop across the programme.

Since the beginning of the year, four of the five portals had been handed over to TfL, including North Woolwich portal at the end of May 2020, with Plumstead portal on track for handover in July 2020. Fisher Street shaft was handed over at the end of May 2020, with rolling lessons and expert resources applied to the remaining three shafts; Eleanor Street, Limmo and Stepney Green.

Trial running was key to testing progress and had restarted at the end of May 2020, with complete signalling software verification expected in three to four weeks. The biggest single risk was scenario testing including velocity and noise across the end to end infrastructure, which was at 61 per cent and still progressing.

All services to and from Reading were now using full length trains, which added capacity and helped with social distancing. Approvals had been received to run services to Heathrow, which would start in the next few weeks and was another important milestone.

Over the lockdown, Network Rail had temporarily paused station enhancement work on the east and west of the route, which had since resumed by implementing social distancing.

Andy Lord confirmed that TfL Rail was running 100 per cent of services and that performance since January 2020 had been at 95.4 per cent. The project had maximised the opportunity of shutdown to press ahead with the assurance programme and the plan to get to trial running. Important milestones had been reached on moving stock to the eastern side to replace old trains. In addition to the portals and shafts accepted, Custom House station was handed over. The restart of dynamic testing was another major milestone.

Mark Wild confirmed that work was underway to accelerate the dynamic and scenario testing and would be done within four to six weeks, with the blockade central section to be done in August to September 2020.

Members requested that a paper on shared risks with stakeholders be brought to the Programmes and Investment Committee. **[Action: Andy Lord]**

Tony Meggs confirmed the key areas for the overall transition plan for TfL to take over and operate the Elizabeth line were the transfer of operating activity, support functions transition, and control and overall governance. Andy Lord was working on robust transition plans for taking ownership of stations and the outstanding works, including the skills required in teams and where different responsibilities lay; the Board would be kept

updated on the transition plans, including the monitoring of costs and responsibilities to ensure there was no cost leakage from CRL to TfL. **[Action: Andy Lord]**

The Chair thanked Tony Meggs and Mark Wild for the update and welcomed the opportunities being taken to progress the project.

**The Board noted the paper.**

## **21/06/20 Finance Update – TfL Funding Agreement and Emergency Budget**

The Chair had agreed to the late publication of the paper, as time was needed to produce the Emergency Budget as TfL clarified and took account of the impact of the short-term Government funding up to October 2020. He extended his thanks to Simon Kilonback and his team for all their efforts on the budget and on the negotiations with Government.

Simon Kilonback introduced the report, which set out the financial impacts of Covid-19 as presented in the proposed Emergency Budget appended to the paper, and the funding and financing package reached with the Government, including the conditions it imposed.

Pre-Covid-19, TfL was on track to eliminate a structural net operating deficit of over £1.5bn, with an expected year end outturn deficit of just £0.2bn. The deficit was largely caused by cuts to previous levels of grant funding. TfL was dependent on fares and commercial income for 80 per cent of revenue and was one of the only transport authorities globally that had such low levels of subsidy.

A 30 per cent reduction in demand and therefore reduction in revenue was forecast in the initial phase of the Covid-19 crisis based on Department for Transport (DfT) guidance. As TfL had prudently rebuilt its cash reserves, it would have been able to absorb the financial impact and continue to operate without Government support.

On 23 March 2020, the Government instructed lockdown measures and made clear that TfL was expected to continue operating its services for critical workers to make essential journeys. As a result, ridership on the Tube dropped by 95 per cent and ridership on buses declined by 85 per cent, leading to 90 per cent reduction in passenger income and significant impacts on TfL's retail and media revenue.

TfL was able to survive the first months of the pandemic due to prudent financial planning from the previous years, including rebuilding resilience in its cash balances but that risk buffer was now fully depleted. The loss of revenue at that level of severity, together with a need to keep running services to support the Government's strategy, meant that TfL needed emergency financial assistance to keep operating.

Discussions with Government on financial support had been ongoing for a long period and were brought to a head by the discussions at the Finance Committee briefing on 12 May 2020, which included the need for the Chief Finance Officer to consider starting section 114 of the Local Government Finance Act 1988 proceedings if support was not forthcoming. On 14 May 2020, TfL reached an agreement with the Government on a

funding and financing package of £1.6bn, with the ability to top up to £1.9bn, to cover the period 1 April to 17 October 2020.

To secure the funding, TfL urgently developed a top-down Emergency Budget to cover the interim period and ramped down certain services where appropriate, whilst it reprioritised only essential spend and secured external funding support to continue operating essential services. The Emergency Budget summarised TfL's submission to the Government on 24 April 2020, as part of the funding discussions. It identified the emerging gap in TfL's funding envelope for the period to the end of September 2020.

Significant review and reprioritisation would be essential across TfL, including a review of the investment programme. A revised budget would be submitted to the meeting of the Board on 29 July 2020.

As TfL was heavily dependent upon fare revenue, its funding model was no longer sustainable as demand returning to services was likely to be slow. The Government review of TfL's future financial structure would be led by the DfT. No terms of reference had been made available yet but TfL would have the opportunity to contribute. Board Members agreed that TfL would rapidly commission its own independent review to look at financial models and options, and different scenarios for funding opportunities. Further consideration was needed on how TfL established the review in discussion with the Chairs of the Programmes and Investment Committee and the Finance Committee. The Board welcomed the incoming Government observers and would constructively engage with them. It was hoped they would be nominated quickly to be involved in the planning ahead of the deal with Government in October 2020, in order to avoid a further last minute agreement.

Simon Kilonback confirmed that he was working with the Executive Director of Resources at the GLA and was factoring the GLA Group budget analysis into TfL's revenue budget and business planning assumptions. He was also working with the DfT on the latest economic modelling, looking at a wide range of risks and opportunities.

A strategic approach would be taken around the future of TfL's services, once the modelling information was clearer on service take up. The Executive Team was focussed on enabling London to move and work again safely and sustainably as soon as possible, all in alignment with the Mayor's Transport Strategy and the focus on active travel.

Mike Brown commented that Network Rail had increased its capital programme spend to improve the state of repair of the national network when fewer trains were running. TfL had common suppliers yet had to spend less, with the state of repair of its assets treated differently to those of the rest of the country. The Chair agreed that this was a false economy as TfL had shovel ready projects that would be a real stimulus and benefitted the whole country.

The Chair expressed his thanks and appreciation to Simon Kilonback and his team for all their hard work and offered any support the Board could provide going forward.

**The Chair, in consultation with the Board, noted the paper and:**

- 1 approved the Emergency Budget appended to the paper;**
- 2 authorised the Chief Finance Officer to make any editorial or other minor changes he considers appropriate prior to its publication; and**

- 3 noted the terms of the funding and financing package provided by Government on 14 May 2020, in particular the conditions with which Transport for London is required to progress.**

## **22/06/20 Statutory Chief Finance Officer**

The Group Finance Director and interim statutory Chief Finance Officer (CFO) left the meeting during the discussion of this item.

Howard Carter introduced the paper, which set out the proposed appointment of a statutory CFO. Following the departure of the previous postholder, on 31 July 2019, interim arrangements had been in place for the role and those staff that could deputise for that role in the absence of the postholder. These arrangements were approved by Chair's Action, which noted the intention that the new Group Finance Director, when appointed, would undertake the statutory CFO role going forward.

TfL had recently appointed Tony King as Group Finance Director and his appointment as the statutory CFO was proposed. Following other staff changes, it was also proposed to update the list of staff that may deputise in the absence of the statutory CFO.

**The Chair, in consultation with the Board, noted the paper and:**

- (a) appointed Tony King, the Group Finance Director, as the statutory Chief Finance Officer (CFO) with effect from 2 June 2020;**
- (b) agreed that Tanya Coff and Patrick Doig are authorised to undertake the statutory CFO responsibilities if the statutory CFO is unavailable; and**
- (c) authorised any of the Commissioner, Chief People Officer and the General Counsel to take any steps necessary or consequential to implement the matters approved above.**

## **23/06/20 Report of the meeting of the Finance Committee held on 11 March 2020 and Briefing held on 12 May 2020**

The Chair of the Committee, Ron Kalifa OBE, introduced the item. At the Finance Committee meeting on 11 March 2020, the Committee discussed the good progress TfL had made in reducing costs and treasury management activities, along with standing items on the agenda.

At the Finance Committee briefing on 12 May 2020, the Committee discussed the need to secure a funding deal with Government as a matter of urgency. That funding agreement was now in place and the work was focussed on prioritisation.

**The Board noted the summary report.**

## **24/06/20 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

## **25/06/20 Date of Next Meeting**

The date of the next meeting was scheduled for Wednesday 29 July 2020 at 10.00am.

## **26/06/20 Exclusion of the Press and Public**

It was not necessary to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), as the Board did not discuss the exempt information at the meeting in relation to the item on Statutory Chief Finance Officer.

The meeting closed at 1.37pm.

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

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

**Board**



**Date:** 29 July 2020

**Item:** **Decision Making During Covid-19 Emergency Measures, Use of Delegated Authority and Actions List**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper confirms that the temporary decision making arrangements remain in place to support the current travel and social distancing measures to control the spread and impact of Covid-19. It then informs the Board of any use of delegated authority, issuance of Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 2 June 2020.
- 1.2 As TfL does not currently benefit from the changes in the Coronavirus Act 2020, that allow some local authorities to meet by videoconference, ordinary meetings are not being held during the period of restricted travel. Members will continue to receive briefings on the scheduled dates of Board, Committee and Panel meetings. Any decisions required will be taken, following briefings, under the Chair's Action provision in Standing Orders.
- 1.3 Apart from the use of Chair's Action set out in the minutes of the meeting of the Board on 2 June 2020 (elsewhere on the agenda), the only other uses of Chair's Action, exercising authority delegated by the Board since 2 June 2020, has been by the Programmes and Investment Committee in relation to a Crossrail contract for Bond Street Station and reappointments to the Board of Crossrail Limited.
- 1.4 The actions from previous meetings generally relate to briefings and agenda items or site visits. As these are not practicable or relevant at present, the list will be reviewed with the Deputy Chair. All essential health and safety actions will be taken forward.
- 1.5 There have been two Mayoral Directions to TfL, these relate to temporary changes to (i) free travel arrangements for older Londoners and (ii) the Congestion Charge to support the Streetspace for London plan and TfL's response to the Covid-19 pandemic. These have been reported to the Finance Committee and details are published on [tfl.gov.uk](http://tfl.gov.uk).

## **2 Recommendation**

- 2.1 **Members are asked to note the paper.**

### **3 Decision Making During the Covid-19 Emergency Measures**

- 3.1 TfL does not currently benefit from the changes in the Coronavirus Act 2020 that allow some local authorities to meet by videoconference. Members have received briefings – and will continue to receive briefings – on the scheduled dates of Board, Committee and Panel meetings. These have been run, as far as reasonably practicable, as if TfL did benefit from the meeting provisions in the Coronavirus Act 2020. Papers are published in advance, with the discussions streamed live, or where this is technically currently not possible, recorded and published on the day of the meeting so that they can be viewed by the public and press. Where decisions are required these are taken by Chair's Action and a note of the briefings, covering the issues raised and decisions taken is subsequently published on [tfl.gov.uk](http://tfl.gov.uk).

### **4 Use of Chair's Action and Delegated Authority**

- 4.1 The last briefing of the Board was held on 2 June 2020 and minutes of that briefing, including the exercise of Chair's Action appears as Item 3, elsewhere on the agenda for this meeting.
- 4.2 On 27 March 2019, the Board delegated authority to the Programmes and Investment Committee to take decisions on matters reserved to the Board in relation to the Crossrail project, including the appointment of non-executive directors.
- 4.3 On 22 June 2020, the Chair of the Committee, following consultation with available Members of the Board, approved the termination of the Bond Street station contract with Costain Skanska Joint Venture (CSJV). The termination had been agreed by mutual consent following a review and re-structuring of works that are essential to opening the railway and to ensure the Elizabeth line is completed in the most effective and efficient way.
- 4.4 Crossrail Limited and CSJV have worked together to ensure a safe and effective transition and new arrangements are being put in place to complete the works, which largely relate to fit-out and testing and commissioning activity. CSJV remains the main contractor for the work at Paddington station.
- 4.5 The use of Chair's Action was considered appropriate as a decision was needed on the proposed termination outside the usual cycle of meetings.
- 4.6 On 20 July 2020, the Committee considered the reappointment of three of the non-executive directors on the Board of CRL as their terms of office were due to expire shortly. The Chair of the Committee exercised Chair's Action to approve the reappointment of Steve Livingstone and two TfL nominees, Anne McMeel and Dr Nelson Ogunshakin OBE to the Board of Crossrail Limited. The reappointments are for up to a further year.
- 4.7 There has been no other exercise of Chair's Action by the Chair of the Board or delegated authority by the Chair of a Committee since 2 June 2020.



## 5 Actions List

- 5.1 The actions from previous meetings generally relate to briefings and agenda items or site visits. As these are not practicable or relevant at present, the list will be reviewed with the Deputy Chair. All essential health and safety actions will be taken forward.

## 6 Mayoral Directions to TfL

- 6.1 The Greater London Authority Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 6.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 6.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 6.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 6.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 6.6 A summary of current Mayoral Directions to TfL is now maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 6.7 Since the last report to the Board on 2 June 2020, there have been two Mayoral Directions to TfL and these were reported to the meeting of the Finance Committee on 24 June 2020.
- 6.8 On 14 May 2020, a funding package was agreed with the Department for Transport to address the financial stresses created for TfL by the Covid-19

pandemic. Under the package, at the Government's request, TfL is (a) required to bring forward proposals to make temporary changes to free travel arrangements for older people and (b) to reinstate road user charging schemes and urgently bring forward proposals to widen the scope and levels of road user charging schemes. Since the last meeting of the Committee on 11 March 2020, the Mayor has made the following two Directions to TfL regarding these matters.

- (a) **Temporary changes to free travel arrangements - older Londoners** (MD2642 – signed 3 June 2020). The Mayor directed TfL to implement changes, from 15 June 2020, to temporarily restrict the existing arrangements that provide free travel at peak hours for the Older Person's Freedom Pass and the 60+ Pass holders.
- (b) **Temporary changes to the Congestion Charge to support the Streetspace for London plan and TfL's response to the Covid-19 pandemic** (MD2648 – signed 15 June 2020). The Mayor approved changes to widen the scope and levels of road user charging schemes, from 22 June 2020. The Mayor directed TfL to further engage with local authorities and charities with a view to establishing rules for a new Congestion Charge reimbursement arrangement for workers, including volunteers, who are providing services on behalf of a local authority or charity in direct response to the pandemic.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers from the scheduled meeting of the Board on 2 June 2020.

Finance Committee 24 June 2020 Use of Delegated Authority paper.

Programmes and Investment Committee 20 July 2020 Use of Delegated Authority paper and Crossrail Board Appointments paper.

Contact Officer: Howard Carter, General Counsel  
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**Board**



**Date:** 29 July 2020

**Item:** Commissioner's Report

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This report covers our response to the coronavirus pandemic, our ongoing restart and recovery work along with a brief update on our finances.

## **2 Recommendation**

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

**List of appendices to this report:**

Commissioner's Report – 29 July 2020

**List of Background Papers:**

None

**Andy Byford**  
**Commissioner**  
**Transport for London**

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# Commissioner's report

29 July 2020

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# I Introduction

This report provides a review of major issues and developments since the Board meeting of 2 June.

This is my first report to the Board since taking over from Mike Brown, MVO and I could not be prouder to be leading such a fantastic organisation as Commissioner. I would like to thank Mike for everything he has done as Commissioner and during his career at Transport for London (TfL). He has done a fantastic job and has led the business through some incredible times. I know he will be greatly missed, and I am honoured to build on his achievements.

In the wake of the coronavirus pandemic, all transport authorities around the world will need to re-imagine how their services and projects contribute to the safe and sustainable re-start of the social and economic lives of the cities they serve. I am committed to supporting London's recovery, safely and sustainably, and to gradually welcoming our customers back to the network over the coming weeks and months.

Since I started this job a few weeks ago, I have been out on the network visiting our frontline staff and thanking them as they continue to work through the pandemic.

I also visited Victoria Coach station which recently re-opened for business almost three months after it closed its doors to protect people from COVID-19.

I am in awe of the dedication and ongoing commitment of all our people in keeping the network running for those who need it.

I have seen first-hand the great work that has gone into returning our services to pre-pandemic levels and it has been great to see how happy our customers are to be using our services again.

As Commissioner, I have two initial priorities. The first is to lead us through post-coronavirus recovery. This means securing a fair and sustainable financial settlement from the government, and getting Londoners back on the transport system, once it is safe to do so. Our network is the lifeblood that keeps London moving, so we are crucial to its recovery.

The second is to get the Crossrail project over the line. Londoners have been very patient, so making sure the Elizabeth line works perfectly out of the box is essential.

We have some huge challenges ahead, but I know that TfL has some of the best people in the world and we will meet these challenges and will help build an even better city for everyone together.

## 2 Our response to coronavirus

### **Deaths in service**

I would like to express my sincere condolences to the families and loved ones of our 44 colleagues who have sadly passed away after contracting coronavirus.

Their tragic loss is devastating for us all, and I and everyone at Transport for London would like to pay tribute to the critical role they played in London's fight against this global pandemic. We will never forget them.

The pandemic has affected all of our lives, and these exceptional times have presented us with enormous challenges that have required an unprecedented response from us, our partners and all Londoners.

I am determined that we as an organisation continue to play our part in the national effort to beat coronavirus. Our heroic frontline staff and colleagues across the transport industry are the beating heart of London and have kept this great city moving through one of the most challenging periods in its history and helped ensure life-saving critical workers were able to do their jobs. I would like to pay tribute to them all.

### **Bus driver death review**

We have asked the University College London's Institute of Health Equity to provide independent advice as part of a

forthcoming two-part study to better understand the pattern of coronavirus infections and deaths among London's bus workers.

The studies are being commissioned following the tragic deaths of 34 bus colleagues, including 29 drivers, to ensure that we are taking all possible measures to protect the health, safety and wellbeing of those working to keep the bus network moving.

The first part of the study is being finalised and is due to be published later this month. Part two of the study will be published in the autumn and will consider a range of occupational and non-occupational factors such as age, gender, race, any pre-existing health conditions and deprivation indices.

Altogether, the study will examine the potential contribution that occupation exposure plays in differences in infection and death rates between London's frontline transport workers and the general London population.

### **Black, Asian and Minority Ethnic and vulnerable colleague risk assessments**

On 1 June, the Mayor announced that all Black, Asian and Minority Ethnic (BAME) and vulnerable workers across the Greater London Authority family would have access to a risk assessment to see if they were able to carry out their roles safely.



We have worked with organisations including the NHS and Network Rail to share understanding on relevant approaches and have developed a pan TfL personalised risk assessment process which is open to all. We have encouraged employees to take part by speaking to their line manager and completing a self-assessment questionnaire. We have also provided onward referral to the Occupational Health team where required.

Since 20 May, our Occupational Health and Wellbeing teams have received over 1,000 referrals for our BAME and Vulnerable Persons Risk Assessment.

We are currently working through several options for staff who are in the higher risk categories to identify where alternative duties can be found. At present, any staff who are in a high-risk category due to underlying medical conditions or are in the enhanced COVID-19 age range are being advised to remain off work.

### **External communications**

As London emerges from lockdown, we have promptly changed our messaging to reflect the latest advice from the government. This has allowed us to ensure customers are aware of the activities we are undertaking to keep staff and passengers safe on the network and to transform the way customers use our services. This includes key messaging on:

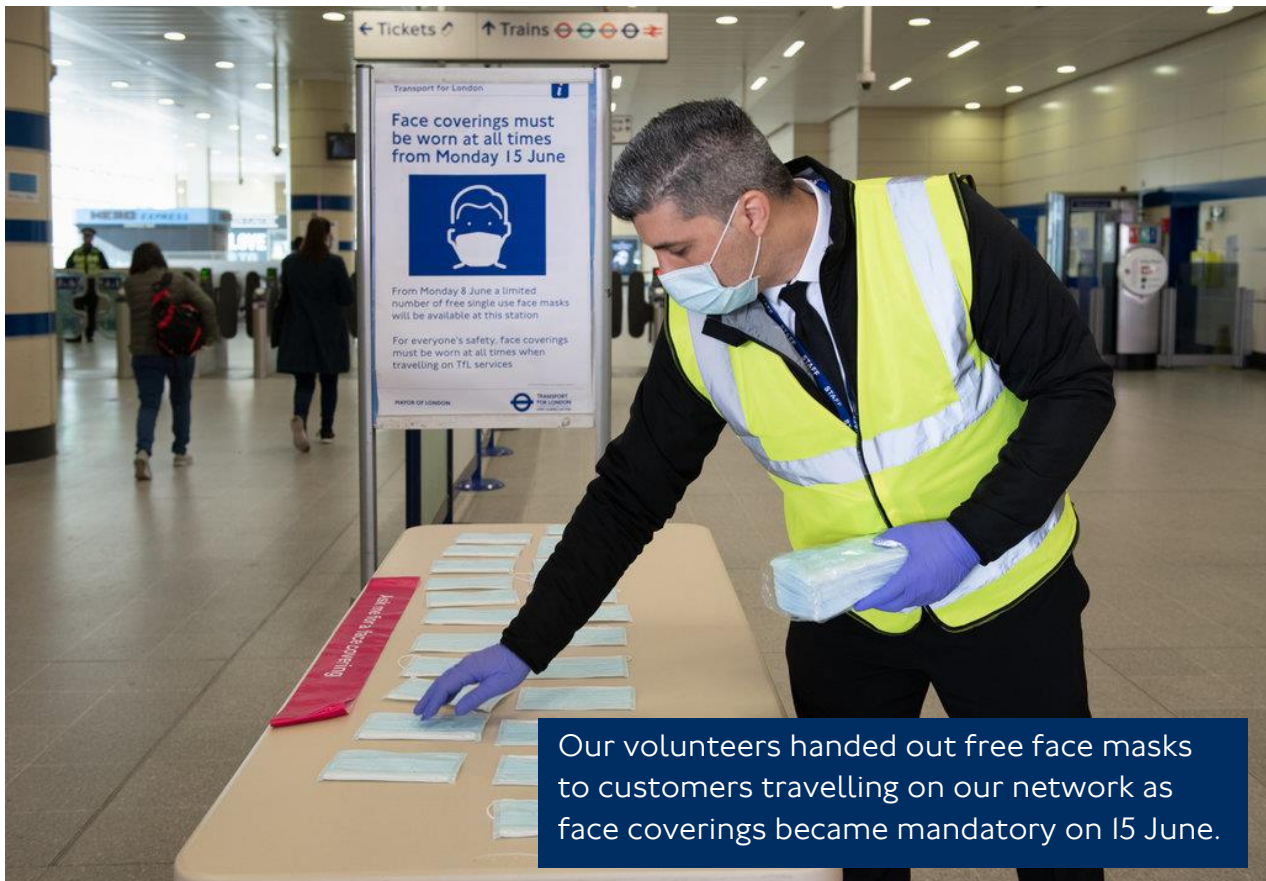
- The launch of the Streetspace for London plan.
- The ramping up of our transport services and reopening of stations
- The installation of hand sanitising points across our network.

- A return to front-door boarding on buses.
- The introduction of mandatory face coverings on public transport.
- Changes to the Congestion Charge.
- The phased restart of construction projects.

To date, we have issued over 100 million customer emails, communicated to more than 1,000 journalists, received over 348,000 calls to our Contact Centre, responded to over 167,000 items of correspondence and engaged with over 500 stakeholders. This has included London Councils, community and residents' groups, and healthcare and accessibility groups, as well as London and UK wide stakeholders and daily contact with Government officials, MPs, London Assembly Members, ministerial teams and international transport bodies. In addition to this work, we have also published a travel briefing for retail businesses which has been provided to around 1,000 businesses and all London Improvement Districts. We have also supplied travel advice to the Construction Leadership Council and the UK's top 30 construction companies. We have had almost one million visits to our website and kept Londoners up to date using our social media platforms, 11 radio adverts with a reach of 12 million people and printed and displayed 37,000 posters across the London Underground and rail network.

### **Changes to the social distancing rules**

On 23 June, the government announced that the two-metre social distancing rule would be amended from 4 July. Where possible, people should continue to keep a two-metre distance, but they should



abide by the new ‘one metre plus’ rule where two-metre distancing is not possible.

As customers continue to return to the network in larger numbers, we have set out some simple tips to help everyone stay safe as they travel. These include:

- Travel at quieter times and avoid travelling during the peak times of 05:45–08:15 and 16:00–17:30 if you can. There is more available capacity outside of those times.
- Wear a face covering. It is now mandatory to wear one that covers your nose and mouth for your entire journey, including in stations, unless you are exempt. These should not be removed mid-journey.
- Stay alert to the latest Government advice. This includes continuing to

work from home if you can and walking or cycling all or part of your journey if possible.

- Wash or sanitise hands at the beginning and at the end of your journey and carry hand sanitiser with you if you can. A thousand hand sanitising points have been installed across the transport network to support this.
- Follow the social distancing signage and guidance now in place across the transport network and keep your distance from other customers when you travel.
- Wherever possible, travel side by side or behind other people, rather than facing them, where seating arrangements allow.

### **Introduction of mandatory face coverings**

On 15 June 2020, new national regulations came into effect making it compulsory for face coverings to be worn on public transport in England. These regulations were introduced to coincide with social mobility restrictions being relaxed further.

At the same time, we supplemented the national regulations by making the wearing of face coverings a condition of carriage for our transport services, and by issuing an instruction under the TfL byelaws requiring face coverings to be worn in our rail and Tube stations, on platforms and at tram stops. These additional measures were introduced to try to further help reduce the spread of coronavirus.

To help keep staff and customers safe and prepared for these changes, we issued a series of informative communications, including an email message to 4.4 million customers on 14 June. We also updated our dedicated coronavirus web pages with tools, advice and guidance to support those needing to travel.

In anticipation of the new regulations, we distributed disposable face coverings to our operational and customer facing staff. All staff working in public areas on our network are required to wear a face covering where social distancing cannot be maintained, unless they have an agreed exemption for medical reasons. Our staff do not need to wear a face covering when they are not in public areas such as when working in a train cab, a control room and whilst carrying out some maintenance activities as the environment has been deemed safe.

We also provided free face coverings to members of the public at the busiest Tube and bus stations from 8 June to 12 July. In the first week of mandatory face coverings (15 – 21 June), our staff provided over 80,000 masks to the travelling public. Extensive communications were also delivered to ensure that the public were aware that from 12 July, we would no longer be providing face coverings and that customers would need to provide their own. We also distributed leaflets to customers outlining how best to make their own reusable face coverings.

To help customers comply with the new requirement, our staff were supported by the Metropolitan Police (MPS) and British Transport Police (BTP), as well as our enforcement officers.

On 20 June, we introduced a new exemption card for customers who may have medical conditions that make it not possible to wear face coverings. These cards help make staff and other customers aware of their circumstances. The scheme follows similar awareness-raising initiatives like the 'Baby on board' and 'Please offer me a seat' badges. Cards can be downloaded on to a smart phone or printed off from our website and shown to staff at our Tube and rail stations and bus drivers.

On 4 July, we ramped up enforcement activity regarding the mandatory use of face coverings on public transport. The MPS, BTP and our enforcement officers will now take appropriate action when required, including refusing entry, asking customers to leave, and fining and prosecuting people for not wearing an appropriate face covering. Thankfully, the majority of our customers are complying

with the requirement, with around 90 per cent compliance rates on our services. Unfortunately, some of our customers have refused to wear face coverings and when asked to do so by enforcement officers have become abusive towards them. Any abuse towards our staff will not be tolerated and we will always push for the highest punishment for these customers.

As face covering compliance has been lower across our bus network our Compliance, Policing and On-street Services (CPOS) officers have operated across 44 locations and monitored entry onto over 16,000 buses. Already more than 35,500 people have been stopped from travelling without a face covering, and more than 127 fixed penalty notices issued.

#### **Face visors trial on our network**

The safety of our people continues to be our top priority. From 15 to 28 June, we ran a two-week trial of the use of face visors for 130 colleagues working in customer-facing roles.

This trial complements the existing safety measures where social distancing cannot be maintained. The visors were worn in addition to the face coverings already supplied to our frontline colleagues. The trial tested the effectiveness, practicality and usage of the visors in operational setting.

During the trial, frontline staff provided mixed opinions on their experiences of using the visors. As a result of this feedback we have agreed to take the following steps:

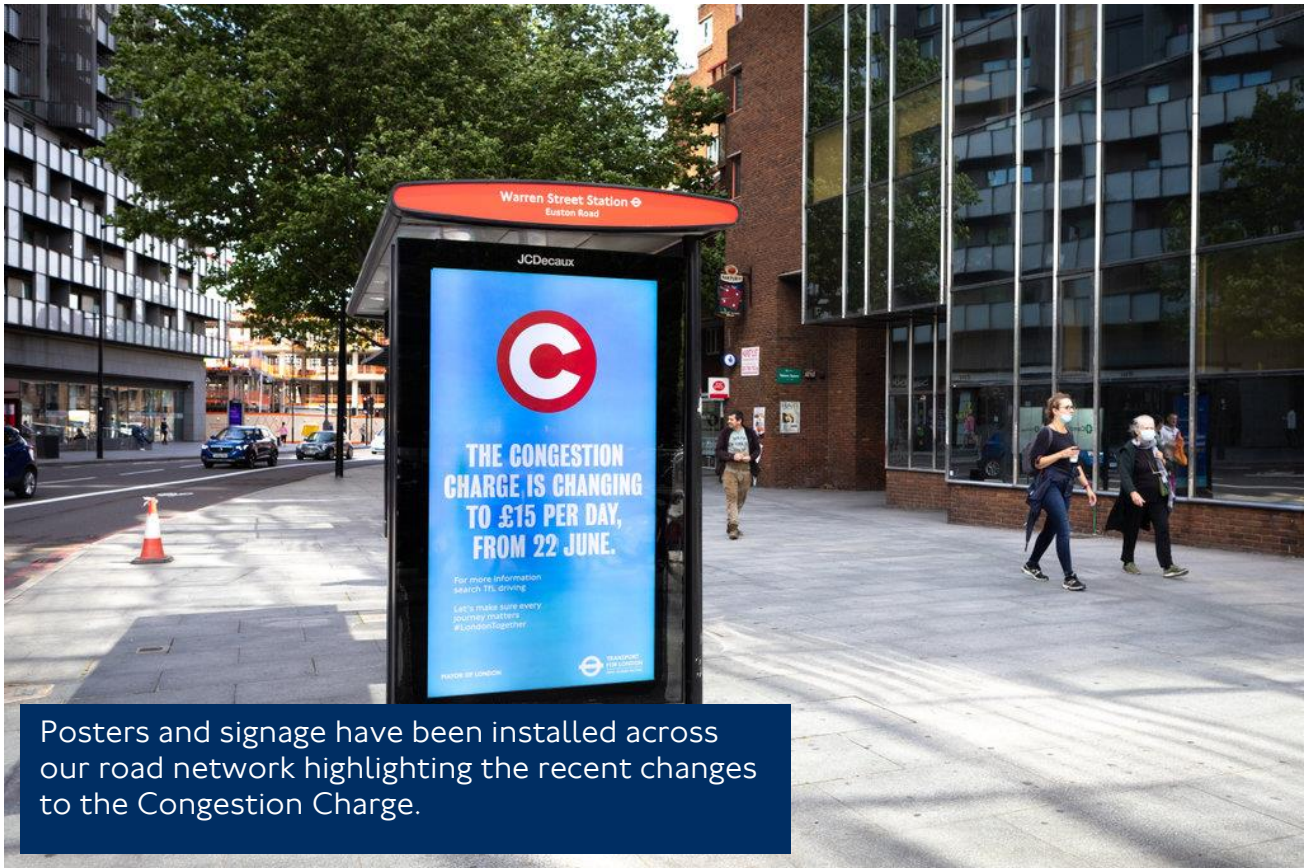
- Face visors will not be issued as an additional general control measure to manage exposure to coronavirus.
- The trial will be continued for a further 8 to 12 weeks for staff undertaking enforcement activities where there is an enhanced risk of a spitting incident.

We will also be including face visors in our emergency response kits so that staff have access to them in the event of needing to perform a life-saving intervention.

#### **Changes to the Congestion Charge scheme**

On 16 June, we announced changes to temporarily widen the scope and level of the Congestion Charge, in accordance with the condition in our funding agreement with the government. These temporary changes seek to ensure the Capital's recovery from the pandemic is not restricted by the use of cars and the consequent emission of pollutants. Through temporary changes to the charge, and the rapid enhancement of walking and cycling infrastructure, the city can have a safe and sustainable recovery.

From 22 June, the Congestion Charge, which covers around one per cent of Greater London, temporarily increased to £15 per day, and now operates between 07:00 and 22:00, seven days a week. Customers can pay in advance, on the day of travel, or can pay £17.50 by midnight on the third charging day after travel. The residents' discount is also due to close to new applicants on 1 August. These temporary changes, which will be kept under review, seek to reduce traffic in central London and enable more



Posters and signage have been installed across our road network highlighting the recent changes to the Congestion Charge.

journeys to be made safely on foot or by bike while keeping the bus network reliable for those making essential journeys.

After inviting people to share their views on the proposed changes, we extended the Congestion Charge reimbursement arrangements to support those who are most likely to be affected by the coronavirus pandemic and those who are at the heart of the response to the crisis. In addition to the already announced expansion of the reimbursement scheme to cover additional trips made by staff at NHS Trusts, ambulance staff and those who work in care homes in the zone, the new arrangements also include:

- An expanded NHS patient reimbursement scheme for people most vulnerable to coronavirus.
- A new reimbursement arrangement for local authorities and charities

operating in the zone where they are providing certain support or services in response to the pandemic (including domiciliary care workers providing services on behalf of a local authority and volunteers supporting shielding residents).

Changes to the residents' discount, due to close to new applicants on 1 August, have also been made to give residents who are not currently registered additional time to submit their application.

#### **Taxi and private hire driver assessment centre**

On 15 June, we reopened our Baker Street taxi and private hire driver assessment centre and applications to the Knowledge of London, with over 100 assessments taking place in the first week.

Topographical assessments restarted on 6 July, with priority given to candidates whose assessments had to be cancelled at the start of lockdown. Risk assessments have also been undertaken to ensure our staff and all candidates remain safe. We have introduced a range of new measures including hand sanitising stations, the provision of face coverings for all staff and visitors and social distancing in accordance with current government guidelines. As our capacity has significantly reduced due to social distancing guidelines, we are exploring the use of additional TfL or external buildings to conduct assessments for at least the remainder of 2020.

### **Vehicle inspection centres**

On 3 June, we reopened two out of the six vehicle licensing inspection centres, Canning Town and Coulsdon, in addition to the Staples Corner inspection centre which has remained open throughout the pandemic. On 3 June, our vehicle licensing service contact centre also reopened with our service provider, NSL, putting remote working arrangements in place for staff to answer telephone enquiries from licensees. Subsequently, on 2 July, a further vehicle licensing inspection centre at Heston reopened. The remaining two sites, in Crayford and Enfield, are ready to open once the demand for the service increases but we are currently well within capacity. Thorough risk assessments have been undertaken and, as a result, we have introduced a number of measures at vehicle inspection sites including:

- Social distancing markers.
- Hand sanitising points.
- The provision of PPE to staff.

- Processes to minimise contact between staff and those presenting vehicles for inspection.

### **Engagement with trade**

Engagement is ongoing with the taxi and private hire trades to discuss the impacts of coronavirus and to ensure relevant safety information is being published. As a minimum, this has included two weekly calls and the publication of regular taxi and private hire notices. We continue to discuss the ongoing recovery of our services and how this may affect both trades. Our notices contain all the latest information and practical advice on coronavirus for licensees, focusing on face coverings, personal and vehicle hygiene and social distancing. Trade feedback on the way in which we are working with them to recover our licensing services has been extremely positive.

### **Partitions in private hire vehicles**

We have received a large number of applications from private hire operators, individual private hire drivers and some suppliers requesting for partitions to be approved and fitted in their vehicles. Our role as a regulator is to ensure that the installation of any such screens, and the materials used, comply with government and industry regulations in addition to our own requirements as the licensing authority. Two industry leading automotive testing facilities, Millbrook and Horiba Mira have been appointed to advise on whether the installation of these screens is in accordance with automotive standards, and assessments are currently being arranged. Discussions are ongoing with several licensed operators, drivers and partition

manufacturers about their individual partition designs. The initial review will consider the material the partition is made of to ensure it meets the appropriate standard for use in vehicles.

Toyota has now manufactured a screen which is well above the standards we have set. This means that more than half of licensed private hire vehicles could now have access to a screen if they choose. We are satisfied that all testing carried out in the development of this partition screen meets legislative and automotive standards and the screen has therefore been approved for use in certain vehicles from 3 July. We are continuing discussions with other manufacturers who are also looking to develop similar bespoke solutions.

# 3 Restart and recovery

## Extensive cleaning regime

Since the pandemic began a huge range of cleaning and hygiene measures have been introduced across the transport network, including:

- The use of additional hospital-grade cleaning substances that kill viruses and bacteria on contact and protect for up to 30 days.
- Key interchanges being cleaned more frequently - including during the day.
- All regular 'touch point' areas on buses, such as poles and doors, being wiped down with a strong disinfectant every day.

In addition to these measures, a trial is underway to use UV light to clean the handrails on escalators on the Tube network. The device, which could help supplement our extensive anti-viral cleaning regime, is connected to the escalator handrail and uses its motion to power a UV bulb that breaks down surface contamination to sanitise the handrail. We are assessing the benefits of the technology, which could be installed more widely in the future.

Alongside the return of service frequencies to near pre-pandemic levels, a wide variety of other measures have been introduced to manage the flow of customers on the transport network to keep everyone safe.

New signage, posters and platform stickers have been installed across the

network, helping everyone to maintain social distancing. One-way systems and queuing arrangements will be in use wherever needed and 1,000 hand sanitising points have been installed across the TfL network.

Investigations conducted as part of independent research, which studied a number of locations across the Tube, found them all to be free from coronavirus.

Academics from Imperial College undertook coronavirus testing at high frequency touch points, and in the air at Vauxhall, Pimlico and Victoria stations on 26 June as part of a larger study into the evolution of bacteria and fungi in the urban environment across the globe. This initial data set of 24 samples all came back with no trace of coronavirus. We are now assessing what further research in this area might be useful in the future.

## Changes to our bus services

We have ramped up services on the bus network to pre-pandemic levels.

We are now operating at around 96 per cent of mileage and expect to reach 100 per cent by the end of August. Work has been ongoing to revert the temporary Saturday and Sunday schedules back to Monday to Friday frequencies as quickly as drivers have become available. Where garages have faced staff shortages, we first increased the early morning peak from 05:00 to 07:00, before the entire schedule could be brought back.





We have updated posters and markings on our buses in line with new government advice and have installed hand sanitising points at our busiest bus stops.

As our operators had furloughed up to 3,000 of their more at-risk drivers, the speed at which we were able to bring our bus services back was constrained. We worked with operators to ensure that drivers could return to work safely by putting safeguards in place such as; isolating the driver's cab from passengers, enhanced cleaning with anti-viral agents and the recruitment of new temporary and permanent staff to help cover the shortfall. In addition to these steps, we also supplied free disposable non-medical face coverings to our drivers.

We also used markings to set out advisory seating capacities on buses. As restrictions have eased, we have updated our posters and markings on buses to remind customers that face coverings are now mandatory when travelling and advise on one metre social distancing where two metres cannot be maintained.

Temporary bus capacity limits have now been increased in line with the government's latest social distancing guidance. Double-decker buses can now carry 30 passengers, while single-deckers, depending on size, can carry either 11 or 14 passengers. Signs on buses clearly mark these new passenger limits, and drivers have the discretion to allow more customers on board if they are travelling in household groups. A one customer off, one customer on policy operates on buses at full capacity.

**Front-door boarding**

After seeking scientific advice from University College London on the best ways to protect drivers in their cabs, the first 85 bus routes returned to front-door boarding on 23 May, with other bus routes following in a staggered process over the month of June.

The reintroduction of revenue collection on London buses was completed on 11 July following safety improvements to drivers' cabs. All London buses are now taking payments after enhanced safety measures were installed across the fleet to protect drivers and customers from coronavirus. Customers are now required to touch in with Oyster, contactless and concessionary cards on all buses, entering through the front doors on most buses in a near complete return to traditional front-door boarding arrangements.

One of the recommended changes was to seal off the redundant fare paying opening in the driver's protective shield as well as speaker holes. This came out of computer modelling of the cab environment to assess how we could reduce infection risks from factors like air flow to a very low level.

To prepare customers for having to tap in again, we communicated this on regional radio, through email and social media as well as updated posters on bus doors.

The return of front-door boarding and of customers paying to travel has also helped us better understand the number of customers boarding and enabled us to identify where we might need more capacity as the lockdown eases. At the same time, we have deployed revenue protection officers to our busiest bus stops to help supervise the number of customers boarding and help maintain social distancing rules. We also increased the number of staff at bus stations to help supervise the increase in customers.

### **Road Network Compliance enforcement**

In March, the Road Network Compliance (RNC) team, responsible for enforcing

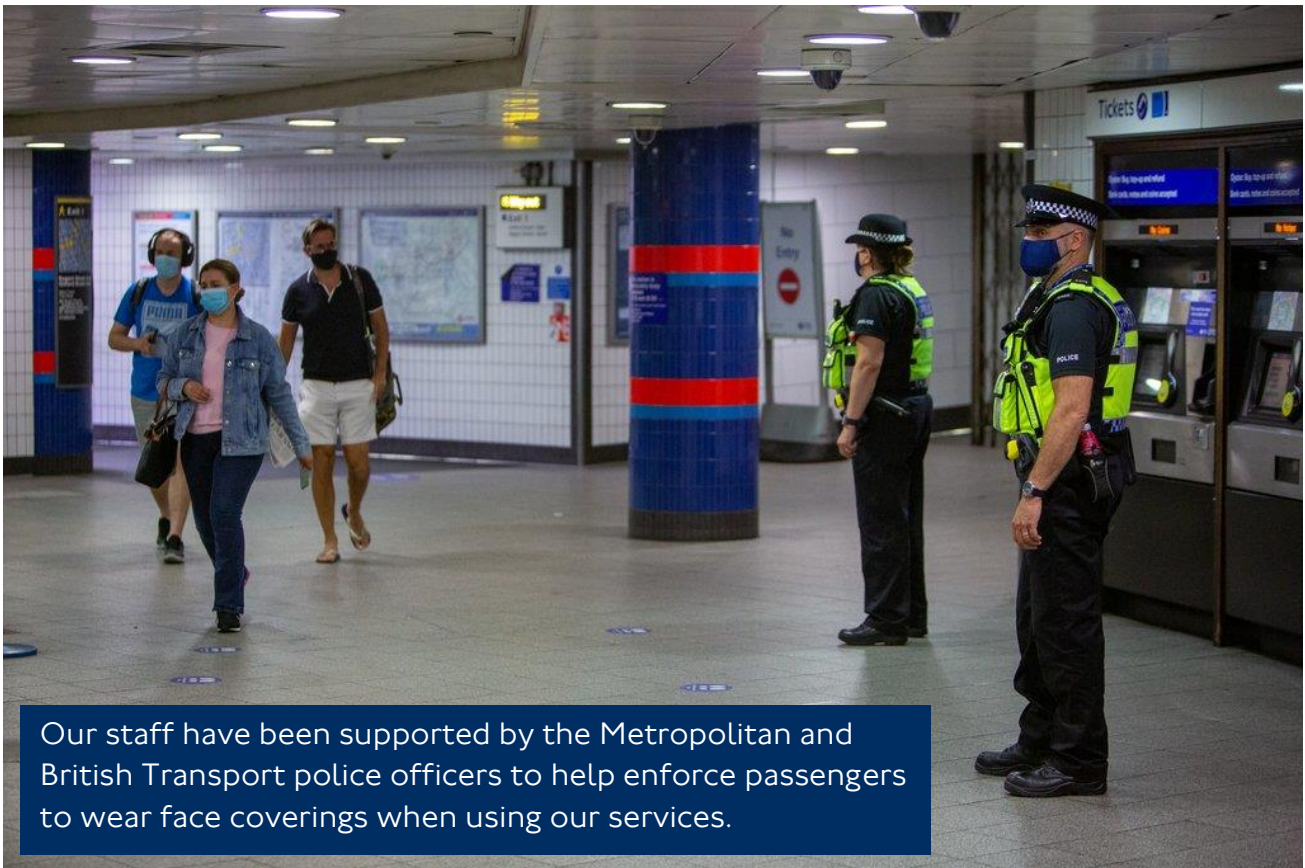
road traffic and parking contraventions via the CCTV camera network, was reduced to delivering a critical service and prioritising routes to support road safety and uninterrupted traffic flow for emergency services and delivery vehicles. With the introduction of the Mayor's Streetspace for London plan, we prioritised restoring the RNC to its full capacity to ensure compliance with the new measures. RNC has been prioritising the enforcement of parking and loading bays regulations to ensure a safe space for pedestrians and camera monitoring of banned turns, yellow box junctions and bus lanes to support people cycling and the bus network.

### **Changes to our Tube services**

On 6 June, we introduced revised timetables on the Tube network to optimise the day service. These new timetables removed Night Tube schedules, following the voluntary transfer to day shifts of almost 80 per cent of available Night Tube train operators. This will allow us to continue to provide Londoners with the most frequent and reliable service possible as the capital's economy begins to recover.

As our colleagues continue to return to work, we are running an almost normal Tube service at peak times on weekdays, frequently delivering approximately 95 per cent of services, and in some instances delivering a higher level of services than pre-pandemic.

At the start of lockdown, we closed 38 stations to prioritise station staff resource to serve higher demand areas. As of 13 July 2020, a total of 24 of these stations have reopened, leaving 14 still closed. We continue to review passenger



Our staff have been supported by the Metropolitan and British Transport police officers to help enforce passengers to wear face coverings when using our services.

travel demand and will reopen the remaining stations when the demand for them increases.

Ahead of the reopening of some hospitality venues on 4 July, we ensured we were well prepared and that all our stations had strengthened existing operational plans where necessary to ensure social distancing could be supported.

In addition to the social distancing plans, every Tube line also has a Crowding Prevention Plan, which sets out interventions to be taken to mitigate the risk of trains becoming full as they move further into London. We continue to receive support from the BTP and Compliance, Policing and On-street Services (CPOS) officers, as well as third party stewards. The BTP enhanced their support ahead of the changes to restrictions, setting up a full strategic

command structure from 4 July, with additional officer deployments during the evening. We are also working closely with both the MPS and BTP more broadly to remain aware of any planned events or emerging risks which may impact the network.

The Tube network saw a notable increase in customers on 4 and 5 July, with demand returning to approximately a fifth of normal levels for the first time since 20 March. The increase was steady and consistent, and demand remained generally light across the network with no notable crowding issues.

In addition, we have also been hard at work on contingency planning in the event a second wave should occur across the capital, or localised lockdowns be required. Some of these measures may include reinstating station closures and

using a more agile approach to the way we operate to consolidate resources.

### **Step free access**

The easing of lockdown restrictions has enabled the restart of accessibility works at a number of our stations including Cockfosters, Harrow-on-the-Hill and Wimbledon Park. To enable us to safely restart our construction works we have implemented a number of changes to ensure all our sites operate safely and comply fully with the latest guidance from the government and Public Health England.

### **Changes to concessionary travel**

On 15 June, we introduced temporary time restrictions for 60+ London Oyster photocard, Older Person's Freedom Passes and English National Concessionary Travel Scheme passes so they cannot be used before 09:00 on weekdays. This was proposed further to our funding agreement with the government and will help create more space for social distancing for those who need to travel at peak times. The temporary changes were supported by a communications campaign to ensure customers were fully informed of the new restrictions. This significant change to the fares system was successfully delivered in the space of just four weeks.

### **Managing demand on our services**

As London reopens and our services begin to return to normal levels, the Travel Demand Management strategy and campaign are helping to tackle the significant demand management challenges posed by social distancing rules. Our strategy uses operational, customer and stakeholder insights and data to deliver communication and

engagement initiatives that spread demand away from the busiest times and places.

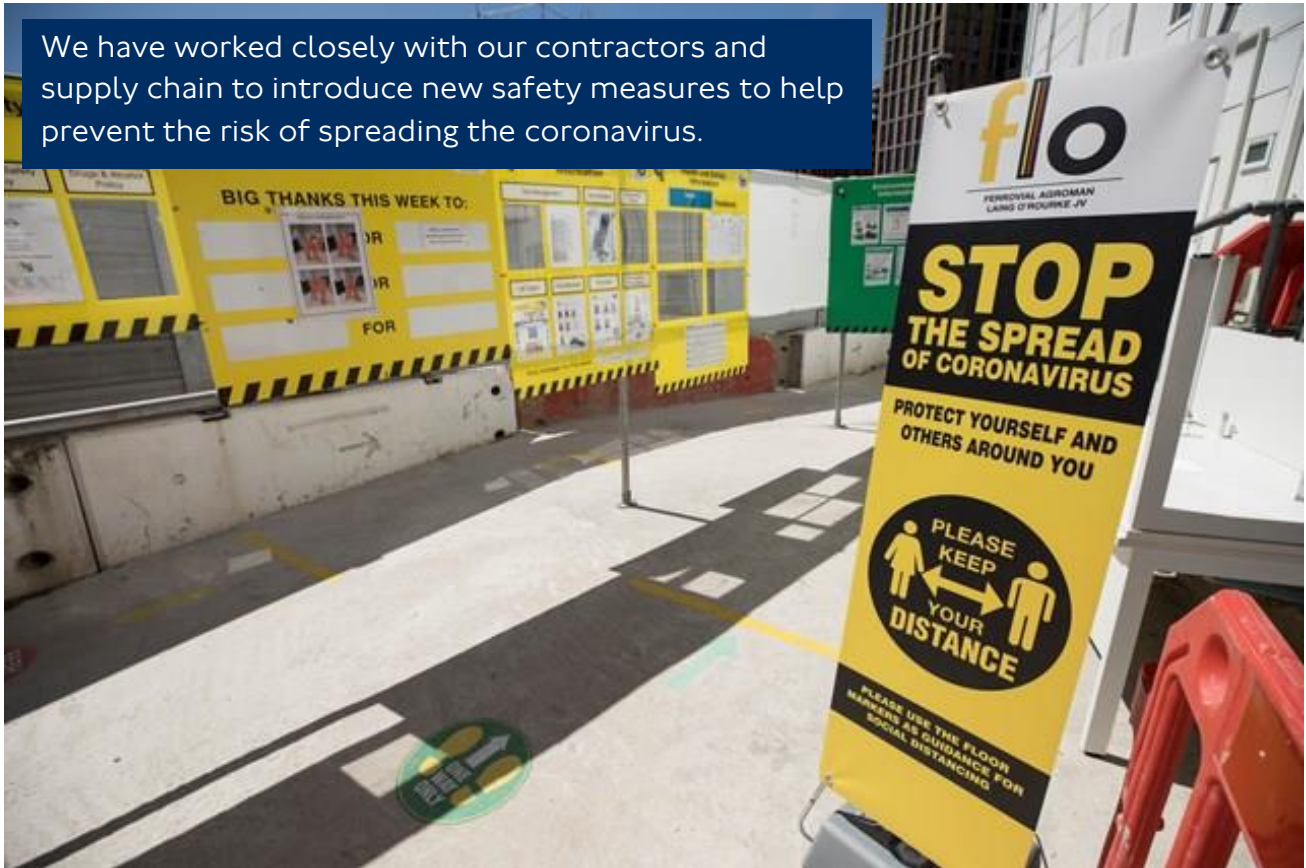
A package of work has been developed to understand customers' evolving thoughts, feelings and behaviours as we move to the next phase of easing lockdown restrictions. This includes:

- Using mystery shopping to monitor compliance with the coronavirus measures we have deployed across the network.
- Monitoring how Londoners feel about our organisation and how satisfied customers are with their day-to-day experience.
- Using insight to help us anticipate the longer-term impacts of the crisis on customer behaviour and expectations.

This allows us to tailor our customer strategy and drive demand and revenue when it is safe to do so. This is supported by external data including that from our partners, other transport authorities, practices of overseas transport authorities and other publicly available research sources.

We are currently asking customers to avoid travelling at the busiest times and locations, and to walk or cycle if feasible and to wear a face covering for the duration of their journey. We have published the peak times we are asking customers to avoid, and our message is being carried across all our customer communications channels. We are also promoting our messages through bespoke channels and stakeholder relationships to help tailor these to the relevant to each audience.

We have worked closely with our contractors and supply chain to introduce new safety measures to help prevent the risk of spreading the coronavirus.



In June, we published a series of briefings for retail businesses and the leisure, hospitality and construction sectors, following on from earlier guides for employers and schools to reinforce certain key messages. We continue to offer further support in the form of localised or targeted advice for areas of concentrated activity.

We also continue to prioritise working with businesses, schools and trade bodies in sectors that generate the greatest non-essential demand to understand how they are planning to reoccupy their places of work and manage their travel and freight arrangements.

#### **Restarting construction work across TfL**

Construction at around 300 sites was brought to a Safe Stop in late March to help prevent the spread of coronavirus. Since then design and other preparatory work on many of these projects has

continued, with staff and numerous contractors working from home.

We are now preparing our sites to accommodate social distancing measures so that construction work can safely begin in a phased way, on a number of projects vital to supporting jobs and homes, and providing essential transport infrastructure, across the capital. These include major capacity improvements and extensions for Tube and rail, such as the Northern Line Extension to Battersea, the Bank Station Capacity Upgrade and the extension of London Overground to the new housing development at Barking Riverside. They also include the transformation of Old Street roundabout, Cycleways, safety improvements to some key road junctions and new walking and cycling infrastructure to support social distancing by encouraging active travel.

We have worked closely with our contractors and supply chain to introduce changes to ensure all sites operate safely and comply fully with the latest guidance from the government and Public Health England.

Extensive physical changes to worksites and ways of working are being introduced to ensure sites can reopen as safely and quickly as possible and to help all workers stay safe and maintain social distancing. These include:

- Staggered shifts and breaks to spread journeys outside peak periods and prevent large groups.
- Clear signage for social distancing and one-way walking routes.
- Additional staff welfare areas.
- Additional hand-washing facilities and hand sanitising points.
- Reconfigured canteens and access to personal hand sanitisers.

All sites will have a reduced number of people working at any one time, with some sites having an additional Site Supervisor to ensure social distancing is maintained. Workers will be further supported by Welfare Wardens at certain sites who will control access to common areas and changing facilities, so they do not become crowded.

Deliveries to sites are also being adapted. Every effort is being made to keep deliveries to a minimum and all delivery drivers must now enter sites with windows wound up. Instead of signing for goods being delivered, photographs are being taken.

All staff are being actively encouraged to walk or cycle to work if they can and

avoid public transport where possible. We are also investigating options to allow the construction sector to privately hire river boats and provide transport for workers at construction sites that are accessible from the river.

As work resumes, we will assess what effect the new ways of working will have on delivery schedules for the individual projects.

Opportunities to restart work on other projects continue to be reviewed across our capital delivery programme and further updates will follow as soon as they are available.

### **Streetspace for London plan**

To try and reduce the pressure of demand on the public transport system, and to enable more social distancing on the capital's streets in response to the pandemic, the Mayor launched the Streetspace for London plan on 6 May. This focuses on three key areas:

- Providing temporary additional space for walking at locations likely to become crowded, such as local town centres, transport hubs, and parts of the Central Activities Zone - London's vibrant centre and one of the world's most attractive and competitive business locations.
- Providing temporary pop-up strategic cycle lanes on routes with the highest existing and potential cycling demand, expanding the cycle network to enable Londoners to switch mode.
- Delivering more low traffic neighbourhoods to assist with a higher level of walking and cycling to and from local town



We have continued to deliver further Streetspace schemes across our road network such as Waterloo Road, which has enabled Londoner's to maintain social distancing.

centres and schools, retaining the improved air quality from reduced motor traffic trips, and giving space and safety for social distancing and sustainable travel.

We have continued to deliver further projects on our streets as part of the plan, including in:

- Streatham High Street
- Victoria
- Waterloo Road
- Angel
- Battersea Bridge (pedestrian one way)

A forward programme is being developed and delivered at pace, with lessons being learned from schemes already implemented. On 2 July, construction started on a brand-new temporary cycle

lane on Euston Road. This major new protected temporary cycle lane will transform the key corridor for cycling between our new temporary cycle lane on Hampstead Road, and Cycleway 6 on Midland Road/Judd Street.

On 20 July, we announced that work was due to start to create a major new walking, cycling and bus only corridor along the A10 Bishopsgate, which will connect Shoreditch and London Bridge. The scheme will be operational in early August, with further improvements to other central London corridors to follow.

This work follows the recent construction of major new lanes using temporary materials along Park Lane in central London and upgrading the existing Cycleway 8 route between Chelsea Bridge and Lambeth Bridge. Many more such

lanes are set to be rapidly deployed across the capital, with construction work to start in the coming weeks on an upgraded, protected lane along the Cycleway 7 route in Tooting and Balham. Design work is also continuing at pace on routes between Mile End and Westferry and between Greenwich and Woolwich, which connect key destinations across east London to London's strategic cycle network.

We continue to work closely with local boroughs to create more space for walking and cycling across London by building a strategic network for cycling, transforming town centres and reducing traffic on residential streets. More than £30m of Streetspace funding for 860 schemes that will change how people move around the city has already been awarded to 33 boroughs. This includes funding for 66 strategic cycle routes, prioritising routes linking town centres and other destinations. New cycle infrastructure is being built between Rotherhithe and Peckham, on Lower Road (Southwark), Liverpool Road (Islington), Romford Road (Newham) and Uxbridge Road (Ealing). Funding has also been confirmed for 176 low traffic neighbourhoods, 405 School Street schemes and 213 projects designed to create additional space at town centres.

### **Using Vivacity video data to assist with the Streetspace for London plan**

Prior to lockdown, we started a trial with Vivacity video analytic sensors to improve our monitoring of the demand of different users on the road network. This data is now starting to be instrumental in helping us to understand road network usage around central London. As the government continues to ease lockdown

measures and the Capital's recovery progresses, the data collected on the numbers and types of movements and vehicles used by people walking and cycling will help us validate the area-wide benefits and impacts of the Streetspace programme, including the transformational schemes at Bishopsgate and Euston Road. As we currently do not have a baseline to compare the data to, we have started working through a robust validation programme which will be completed in the late summer.

### **Santander Cycles**

On 10 June, we set out plans to expand the Santander Cycles scheme to keep up with unprecedented demand. Since March, there has been over 85,000 new members sign up to the scheme.

The week between 25 and 31 May was the busiest week in London's cycle hire scheme's history, with 362,925 hires. The full month of May saw 1,120,620 hires, recorded as the best May in the scheme's 10-year history. As of 21 July, the previous seven days hires are now 16 per cent higher than the same seven days in the previous year.

We provided NHS workers with a code to waive the 24-hour access fee for Santander Cycles, making any journey under 30 minutes free to support vital hospital staff getting into work. As of 21 July, more than 41,737 NHS and key worker promotional codes have been redeemed.

To keep up with demand, we announced that we will be rolling out eight new docking stations this summer to ensure that more people can use bikes to get to where they need to be. Three new docking



To help Londoners avoid public transport and support walking and cycling around the capital, we are introducing an additional 1,700 Santander Cycles.



stations across London will be built around Clapham Common, improving access to one of southwest London's busiest neighbourhoods and one of the area's biggest green spaces. Four new docking stations will also be built alongside the Cycleway 4 route, which will connect Tower Bridge Road with Rotherhithe, and one at nearby Canada Water. A further six docking stations will be built by the end of the year.

We are working to create more cycle hubs in the coming months along with plans to improve staffing at key cycle hub locations in central London to enable more people to rely on the scheme for 'last mile' journeys from major rail stations.

We are also making 1,700 more Santander Cycles available, bringing the total to more than 14,000 – an increase of

nearly 15 per cent and the largest single increase in bikes for the scheme since 2013.

### **Vision Zero**

Lower speed limits were introduced across our road network in central London in March, and an urgent review is underway to identify how these limits can be expanded to further streets across central London – including next to cycle lanes to offer further protection to vulnerable road users. This has already been included alongside Streetspace schemes such as the new pop up cycle track along Park Lane, with the speed limit for traffic travelling towards Marble Arch now 20mph. Similar speed reductions are being considered in other areas where we are making temporary changes to road layouts, including on the A503 between Camden and Finsbury Park, and on the A3 between Elephant and Castle and Colliers

Wood. From 14 June, the speed limit on the elevated section of the A40 Westway was lowered from 40mph to 30mph, which will make the road safer. Subject to future funding agreements, we plan to deliver a further 30km of lower speed limits on London's roads by March 2022.

We are taking firm action to tackle unsafe behaviour and speeding to make London's roads safe. The Roads and Transport Policing Command, is made up of more than 2,000 officers who are dedicated to policing London's streets, focusing on the most dangerous drivers and carrying out widespread high visibility roadside operations and patrols, with intensified patrols on roads with 20 and 30mph speed limits.

While most Londoners are driving safely, there has been an increase in speeding, resulting in a number of road fatalities and injuries. Since 20 March, there have been 25 fatalities on London's roads, despite an average reduction of 35 per cent in traffic levels. A breakdown of the fatalities shows these include:

- Eight people walking
- Two people cycling
- 13 people riding motorcycles
- Two car occupants

The latest statistics show that fewer people have died during lockdown compared with the same period last year. However, the only group to see a significant decline in fatality number are people walking. All other modes remain at 2019 levels, with people riding motorcycles the most pressing concern.

Unsafe driving puts additional strain on the NHS at this time of national

emergency. As part of their joint Vision Zero commitment to eliminate death and serious injury from London's roads, the MPS and City of London Police continue to target speeding and other unsafe driving across London's roads every day.

### **Management of roadworks during lockdown**

We have coordinated and re-programmed over 10,000 road works since the start of the coronavirus lockdown. This involved a 450 per cent decrease of planned roadworks starting on the network and the creation of a weekly freight forum for major freight operators, in partnership with Travel Demand Management, to keep essential freight and emergency service routes available. This work ensured customers had reliable utility services, food could be delivered to supermarkets promptly, emergency services could navigate uninterrupted and key workers were able to get to work without delay. We are now actively working with external organisations to bring their operations back to help the crucial boost to London's economy.

### **Social distancing measures on our road network**

We continue to work on the temporary reallocation of road space to support social distancing measures focusing on high streets, interchange points and near school entrances, where possible, as highlighted earlier in the report. We have also completed more than 350 low complexity measures such as cutting back foliage, introducing social distancing signage at taxi ranks, footbridges and subways, in addition to making great progress in providing new cycle parking spaces on our road network and in London Underground car parks. We have



also created 204 new cycle spaces to date with progress on track to deliver more than 1,000 this summer.

### **Sharing our expertise**

Recognising the broad range of skills and experience that exists within our organisation, central government, London Boroughs and Crossrail Ltd have all approached us to provide support for a variety to projects and post pandemic planning in the coming months. As an organisation we have the technical know-how and history of delivering change to work jointly with our partners in London and provide our staff with a range of opportunities to work in different settings and on different challenges.

We are now establishing a secondment process between our industry partners, which will provide our colleagues with development opportunities, broadening their experience, and allowing us to

support our partners as coronavirus restrictions begin to relax.

### **Remembering 7/7**

This year marks the 15th anniversary of the 7 July 2005 attacks on London's transport network. The former Commissioner, Mike Brown joined Mayor Sadiq Khan and representatives from the emergency services to lay wreaths at the memorial in Hyde Park and observed a minute's silence. Our thoughts remain with the 52 innocent people who lost their lives, the survivors and their loved ones. Local memorial events also took place at locations directly affected by the 7/7 attacks.

### **Royal visit to London Underground staff**

On 2 July, His Royal Highness Prince Charles, The Prince of Wales, met with London Underground colleagues who worked during the height of the coronavirus outbreak. The visit was

hosted by Mayor Sadiq Khan, former Commissioner Mike Brown and current Commissioner Andy Byford. The event was held outside our Ashfield House building, in order to ensure social distancing. Ashfield House is our main training centre and has been in operation throughout the pandemic, providing training to station staff so that they can better meet the needs of our customers during this time.

This event highlighted the amazing work carried out by our colleagues despite the difficult circumstances they have faced. Thanks to our team's efforts, we were able to maintain 50 per cent of Tube services at the height of the outbreak, when a third of our colleagues were ill, shielding or self-isolating.

### **Supporting our employees**

Throughout the pandemic our Occupational Health and Wellbeing team have provided ongoing support to all employees through our 24/7 employee assistance line. In addition to this, the team have initiated a support group for all employees who may be struggling as a result of the coronavirus pandemic.

The group's purpose is to help members better understand and identify any anxiety, stress or general difficulty that employees may be experiencing both at work and at home due to the ongoing pandemic and work with employees to develop a better and healthier work/life balance.

### **MIND Training Launch**

On 24 June, we relaunched the MIND eLearning online training. The course has been updated in partnership with RSSB and offers an introduction to mental

health and wellbeing. It will help employees to understand and learn about:

- Common mental health problems - depression, anxiety and stress.
- The role of mental health in our working lives.
- Stigma and how it impacts on our mental health.
- Raising awareness of workplace wellbeing.
- Tips on self-care and building resilience.
- Potential triggers of poor mental health in the workplace.
- Supporting others.

There is a further course designed for line managers which includes elements specific for the rail industry, such as:

- The impact of stigma.
- How to promote wellbeing and tackle work-related causes of mental health problems.
- How to support staff who are experiencing a mental health problem.
- Understanding triggers
- Tips for self-care and building resilience.

### **Wellbeing survey**

On 12 June, we also launched a new wellbeing survey for all our staff and managers. The survey was made accessible via a new SharePoint site which was created as part of our response to coronavirus to ensure that all the mental health and wellbeing support available to our colleagues could be found all in one place.

We are acutely aware that the pandemic has had a huge impact on our business and our people. The purpose of the survey is to help our senior leaders gauge how the organisation is feeling at this time so we can improve wellbeing as we continue with our restart and recovery. The survey was open to all staff for four weeks and closed on 10 July.

### **Collaborating with the GLA**

As part of our work to look at greater collaboration between the GLA and TfL, Lucinda Turner, our Director of Spatial Planning, also took on the management of the GLA Planning team earlier this month. Lucinda will manage both teams for the next six months and will review the case and options for enhanced joint working and potentially integration. Lucinda is already a regular attendee at the weekly Mayor's Planning decision meetings and meetings with the Deputy Mayor for Planning, Jules Pipe as well as a range of Strategic Boards focused on particular areas of London.

### **Crossrail**

As lockdown restrictions have begun to ease, Crossrail Ltd has resumed physical works across all sites and the team are focussed on moving the project forward and overcoming the numerous challenges presented by the coronavirus pandemic. The priority remains for sufficient progress to be made across the programme to enable Trial Running, one of the critical components to opening the Elizabeth line, at the earliest opportunity.

Six of the 10 shafts and portals have been handed over to us as well as the station at Custom House, with more due to be handed over in the coming months. Dynamic Testing of the train control

systems in the tunnels has also recommenced with only a small number of tests left to complete ahead of Trial Running, which will allow multiple trains to operate in the tunnels to simulate the Elizabeth line timetable.

All central section stations, except Bond Street, are also now certified as ready to support Trial Running. The work remaining at Bond Street for Trial Running needs to be re-planned and discussions have been underway with the contractor at Bond Street to agree a way forward. As a result, Crossrail Ltd and Costain Skanska Joint Venture mutually agreed to conclude the existing contract on 24 June. Crossrail Ltd will oversee completion of the remaining works in-house at Bond Street and allow the project team to re-plan and complete the work for Trial Running.

While Crossrail Ltd is reaching the final phases of the project to safely complete and deliver the Elizabeth line, it is clear that some challenges remain. The leadership team at Crossrail Ltd is working hard to understand the financial and delivery implications of coronavirus on the programme and this will be discussed at the next Crossrail Board meeting in July.

TfL Rail services continue to deliver very high performance with 96.2 per cent of trains meeting the reliability target in the last four weeks and services levels reaching those operated before lockdown

Nine-car trains have also been operating on services out of Paddington and are approved for Heathrow services. However, as there is currently a requirement for a critical software fix, seven-car trains continue to operate

between Paddington and Reading while the Class 360 trains are running between Paddington and Heathrow.

The funding and financing package agreed with the government in May 2020 recognised that Crossrail remains a vital project for both London and the UK. That package contained a number of conditions relating to Crossrail, including requiring us to propose an action plan to support the successful transition of the project to TfL, including the governance, oversight and actions necessary to provide greater confidence in the timely delivery and value for money of this critically important project.

Our proposal was presented by the deadline of 30 June 2020 and discussions are continuing with Crossrail Ltd and the DfT on the development of the transition action plan and timing of its implementation.

# 4 Finance

## **TfL 2020/21 financial performance to date**

We are now reporting against our Emergency Budget, which was approved at the last Board meeting on 2 June 2020. The Emergency Budget covers the period from 1 April to 17 October and includes the £1.9bn funding and financing agreement with the government for the first half of the year (H1).

The Emergency Budget was our interim view of our financial position and assumed the prioritisation of essential services and activities and, reflected our understanding of the government's coronavirus scenarios at that time.

Our updated position will include the effect of a gradual increase in passengers using the transport network with demand on the Tube rising from a low of 95 per cent lower than last year to, now, around 80 per cent lower than last year. Bus demand is currently around 60 per cent lower than last year's level, having increased from a low of around 85 per cent (during the period of middle-door boarding, we did not have accurate journey data as passengers were not required to tap in).

Demand gradually returned during May as we started to restore services to near-normal levels, following the easing of lock down restrictions by the government and as staff returned from illness,

shielding or self-isolation. We also started to see the effects of the temporary suspension of free travel for over-60s in the morning peak, a condition of the government's funding agreement. We restarted front-door boarding from 29 May, which enabled us to start collecting fares on buses while ensuring driver safety.

We continue to tightly manage our operating costs through spend control measures. will continue to make use of the government's Job Retention Scheme where it meets our business operational needs as projects restart and to ensure services are running safely and reliably.

In accordance with the condition in the government funding agreement we brought forward proposals to temporarily widen the scope and level of the Congestion Charge on the 22 June. The Congestion Charge temporarily increased to £15 per day, and now operates between 07:00 and 22:00, seven days a week.

We continue to tightly manage our operating costs through spend control measures. During the pandemic, we furloughed around 7,000 of our people, many of whom have now returned to work as projects begin to restart across the organisation. We will continue to make use of the government's Job

Retention Scheme where it meets our operational needs, as projects restart and to ensure services are running safely and reliably.

Capital works for our investment programme are now also picking up and we have been able to pull some projects forward to restart earlier than planned. These include renewals and maintenance work which were originally deferred to later in the year, spend on staff welfare facilities at bus stations and bus priority schemes.

#### **TfL's case for funding support in the medium and long term**

Our Revised Budget takes into account the latest financial position and updates the budget for the next 18 months, covering the second half of the year and 2021/22. This will be the basis of our funding discussions with the government in the autumn.

While the current position for HI is positive, there is a great deal of uncertainty on what future social distancing requirements may be, especially as we approach winter when there is potential for a second spike of coronavirus infections, if not earlier. Even with the controls on operational and capital spend, funding support will be required to ensure we meet our statutory obligation to maintain a balanced budget

and have the cash resource available to run our essential operational services.

We have prioritised our investment programme in view of the post-COVID-19 landscape and the financial constraints we face. We always prioritise safety and our first port of call on any funding support will be used for renewals and maintenance on a prioritised basis. We also believe that we have an opportunity in this recovery to change how we travel sustainably in London. Our investment programme also prioritises schemes which promote active travel and opportunities to move away from a car-based recovery, pushing forward financially positive projects which all play a role in economic recovery. To do this, we need government funding and support.

In the longer-term, we have been making the case for a number of years that we were already facing a significant structural funding gap for necessary capital investment in London due to the loss of the government operating grant. We need certainty on funding to: commit to the next generation of transport improvements and ensure London can accelerate the transition to a zero carbon economy; continue to create and protect jobs across the UK; and to maintain London's competitiveness by being a more productive and resilient capital city.



With respect to the Crossrail project, the existing funding package agreed in December 2018 will continue to apply. In November 2019, Crossrail Ltd advised they would need an additional £400-£650m and we will continue funding discussions for this with the government, alongside TfL funding. We have submitted our transition action plan to the DfT which sets out how we plan to support the successful transition of the project to TfL as it becomes closer to being an operational railway. Crossrail Ltd will present their Recovery Plan to the Crossrail Board later in July. We, along with the DfT, as joint sponsors, will make all reasonable efforts to complete the project as soon as practicable.

Further detail on the Revised Budget and the case for longer-term sustainable travel will be considered in more detail under specific papers later on in the agenda.

Finally, as part of the conditions set around the funding and financing agreement, the government has appointed KPMG to lead a review of our finances. We know that our funding model is unsustainable, and we have the opportunity to address and fix this in the longer term. We are expecting outputs from KPMG in time for the next round of funding negotiations in autumn.

### **Welcoming our colleagues back from furlough**

To keep the economy moving and safeguard businesses and employment in the UK, the government introduced the Coronavirus Job Retention scheme as part of a package of measures to alleviate the impact of coronavirus on organisations across the country. We have furloughed approximately 7,000 staff through these difficult circumstances, which has helped us to save over £30m to date.

As our restart and recovery activity intensifies, more of our colleagues are returning from furlough and we are putting in place a package of measures to ensure that they are able to make a smooth transition back to the workplace.

### **Senior Manager Performance Awards 2019/20**

Given the financial position of our organisation, and in agreement with our Remuneration Committee, we have taken the decision to defer payments of performance awards for all Chief Officers, Directors and Senior Managers for 2019/20. Performance awards for last year will be made in 12 months' time when our financial position will be clearer.

There will also be no performance awards for myself, my Chief Officers, Directors or Senior Managers in 2020/21.

This is by no means a reflection of the efforts my senior colleagues have given over the past year, and particularly in response to the pandemic, but more in acknowledgement of the situation we find ourselves in and the contribution we can make to minimise the impact of the coronavirus pandemic on the organisation.

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July 2020

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**Board**



**Date:** 29 July 2020

**Item:** TfL Independent Review

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

### **1 Summary**

- 1.1 This paper provides an overview of the TfL Independent Review being carried out at the request of the Board. It also provides an update on the Government led review of TfL's future financial position and financial structure.

### **2 Recommendation**

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

### **3 Background**

- 3.3 TfL has worked closely with the Government and Mayor as part of the national effort to fight the impact of Covid-19. This has rapidly reduced passenger numbers and our fare and other revenue has fallen by c.90 per cent.
- 3.4 In May the Government agreed an extraordinary funding and financing package to address an estimated £1.9bn shortfall in the period to September 2020 (£3.2bn financial year 2020/21 equivalent).
- 3.5 In accordance with the funding package, the Secretary of State for Transport is taking forward a broad ranging review of TfL's future financial position and future financial structure. The Government has appointed KPMG to support that review.
- 3.6 It is expected that the Government will use the output of this review to
- (a) validate the financial numbers that underpin the current grant and funding package;
  - (b) identify short and medium-term efficiencies;
  - (c) inform the terms of further short-term grant funding for the second half of 2020/21 and the 2021/22 financial year; and
  - (d) potentially consider more fundamental changes that could put TfL in a sustainable financial position by the end of the current business plan period (2024/25).
- 3.7 The need to provide a full transport service to support London while continuing with on-going public health and safety restrictions (such as social distancing), and the possibility that Covid-19 may change transport use permanently, means that TfL will require further financial support for several years to come.

- 3.8 The Government led review does not propose to consider long term funding and financing models beyond five years. At the meeting of the Board on 2 June 2020, Members agreed that TfL would rapidly commission its own independent review to look at financial models and options, and different scenarios for funding opportunities.

## **4 TfL Independent Review: Overview**

- 4.1 This Independent Review will consider options to provide a funding, financing and operating model that will be sustainable and resilient to external shocks over the long term for:
- (a) the planning and delivery of integrated public transport, roads, walking, cycling;
  - (b) whole life asset stewardship of infrastructure including maintenance, modernisation, renewal and development of existing and new transport needs;
  - (c) and which reflects the transport needs of a major city like London.
- 4.2 This Review will initially run in parallel to the Government Review.

## **5 TfL Independent Review: Scope**

- 5.1 The Board has not placed any limits on the breadth of the Review. The Review will develop options for TfL's long term future funding and financing models based on the need to:
- (a) deliver services to meet the changing demand patterns for transport in London, including operational continuity and the ability to adapt rapidly to changes in operational imperatives and passenger demand;
  - (b) fund and deliver an efficient whole-life asset stewardship plan that incorporates asset maintenance, modernisation, renewal and development for London's existing and new transport needs;
  - (c) invest in non-revenue generating infrastructure for walking and cycling and other green initiatives, including the acceleration of the decarbonisation of London's transport;
  - (d) identify land and assets that could be developed to support delivery of London's Housing objective;
  - (e) improve the overall cost and efficiencies and maintaining robust internal processes for selection of capital and operating projects and a rigorous cost control regime and consideration of long-term cost efficiencies and the efficiency of governance models;
  - (f) contribute to London's wider development and sustainability; and
  - (g) utilise, where appropriate, new sources of finance and funding.

- 5.2 The Independent Review will be led by a panel with significant experience of public policy, Government reviews and reform of public bodies.
- 5.3 Draft Terms of Reference for the Independent Panel are set out in Appendix 1.

## **6 TfL Independent Review: Panel Members**

- 6.1 The independent panel leading the TfL Independent Review (the Panel) will comprise four members and will be supported with the services of a TfL panel secretariat.
- 6.2 The members of the Panel will be:
- (a) TC Chew;
  - (b) Stephen Glaister CBE;
  - (c) Bridget Rosewell CBE; and
  - (d) Sir Jonathan Taylor.
- 6.3 Biographies for the Panel members can be found in Appendix 2.

## **7 TfL Independent Review: Panel Operation**

- 7.1 The Panel will report to the Finance Committee of the TfL Board. The panel will prepare its own report(s). It is expected that this/these will be published at an appropriate time.
- 7.2 The Panel will work alongside and through the services of project teams in TfL that will include members from the GLA and the Mayor's office and have access to TfL's advisors. It will build on work already completed within TfL.
- 7.3 The initial conclusions of the Panel will be reported in September 2020. It is expected these will highlight initial viable financial restructuring options for TfL.
- 7.4 In order to inform the Government led review, which concludes in August, it is proposed that initial conclusions will be determined before September 2020 and will align with the Government work as needed.

## **8 Government Led Review**

- 8.1 The Government has published the [Terms of Reference for the Government led review](#).
- 8.2 There will be three levels to the Government's review:
- (a) Level 1: Evidence and clear understanding of TfL's current financial position;
  - (b) Level 2: Evidence and options to strengthen TfL's financial position over the remainder of the current (2020/21) and next financial year (2021/22); and

- (c) Level 3: Evidence and options for more fundamental changes that could put TfL in a fully sustainable financial position by the end of the current business plan period (2024/25).
- 8.3 The review will report with detailed options to the Secretary of State for Transport of the choices that could be made to achieve the aims of the review, and deliverability implications of these choices.
- 8.4 The review will be completed by the end of August 2020 to inform the position after the Support Period of the funding package (which ends in October 2020).
- 8.5 We have set up an internal response team to manage this and a series of meetings is being held with KPMG and TfL Executive Committee members and senior managers.

## **9 Financial Implications**

- 9.1 To help support with this review, TfL is commissioning independent advisors (Evercore and Nera) to provide advice on long term financial structures and modelling and potential new funding mechanisms.

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

Appendix 1 – Draft Terms of Reference for TfL Independent Panel  
Appendix 2 – Biographies for Panel members

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

None

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## **Draft Terms of Reference – Independent Review Panel Funding, financing and operating Transport for London’s Infrastructure and Services**

### **1. Purpose**

- 1.1. The Board of Transport for London (TfL Board) seeks to appoint a panel of independent experts to undertake a full review of options to provide a funding, financing and operating model that will be sustainable and resilient to external shocks over the long term for:
  - (i) the planning and delivery of integrated public transport, roads, walking, cycling;
  - (ii) whole life asset stewardship of infrastructure including maintenance, modernisation, renewal and development of existing and new transport needs; and
  - (iii) and which reflects the transport needs of a major city like London.
- 1.2. The purpose of this review is to enable the TfL Board to constructively inform and support discussions with HMG on future transport financing in London.
- 1.3. This review will run in parallel to the government-led review that is being conducted by the Department for Transport (DfT) as determined by the Secretary of State for Transport’s Extraordinary Funding and Financing Agreement of 14 May 2020.

### **2. Background**

- 2.1 TfL was established under the Greater London Authority Act 1999 (GLA Act) as the functional body responsible for the provision of safe, reliable, efficient and integrated public transport services in London and is controlled by the Mayor of London and the TfL Board.
- 2.2 TfL is therefore a Statutory Corporation and is treated as a Local Authority for Public Finance Purposes. The provisions of Local Government Acts and Local Government Finance Acts therefore apply to TfL.
- 2.3 Under the GLA Act, the Mayor is responsible for determining fares and the Transport Strategy (MTS) and TfL is obliged to enact the Mayor’s fares policy and deliver the MTS.
- 2.4 Since its inception in 2000, TfL has been funded by a combination of fares revenue, commercial income from retail and advertising, fees and levies, and grant funding from Central Government. Fares generated by the London underground system underpin the costs of providing other transport services

in London, and also produce the capex required to maintain assets and infrastructure. Fare revenues underpin all aspects of TfL Business Model.

- 2.5 The model of devolved responsibility to an elected Mayor, combined with a single transport organisation with wide responsibilities, is often seen as a success compared to the previous fragmented arrangements – and has been widely emulated.
- 2.6 The London Finance Commission reports of 2013 and 2017 set out options for fiscal devolution. But other than the Business Rate Retention scheme very little fiscal devolution has occurred.
- 2.7 It has been the policy of successive Governments to increasingly transfer the balance of funding of TfL’s assets and services to fare payers under the “user pays” model. TfL has one of the highest proportions of fare income cost recovery in the world, at 80% of the day to day cost of operating the network, compared to 38% in New York.
- 2.8 The Congestion Charge and recently the Ultra-Low Emission Zone have created additional revenues that must be dedicated to improving the provision of public transport in London, rather than treated as general sources of income for the GLA.
  - Since 2010, the level of grant funding from HMG to TfL has reduced by 42%, or over £1.5 billion per annum.
  - Since 2013, the residual grant funding has been transferred £ for £ into an amount of devolved Business Rates retained by the Mayor.
  - Since 2018, no grant funding has been provided to TfL by Central Government.
- 2.9 Since 2015/16, TfL had successfully reduced the funding deficit for operations, maintenance, renewal and financing costs from £1.5bn to £200m by February 2020.
- 2.10 TfL started debt free. TfL’s debt is currently around £12bn, and even before the crisis TfL was close to its upper financing limits.

### **3. Current Context**

- 3.1 The Coronavirus pandemic and the public health response has had a catastrophic impact on demand for TfL’s services and its finances.
- 3.2 Due to the 90% reduction in fares revenues caused by the pandemic there is an estimated adverse impact of over £4bn in 2020 alone.

- 3.3 As costs are largely fixed, and TfL has been required to run full services to provide safe social distancing for critical workers, TfL has been unable to reduce operating costs significantly to offset this impact and therefore required £1.6bn emergency financial assistance from the Government in May 2020.
- 3.4 The ‘user pays’/‘cross-subsidy’ model is clearly unsustainable and not resilient. TfL requires a new funding model to provide both:
- long term certainty to enable services; and,
  - efficient whole life asset stewardship.
- 3.5 The role of regional transport authorities is also evolving as changes occur in the nature and diversity of transport modes within cities, the evolution of digital platforms to shape mobility decisions, the role of transport and mobility in contributing to wider policy goals such as air quality, energy, and health, and the potential for associated real estate development linked to transport systems.
- 3.6 Twenty years on it is time to look again at what has worked and what has not worked in the devolved transport authority for London.

#### **4. Scope of Requirement**

- 4.1 The review will consider the following objectives:

To develop options for TfL future long term funding and financing models based on the need to:

- i. deliver services to meet the changing demand patterns for transport in London, including operational continuity and the ability to adapt rapidly to changes in operational imperatives and passenger demand;
- ii. fund and deliver an efficient whole life asset stewardship plan that incorporates asset maintenance, modernisation, renewal and development for London’s existing and new transport needs;
- iii. invest in non-revenue generating infrastructure for walking and cycling and other green initiatives, including the acceleration of the decarbonisation of London’s transport;
- iv. identify land and assets that could be developed to support delivery of London’s Housing objective;
- v. improve the overall cost and efficiencies and maintaining robust internal processes for selection of capital and opex projects and a rigorous cost control regime; and consideration of long-term cost efficiencies and the efficiency of governance models;
- vi. contribute to London’s wider development and sustainability; and
- vii. utilise, where appropriate, new sources of finance and funding.

## **5. Governance**

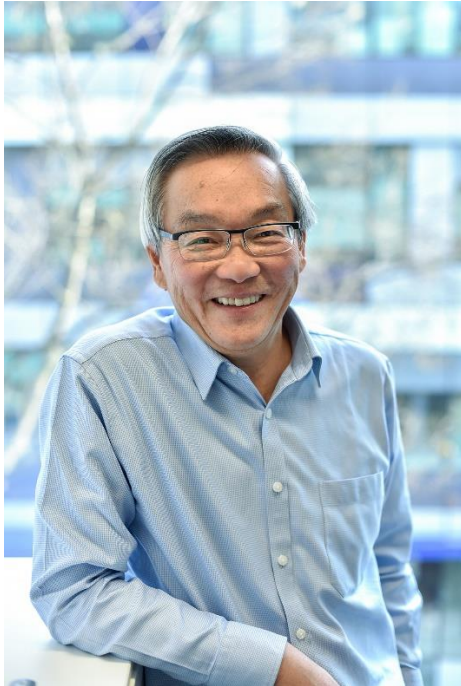
- 5.1 The review will be led by a panel of experts with significant experience of finance and funding, infrastructure, public policy, government reviews and delivery models. They will be independent individuals who have the credibility to influence local and national politicians at the most senior levels.
- 5.2 The panel will have access to industry experts, representing economic, regulation and corporate finance; and to the knowledge and full co-operation of TfL, GLA and Mayoral teams.
- 5.3 The review should draw upon learning from other structural, regulatory and infrastructure models, considering the relative merits and drawbacks and addressing any competing objectives and stakeholder perspectives to offer options for consideration.
- 5.4 The panel should consider TfL and London in an international context, and consider the subsidy and taxation options used in other major cities.
- 5.5 The panel should also consider the consequences for London of not finding a long term solution.
- 5.6 The panel will report to the Finance Committee of the TfL Board. The panel will prepare its own report(s). It is expected that this/these will be published at an appropriate time.

## **6. Timeframe**

- 6.1 The review will start in mid-July 2020 and aim to provide a draft high level report by September to meet the requirement of informing and supporting the DfT review. An earlier interim report with key recommendations would be useful. Detailed work and the development of detailed recommendations can then continue into the autumn.

## Independent Panel Member Biographies

### TC Chew



T C Chew is a Chartered Engineer and a fellow of the Royal Academy of Engineering, UK. He is also fellow of several UK professional institutions.

He has been involved with the railway and construction industries globally for over 40 years. In January 2018, TC joined Arup London as leader of the Global Rail Business. Prior to joining Arup, TC was President, Global Business & Operations for Samsung C&T Corporation based in Singapore. Between May 2009 to October 2015, he was the Projects Director with Hong Kong MTR Corporation, overseeing all railway projects in Hong Kong as well as the MTR overseas ventures.

Previously, he was a Divisional President for Bombardier Transportation on the London Underground modernisation public-private partnership programme. Up until 2003, he spent eight years with Singapore Land Transport Authority as their Senior Director for Projects and Engineering, overseeing all the Singapore railway and road projects. TC also had the privilege to work on the London Underground Jubilee Line Extension project. He graduated from Manchester University and holds a Bachelor and Masters degree.

### Stephen Glaister CBE FICE FTRF FCGI



Stephen Glaister CBE FICE FTRF FCGI was Chair of the Office of Rail and Road 2016 – 18 and remains on the Board. He is Emeritus Professor of Transport and Infrastructure at Imperial College London and an Associate of the London School of Economics.

He was Director of the RAC Foundation, a member of the Board of Transport for London 2000 to 2008 and a non-executive director of London Regional Transport from 1984 until 1993.

He was a member of the Steering Group for the Department for Transport's 2004 National Road Pricing Feasibility Study, a member of the "Friends" group advising Sir Rod Eddington on his 2006 *Transport Study* and a member of the 2019 Oakervee Review of HS2.

He was a member of the Government's first Advisory Committee on Trunk Road Assessment and he has been Specialist Advisor to the Parliamentary Select Committee on Transport and an advisor to the Commission for Integrated Transport.

He has published widely on transport policy and also on regulation in the telecommunications, water and gas industries.

### **Sir Jonathan Taylor**



Sir Jonathan Taylor was Vice President of the European Investment Bank from 2013 until 2019. Previously he was Director General of Financial Services and Stability at HM Treasury, Director General of the London Investment Banking Association, and holder of a wide range of other jobs in the public and private sectors. He has a particular interest in environmental issues. He is a graduate of the University of Oxford.

### **Bridget Rosewell CBE, MA, MPhil, FICE, FACSS, FSPE**



Bridget Rosewell is an experienced director, policy maker and economist, with a track record in advising public and private sector clients on key strategic issues. She is Chair of Atom Bank and of the M6 Toll company, a Commissioner for the National Infrastructure Commission, and a founder and Senior Adviser to Volterra Partners. She has recently finished as Senior Independent Director of Network Rail and Chair of the Driver and Vehicle Standards Agency. She was Chief Economic Adviser to the Greater London Authority from 2002 to 2012, responsible for all transport and economic impact analysis. Her book, 'Reinventing London' was published in 2014.

She was appointed CBE in December 2018 and is also a Fellow of the Institution of Civil Engineers, the Academy of Social Science and the Society of Professional Economists. She writes on risk and uncertainty as well as infrastructure and modelling validation.

She has worked extensively on cities, infrastructure and finance, advising on projects in road and rail and on major property developments and regeneration. She has given expert evidence in many planning inquiries and has just chaired a review of the operation of these inquiries for MHCLG. She has been a member of a number of Commissions looking at the future of public services, local government finance and city and regional economies.

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**Board**



**Date:** 29 July 2020

**Item:** Annual Update on the Mayor's Transport Strategy

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

### **1 Summary**

- 1.1 This is the third annual update to the Board on the delivery of the Mayor's Transport Strategy (MTS). It provides a summary of progress towards achieving the outcomes of the MTS in 2019/20. There is also an assessment of the impacts of Covid-19 on travel demand from March 2020.
- 1.2 Sound progress was made helping to deliver the outcomes of the MTS, London Plan and London Environment Strategy. Consequently, despite the uncertain national economic environment, we have improved the expected status across key outcomes of the MTS up until the start of the Covid-19 pandemic.
- 1.3 The MTS has also informed the policy approach for the Covid-19 restart and recovery phases, with the focus on providing space for active travel, reducing road danger, road space priority for essential traffic, and improving air quality.
- 1.4 The policy framework established by the MTS is focused at tackling the underlying challenges that London faced before the emergence of Covid-19 with reduced public health caused by poor air quality and low physical activity rates, climate change, social inequality and accommodating and facilitating growth in a sustainable way. These challenges will remain, especially as London continues to grow faster than any other UK region, and underline the importance of delivering the strategy.
- 1.5 The potential longer-term impacts of Covid-19 on the economy and travel patterns are uncertain and a summary of the work to develop future scenarios to help understand this is set out in section 5 of the attached report.
- 1.6 The report draws on a range of monitoring data, using the most recent information available although, because it comes from a variety of sources, it is not always as up to date as we would ideally like.
- 1.7 Finally, the 2019 TfL Board Effectiveness Review raised the issue of ensuring that the forward plans to all of the relevant panels cover all aspects of the Mayor's Transport. The paper highlights areas where further progress is needed to achieve the objectives in the MTS and we will liaise with the Chairs of the panels to ensure that reports are diarised.

## **2 Recommendations**

### **2.1 The Board is asked to note:**

- (a) the progress in delivering the outcomes set out in the Mayors Transport Strategy and London Environment Strategy;**
- (b) that work undertaken to facilitate the Covid-19 restart and recovery phases are consistent with delivering the outcomes of the MTS; and**
- (c) the ongoing work to develop scenarios to understand the potential longer-term impact of Covid-19 on patterns of travel.**

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# Delivering the Mayor's Transport Strategy 2019/20

July 2020

MAYOR OF LONDON



TRANSPORT  
FOR LONDON  
EVERY JOURNEY MATTERS

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## Summary

This is the third annual update to the TfL Board summarising progress on the delivery of the Mayor's Transport Strategy. This year the travel behaviour of Londoners and the transport services we provide have been profoundly affected by the COVID-19 pandemic. This report acknowledges that, and the first part of this report provides an update on the outcomes in the Mayor's Transport Strategy and the London Environment Strategy based on evidence before the pandemic affected us all. The final section summarises some of the impacts of the pandemic on these outcomes and provides a forward look at some of the transport scenarios that we may need to plan for.

The policy framework established by the Mayor's Transport Strategy is focused on tackling the underlying challenges that London faced before the emergence of COVID-19, namely inequalities in health and wellbeing caused by poor air quality and low physical activity rates as well as exposure to road danger, noise pollution and community severance, climate change and other environmental problems, social and economic inequalities and the need to accommodate and facilitate growth in a sustainable way. These challenges will remain, and potentially become more acute, and underline the importance of delivering the strategy.

### Pre-pandemic analysis

The sustainable mode share target is predicted to be the same as last year, with circa 63 per cent of trips by sustainable modes. Not all datasets are available yet to provide a final figure and this will be reported in this year's Travel in London report.

Sound progress was made to deliver the outcomes of the Mayor's Transport Strategy, London Plan and London Environment Strategy. Consequently, despite the uncertain national economic environment, we have improved the expected status across some of the key outcomes of the Mayor's Transport Strategy.

### Post-pandemic impacts

The impact of the national response to COVID-19 has had a significant effect on travel demand and TfL's services in the last month of the reporting period of this report. Indeed, at the height of the pandemic we estimate that trip levels in the capital reduced by nearly half – down to circa 14 million trips a day.

Our response to the restart and recovery phases is influenced by, and consistent with, the Mayor's Transport Strategy with a focus on increasing active travel, facilitating space for efficient modes and essential traffic, reducing road danger and road casualties and improving air quality.

The scale and depth of the potential impact on travel patterns and the economy is unprecedented and creates significant uncertainty in terms of forecasting. To help us understand this we have developed several scenarios for London's future recovery which will help inform our strategic decision making.

# 1. Introduction

## 1.1. Mayor's Transport Strategy

The Mayor's Transport Strategy (MTS), published in March 2018, outlines the Mayor's vision for transport in London. The central aim of the MTS is to reduce Londoners' dependency on cars and to increase the active, efficient and sustainable (walking, cycling and public transport) mode share to an ambitious 80 per cent by 2041.

The publication of the MTS was the culmination of 18 months of extensive engagement and consultation with stakeholders generating 6,000 public and 500 stakeholder responses with 43,000 discrete comments. The MTS was developed closely with the London Plan and the London Health Inequalities Strategy, leading to an integrated policy framework. The Health Inequalities Strategy mirrors the MTS ambitions on working towards London having healthier streets and the best air quality of any major global city; as well as on helping Londoners to be physically active, including through active travel.

In addition to the overarching mode share aim, the MTS is focused on achieving nine outcomes grouped under one of three broad themes:

### Healthy Streets and healthy people

- London's streets will be healthy, and more Londoners will travel actively;
- London's streets will be safe and secure;
- London's streets will be used more efficiently and have less traffic on them; and
- London's streets will be clean and green.

### A good public transport experience

- The public transport network will meet the needs of a growing London;
- Public transport will be safe, affordable and accessible to all; and
- Journeys by public transport will be pleasant, fast and reliable.

### New homes and jobs

- Active, efficient and sustainable travel will be the best option in new developments; and
- Transport investment will unlock the delivery of new homes and jobs.





The following four action plans have been developed, with new initiatives, to implement the policies and proposals of the MTS and deliver across multiple outcomes:

- a) Walking Action Plan
- b) Vision Zero Action Plan
- c) Freight and Servicing Action Plan
- d) Cycling Action Plan

Progress on achieving each outcome, or an associated aim or target, is monitored against a framework of indicators.

## 1.2. Embedding the MTS in TfL

Significant work has been undertaken to ensure the outcomes of the MTS, including mode shift to active travel, Vision Zero, supporting new homes and jobs, and zero carbon transport are clearly understood across the organisation via our Business Plan.

We have embedded the strategy in our business processes through our Scorecard which is aligned to the outcomes, and we are monitoring progress and ensuring benefits are realised.

A scorecard for 2020/21 was proposed to the TfL Board on 18 March. The COVID-19 outbreak required a pivoting of our priorities and activities that rendered this proposal unsuitable. The Board advised us to both propose more relevant measures for the period of the crisis to aid the effective management of the business,

and to simplify the business as usual scorecard. In the immediate weeks after the crisis began, we focussed on providing a network for essential journeys only and supported the public health response by safe stopping our construction sites and encouraging customers not to use our services. To track progress against our priorities, a COVID-19 dashboard was created. This provides a weekly view of business performance to the Executive Committee.

Our scorecard for the first half of 2020/21 (H1) reflects current priorities very clearly. Namely running the maximum service possible to support social distancing and London's economic recovery. We are now running our transport services at pre-COVID service levels with our services cleaner than they have ever been before. We have also pivoted our investment programme to focus on reallocation of street space to support walking and cycling becoming the go-to choices for short journeys and prevent a car-led recovery. The safety and wellbeing of our workforce and customers continues to be our top priority – reflected by our targets on those killed and seriously injured on the road network and our transport services. We have also introduced a new measure of the wellbeing of our employees that in addition seeks to ensure there is no disparity in how our people are experiencing the crisis. We also recognise that this needs to be achieved within the strict financial envelope set out in the Government funding deal. Preserving our

liquidity is critical, which we can best manage through controlling our operating and capital costs.

The H2 scorecard, monitoring the last six months of 2020/21, will be based on the Revised Budget and our aims for the remainder of the year; namely our core safety and operational priorities and an enhanced focus on active travel and a green recovery. It will also consider any conditions tied to the second funding package being sought from Government. As an example, a direct focus on carbon emissions in H1 is not appropriate as our emissions depend on our service levels, and we are currently focussed on providing maximum service to support public health and the economy. However, bringing a clear carbon focus in H2 is vital to supporting London's green recovery, so we will reintroduce the measure for H2 when our operations are back to normal and we can properly assess the impact of carbon reduction schemes.

### Local Implementation Plans

London's boroughs, who are the Highway Authorities for 95 per cent of London's roads, have an essential role in delivering the MTS. It is a statutory requirement for each London borough to produce a Local Implementation Plan (LIP) setting out its proposals for the implementation of the MTS in its area. It is important that they demonstrate how the MTS will be implemented at a local level across the city.

Since the last update to the Board on the MTS all 33 London boroughs now have an approved LIP.

It is also important to note that since the onset of COVID-19 that London's borough programmes have been refocused to deliver a series of temporary streetspace measures, like Low Traffic Neighbourhoods, in support of walking, cycling and social distancing (figure 1).

### London Environment Strategy

TfL has a key role in delivering the London Environment Strategy (LES), published in May 2018. In addition to measures set out in the MTS for environmental improvements to the transport system, we are largely responsible for significant measures within the LES. Section 3 of this report details how we are delivering on our environmental commitments. This includes responsible procurement, reducing waste, our energy strategy and work to reduce CO<sub>2</sub> emissions.



Figure 1. Low Traffic Neighbourhood introduced on Wellesley Road, Chiswick by the London Borough of Hounslow.



## 2. Performance delivering the Mayor’s Transport Strategy

### 2.1. Active, efficient and sustainable mode share

London’s population is now 8.96 million, an increase of 54,000 (0.6 per cent) on the last estimate from the Office of National Statistics. Whilst population growth in recent years has slowed in London, we remain the fastest growing region in the UK with a population projected to exceed 10 million in the 2030’s.

The sustainable mode share of trips in London is calculated using several sources of data and not all of these have been received yet for the last financial year. Based on data received to date we consider that the sustainable mode share will be around 63 per cent, the same level it was in 2018. Cumulative growth in sustainable mode share has been just 0.8 percentage points

since 2014, compared to an average increase of 1 percentage point every year between 2007 and 2011, see figure 2 below.

In the last two decades, travel demand has grown substantially in London alongside a consistent shift in mode share away from the car towards public transport, walking and cycling. Our 2018 estimate for trips made on an average day in London is 27 million, which is 18.5 per cent higher than in 2000 at an average growth rate of 0.9 per cent per year. This increase in demand reflected strong population growth, concentrated employment growth in the centre of London and transport policy encouraging the use of sustainable modes.

There are several trends that were influencing slower growth in travel demand over the last few years. In summary, these include lower

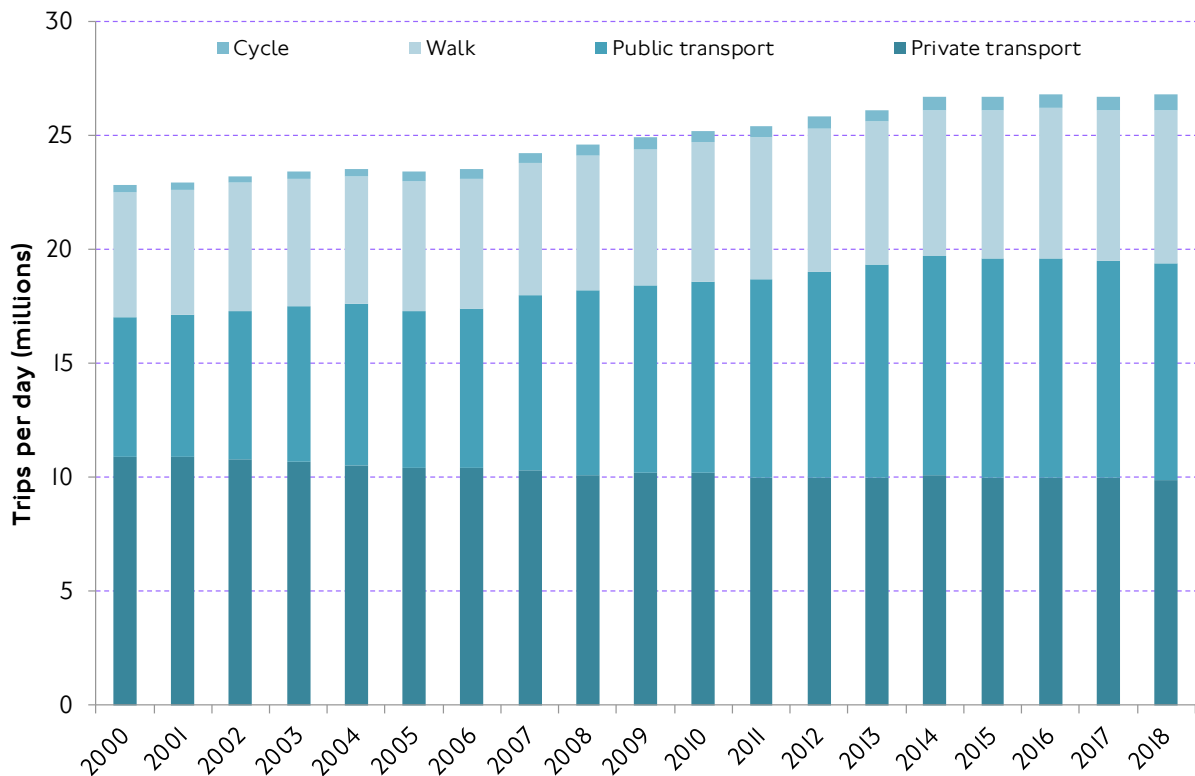


Figure 2. Trips in London – trend in total travel demand by principal mode (2000-2018).

disposable income, less time and money to spend on discretionary activities and related travel. In addition, the composition of London's population is also changing and has contributed to slower growth in the working age population. An increase in unaffordability in London has resulted in fewer younger adults moving to or remaining in London.

**Travel Trends:** Table 1 below highlights trends into 2019 on the main TfL public transport modes. Overall there has been little net growth, although National Rail in London grew strongly.

Table 1. Annual passenger journeys (millions) by mode, 2018 vs 2019

Mode	2018	2019	% change
Bus	2,215	2,186	-1.3
Underground	1,369	1,395	1.9
DLR	120	121	1.2
Tram	29	28	-3.9
Overground	189	188	-0.3
TfL Rail	52	58	11.1
All TfL modes	3,975	3,977	0.1
National Rail in London & SE	1,204	1,238	2.9

Overall demand on TfL services grew by 0.1 per cent. However, bus services continued their decline with a loss of 1.3 per cent. Similar annual losses have been a feature of the last few years, thought to reflect a combination of austerity and service changes, and 2019 should be a continuation of those trends. Because buses account for about 14 per cent of all travel in London on a typical day, even a small percentage loss here has a significant influence on the Active, Efficient and Sustainable mode share.

On the other hand, London Underground, accounting for about 10 per cent of all travel, grew by 1.9 per cent – a relatively strong performance in the context of the last few years. It is thought that this increase partly reflected the recovery in National Rail travel – disruptions on which have been a factor underlying suppressed demand on TfL's services over recent years.

Growth of 11.1 per cent on TfL Rail at least in part reflects the extension of the network in preparation for opening the central section of the Elizabeth line.

The 3.9 per cent decline in Trams patronage is thought to partly reflect circumstances connected with more commercial development in Croydon town centre.

TfL's traffic flow data for 2019 shows no change in overall traffic flows in Greater London compared with 2018. There are spatial differences, with a 4 per cent drop in flows in central London and a 1 per cent drop in inner London, flows increased by 0.4 per cent in outer London.

The MTS mode share statistic is, however, based on Department for Transport (DfT) traffic numbers, and for car travel only. These numbers – due in late summer 2020 – have been historically similar to TfL's. The early TfL data is therefore suggesting little change to the aggregate of car/taxi/PHV travel in 2019, which together accounted for about 37 per cent of all trips in 2018.

Data for walking and cycling for 2019 are not yet fully available. Changes in walking typically reflect changes in population – and so some small proportionate growth may be expected. Comprehensive cycling data is not yet available. However, indications from trends in central London are of relatively low growth (about 1 per cent) between 2018 and 2019 – seasonal patterns suggesting that this largely reflected poor weather towards the end of 2019.

More recently, the COVID-19 outbreak will have had very significant impacts on total travel demand and mode share in London for 2020 – and possibly beyond, although this is obviously exceptional in the longer-term context.

## 2.2. Healthy Streets and healthy people

**Active people:** The MTS sets an active people aim for 70 per cent of Londoners to achieve at least 20 minutes of walking or cycling per day by 2041 (see figure 3). New guidelines on physical activity were released in September 2019 by the UK’s Chief Medical Officers. These reflected the latest scientific evidence on how much activity is required to stay healthy. The guidance still recommends that adults should do at least 150 minutes per week of moderate to vigorous physical activity and aligns with our current aim for all Londoners to achieve 20 minutes of active travel per day. However, new evidence shows that health benefits are gained from even very short periods of physical activity, and therefore the guidance no longer states that activity needs to be done in minimum periods of ten minutes.

We have therefore moved away from measuring whether London residents are achieving two ten-minute periods of active travel per day, to a simpler measure of whether they are accumulating a total of 20 minutes or more of active travel per day.



The proportion of people reporting that they achieved 20 minutes of active travel on the previous day increased to 39 per cent in 2018/19, following a year-on-year decline since 2012/13. Data for 2019/20 will be ready in autumn 2020.

This is encouraging, considering TfL and the London boroughs have invested significantly in healthy streets measures over the last few years, and further monitoring is in place to track the ongoing impact of our investment on these changes.

The proportion of people who are physically active varies significantly by London borough but is generally higher among inner London than outer London residents, reflecting higher car dependency in outer London. However, findings from our Mini-Holland boroughs demonstrate that where we invest in walking and cycling, it results in significant increases in physical activity. Residents in those areas have increased their levels of active travel by 41.5 minutes per week compared to a control group from other outer London boroughs.

TfL is embedding new ways of supporting investment decisions and designing schemes, including use of our Strategic Cycling Analysis, Strategic Walking Analysis, Planning for Walking Toolkit, and a TfL version of the DfT’s Active Mode Appraisal Tool. We have identified ‘near market’ Londoners who have the highest potential and propensity to switch to more active modes and our Active Mode Appraisal Tool values in £’s the key benefits of any scheme designed to increase levels of walking and cycling. Our Healthy Streets Check for Designers system has also been broadened to include all schemes that have a material impact on the public realm.

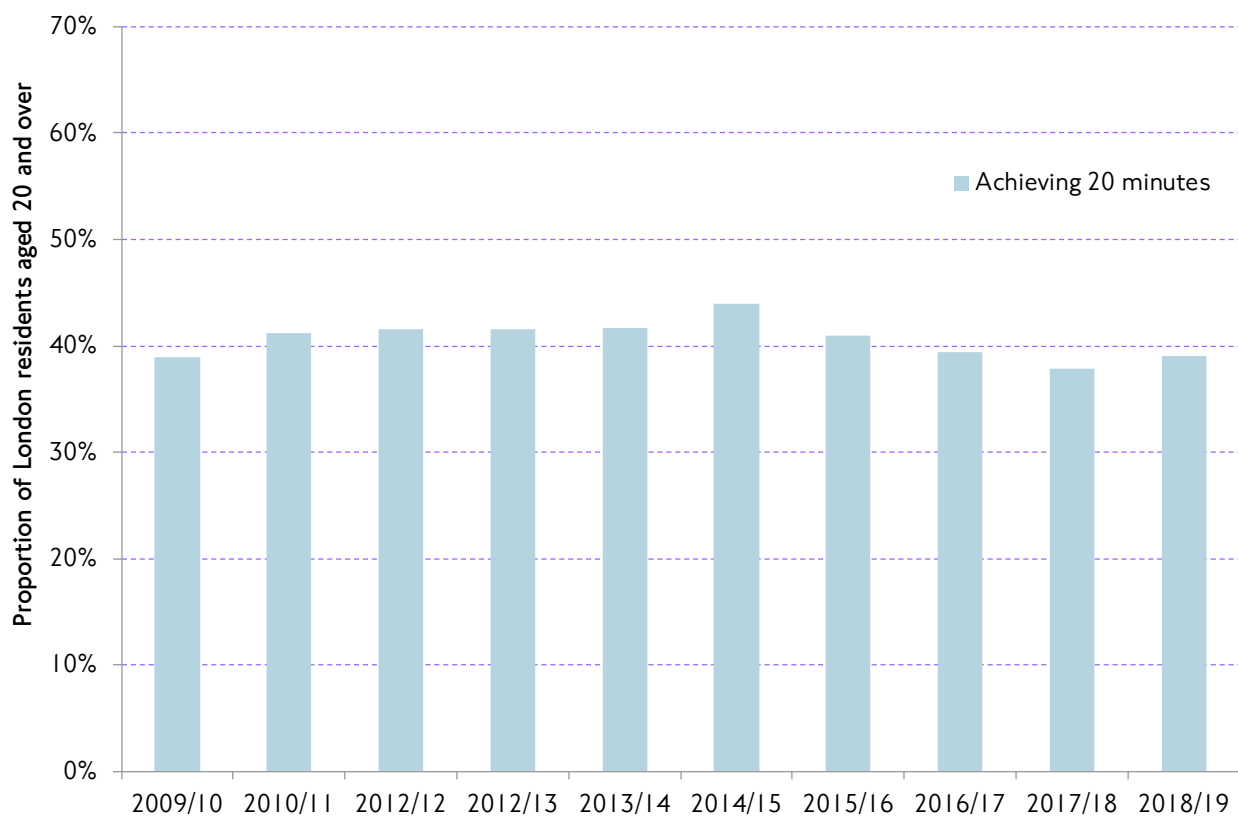


Figure 3. Proportion of Londoners reporting 20 minutes of active travel (2009/10-2018/19). 2019/20 data will be published in *Travel in London 13*.

In addition to commitments made in the Walking Action Plan and the Cycling Action Plan, TfL and the London boroughs have delivered a range of schemes to increase the proportion of people achieving 20 minutes of active travel per day. These included:

- a) As of early 2020, there were 162km of full and semi-segregated cycle lanes and stepped tracks in London that are either complete or under construction – up from 53km in 2016. Additional temporary cycle lanes are now being delivered by TfL, as part of the London Streetspace programme, and by London’s boroughs to support recovery;
- b) Delivery, in partnership with London’s boroughs, of transformational schemes (e.g. Highbury Corner in October 2019) and local level London borough enhancements through the LIPs to boost walking and cycling across London;
- c) Substantial completion of the three Mini-Holland programmes in the Enfield, Waltham Forest and Kingston;
- d) Significant uplift in TfL and London borough delivery of cycle parking with nearly 8,000 new spaces committed, through the approach set out in the 2019 Cycle Parking Implementation Plan;
- e) The expansion of the cycling grants programme to include walking for the first time, to boost local community engagement and take-up of walking and cycling;
- f) London’s biggest ever car-free day in September 2019; and
- g) Recruitment of 18 Healthy Streets Officers to support London boroughs to embed the Healthy Streets Approach and assist with COVID-19 recovery plans, including the delivery of temporary schemes to support social distancing such as School Streets (timed road closures around schools), cycle training and further rollout of the STARS

programme with schools, and workplace engagement.

**Vision Zero for road danger:** The aim of Vision Zero is the elimination of all deaths and serious injuries on London’s transport system by 2041. Provisional figures for 2019, in figure 4, show that the overall number of people killed or seriously injured on the road network in London fell by over five percent in 2019 compared to 2018.

The reduction in the number of people killed or seriously injured compared to the baseline years (2005-09 average) is 40 per cent.

However, the number of people killed on London’s roads rose to 129 compared to 112 fatalities in 2018, a 15 per cent increase on the previous year, which was the lowest on record, and marginally below the 131 fatalities observed in 2017 (see figure 4).

Research and engagement to date suggests this is due to a cultural acceptability of road danger and road trauma. Alongside changes to road layouts and lower speed limits, cultural change is required for a further significant reduction in the number of people killed or seriously injured

on London’s roads.

We published our Vision Zero Action Plan in 2018 to embed a Safe System approach across the business. This internationally recognised approach to road danger reduction is being used to create streets safe for walking and cycling. We have invested in activity across four key areas, applying interventions to influence the behaviour of those that pose most risk:

- 1) Safe behaviours
- 2) Safe speeds
- 3) Safe streets
- 4) Safe vehicles

*Safe behaviours:* In October 2019, we launched a campaign to tackle the behaviours that create most risk on our streets, focussing on reducing inappropriate speed. This approach will be expanded to target the underlying values and culture of road use. This will challenge social acceptability for a range of risky and unsafe behaviours across multiple road user groups. We are working to raise standards for professional drivers and riders through a training and education programme, and, will provide improved and better targeted skills training and education on how to avoid danger when

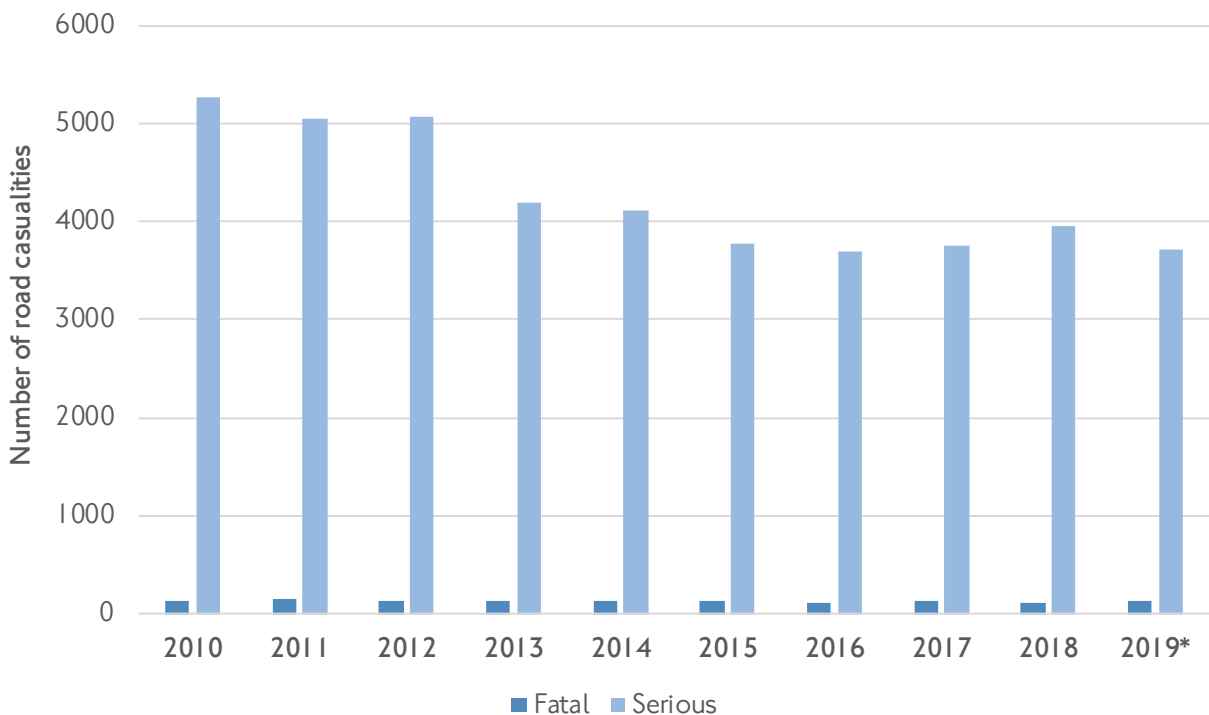


Figure 4. Killed or serious injured road casualties 2010-1. (Note: Back casted from 2010 to 2016 to account for changes in definitions. 2019 figures are provisional).

walking, cycling and motorcycling.

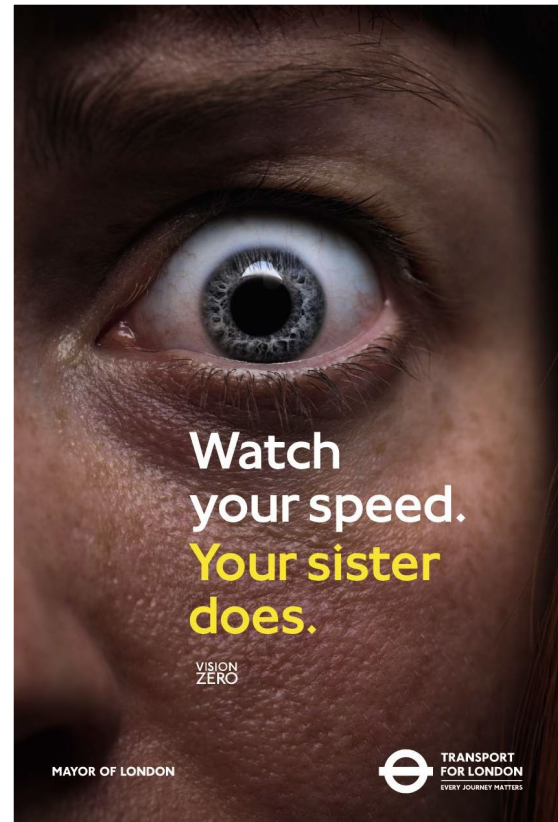
We also provided LIP funding for London's borough led behavioural programmes, for example, Newham and Redbridge trained 2,117 and 1,149 children, respectively, to Bikeability level 1 standard.

We continue to work closely with the Metropolitan Police Service (MPS) and City of London Police (CoLP) to enforce against poor road user behaviour. Provisional data for 2019/20 (MPS only) shows greater levels of enforcement with 336,959 tickets issued for traffic offences (up from 266,573 the previous year) which is a result of the new roads policing approach implemented as part of Vision Zero. This activity was further enhanced with the launch of a proactive Road Crime team in the MPS Roads and Transport Policing Command which seeks to target high risk offenders and remove them and their vehicles from the road.

*Safe speeds:* In conjunction with the MPS we have significantly increased the level of on-street and safety camera speed enforcement activity. During 2019/20 the provisional speed enforcement activity data indicates that 217,914 tickets for speeding were issued, which is an increase of 51 per cent. The MPS Roads and Transport Policing Command have also delivered a significant uplift in activity to support COVID-19 lockdown measures which has resulted in 3,578 on-street tickets being issued during the period 23 March to 30 April 2020 which is an increase of 67 per cent on the same period last year. This enhanced focus on speeding continues.

Speed limits on the Transport for London Road Network (TLRN) within London's congestion zone were reduced to 20 mph from the beginning of March 2020. Phase two will be delivered over the period to 2024 and will focus on reducing speed limits on a further 140km of the TLRN. As of March 2020, 45 per cent of the London borough-controlled road network had a speed limit of 20mph. The coverage of 20mph limits continues to expand. Richmond have

completed a borough wide 20mph scheme. Merton and the City of Westminster have published their traffic management orders and Kingston recently completed a public consultation for a borough-wide 20 mph limit.



*Safe Streets:* Almost three quarters of killed and serious injury collisions occur at junctions. To address this, we are delivering a programme to reduce both collisions and the fear of collision at London's most intimidating junctions.

Work on 35 junctions is now complete within the TfL Safer Junctions programme.

We were on track to complete our target of 41 junctions by May 2020 before construction was suspended at the end of March. By mid-June, work on several TfL construction projects resumed with a phased restart.

London's boroughs were able to make safety improvements in 2019/20 on their network supported by LIP funding. On traffic dominated gyratories in Stratford and Baker Street /

Gloucester Place, the London Borough of Newham and the City of Westminster respectively have transformed these into safer layouts for walking and cycling.

On LIP corridors, Lambeth completed a safer layout outside Lambeth North station, and Southwark completed safety scheme in Denmark Hill.

**Safe vehicles:** We launched phase 1 of our world-leading Direct Vision Standard (DVS) for heavy goods vehicles (HGVs) over 12 tonnes in October 2019, when the application process for the associated HGV safety permit scheme went live. A permit is required to operate in Greater London and those HGVs not meeting a minimum one-star DVS rating are required to fit additional safety measures. Although the freight industry has been preparing for these new rules for some time, with many vehicles already compliant, the COVID-19 pandemic has disrupted supply chains and has placed additional demands on the sector. The scheme was due to be enforced from October 2020 but to provide additional time and support to the sector this has been postponed to March 2021 (TfL will keep the effect of the pandemic on the

sector under review).

We have also introduced a world-leading Bus Safety Standard for the city's entire bus fleet. This has been incorporated into all new London buses and bus operator contracts from the end of 2018. We are also working to raise vehicle safety and operating standards for taxis, PHVs and other vehicles used for work in London. The London Freight Enforcement Partnership made up of four different organisations including TfL, the MPS, CoLP and the Driver and Vehicle Standards Agency (DVSA) has continued to identify and enforce against the most dangerous and non-compliant drivers, vehicles and operators with 15,036 vehicles being stopped and checked in 2019.

**Efficient use of street space:** The MTS aims to prioritise space-efficient modes of travel to tackle congestion and improve the efficiency of movement for people and goods, with the aim of reducing overall traffic levels. Temporary measures, such as changes to the central London congestion charge, have been introduced to minimise the likelihood of London experiencing a car-led recovery as travel demand increases following the COVID-19

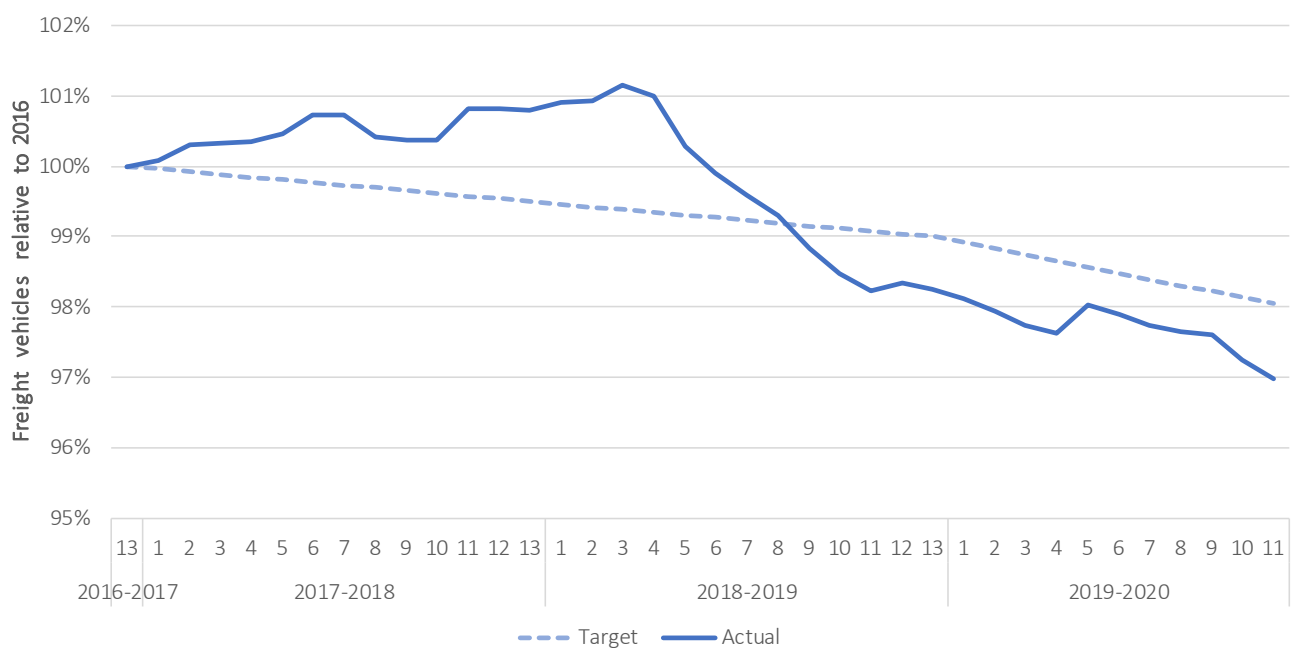


Figure 5. Freight movements in central London versus MTS target.

lockdown.

Walking, cycling and public transport are the most space efficient ways for people to move around London, and we are reallocating more space on London's streets to prioritise these modes. In practice, this means dedicated provision for sustainable transport on London's streets – wider footways, more crossings, and new bus lanes and cycle infrastructure.

A key challenge for street space is the increase in light goods vehicle (LGV) traffic which needs a coordinated plan to manage the impacts of the freight and servicing activity on which London's economy relies. We are continuing to deliver, with our partners, the actions set out in the Freight and Servicing Action Plan, including the target, see figure 5, to reduce am peak freight movements in central London by 10 per cent by 2026, against which we were ahead of trajectory before COVID-19 restrictions were introduced.

To help widen our influence on car use we, in conjunction with Lambeth, have implemented parking charges to 15 short-stay 'Red Route' parking bays on the TLRN. The trial scheme creates consistency with the neighbouring borough road network, where parking charges already apply. Parking remains free of charge for Blue Badge holders and loading/unloading is free of charge for up to 20 minutes. Monitoring and stakeholder feedback will inform whether parking charges should be permanently introduced in the trial area and/or extended to other parts of the TLRN.

We dynamically manage London's traffic control system to ensure we fully discharge our network management duty.

In 2019/20, signal timing changes were made at 1,224 traffic light controlled junctions and crossings to prioritise sustainable modes.

These changes saved a total 17,548 person hours per day, for people choosing to use the bus, walk or cycle at these locations. This

exceeded our full year target of 15,000 hours and was achieved by reducing pedestrian wait times, linking staggered crossings to avoid waiting in central islands and linking signals for better bus progression along key routes.

TfL has engaged with key stakeholder groups, such as Living Streets and the London Cycle Campaign, to target journey time improvements at locations where their members have observed delays or barriers to customers choosing to walk or cycle. This new collaborative approach has proved invaluable for our Timing Review program which optimises the phasing of our traffic signals. We also developed and successfully trialled 'Green Man Authority', a new signal crossing technology which allows TfL to give priority to pedestrians crossing at locations with lower traffic flows.

#### **London's streets will be clean and green:**

Activities relating to this policy outcome are being delivered in conjunction with the London Environment Strategy which is outlined in detail within section 3.

### **2.3. A good public transport experience**

**Public transport capacity and connectivity:** The MTS establishes that more capacity in London's public transport system is needed to meet growing demand. Figure 6 shows the year on year increase in service levels on the Tube network.

However, crowding remains a significant issue on the Tube network. Last year, TfL calculated that some 40 per cent of Tube passenger kilometres were carried with more than four passengers standing per square metre during the morning peak, as well as just above 20 per cent on the London Overground; and between 10 and 20 per cent on the Docklands Light Railway (DLR).

We have delivered the following projects in the last year to increase capacity:



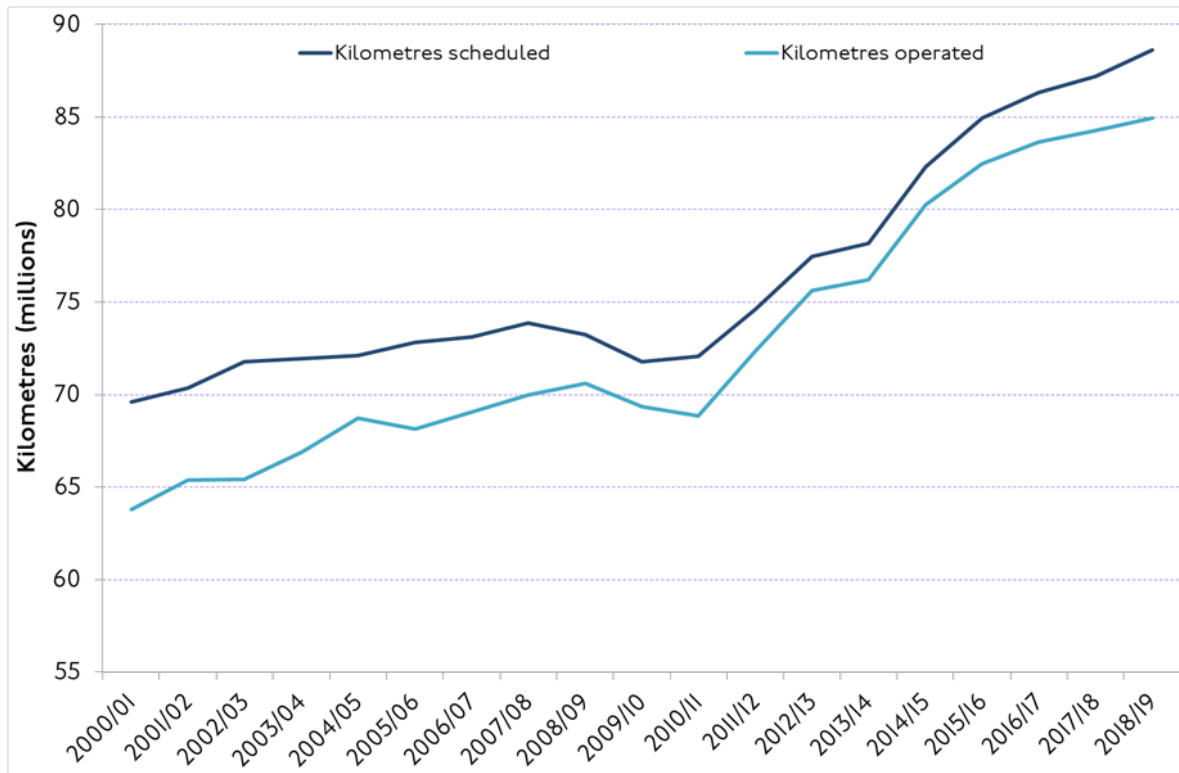


Figure 6. London Underground train kilometres scheduled and operated, 2000/01-2018/19.

- a) Victoria line: increased the duration of the high peak 36 trains per hour (tph) service so that it now lasts for three hours for both the AM and PM peak periods;
- b) Jubilee line: increased services between Stratford and North Greenwich from 24tph to 30tph in the peaks, serving one of the busiest flows on the network;
- c) London Overground: increased the frequency between Willesden Junction and Stratford from 8tph to 10tph during peak periods, and on the Watford Junction to Euston route from 3tph to 4tph. Capacity has also doubled on the Gospel Oak to Barking route with the introduction of new four-car electric trains; and
- d) Buses: we rebalanced the network to more closely match service provision to patterns of demand. Restructuring the central London network removed excess capacity from areas where demand has fallen, and which are well served by the

Tube, walking and cycling. In outer London we have enhanced services by introducing seven new routes, including the X140 limited stop bus route between Harrow and Heathrow, as well as increasing frequency on 23 routes.

**Accessibility and inclusion:** Our transport network plays a vital role in giving all Londoners access to opportunities the city has to offer. We are working to deliver a fully integrated network where everyone can easily make spontaneous, independent, seamless, safe, affordable and accessible journeys. We are using an evidence-based approach to reduce the barriers that some groups face to using public transport, walking and cycling more. In July 2019, we published *Travel in London: Understanding our diverse communities*, a collection of research to identify the different barriers faced by London’s communities when accessing transport.

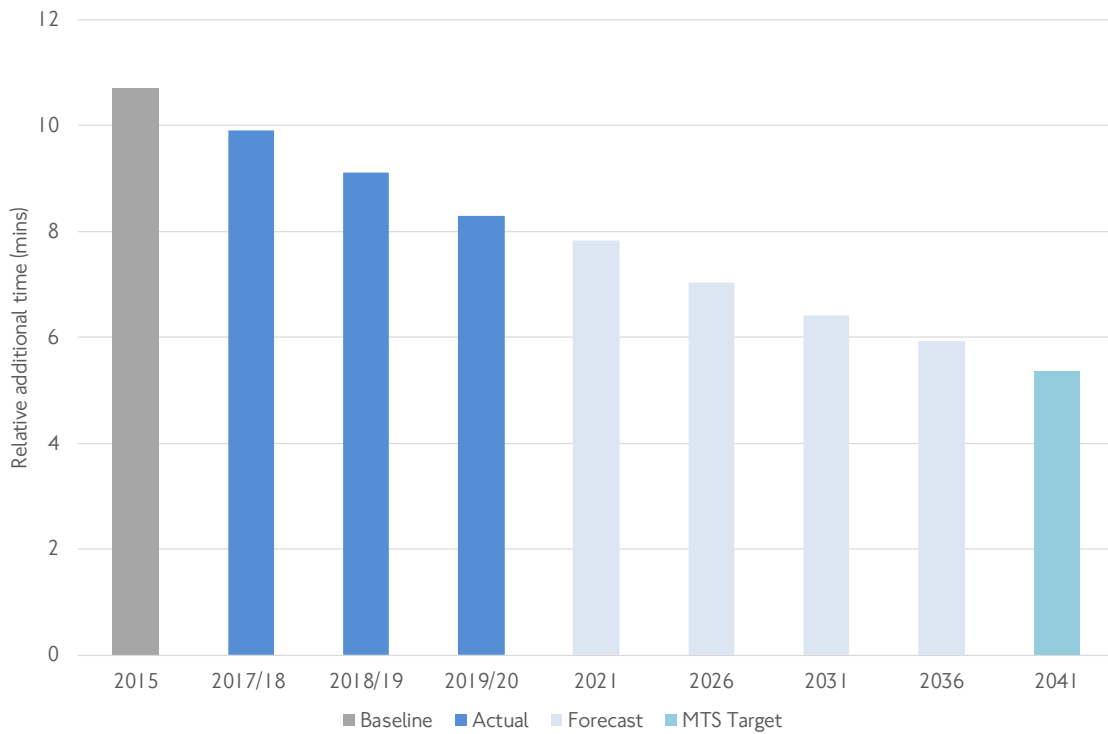


Figure 7. Relative additional journey time using the step-free network: 2015 baseline to 2041 MTS target.

The MTS sets a target to halve the difference in average journey time of using the bus and step-free network compared to the whole network. This indicator is measured through modelling the time it takes to travel from each area in London (defined using our transport model zoning system which splits London into 3,288 zones) to all other areas in London by the quickest route and by the quickest step-free route (which excludes station walk links that include steps), using all public transport modes (rail, Tube, bus, DLR, Tram). The difference between the two provides the additional journey time measure. Figure 7 shows the 2015, benchmark, difference in time was 11 minutes and the time difference in 2018/19 was 9 minutes.

We have met our 2019/20 target of 8.3 minutes for the additional journey time. Currently, 81 London Underground stations (30 per cent), 60 London Overground stations (54 per cent), 25 TfL Rail/ Elizabeth Line stations (78 per cent), are step-free, along with all DLR stations and Tram stops.

In the past year, Mill Hill East, Cockfosters and Osterley have been completed with Amersham, Burnt Oak, Debden, Hanger Lane, Harrow-on-the-Hill, Ickenham, Northolt, Sudbury Hill and Wimbledon Park Underground stations due for completion. All stations on the Elizabeth line will have step-free access.

Accessibility is more than step-free. We have tackled other barriers our customers face to travel. We have run campaigns to increase awareness amongst our customers of the needs of disabled passengers, including those with less visible disabilities, to encourage more considerate behaviour, including the 'Please Offer Me a Seat' badge and 'Look Up' campaign. A range of travel concessions helped make public transport more affordable, tackling one of the main barriers to Londoners, particularly BAME, younger Londoners and women, using public transport more often.

Londoners, particularly disabled and older passengers, continue to benefit from the 'Hello London' bus driver training and ongoing disability equality training for our London

Underground frontline and professional services staff.

In February 2020 we launched a new feature on our turn-up-and-go station real-time information app, which delivered new incoming journey notification messages for station staff to improve the quality and consistency of our service for disabled customers.

**Public transport reliability:** The MTS emphasises the importance of improving reliability, so customers have confidence in every journey.

London Underground had a challenging 2019/20 for reliability, with a defect on the Jubilee line fleet causing several trains to be withdrawn for a lengthy period to maintain customer safety, which is always the highest priority. The rollout of the new signalling system on the Hammersmith & City, Circle and Metropolitan lines has experienced some initial problems which has affected reliability, however, once established it will reduce the number of delays caused by 'signal failures'. London Underground also launched the Central line Improvement Programme which, on completion in 2023, should ensure that Central line trains are much more reliable.

Service reliability has been below target for London Overground in 2019/20. Various interventions were undertaken by our operator, Arriva Rail London, to improve performance. These included tighter management of platform dwell times, better fleet reliability, a focus on reducing driver related delays and the deployment of Land Sheriffs to reduce line trespass incidents. Many of the interventions by Arriva Rail London are difficult to test over a short period where other factors can influence results – for example where Jubilee Line issues have an impact on passenger loadings and dwell times.

DLR performance remained stable. The number of trains operated compared to schedule remained unchanged at 99 per cent, as it was a

year ago. Some improved performance earlier in the year was offset by a spate of failures affecting shoe gear fitted to the train fleet during the winter months. The DLR Franchise operator KeolisAmey Docklands is putting mitigations and remedial works in place to overcome any recurrence of the issue.



On the bus network, we have improved reliability and journey times. Bus services in 2019/20 were more reliable than they have ever been, and bus speeds, which suffered significant decline in recent years, had stabilised. Annual moving average excess wait time fell to under one minute per journey, compared to over 1.1 minutes in 2016/17.

In 2019/20 the bus priority programme progressed over 300 schemes, with 80 completed before the end of the financial year.

The bus priority programme schemes are expected to save a total of 24 hours of bus journeys each weekday peak. We have undertaken around 400 bus focussed signal



timing reviews and implemented new bus priority signal infrastructure, such as 'Call Cancel' technology, to reduce bus delay at 100 junctions.

**Customer service quality:** The MTS sets out the need to improve customer services so the whole public transport network becomes easier and more convenient for more people. The percentage of Londoners who agree that 'TfL cares about its customers' is the measure we use to understand whether we are meeting Londoners' expectations and delivering on 'Every Journey Matters'. The key drivers of care are additional metrics which help us to understand how well we are delivering for Londoners and show where we should be focusing efforts to improve the customer experience and perceptions of TfL. These are:

- a) Supporting customers when things go wrong;
- b) Communicating openly and honestly;
- c) Providing good value for money for fare payers;
- d) Having friendly and helpful staff; and
- e) Investing to improve journeys.

We achieved our quality target in 2018/19 driven by promotional campaigns improving perceptions of value for money. From Q1 2019/20 we transitioned to a new methodology, changing the way we track customer service quality. Our new methodology asks around 3,000 Londoners (versus 1,000 previously) about their perceptions of TfL throughout each quarter, allowing us to better understand areas for improvement.

The transition to the new methodology has resulted in a new, slightly higher, baseline for our customer service metric and associated key drivers. To reflect the uplift, we adjusted and met our target for 2019/20 for 53 per cent of people to agree that 'TfL cares about its customers'. Customers cite positive experiences of staff being approachable, helping those in need and supporting them when problems arise. Improving our performance across the key drivers, particularly 'supporting customers when things go wrong' and 'communicating openly and honestly', will continue to improve both the quality and perception of TfL customer service.

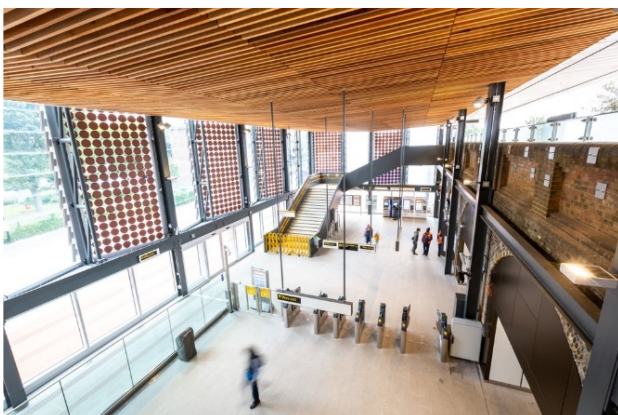
## 2.4. New homes and jobs

**‘Good Growth’:** The new London Plan sets out how the Mayor and London’s boroughs will help to improve quality of life for Londoners and sustainably accommodate the growth forecasts for London. As well as identifying where new homes can be built, particularly near public transport, the new London Plan plays a crucial role in making active, efficient and sustainable travel the best options in new development, consistent with the approach of the MTS.

In 2018/19, 32,083 net additional homes were completed to achieve 76 per cent of the 42,000-home benchmark.

Figures for 2019/20 are due for release in the London Plan Annual Monitoring Report at the end of July 2020.

Transport priorities, including mode shift, Vision Zero and the Healthy Streets approach, are fully reflected in the London Plan’s policies. This means that new homes in well-connected locations should be car-free, the area around development sites should prioritise walking and cycling in their design and land for public transport should be protected. The London Plan also allows for financial contributions from developers to be secured to support walking, cycling and public transport improvements needed to enable growth.



*White Hart Lane Station upgrade.*

We have also worked to reflect the aims of the MTS in London boroughs’ local plans. For

example, successfully arguing that London borough proposals for parking at the highest Public Transport Accessibility Level (PTAL) locations was not in general conformity with the principle of car free development where public transport access is highest. Similarly—and more impactfully—Westminster has recently published modifications to its draft local plan to bring it in line with the MTS, meaning most of the borough will now have car-free development.

TfL’s Growth Fund is designed to unlock homes and regeneration areas of London where transport acts as a constraint. Over the past year significant progress has been made to deliver schemes funded by the programme which support Good Growth including:

- a) White Hart Lane station, completed in summer 2019, which increases capacity and provides step free access;
- b) Tottenham Hale station upgrade, set to open early 2021, currently in construction. The station is supporting the delivery of 5,000 new homes and 4,000 new jobs in the Tottenham area;
- c) The new step-free Barking Riverside Overground station, set to open in late 2021, is now under construction. This station will support the delivery of 10,800 new homes, schools, and community space; and
- d) Construction work on the new southern entrance at Ilford Station for TfL Rail has commenced. This will support the development of 2,000 new homes, accommodating the increasing demand and benefiting bus passengers alighting at stops along Ilford Hill.

We continue to work with Government to secure funding for transport infrastructure that can support Good Growth. Last year, Government approved our bid to the Housing Infrastructure Fund (HIF) for £81m to increase the frequency of the core section of the East London Line to 20 trains per hour, as well as increase the capacity of Surrey Quays station

and construct a new station at Surrey Canal Road. This is in addition to the £291m secured in 2018 to increase the capacity of the DLR. Both schemes are expected to unlock 32,000 new homes.

Longer term, TfL has progressed the planning and development of new transport network connections, to support future homes and jobs growth, focused on Opportunity Areas across London. These schemes include Crossrail 2, an extension to the Bakerloo Line from Elephant & Castle to Hayes via Lewisham and new public transport options to support growth in Thamesmead and Beckton Riverside. Crossrail 2 and the Bakerloo Line extension could support up to 200,000 and 50,000 homes respectively. TfL has also continued to explore options for an extension of the DLR from Beckton to Thamesmead, as well as a new bus transit corridor within Thamesmead, to support up to 20,000 units on both sides of the River Thames. The future development of these schemes, and the benefits they enable, is contingent on the outcome of discussions with the Government on longer term funding.

TfL continues to directly support the delivery of new homes on land it owns across London.

Work has already started on 1,389 homes and we submitted planning applications for a further 3,881 homes across 13 sites in 2019/20.

Delays and extended consultations requested by boroughs mean that TfL will not reach its target of work starting by March 2021 on all sites needed to deliver 10,000 new homes. TfL remains committed to delivering its housing programme in full as soon as possible, and will be working with the GLA, developers and councils to make sure that it can build the homes our city needs in a safe, responsible and transparent way.

Since 2016, more than 50 per cent of the homes brought forward are affordable housing. In 2019/20, TfL also established a joint venture partnership, Connected Living London, with Grainger, to develop one of London's largest build to rent portfolios. In 2020/21, all schemes in the programme will be rigorously reviewed to ensure they achieve industry leading levels of sustainability.



*TfL is delivering 350 new homes on the site of a former car park at Blackhorse Road.*

### 3. Performance delivering the London Environment Strategy

The MTS and the London Environment Strategy (LES) were developed in parallel and include similar commitments on air quality and environmental issues. The LES sets out the level of progress required in four primary policy areas – air quality, carbon reduction, climate change adaptation and green infrastructure.

#### 3.1. Improving air quality

The MTS and the LES aim to clean London’s air and decrease emissions from vehicles by encouraging active travel whilst switching the remaining vehicles, from petrol and diesel, to zero emission at the tail pipe, such as electric power. A key project to improve London’s air is the central London Ultra Low Emission Zone (ULEZ), which came into operation on the 8 April 2019.

By April 2020, the compliance rate with the ULEZ standards was 80 per cent. This is significantly higher than the 39 per cent in February 2017 when the Mayor confirmed the toxicity charge (T-charge) and changes in the vehicle fleet began. Concentrations of NO<sub>2</sub> at roadside sites within the ULEZ in February 2020

were 44 per cent less than in February 2017 (see figure 8). This is over double the reduction at inner roadside sites and four times the reduction at roadside sites in outer London.

Preliminary estimates also indicate that by the end of 2019 NO<sub>x</sub> emissions from road transport in the central zone had reduced by 35 per cent compared to a scenario where there was no ULEZ.

The ULEZ Ten Months Report (published on 23 April 2020) noted that from March 2019 to January 2020 there was a large reduction in the number of older, more polluting, non-compliant vehicles detected in the zone; 17,400 fewer on an average day, a reduction of 49 per cent. The impacts of the ULEZ are wider than air quality, as we have seen a reduction in CO<sub>2</sub> emissions from road transport in the central zone, some 12,300 tonnes (6 per cent) over the first ten months.

To support ULEZ compliance, we have launched two scrappage schemes, targeted at those who need it most. In addition to the van scrappage scheme for charities and micro businesses, which started in February 2019, a

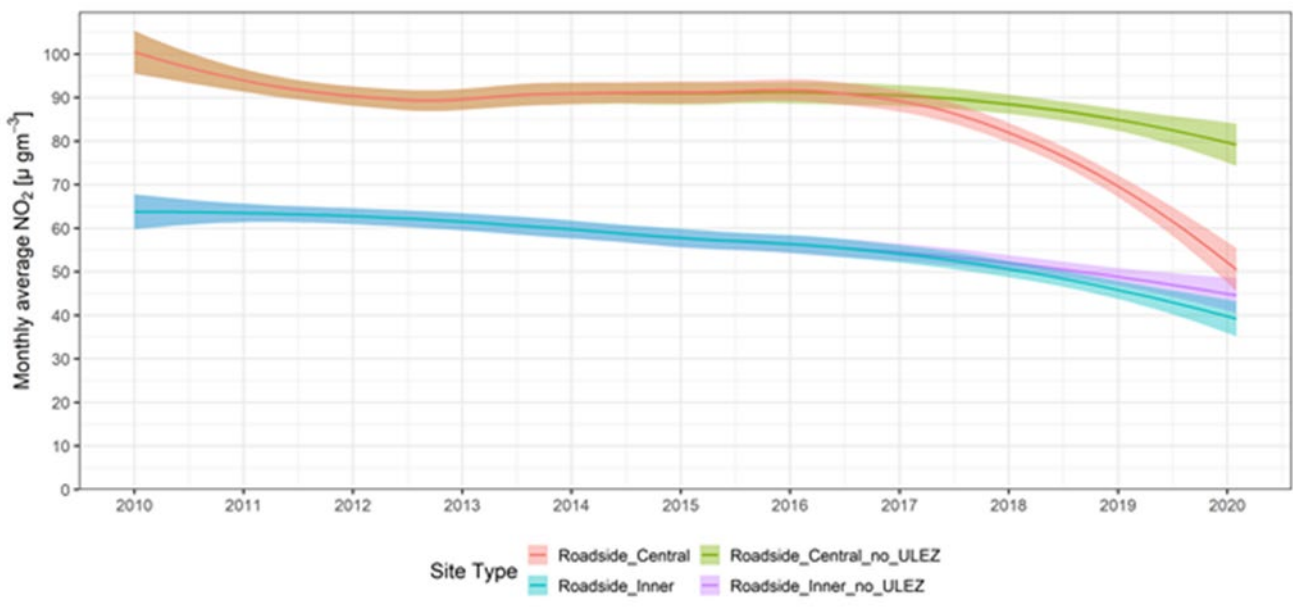


Figure 8. Trends in NO<sub>2</sub> in London vs a no ULEZ scenario.

car and motorcycle scrappage scheme was introduced on 23 October 2019. This scheme is available to certain low-income and disabled Londoners, to help them scrap older, more polluting vehicles. It has seen good uptake, with over 3,300 applications received and £2.7m in grants paid out by the end of March 2020.

On 22 January 2020, to further accelerate the uptake of the existing van scrappage scheme, the payment amount doubled to £7,000 per vehicle, and the criteria for eligibility was amended. At the same time, the Mayor announced the intention to help small businesses operating heavy vehicles.



**We'll pay you  
£7,000 to turn your  
white van green**

The Mayor of London, Sadiq Khan, has launched his latest van scrappage scheme to help tackle London's toxic air.

If you're a small business or a sole trader with a polluting van, you could now get £7,000 which you could use to trade up to a Euro 6 vehicle. Or, if you trade up to an electric vehicle, £7,000 plus an additional £2,500 towards running costs.

The scheme is now open to businesses with up to and including 50 employees.

To see if you're eligible and apply, search TFL Scrappage.



**CLEANER AIR  
FOR LONDON**



**MAYOR OF LONDON**



**TRANSPORT  
FOR LONDON**  
EVERY JOURNEY MATTERS

London now has 12 fully operational Low Emission Bus Zones, which were completed ahead of target.

These busy roads are now served only by buses which meet the latest cleanest emission standard and emit a fraction of the most harmful tailpipe emissions. 8,182 TfL buses across London met the Euro VI standard at the end of March 2020. We were on target to have an entirely Euro VI fleet by October 2020 prior to COVID-19 and will review the level of delay as we come out of lockdown. We are introducing over 200 electric single-deck buses into central London by summer 2020, with the whole bus fleet due to be zero emission by 2037.

The Low Emission Zone (LEZ), which covers most of Greater London, encourages the most polluting heavy diesel vehicles driving in London to become cleaner by setting minimum standards for emissions. These standards will be tightened in October 2020 for buses, coaches and lorries in line with the requirements in place for the central London ULEZ. Although the freight industry has been preparing for these new rules for some time, with many vehicles already compliant, the COVID-19 pandemic has disrupted supply chains and has placed additional demands on the sector. Therefore, using the same approach as DVS, although the new standards will still legally come into force on 26 October, no charges will be payable or enforced for non-compliant vehicles until the end of February 2021. The new date for the start of enforcement will be also kept under review.

To further address areas which are expected to continue to exceed air quality limits, despite ULEZ and its forthcoming expansion, we are encouraging local Zero Emission Zones (ZEZs). To support this, in September 2019, TfL published guidance on Local Zero Emission Zones for London's boroughs. Hackney has introduced the first ZEZ-type scheme in Shoreditch (in partnership with Islington) with their ULEV Streets scheme. The City of London



will be launching a new ZEZ in Beech Street in the Barbican area in early 2020 and Haringey are exploring options for a ZEZ. TfL is also considering plans for a central London Zero Emission Zone from 2025, as set out in the MTS.

### 3.2. Zero carbon city

The MTS sets a target for London to be a zero-carbon city by 2050. Transport contributes to 26 per cent of the Capital’s greenhouse gas emissions.

Of primary importance is a reduction in the need to travel and a shift to low and zero emission transport – walking, cycling and public transport – for a significant additional proportion of journeys. This will also continue to improve air quality. Land-use and transport planning policy will enable denser good quality mixed-use development with more compact catchments conducive to shorter trip lengths, and travel by active, sustainable and efficient

modes. Walking, cycling and public transport will need to become the preferred and primary choice for more journeys. Achieving the 80 per cent active, sustainable and efficient mode share, outlined in section 2, will be key to deliver this.

Other important components of this strategy include:

- Creating the conditions and incentives to switch the private and commercial vehicle fleets to zero tail pipe emissions – electric and hydrogen power – powered from renewable energy sources. This includes the vehicle charging infrastructure and overcoming the barriers to greater and accelerated uptake.
- Cleaning up TfL’s own operations – rail, bus, operational fleet and buildings – leading by example, sharing expertise, and encouraging nascent markets and technologies.

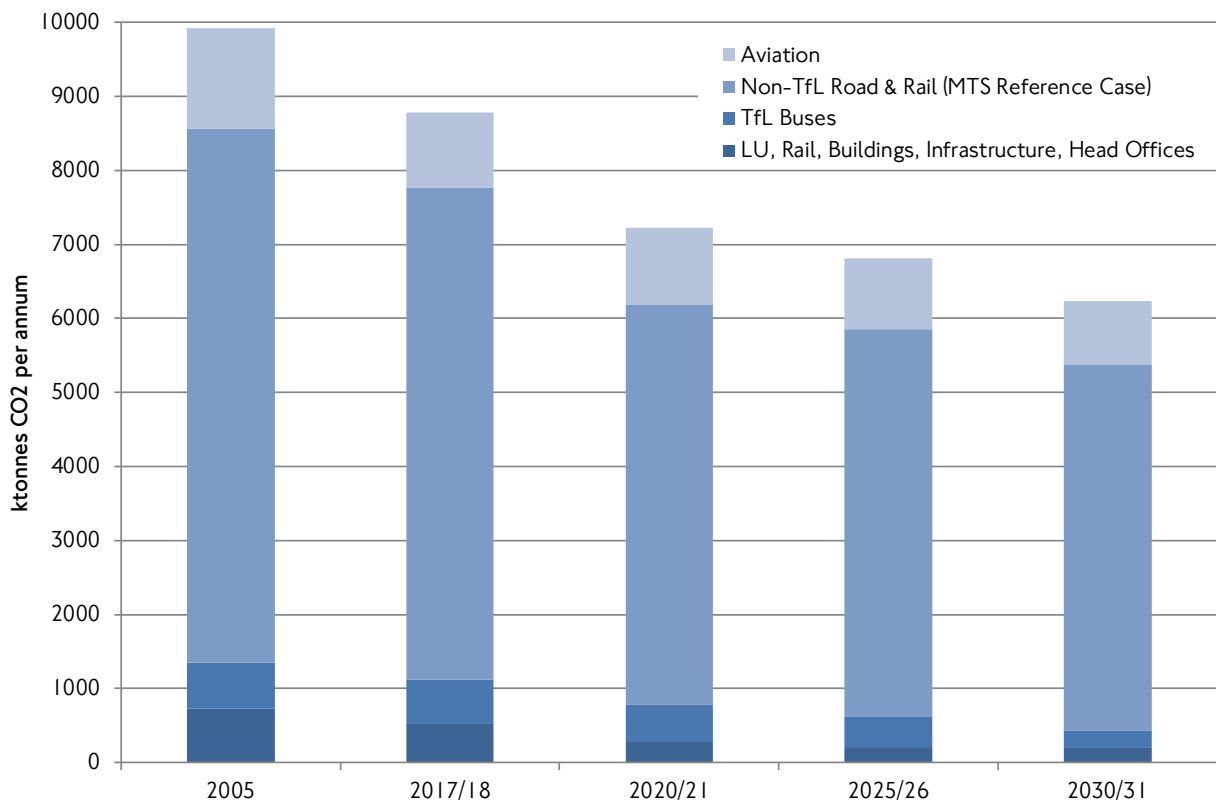


Figure 9. London transport baseline CO<sub>2</sub> emissions and forecasts.

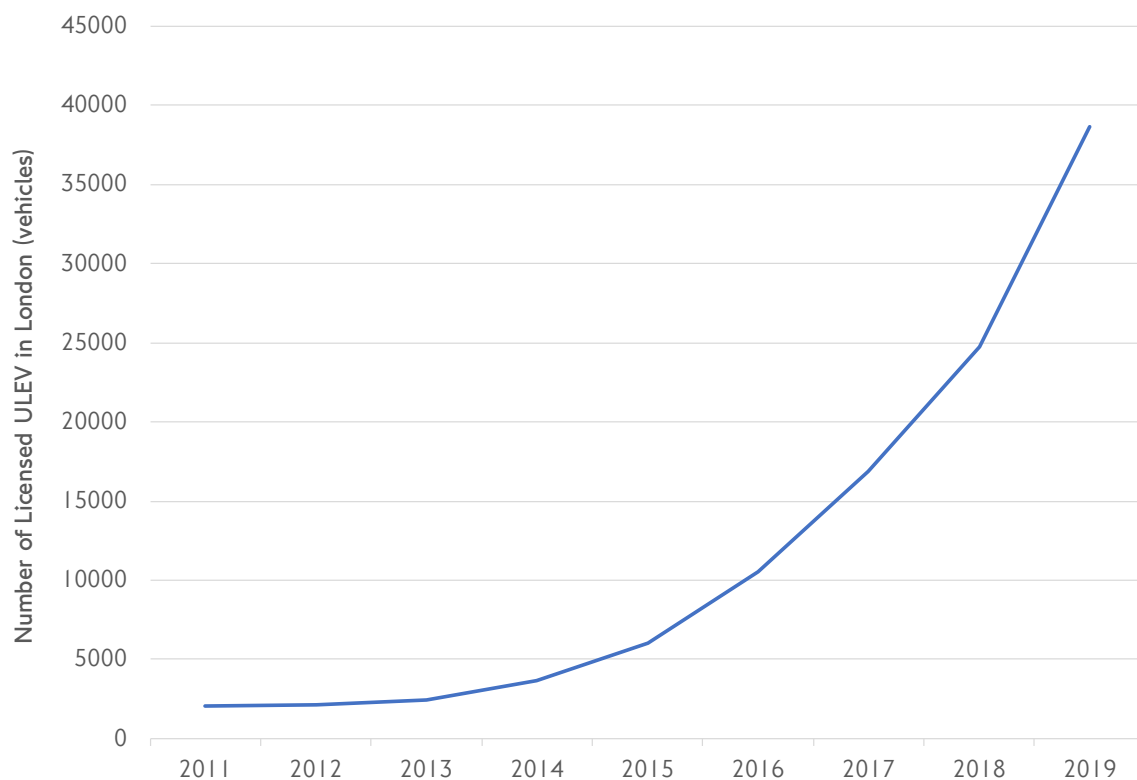


Figure 10. Annual number of ultra-low emission vehicles licensed at the end of quarter 4 within London (source: OLEV)

**Zero emission vehicles:** Over 38,600 ultra-low emission vehicles (ULEVs) were licensed within London in 2019. This is a 266 per cent increase since 2016, see figure 10, and reflects growing consumer confidence, greater choice of vehicles and improving technology. Currently over 70 per cent of all licensed ULEV's within London are privately registered, compared to company registered, which is far higher than the national average of 50 per cent.

**Electric vehicle infrastructure:** A key aspect of the transition to zero emission is to ensure there is enough charging infrastructure for private vehicles. Data provided by Zap-Map indicates that in June 2020 there were over 5,114 public charge point devices in London, of which over 442 are rapid charge points (defined at 43kW or above). 249 of those were delivered with support from TfL, and this number will increase to 300 by the end of 2020. Figure 11 illustrates the distribution of those across the London boroughs.

Zap-Map confirm that London currently has 28 per cent of total charging devices in the UK and

14 per cent of the rapid charge devices in the UK. This has continued to grow since we published the Electric Vehicle Infrastructure Delivery Plan in June 2019. The Delivery Plan was the output of a yearlong initiative, called the Electric Vehicle Infrastructure Taskforce, launched by the Mayor in 2018. The intention was to help unlock barriers to implementing charging infrastructure to support the switch to electric vehicles in the Capital. The Taskforce brought together key industry experts and stakeholders from business, energy, infrastructure, Government and the London boroughs.

The Delivery Plan set out estimates for London's infrastructure needs and explored the key challenges to providing it. It contained eight 'enablers', shown in figure 12, which will help break down the barriers to implementation. As part of the delivery plan, we gathered a charter of commitments from both the public and private sector, demonstrating their pledges to support the roll-out of both infrastructure and electric vehicles. As part of this London Councils will deliver a new joint TfL-funded

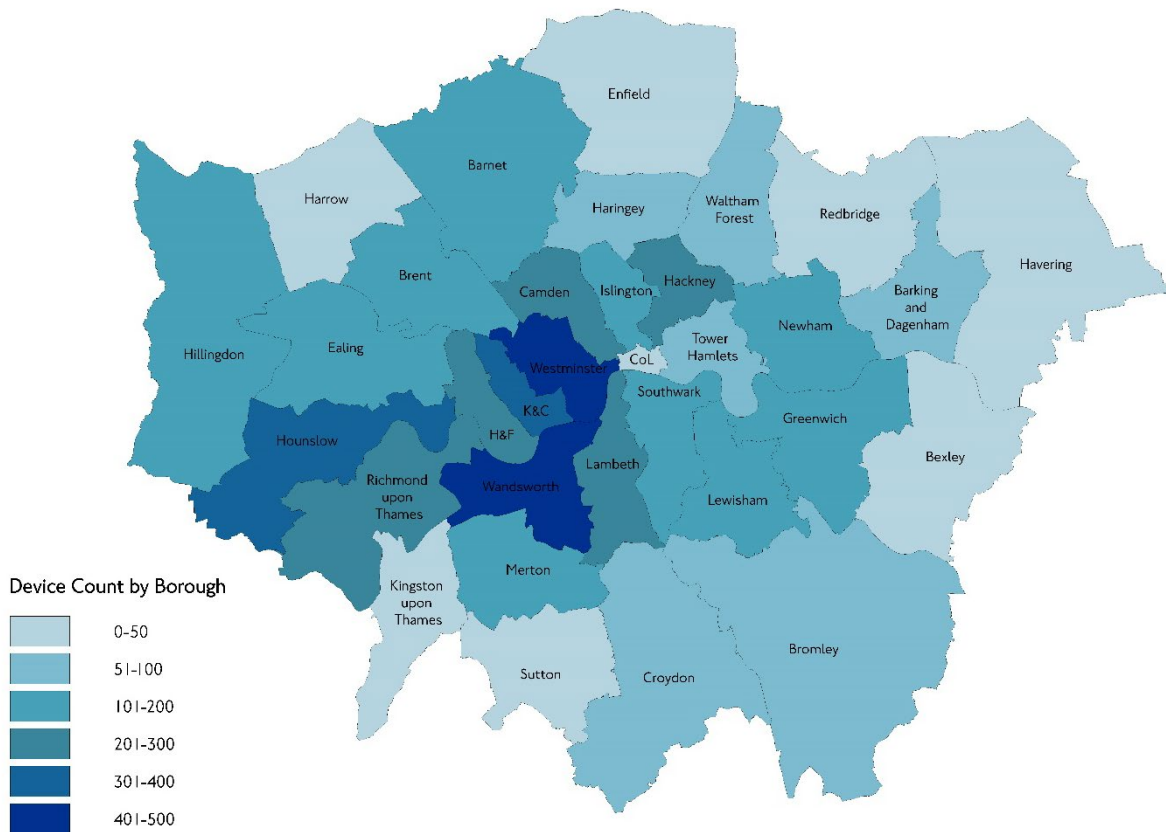


Figure 11. Number of electric vehicle charging devices per London borough (source: Zap Map-2020).

pan-London function to facilitate and oversee the coordination of electric vehicle charge point installation across London from July 2020.

We are also supporting the introduction of public slow and fast charging via the Go Ultra Low City Scheme using funding from the Office for Low Emission Vehicles, which is match funded by London’s boroughs. Over 1,700 charge points have been delivered across 23 London boroughs. We have allocated the remaining funding (around £4m) to deliver on-street residential charge points, rapid charge points and community charging hubs. This will deliver 2,700 charge points in total. As part of this work, we are supporting the development of a new coordination function at London Councils to support borough delivery of charging infrastructure.

higher numbers of ZEC taxis in the fleet, further supported by an enhanced taxi delicensing scheme and ZEC taxi grants. As of the end of March 2020, 3,320 ZEC taxis were licenced in London.



**Zero emission taxis and PHV’s:** From 1 January 2018, all newly licensed taxis had to be Zero Emission Capable (ZEC), which has resulted in

Category	Enabler	Progress
<b>Facilitate smoother installation and match supply with demand</b>	1. Deliver London's first rapid charging hub and support the roll-out of additional rapid charging hubs – in collaboration with the private sector	First hub launched, more due 2020
	2. Support shared business charging infrastructure	Ongoing
	3. New pan-London Co-ordination Body to facilitate and oversee charge point installation	In scoping
<b>Reduce energy barriers</b>	4. New online tool/ 'heat mapping' to identify energy grid constraints and where new charging capacity will be cheaper and easier	Published by UKPN
	5. Explore alternative and smart power supply options, such as battery storage, mobile charging and private wire networks	Ongoing
<b>Share knowledge and maximise potential of legislation</b>	6. Publish guidance on charge point installation for both public and private sector	Published by TfL
	7. Publish guidance on future-proofing EV infrastructure to encourage investors	Published by BEAMA
	8. Promote better standardisation of charge points and vehicles, interoperability of systems and data sharing	New charge point map. London charge point operators forum launched.

Figure 12. EV Infrastructure Delivery Plan enablers and progress to date.

However, uptake of ZEC taxis did not increase as initially expected and, as a result, NOx reduction targets for taxis were not expected to be met. We have therefore taken further steps to reduce air pollutant emissions from London's taxis. Following consultation in 2019 we agreed a phased reduction in taxi age limits – mandating the maximum taxi age limit and a phased reduction of the taxi age limit to 12 years. The maximum age limit for Euro 6 diesel taxis and ZEC taxis, as well as those newly converted to LPG, remains at 15 years.

**Zero emission buses:** The MTS proposed that a fully zero emission bus fleet should be in place by 2037, to help further improve air quality and tackle climate change.

Our existing model of route tendering has delivered 369 electric buses, 289 at the end of March 2020, to operate in London. This is the largest electric bus fleet in Europe.

We have developed a strategy that considers our commercial model alongside the economics of bus operations and electric buses. This has supported plans to upgrade the power infrastructure across 76 garages, new contractual mechanisms to manage limited battery range and for electric route tendering to flex whilst we have a limited supply of electric ready garages. Further work is needed to develop an opportunity charging network at bus stands and stations during the day to provide additional battery range. These contingencies will be critical if we are required to deliver a faster expansion of the operational zero emission bus fleet.

**Zero carbon rail services:** We are developing the ambition for TfL rail services to be zero carbon by 2030, both through energy efficiency, on-site generation and procurement of renewable energy. We have mapped the potential for solar generation on our rooftops and undertaken assessments of high potential

land holdings for generation. We have also conducted early market engagement to better understand potential opportunities for connecting TfL's assets to local sources of low carbon electricity. We are working with the GLA to explore opportunities for procurement of low carbon energy through Power Purchase Agreements (PPAs) and aim to launch a tender for up to 10 per cent of our energy use through a PPA in early 2021.

### 3.3. Green infrastructure and biodiversity

The MTS and the LES aim to deliver a net gain in biodiversity as part of transport schemes. This principle is being embedded into TfL's project processes with training provided on how to use the biodiversity net gain project toolkit and biodiversity baseline GIS data.

We planted over 1,400 new and replacement trees on the TLRN in 19/20.

As of March 2020, the number of trees on the TLRN was 4 per cent higher than in 2016 and we are on track to meet the MTS target of a 1 per cent year on year increase in tree numbers

on the TLRN to 2025.

We are also planning the installation of several Sustainable Drainage Systems (SuDS) schemes in support of the MTS target for an additional effective surface area of 50,000 m<sup>2</sup> to first drain into SuDS. SuDS schemes reduce the risk of flooding, improve water quality and enhance amenity and biodiversity.

We are incorporating SuDS into schemes on the TLRN, including at Old Street and Edgware Road, as well as encouraging more London boroughs to deliver SuDS within their highway schemes (see figure 13). To support this we have provided training, to 240 engineers and planners, on how to implement SuDS in highway projects. Additional training sessions are planned.

We have also undertaken a trial to increase the biodiversity of our roadside verges. Key components of the trial, on sections of the A40 and A406, were to remove grass cuttings to lower nutrient levels, and reduce mowing, which allows wildflowers to thrive. We are now extending the trial and currently identifying additional potential sites.



Figure 13. SuDS rain garden incorporated in a kerb build-out in London Borough of Enfield.

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### 3.4. Climate change adaptation and resilience

Climate change is a strategic risk for TfL, with major hazards including overheating, flooding, water shortages and storms. Impacts include service disruption due to infrastructure damage and safety implications for customers using our services in hot or wet weather. High temperatures can damage signal systems and impact customers on trains whilst heavy rainfall after drought can destabilise embankments.

We have established and chair the quarterly Transport Adaptation Steering Group, which brings together stakeholders (such as Network Rail and Highways England) and experts (such as the London Climate Change Partnership) to understand how we can proactively address the issue of climate change adaptation in the transport sector.

In addition, we have set up a research programme with a range of academic institutions to baseline how current severe weather events affect TfL's operations (primarily LU and TLRN networks). A recent study identified a correlation between the occurrence of LU delays and ambient air temperature whereby delays increased at higher temperatures. Going forward, TfL will be better prepared and able to recover more quickly from the likely impacts of future climate change. A new annual adaptation performance report will summarise our evolving position especially with respect to new research findings, UK climate projections, and key learnings from our external partners on the Transport Adaptation Steering Group.



## 4. Summary of Progress (Pre-COVID-19)

### 4.1. Direction of travel

Sections 2 & 3 outlined progress made in delivering the principal policy outcomes of the MTS prior to the significant impact of COVID-19 upon travel patterns. Figure 14 summarises the progress for each outcome based on the framework of MTS indicators and the delivery of relevant policies, programmes and projects.

The active, efficient and sustainable mode share has not sufficiently increased and thus requires acceleration to meet the target. It still, therefore, remains a focus for investment by TfL and the London boroughs as its achievement underpins delivery of many of the other outcomes.

We remain behind the trajectory required to achieve our ‘active people’ target of 70 per cent

of Londoners to achieve at least 20 minutes of active travel per day by 2041. Whilst levels of physical activity increased in the last monitored year this does not yet offset a longstanding pattern of decline.

Projects to improve the efficient use of streetspace have progressed but the overall task and scale of improvement across the Capital means that this outcome requires continued focus and acceleration.

The introduction of DVS, the delivery of the Safer Junctions programme, 20mph limits on the TLRN in central London and across more parts of the boroughs’ network, and the reduction in the number of people killed and seriously injured shows some promising progress toward the Vision Zero outcome. However, a renewed focus is required to

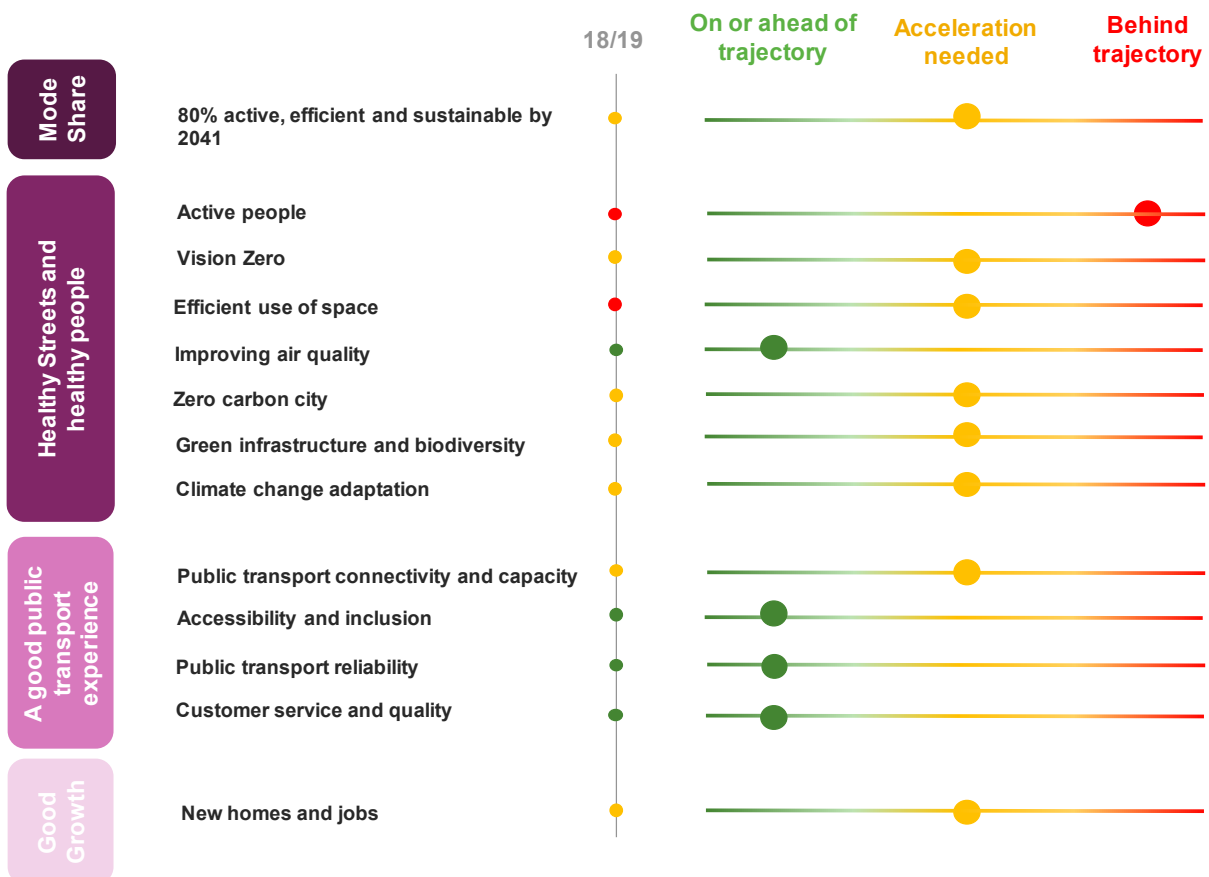


Figure 14. Summary of progress of achieving the MTS aims and outcomes for 2019/20.

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accelerate the momentum to achieve this target.

The successful implementation of projects to improve air quality, including the introduction of the central London ULEZ and preparation for the extended zone, and the roll-out of cleaner buses, has resulted in good progress against this outcome, although there is still much to do.

More progress has been made to reduce carbon emissions. Some key projects are in development or in the initial stage of roll-out but the switch to lower or zero carbon modes, as described above, need to accelerate in pace given the urgency and importance of the challenge.

Further work is required to accelerate and improve outcomes related to green infrastructure, biodiversity and climate change adaptation and to embed these in business as usual behaviour in the scoping and delivery of projects.

Several significant projects to enhance public transport connectivity and capacity were delivered and others are in development. However, London's population and economy increased and demand on the Underground grew. In addition, the pipeline of new housing development was still strong.

Delivery of the step-free station programme has resulted in the MTS journey time target measure being met. Delivery of projects and monitoring of journey time reliability and customer service indicate that these outcomes are on track.

The target to support new homes and jobs is ambitious and, despite progress, acceleration is needed to keep this outcome on target.





## 5. Ensuring the safe restart of the transport network

The aims, outcomes, and policies of the MTS have shaped the response to the restart and recovery phases for the transport network. The London Streetspace programme, a focus on increasing active travel and protecting public health, giving priority to space efficient and essential traffic, reducing road danger and road casualties (in order to lighten the burden on the NHS) and improving air quality are all helping London to get back on its feet.

Central to this is avoiding a car-based recovery which will not allow enough space on the streets to support social-distanced walking, cycling and the effective operation of the bus network.

Figure 15 shows the change in traffic flows on the TLRN compared to Tube and bus ridership, indicating the recent more rapid rise in traffic as the 'lockdown' measures were eased. A car-

based recovery will worsen air quality. There is a substantial body of evidence that demonstrates that poor air quality stunts the growth of children's lungs and worsens chronic illness, such as asthma, lung and heart disease. There is emerging indication suggesting higher levels of COVID-19 mortality occur where there are higher levels of air pollution, and it is known that exposure to air pollution increases the risk of developing respiratory diseases that make individuals vulnerable to severe coronavirus outcomes.

### 5.1. Public transport

The COVID-19 pandemic had a direct impact on Tube and bus passenger numbers. On 23 March 2020, the Government announced that individuals would only be allowed to leave their homes for specific, limited purposes and public gatherings were restricted in what is described

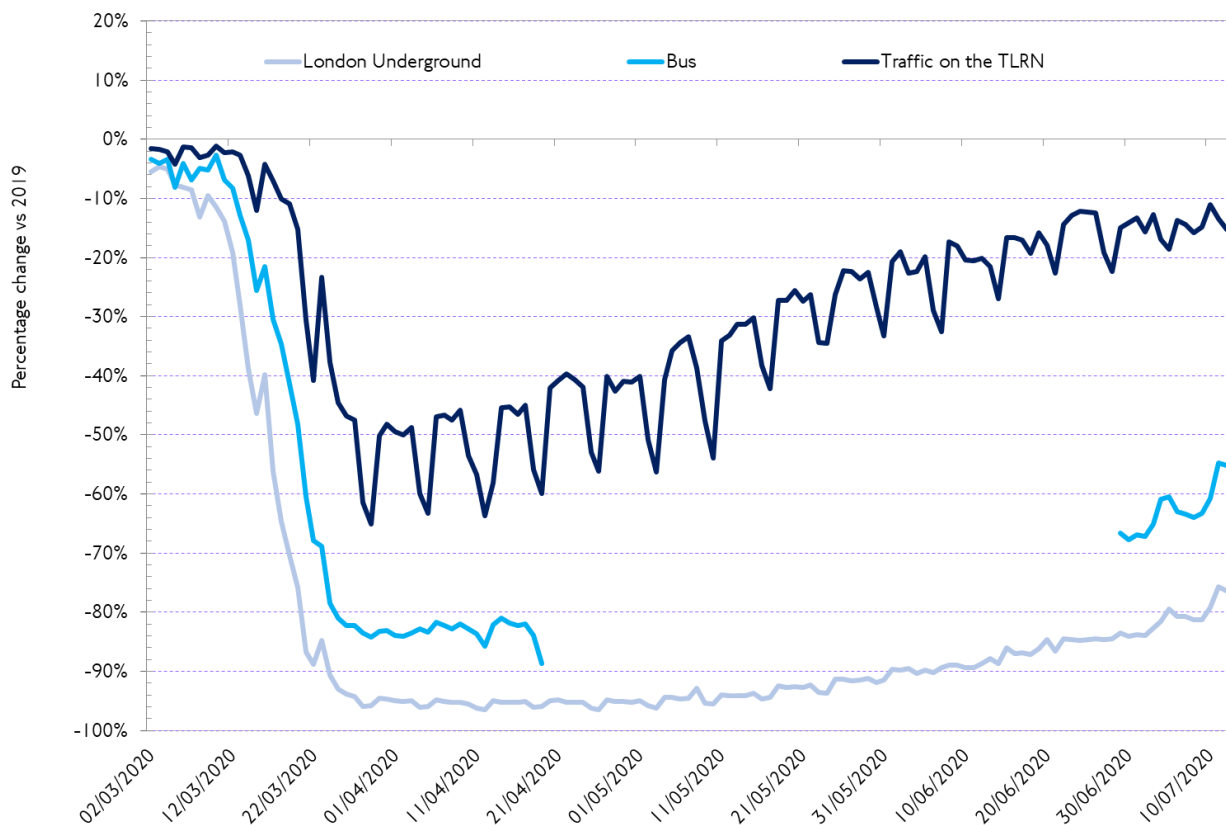


Figure 15. TLRN traffic flow, Tube and bus patronage from March to July 2020.

as the beginning of 'lockdown'. This immediately reduced passenger levels by 95 per cent on the Tube network and 84 per cent on buses compared to the last week of March 2019. However, during the period of strictest lockdown, we were still able to operate up to 60 per cent of Tube services and more than 80 per cent of bus services to support those making essential journeys. That is a great credit to the operational staff who kept London moving at this extremely challenging time.

Government guidance issued on 12 May urged people to avoid public transport to reduce pressure on the network and for those that need to travel to work to do so by walking, cycling or, where that is not possible, by car. By mid-June, Tube journeys were 85 per cent down on last year. By the start of July, and for the first time since mid-March, Tube traffic reached a fifth of normal levels. In mid-June bus traffic was down 71 per cent on last year but the number of journeys continued to grow, as travel advice evolved, to reach almost 40 per cent of normal levels by early July.

TfL adapted its messaging as national government advice evolved to manage the impact of the pandemic. We requested that customers avoid public transport wherever

possible by shopping locally and reimagining their journeys to include walking and cycling, but always provided services for essential travel.

In addition, ahead of each stage of the release from lockdown we have provided bespoke advice to each employment sector. For example, ahead of the reopening of non-essential retail in June we provided advice to retime their opening and closing times.

By early July we were operating round 95 per cent of bus services, more than 93 per cent of Tube services, around 85 per cent of LO service, around 85 per cent of DLR services, and a full peak TfL Rail service. However, the requirement to maintain social distancing wherever possible has continued to restrict capacity to a lower than normal number of passengers per service.

An enhanced cleaning regime has been introduced across the network. Measures include:

- Using hospital-grade cleaning materials, that kill viruses and bacteria on contact, and protects for up to 30 days;
- Cleaning of key interchanges more



- frequently - including during the day;
- Wiping down regular 'touch point' areas on buses, such as poles and doors, and the drivers' cabs with a strong antiviral cleaner every day; and
- Trialling UV light to clean the handrails on escalators on the Tube network.

In the longer term, as the economy and society return to normality, or a new normality, the challenge will be the need to build confidence and encouraging more customers back onto public transport services.

## 5.2. Active travel

May 2020 saw the busiest May in London's cycle hire scheme's 10-year history, with 1,120,620 hires, an 11 per cent increase compared to May 2019. This period also had the highest ever number of hires in a single week - with 362,925 hires made between 25 and 31 May - and the highest ever number of hires in a weekend, with 132,979 hires made on 30-31 May. In response, we made 1,700 more Santander Cycle bikes available, bringing the total to more than 14,000 - an increase of nearly 15 per cent and the largest single increase in bikes for the scheme since 2013.



To support these higher levels of cycling we operated 95 per cent of Cycle Hire services by mid-June, with all three cycle hire hubs staffed and open and a further two cycle hire hubs added for additional demand. We provided free 24-hour access to Cycle Hire for NHS workers, including all journeys under 30 minutes.

Through the London Streetspace programme we are working with London's boroughs and other stakeholders to identify places where temporary changes are needed to support social distancing or facilitate more walking and cycling. The impact of these changes will be monitored, and many could become permanent.

To help Londoners walk and cycle wherever possible, and to ensure limited road capacity is available for buses, freight and other vital access, the London Streetspace programme concentrates on three key themes:

1. To quickly build a strategic cycling network, using temporary materials and including new routes, to help reduce crowding on the Tube and trains and on busy bus routes;
2. To change town centres so local journeys can be safely walked and cycled where possible, for example with wider pavements on high streets to give space for queues outside shops as people safely walk past while socially distancing; and
3. To reduce traffic on residential streets, creating low-traffic corridors right across London so more people can walk and cycle as part of their daily routine.

The MTS provided a strong and coherent policy framework within which to establish our restart work around walking and cycling. We have been able to deliver, at speed, significant new infrastructure at locations such as Park Lane and Borough High Street.

In total we have already delivered over 19,000 square metres of additional space for walking and cycling. We are also adding an initial 1,000 extra cycle parking spaces across London, focused around busy areas like high streets and transport hubs.



### 5.3. Road traffic

On the road network, traffic flows dropped by nearly a half on weekdays and more than 60 per cent at weekends (as recorded at the start of April). The immediate impact of lockdown can be seen in Figure 15 which highlights the drop in demand across the TLRN. Traffic levels increased steadily through May and June, and by early July were down 19 per cent compared to a year ago. Latest traffic counts in central London reported vehicle numbers reduced by 49 per cent, inner and outer London down 17 and 16 per cent respectively.

To enable key workers to travel safely and to assist deliveries during the strictest period of lockdown we suspended central London’s Congestion Charge (CC), the LEZ and the ULEZ on 23 March. Figure 16 illustrates how traffic in the congestion charging zone (CCZ) initially dropped but also highlights the gradual increase as Government advice changed and certain activities resumed.

As a condition of TfL’s funding agreement, the Government was clear that TfL must immediately reintroduce the CC and urgently bring forward proposals to widen the scope and level of the charge. At the point when the CC, ULEZ and LEZ were reintroduced on 18 May, car traffic levels in the CCZ had surpassed pre-lockdown levels on weekdays, despite the large number of people working from home. On 22 June, the CC temporarily increased to £15 a day and now operates 07:00–22:00, seven days a week and the residents’ discount closed to new applicants from 1 August. These temporary changes will ensure London’s recovery from the pandemic is not restricted by cars and congestion. TfL modelling predicted that with a car-based recovery, if 30 per cent of pre-



Figure 16. Week by week change in car traffic - weekend and weekday indexed to respective pre-lockdown levels to week commencing 22 June.

pandemic economic activity returns to central London, that car traffic could double even with the normal CC arrangements in place.

The CC reimbursement schemes were extended to support those who could be most affected by the coronavirus pandemic and are at the heart of the response to the crisis:

- a) An expanded NHS patient reimbursement scheme for people vulnerable to COVID-19; a more comprehensive NHS staff reimbursement scheme to cover additional trips made by staff at NHS Trusts, ambulance staff and those that work at care homes in the CCZ; and
- b) A new arrangement for local authorities and charities operating in the CCZ supporting a response to the pandemic (including domiciliary care workers providing services on behalf of a local authority and volunteers supporting shielding residents).

#### 5.4. Using the MTS to secure an inclusive and green recovery for London

The policy framework established by the MTS is focused at tackling the underlying significant challenges that London faced before the emergence of COVID-19 - inequalities in health and wellbeing caused by poor air quality and low physical activity rates as well as exposure to road danger, noise pollution and community severance; climate change and other environmental problems; social and economic inequalities and the need to accommodate and facilitate growth in a sustainable way.

Looking ahead into the medium and longer-term these challenges will still remain and it is important that our approach to the recovery from COVID-19 does not undermine our ability to tackle these other threats to Londoners quality of life and London's attractiveness as a place to live, work, do business and visit. This

underlines the continuing relevance of the MTS and the importance of continuing its delivery.

#### Recovery scenarios

The impact of COVID-19 on patterns of travel and the economy are unprecedented resulting in significant uncertainty in how they will affect the Capital in the longer term. In response to this, TfL has been undertaking scenario planning to help inform future decision making.

COVID-19 Recovery Scenarios	
A return to business as usual	The story of a London which has bounced back quickly from the crisis and looks quite similar to the Draft London Plan
London fends for itself	The story of a lower growth London, having to cope with the fallout from the virus and a diminished status in the UK and the wider world
Low carbon localism	The story of a more sustainable London, which has been impacted significantly by the virus and become more local as a result
Remote revolution	The story of a successful but quite different city, where technology has changed how people live, work and travel
Agglomeration plus	The story of an expanding but still unequal London, where virus related changes to the economy enhance its global competitive advantage

We have developed five new scenarios for the future of travel in London. All are plausible and, in some cases, would significantly change the London transport market. They consider a 2030 timeframe and are complementary to the short-term restart planning currently underway.

At this point in the pandemic, there remains a very broad range of plausible scenarios. Travel volumes could be significantly impacted by changes in growth rates and individual preferences. For each of the five scenarios we have identified high-level travel outcomes. Table 2 shows the Active, Efficient and Sustainable mode share that might be expected in each scenario in 2030 given currently committed investment plans.

We have begun to look further at travel outcomes and what this might mean for London and TfL. An increase in active travel is likely across all scenarios as it is linked to several influences including population growth, working/accessing services more locally and people seeking ways to avoid crowding.

Future rail growth is particularly volatile as this could be constrained by lower economic performance as well as greater remote / automated working. There is a risk of an enhanced car recovery, but in the longer term this is only in a minority of scenarios where activity would relocate to outer London.

It is important to keep the scenarios relevant and to track progress. We will complete a review after six months and consider refinement.

Our initial conclusion is that TfL should seek to:

- a) plan for the factors that are prevalent in most scenarios;
- b) mitigate against the risks to our purpose that are posed by some scenarios;
- c) review investment decisions where the future need is not yet clear; and
- d) develop new revenue opportunities to replace the risk to continuation of public transport demand growth.

Underlying all scenarios is that TfL wants to support an inclusive and green recovery consistent with achieving the outcomes of the MTS. It is critical we avert a large-scale increase in car use as people avoid taking public transport in the short-term restart phase.

Moving forward we need to look at what is required over the longer-term to secure an inclusive green recovery over the next 5-10 years, potentially making permanent some of the changes in streetspace we have made over the past few months. Walking and cycling will continue to be the immediate focus, as will ensuring we continue to deliver improvements in road danger reduction and in air quality. We must also ensure that public transport continues to play a significant role in helping to sustain an inclusive and sustainable green recovery over the longer term.

Table 2. Indicative sustainable mode share in each scenario in 2030

Scenario	What travel could be like in each scenario in 2030	Trips in London (working day / millions)	Sustainable mode share
<b>2018 travel demand</b>	There were 28 million trips on a working day in London before the pandemic. Improvements in mode share have been more gradual in recent years.	28	<b>63%</b>
<b>A return to business as usual</b>	Relatively quick economic recovery. Mode shift towards rail and reduction in car ownership continues as London grows.	31	<b>69%</b>
<b>London fends for itself</b>	Protracted economic downturn and low growth with prolonged aversion to public transport. Increase in car use, walking and cycling.	27	<b>59%</b>
<b>Low carbon localism</b>	Moderate population and economic growth focused away from central London. Overall more local trips by walking, cycling, bus and some car travel.	31	<b>66%</b>
<b>Remote revolution</b>	People work and shop from home more with less frequent but longer commutes. Greater flexibility with lower car ownership.	27	<b>64%</b>
<b>Agglomeration plus</b>	Economy bounces back to previous trend with high levels of international migration and population growth. Large increase in travel demand, particularly rail with rising density driving down car use.	35	<b>73%</b>

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## 6. Securing the resources needed to deliver the MTS

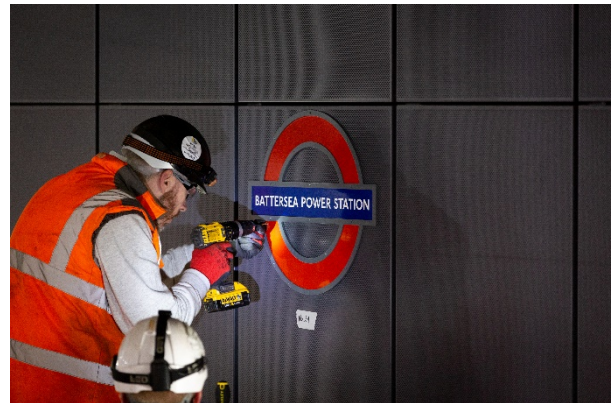
The TfL Board is aware of the financial challenges that the organisation faces. Despite this, sections 2 and 3 outlined how we have continued to deliver commitments made in the MTS and LES, and still progressed other Mayoral priorities. Section 5 discussed how we maintained critical service levels during the COVID-19 pandemic and are developing strategic plans for an inclusive green recovery.



Our 2020/21 Budget kept us on track to break even in 2022/23. The Budget maintained prudent assumptions regarding passenger revenue and capital investment. Before the impact of COVID-19, our record of delivering savings and efficiencies was strong, removing £1bn out of our cost of operations since 2015/16. The revenue impact from COVID-19 is substantial compared to our latest Business Plan and, even with significant external support, we will require a plan that reflects both the financial challenges as a result of COVID-19 and the opportunities to support the safe and sustainable re-opening of a stronger, more resilient London.

We continue to work closely with the Government on a longer-term, sustainable funding arrangement which will be needed beyond the period up to October covered by our Emergency Budget. We are reviewing our investment programme as part of this work. Our Emergency Budget is an interim position, which

identifies mitigations to manage the financial impacts of COVID-19 until we can propose a revised budget for the full financial year.



The National Infrastructure Assessment, published by the National Infrastructure Commission, and our own Capital Strategy have previously identified that increased investment in the Capital's transport network is required to keep London moving and thriving as a leading world city. As a result of the pandemic, increased investment is even more essential to achieve a more sustainable, greener, healthier and more resilient future.



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## 7. Conclusion

Over the last year TfL has embedded the aims and outcomes of the MTS in our processes and the London boroughs' LIPs. TfL has prioritised delivery of core behaviour change and travel demand management strategies within our available funding.

Sound progress has been made delivering the policies and proposals of the MTS, London Plan, London Health Inequalities Strategy and LES. Consequently, despite the uncertain national economic environment, we have maintained momentum and continued to progress in achieving the principal outcomes of the MTS.

The impact of the national response to COVID-19 had a significant effect on travel demand and TfL's services in the last month of the reporting period of this report. That impact has continued into 2020/21 and we do not yet know the extent to which these will remain.

Even during the most intensive phase of the lockdown a level of service across our network was maintained for essential journeys and this is a great credit to the operational staff who kept London moving at this extremely challenging time.

The response of the transport network to the restart and recovery phases has been actively influenced by, and consistent with, the MTS with a focus on increasing active travel, facilitating space for efficient modes and essential traffic, reducing road danger and road casualties (to lighten the burden on the NHS) and improving air quality.

The policy framework established by the MTS is focused at tackling the underlying challenges that London faced before the emergence of COVID-19 – public inequalities in health and wellbeing caused by poor air quality and low physical activity rates as well as exposure to

road danger, noise pollution and community severance, climate change and other environmental problems, social and economic inequalities and the need to accommodate and facilitate growth in homes and jobs in a sustainable way. These challenges will remain, and may potentially become more acute, and underline the importance of delivering the strategy.

The scale and depth of the potential impact on travel patterns and the economy is unprecedented and creates significant uncertainty in terms of forecasting. TfL has sought to adapt to these immediate impacts through a variety of urgent actions to help ensure that Londoners were kept safe.

In a period of potentially extended uncertainty, we are working to identify potential scenarios for the future. These will help to ensure that we are prepared for and ready to support a strong, sustainable and resilient recovery for the widest potential range of outcomes.

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**Board**



**Date: 29 July 2020**

**Item: Slavery and Human Trafficking Statement 2019/20**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 The Modern Slavery Act 2015 requires the publication of an annual slavery and human trafficking statement (the Statement). This paper describes the activity undertaken in compliance with the Act and seeks approval of a statement for the financial year 2019/20 that is required to be made and published.

## **2 Recommendations**

- 2.1 **The Board is asked to note the paper and:**
- (a) approve the draft TfL Slavery and Human Trafficking statement appended to this paper; and**
  - (b) authorise the General Counsel to agree the final form of the Statement.**

## **3 Slavery and Human Trafficking Statement 2019/20**

- 3.1 The Independent Anti-Slavery Commissioner estimates there are at least 13,000 modern slaves in the UK, and global estimates suggest more than 40 million people worldwide. TfL is committed to identifying risks of modern slavery and forced labour in its supply chains and is working with its suppliers to proactively address these risks.
- 3.2 Our most recent Modern Slavery statement, for the Financial Year 2018/19, is published on [tfl.gov.uk](http://tfl.gov.uk) and we are required to produce and publish a new statement for 2019/20 which we will publish by 30 September 2020. A list of the companies within the TfL Group that the statement will apply to is included in the statement. Crossrail will be providing its own statement. The current TfL statement will be removed from our webpage and archived internally.
- 3.3 The statement sets out TfL's organisation and supply chain and the relevant policies that it applies. It then covers TfL's work on risk assessment, prevention and mitigation and due diligence. It provides details of activity in 2019/20, including: contract management; industry engagement; training and awareness raising; and how TfL reports progress and key performance indicators. The statement then sets out the focus of activity for 2020/21.

## **4 GLA Group Responsible Procurement Policy**

- 4.1 The revised GLA Group Responsible Procurement Policy was approved by the Mayor and published in 2017. The revised Policy includes six themes:
- (a) enhancing social value;
  - (b) encouraging equality and diversity;
  - (c) embedding fair employment practices;
  - (d) enabling skills, training and employment opportunities;
  - (e) promoting ethical sourcing practices; and
  - (f) improving environmental sustainability.
- 4.2 This high-level strategic policy sets out the GLA Group's plans, ambitions and commitments for ensuring continuous improvement in London. In March 2019 the Responsible Procurement Implementation Plan (RPIP) detailing the actions and targets to be delivered was published. To support TfL Purchasing and Supply Chain(P&SC) to deliver these ambitions, a P&SC-led Responsible Procurement Delivery Group (RPDG) was established in March 2019 with senior representation from each Commercial team, as well as representation from our SHE and Diversity and Inclusion teams. The RPDG are accountable for our ambitions within the RPIP.
- 4.3 Our key Responsible Procurement achievements in 2019/20 were:
- (a) 636 new apprenticeship starts in our supply chain, of which 62 per cent are from a BAME background and 18 per cent female of those who disclosed;
  - (b) 1,029 new job starts in our supply chain of which 48 per cent are from a BAME background of those who disclosed, 33 per cent female and 45 per cent previously workless;
  - (c) TfL's Supplier Skills Team ran three pre-employment programmes with TfL's key supply chain partners involving over 40 candidates, focused on addressing underrepresentation and facilitating social mobility. These programmes focused primarily on attracting more women and BAME individuals into the transportation industry and have resulted in more than 10 job outcomes to date;
  - (d) 93.1 per cent of SME invoices were paid within 10 days;
  - (e) 446 P&SC staff completed the Responsible Procurement training e-learning module; 79 attended a full day classroom course and a further 28 completed a two-hour introductory session; and

- (f) The GLA Group Collaborative Procurement Team, hosted by TfL, scored the joint highest (out of 40 organisations in the UK, Australia and Hong-Kong) in an external assessment against the ISO 20400 sustainable procurement standard in Q4 2019/20.

**List of appendices to this report:**

Appendix 1: Draft Slavery and Human Trafficking Statement 2019/20

**List of Background Papers:**

None

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# Transport for London Slavery and Human Trafficking Statement 2019/20

## Period covered by this statement

Transport for London (TfL)'s financial year end occurs on 31 March. This statement covers the financial year 1 April 2019 – 31 March 2020.

## Organisations covered by this statement

This statement covers Transport for London, its subsidiary company Transport Trading Limited and the following subsidiary companies of Transport Trading Limited<sup>1</sup>:

Crossrail 2 Limited  
Docklands Light Railway Limited  
London Buses Limited  
London Bus Services Limited  
London River Services Limited  
London Transport Museum Limited  
London Transport Museum (Trading) Limited  
London Underground Limited  
LUL Nominee BCV Limited  
LUL Nominee SSL Limited  
Rail for London (Infrastructure) Limited  
Rail for London Limited  
Tramtrack Croydon Limited  
TTL Blackhorse Road Properties Limited  
TTL Earl's Court Properties Limited  
TTL Kidbrooke Properties Limited  
TTL Landmark Court Properties Limited  
TTL Northwood Properties Limited  
TTL Properties Limited  
TTL Southwark Properties Limited  
TTL South Kensington Properties Limited  
Tube Lines Limited  
Victoria Coach Station Limited

More information on TfL and its subsidiaries can be found on our website:

<http://content.tfl.gov.uk/tfl-subsiadiary-organisation-january-2019.pdf>

## Introduction

This Statement is designed to satisfy the requirements of Section 54 of the [Modern Slavery Act 2015](#), by informing our customers, suppliers, staff and the public about

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<sup>1</sup> Crossrail Limited, a wholly owned subsidiary of TfL, publishes its own statement.

TfL's policy with respect to modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains and the steps taken to identify, prevent and mitigate the risks. This is TfL's fifth annual statement to be published under the Act and relates to the period 1 April 2019 through to 31 March 2020.

TfL responded to the UK Government's Transparency in Supply Chains consultation in September 2019; we support the strengthening of the transparency provisions within Section 54 of the Modern Slavery Act 2015.

## **1 Our organisation and supply chain**

TfL is the integrated transport authority responsible for delivering Mayor of London, Sadiq Khan's, strategy and commitments on transport. We run the day-to-day operation of the Capital's public transport network and manage London's main roads. Every day, more than 31 million journeys are made across our network. We do all we can to keep the city moving, working and growing and to make life in our city better.

Managing TfL's supply chain is the direct responsibility of the Chief Procurement Officer and the Divisional Finance & Procurement Directors, reporting to the Chief Finance Officer, who in turn reports to the Commissioner of TfL. During 2019/20, TfL spent in excess of £6.7bn on goods, services and works required to deliver and upgrade services across London Underground, Surface Transport, Professional Services and Technology and Data. Our Purchasing and Supply Chain function has circa 580 staff.

Our 65 key suppliers represent around £4.5bn of our spend. These suppliers offer a wide range of strategically important goods and services to TfL. Over 95 per cent of our key suppliers are registered in the UK but many of their operations and supply chains are global. Some of our suppliers have complex supply chains with multiple tiers of sub-contracting and, in some cases, such as electronic equipment, we have little visibility over where products are made. Therefore, we are using a risk-based approach, receiving expert advice from the [Ethical Trading Initiative](#) (ETI) and [Electronics Watch](#) where relevant, prioritising steps to achieve greater supply chain visibility where our risks are highest, recognising that workers in the lowest tiers of supply chains are often the most vulnerable.

## **2 Policies in relation to modern slavery**

In June 2017, the Mayor published the [Greater London Authority \(GLA\) Group Responsible Procurement Policy](#).

This document is a high-level strategic policy setting out the GLA Group's plans, ambitions and commitments for ensuring continuous improvement in London, delivered through all the Group's procurement activities, which support the delivery of the Mayor's commitments and strategies. It reflects best practice and demonstrates our procurement activities meeting legislative requirements, including the Modern Slavery Act 2015.

The GLA Group Policy commits us to promote ethical sourcing by:



- adopting the nine provisions of the ETI Base Code<sup>2</sup>, or equivalent, as the standard we expect of our suppliers to support working conditions that are legal, fair and safe; and
- adopting a risk and opportunity-based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, human rights abuses or negative impacts on security and crime. We will seek to improve transparency within the supply chain, and work with suppliers to improve any poor performance identified as part of a process of continuous improvement, reflecting existing and emerging legislation and guidance.

To support the business in implementing the Policy, TfL hosts the GLA Group’s Central Responsible Procurement Team (CRPT) within its Procurement and Supply Chain (P&SC) function. In March 2019 the team published the [Responsible Procurement Implementation Plan](#). The plan sets out the actions TfL, along with the wider GLA Group, will prioritise to deliver on the commitments of the GLA Group Responsible Procurement (RP) Policy, including the promotion of ethical sourcing practices.

### 3 Risk assessment, prevention and mitigation

The highest risks of people falling victim to modern slavery in our UK-based supply chain include construction workers and those undertaking service contracts in sectors such as cleaning, catering and security, where low pay, migrant labour and/or indirect labour are prevalent.

The highest risks of poor working conditions and human rights abuses from our global supply chain are associated with the production and manufacture of electronic equipment, textiles and construction materials. The mining and extraction of conflict minerals such as copper, lithium, nickel and cadmium, used in the production of batteries for electric vehicles are also of increasing concern.

TfL recognises the corresponding source countries and associated sector risks in its supply chains for these categories to be as follows:

Category	Country	Identified Sector Risks
Construction	United Kingdom	Multi-tiered supply chains involving use of labour agencies which could result in poor labour practices due to lack of transparency. Unethical practices including workers being charged unlawful or excessive recruitment fees, workers being misinformed about terms of employment, and the withholding of passports may take place.
Facilities	United Kingdom	Low skilled labour; migrant labour;

<sup>2</sup> <https://www.ethicaltrade.org/eti-base-code>

Management: cleaning catering services		agency labour leading to lack of transparency on employment practices
Electronic equipment	China, East Asia, Eastern Europe, India, Mexico	Labour intensive, often low-skilled work; mining of raw materials in high risk countries. Poor labour practices including underpayment of wages, delayed payment or wage deductions; physical abuse; working excessive overtime; worker's visa or permit is tied to a single employer, and financial penalties for early contract termination
Uniforms and workwear	Bangladesh, China	Risks include gender inequality; weak protection of workers' rights; poor labour practices including excessive overtime, underpayment or deduction of wages, financial penalties for leaving employer and structural integrity of factories.
Steel and steel components	China, Europe, Japan, India, US.	Country of production where labour rights might not be well protected; low-skilled labour, and dirty, dangerous, or difficult work in mines and smelting plants leading to poor labour conditions.
Stone	Brazil, China, Europe, India, US.	Country of production - US State Department of Labour highlights multiple countries where child and forced labour exists in quarries; child labour and unsafe working conditions
Batteries	Cobalt – Democratic Republic of Congo (DRC); Lithium - Australia, Chile, China; Nickel – Canada, Indonesia, Philippines and Copper – Chile.	Sourcing of cobalt presents greatest risk to human rights abuses. Political instability or conflict particularly in the DRC; weak protection of civil liberties and workers' rights; safe and healthy working conditions in mines can be poorly regulated and protected
Personal Protective Equipment (PPE)	China and Malaysia	Similar risks to those for uniforms and workwear, compounded by the rapid increase in global demand from coronavirus resulting in pressure on manufacturers to produce large quantities in short timeframes.

## 4 Due diligence

Through robust procurement and governance processes, including the use of a Responsible Procurement (RP) checklist for each tender in developing an approach to market, our P&SC staff can identify categories and contracts which are likely to present a high risk of human rights abuses and poor working conditions. This year we have updated the RP Checklist to include an explicit reference to Modern Slavery to aid P&SC staff to identify the risk and decide on the appropriate mitigation.

All relevant procurements include a question at supplier selection stage on compliance to Section 54 of the Modern Slavery Act 2015. TfL continues to include award criteria and contractual requirements in contracts where a significant risk of human rights abuses was identified. The following section highlights this year's interventions at the procurement and contract management stages. We have reviewed our contract pipeline and undertaken work to include requirements in future contracts with the expectation that the range of categories and number of contracts will increase as our approach continues to mature.

### Examples of How TfL Manages These Matters

#### Uniforms and Workwear:

While providing uniform fit for a world class transport system, TfL is actively working to ensure that workers producing the garments are treated fairly wherever they may be in the world. This year we replicated our best practice approach (developed in the 2015 TfL Uniform contract) into our Workwear and Laundry tender. Following contract mobilisation each factory will be required to undergo an annual, independent, third party social audit against the nine principles of the ETI Base Code. A time-bound corrective action plan is to be agreed with the factory to address any areas of non-compliance identified in the annual audit. Audit results are viewed, and corrective action plans tracked online through the Suppliers Ethical Data Exchange ([Sedex](#)) system, a secure online database and supply chain management tool, helping companies to identify, manage and mitigate ethical risks in global supply chains. However, we recognise the limitations of formal audits in identifying root causes and enacting long-term change. Therefore, as per our Uniform contract, the supplier is required to increase their employee's knowledge of worker rights, health and safety and local labour laws, over the duration of the contract.

#### Construction materials:

To mitigate the risk of modern slavery associated with the production and manufacture of construction materials, this year we required all the main construction materials (including concrete; structural steel; bricks and blocks, tarmac and aggregates) within the tenders for the Surface Transport Infrastructure Contract and the Telecommunications Project (which will bring 4G telecom networks to the London Underground), to comply with Building Research Establishment's Responsible Sourcing Standard BES 6001, or equivalent. Furthermore, the former contract includes a requirement to demonstrate a clear chain of custody from source to point of use for the sourcing of dimensional stone. Each of the nine bidders' Modern Slavery Statements was also reviewed at the supplier selection stage. The

Telecommunications Project bidders were also required to outline how they and their supply chain complied with the nine principles of the ETI Base Code and their approach to mitigating any risk areas identified in their supply chain. These two contracts are of significant magnitude and are expected to be awarded later in 2020/21.

#### Batteries for Electric Vehicles:

The supplier of electric batteries for the 950 new Routemaster buses in London has committed to working with us to understand and address the risks of labour rights abuses in the supply chain. This includes mapping its supply chain of the conflict minerals, cobalt and lithium, and gaining an understanding of the labour conditions and human rights at extraction.

### **Contract Management**

#### Electronic equipment:

TfL is a founding member of Electronics Watch - an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply. Recent procurements of the renewal of our ticketing payment solution, Oyster Cards, and our ICT Hardware framework have included Electronics Watch contract conditions, requiring our suppliers to disclose the factories where these goods are produced and the specific products or components produced in each factory, the outcomes of which we will closely monitor in 2020/21 to ensure our suppliers share their often-complex global supply chains with us.

#### Facilities Management (Cleaning and Security Services):

Through inclusion of direct employment requirements embedded in our cleaning contract TfL has taken a proactive approach to manage the risks of worker exploitation in the UK cleaning sector. In March 2020, 93.4 per cent of the circa 2,500 cleaning staff were directly employed by the supplier. All contracted and sub-contracted workers on this contract receive the current London Living Wage rate or above. Utilising the collaborative relationship we have with our cleaning supplier, we met them this year to review their Modern Slavery Statement and understand the risks in their industry and their approach to mitigate the risks. We undertook the same engagement with our supplier of security staff and intend to expand this engagement to other high-risk categories in 2020/21.

### **Industry Engagement**

We've worked with CARES, a not-for-profit certification body providing certification schemes for companies that produce materials, components or offer services, primarily to the reinforced concrete industry, to broaden the scope of their Sustainable Constructional Steel (SCS) scheme to include the supply of rail steel. We intend to include a requirement for CARES SCS or equivalent in our next contract for the supply of rail steel and would encourage others in the rail industry to follow our approach.

TfL is represented on the Rail Safety and Sustainability Board (RSSB) Modern Slavery Working Group, where we are leading on incorporating Rail industry best

practice on Modern Slavery into the Rail Industry Supplier Qualification Scheme (RISQS).

## **5 Training and Awareness Raising**

In 2019/20, we provided new training for procurement and contract management professionals to refresh their knowledge and awareness of our approach to Responsible Procurement (RP), covering economic, environmental sustainability and social and human rights issues, including modern slavery. The RP training shared the GLA Group approach to ensuring that modern slavery and ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies. By the end of March 2020, 446 P&SC staff completed the e-learning module; 79 attended a full day classroom course and a further 28 completed a two-hour introductory session. The e-learning module is available on our internal system enabling continual access to the information.

We also ran bespoke training and awareness raising sessions around ethical sourcing and modern slavery for P&SC staff, where we shared the risks in their supply chains and how they can work with their suppliers to mitigate the shared supply chain risk. These training sessions focussed on the global ICT supply chain facilitated by Electronics Watch in June 2019 and a Modern Slavery in the Supply Chain half-day training session facilitated by the Supply Chain Sustainability School (SCSS) in October 2019.

TfL intends to continue to use its membership of the ETI and Sedex to maintain awareness of best practice and current developments, benchmark with other organisations and externally verify our approach. TfL is an active member of the ETI Public Procurement Working Group and this year one member of the GLA Group CRPT and one member of TfL's P&SC team attended ETI's one day training course on 'Managing risk: audit and beyond' part of the ETI's suite of Essentials of Ethical Trade workshops.

## **6 Reporting and key performance indicators (KPIs)**

TfL now reports bi-annually to the ETI detailing our activity to identify and manage ethical sourcing risks. Within the 2018/19 report the ETI provided detailed feedback on how to strengthen our approach recommending we gain further assurances around worker representation in Bangladesh (where our uniforms are sourced from two factories) where, although Participation Committees are a legal requirement, they can often be ineffective. TfL is working with its uniform supplier to understand the implications of joining the ETI's Social Dialogue Programme which trains up staff, assists with elections and provides support to improve worker representation in factories, whether that be trade unions or Participation Committees. The uniform supplier has, on request from TfL, aligned its six-monthly Ethical Sourcing Report against the nine principles of the ETI Base Code.

The [GLA Group Responsible Procurement Implementation Plan](#) commits TfL to actively encourage its key suppliers to produce a compliant Modern Slavery Statement and in March 2020 all of our key suppliers issued a statement. Next year TfL, along with the other GLA Group functional bodies, will be working with Transparency in the Supply Chain (TISC) to gain more granularity and independent

assurance to verify compliance of our key suppliers Modern Slavery Statements. We will develop an approach to address those suppliers who fall short of their obligations and intend to utilise our supplier relationships to enable this improvement.

## 7 Goals for 2020/21:

Next year we plan to:

- **Assure:** We will develop a robust assurance process for prevention of modern slavery on construction sites and fleet and track maintenance. Our aim is to develop our risk mitigation from desk-based monitoring of Section 54 compliance to on-the-ground, empirical evidence of modern slavery prevention measures.
- **Upskill:** We will ensure that key Safety, Health and Environment Managers and those in relevant construction roles are aware of the signs of Modern Slavery. We will continue to roll out training to key P&SC staff to support the robust implementation of our ethical sourcing approach.
- **Manage:** We will continue to implement and manage Electronics Watch terms in ICT contracts. The clauses stipulate disclosure of factory locations and we will work closely and collaboratively with our suppliers and their supply chain to understand the risks each location presents and in doing so develop plans to improve the working conditions and workers' understanding of their rights.
- **Comply:** We will work alongside the other GLA Group functional bodies with Transparency in the Supply Chain (TISC) to improve how we assess supply chain compliance to Section 54 of the Modern Slavery Act 2015 (as well as other social and economic policy measures). This new approach is expected to provide us with independent assurance to the quality and validity of the data. We will engage with more of our key suppliers to improve their performance against Section 54.
- **Pledge:** We will demonstrate our commitment to this agenda by becoming signatories to the Gangmasters and Labour Abuse Authority's (GLAA) Construction Protocol.
- **Learn:** We will continue to discuss, debate and learn lessons from our GLA Group colleagues, notably the London Legacy Development Corporation, who have implemented an approach for their construction suppliers to become certified ethical labour providers.
- **Respond:** We will develop an understanding of where and how the Covid-19 crisis may be increasing or altering modern slavery risks in our supply chains. We will work with our suppliers to mitigate these risks, utilising emerging subject matter expert advice and best practice as it becomes available.
- **London Transport Museum (LTM):** Next year the LTM will work with their top 20 suppliers to assess their approach to Modern Slavery via the UK Government's Modern Slavery Assessment Tool. We will use the results of the assessment to work with our suppliers to initiate a process of continuous improvement with regards to their approach to identifying and mitigating risks of modern slavery. The LTM also plan to update their standard purchase orders to include a Modern Slavery requirement.

This Statement has been approved and published by the TfL Board and will continue to be reviewed at least once annually.

**[Name of Signatory]**

**[Date] 2020**

For TfL Board

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**Board**



**Date:** 29 July 2020

**Item:** **Appointments to Committees and Panels and Board Effectiveness Review Update**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper proposes changes to the membership and terms of reference of TfL's Committees and Panels and provides an update on the progress on addressing issues arising from the 2019 external Board Effectiveness Review.
- 1.2 The proposed changes to Committee and Panel memberships arise from the appointment of Cllr Julian Bell to the Board in February 2020 and the reappointment of all other Members by a year, following the postponement of the May 2020 Mayoral elections. The proposed changes are set out in Appendix 1, including the attendance by Government-appointed Special Representatives to meetings of the Board, the Finance Committee and the Programmes and Investment Committee.
- 1.3 The changes to the terms of reference relate to: an amendment to the list of officers within the remit of the Remuneration Committee, following a change in line management responsibilities; and the proposed change to Standing Orders to delegate to the Finance Committee to approve the Treasury Management Strategy and related policies.
- 1.4 The full Board Effectiveness Review report was presented to the meeting of the Board on 18 September 2019, with an update provided on 20 November 2019. Most actions have been addressed, though some are impacted by the Covid-19 lockdown and the deferral of the May 2020 Mayoral elections to May 2021. Appendix 2 to this paper presents the key issues that the Board was asked to consider and the proposed actions to address these.

## **2 Recommendations**

- 2.1 **The Chair of the Board, following consultation with Members, is asked to note the paper and:**
  - (a) **Approve the changes to the membership and attendance at Committees and Panels, set out in Appendix 1 to the paper, which are:**
    - i. **the appointment of Cllr Julian Bell to the Safety, Sustainability and Human Resources Panel;**

- ii. **Ron Kalifa OBE and Dr Alice Maynard MBE standing down as members of the Programmes and Investment Committee;**
- (b) approve a change to the Remuneration Committee's terms of reference to add the Chief Safety, Health and Environment Officer under list of officers in section 3;**
- (c) delegate to the Finance Committee approval of the following strategies and policies:**
  - i. **the Treasury Management Strategy (TMS) including the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits;**
  - ii. **any changes to the TMS during any year;**
  - iii. **the Treasury Management Policies; and**
  - iv. **the TfL Group Policy Relating to the Use of Derivative Investments; and**
- (d) note the progress update against the previous Board Effectiveness Review.**

### **3 Changes to the membership of the Board, Committees and Panels.**

- 3.1 On 28 February 2020, Cllr Julian Bell was appointed to the Board until September 2022.
- 3.2 The impact of Covid-19 resulted in the Government deferring the Mayoral elections in May 2020 until May 2021. The Mayor subsequently confirmed that he would continue as Chair of TfL, while in office, and reappointed Heidi Alexander as Deputy Mayor for Transport and Deputy Chair of TfL until May 2021. All Members of the Board whose appointments were due to expire in September 2020 had their appointments extended until September 2021.
- 3.3 Following discussions with Members, it is proposed that Cllr Julian Bell serve on the Safety, Sustainability and Human Resources Panel. Ron Kalifa OBE and Dr Alice Maynard MBE have both requested to step down from the Programmes and Investment Committee, due to their other work commitments.
- 3.4 Under the terms of the 14 May 2020 funding agreement with Government, the Secretary of State for Transport may appoint two Special Representatives to attend all meetings of the Board and one to attend all meetings of the Finance Committee and the Programmes and Investment Committee. They will be entitled to receive all papers and attend all briefings that are open to other members of the Committees, unless there is a conflict of interest. They do not

have any voting rights and their presence does not count toward the quorum for any meeting.

- 3.5 On 20 July 2020, the Secretary of State for Transport announced the appointment of Clare Moriarty and Andrew Gilligan as Government-appointed Special Representatives.

#### **4 Changes to the terms of reference of Committees and Panels.**

- 4.1 Minor changes are requested to the terms of reference of two Committees.

##### **Remuneration Committee**

- 4.2 The Committee reviews from time to time the remuneration of the Commissioner and his/her direct reports. The Committee has recommended that the Chief Safety, Health and Environment Officer be added to that list as she now reports directly to the Commissioner.

##### **Finance Committee**

- 4.3 On 13 March 2020 the Finance Committee recommended that the Treasury Management Strategy and related Treasury Management Policies, currently reserved to the Board, be delegated to the Committee. At the Board briefing held on 18 March 2020, in lieu of a meeting, the Board agreed that this would be considered at a later meeting.
- 4.4 Part 2 of Standing Orders, which sets out the scheme of delegation, lists matters reserved to the Board for decision. The matters reserved include:

##### **SO 99 Approval of:**

- (m) annually, the Treasury Management Strategy; and
- (n) annually, any borrowing and investment (including derivatives) strategies.

##### **Specific policy matters**

SO 105: Establishment and review of the following policies for TfL:

- (a) Treasury Management Policy Statement (covering both borrowing and cash investment);
  - (b) policies regarding the exercise of power to issue guarantees and indemnities associated with guarantees;
  - (c) policies regarding the exercise of power to give financial assistance; and
  - (d) policies regarding the exercise of power to enter into derivative investments.
- 4.5 The policies are covered in the TMS (including the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits) and the Treasury Management Policies and the TfL Group Policy Relating to the Use of Derivative Investments.

- 4.6 Each year, the Finance Committee considers these strategies and policies in detail, using the knowledge and expertise of its Members. It then recommends their approval to the Board.
- 4.7 In line with the authority delegated to the Programmes and Investment Committee on major projects, it is suggested that the decisions on the strategies and policies should be taken by the Committee with the required knowledge and expertise, as it provides the challenge and scrutiny to the proposals. This is in line with the approach taken by the annual delegation by the Board to the Committee to approve any in-year changes to the TMS.

## **5 Update on the 2019 Board Effectiveness Review**

- 5.1 In line with good corporate governance practice, TfL reviews the effectiveness of the Board and its decision-making structures annually. In 2019, the review was led by external consultants. It recognised the positive changes in relation to the Board's effectiveness and highlighted further areas for consideration to seek to achieve ever better practice. The report was considered by the Board on 18 September 2020, with an update responding to the issues raised was provided to the Board on 20 November 2019.
- 5.2 Appendix 2 to this paper sets out the issues for consideration raised by the Review and a further update on the actions taken and proposed to address these. Most issues have been addressed, with others impacted by the Covid-19 lockdown.
- 5.3 There are two key outstanding issues to be better addressed. These relate to providing more detail in papers to meetings on the engagement with and views of stakeholders; this will be taken forward as we address the impact of Covid-19 on TfL's finances and operations. We also need to make further progress on structuring papers to provide members with a greater focus on the key issues and emerging risks; improvements to papers and their presentation will be an ongoing process.

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

Appendix 1: Membership of Committees and Panels

Appendix 2: Board Effectiveness Review Report 2019 Response – updated

### **Background Papers:**

Board paper: Board Effectiveness Review 2019, 18 September and 20 November 2019

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## Membership of TfL's Committees and Panels

From 30 July 2020

Changes to the current Membership are tracked.

### TfL Board

Sadiq Khan (Chair)<sup>1</sup>

Heidi Alexander (Deputy Chair)<sup>1</sup>

Cllr Julian Bell<sup>3</sup>

Kay Carberry CBE<sup>2</sup>

Prof Greg Clark CBE<sup>2</sup>

Bronwen Handyside<sup>2</sup>

Ron Kalifa OBE<sup>2</sup>

Dr Alice Maynard CBE<sup>2</sup>

Anne McMeel<sup>2</sup>

Dr Mee Ling Ng OBE<sup>2</sup>

Dr Nelson Ogunshakin OBE<sup>2</sup>

Mark Phillips<sup>2</sup>

Dr Nina Skorupska CBE<sup>2</sup>

Dr Lynn Sloman<sup>2</sup>

Ben Story<sup>2</sup>

### Government Special Representatives

Andrew Gilligan

Clare Moriarty

### Audit and Assurance Committee

Anne McMeel (Chair)

Dr Lynn Sloman (Vice Chair)

Kay Carberry CBE

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

### Finance Committee

Ron Kalifa OBE (Chair)

Ben Story (Vice Chair)

Heidi Alexander

Prof Greg Clark CBE

Anne McMeel

Dr Nina Skorupska CBE

### Government Special Representative:

[Name to be confirmed]

### Programmes and Investment Committee

Prof Greg Clark CBE (Chair)

Dr Nelson Ogunshakin OBE (Vice Chair)

Heidi Alexander

~~Ron Kalifa OBE~~

~~Dr Alice Maynard CBE~~

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

### Government Special Representative:

[Name to be confirmed]

### Remuneration Committee

Ben Story (Chair)

Kay Carberry CBE (Vice Chair)

Heidi Alexander

Ron Kalifa OBE

### Customer Service and Operational Performance Panel

Dr Mee Ling Ng OBE (Chair)

Dr Alice Maynard CBE (Vice Chair)

Bronwen Handyside

Anne McMeel

Dr Lynn Sloman

### Safety, Sustainability and Human Resources Panel

Kay Carberry CBE (Chair)

Dr Nina Skorupska CBE (Vice Chair)

Cllr Julian Bell

Bronwen Handyside

Mark Phillips

Dr Mee Ling Ng OBE

<sup>1</sup> Appointed until 8 May 2021

<sup>2</sup> Appointed until 5 September 2021

<sup>3</sup> Appointed until 4 September 2022

The Mayor has also appointed Prof Greg Clark CBE and Dr Alice Maynard CBE to represent the interests of those living, working and studying in areas outside Greater London who use railway passenger services operated by TfL.

## **TfL updated response to the discussion points arising from the Board Effectiveness Review 2019**

### **A.2. Providing strategic guidance and having a wider stewardship role**

#### **More time on potential areas of strategic risk or to provide strategic guidance:**

Explore options to enable the Board to spend more time collectively exploring potential areas of strategic risk and to increase opportunities to provide strategic guidance throughout the year. This could include for example, time together prior to formal meetings, or an additional mid-year strategic review meeting.

Consider reviewing how the current processes which are utilised to update and brief Board Members can be further supplemented to enable coverage of the broader transport sector.

#### **Response:**

- The 2020/21 Calendar includes additional briefing half-days where these discussions can be programmed. These will be included in annual meeting calendars going forward.
- At least one of those days was for open discussion ahead of any business plan development (potentially January/February). That session and other informal sessions will encourage discussion on:
  - Developments across the broader transport sector
  - Longer-term scenarios (demography and demand changes, technology in transport provision, emerging sustainable transport methods)
  - Key strategic issues for TfL (workforce planning, organisational transformation, financial sustainability and increased use of technology).
- A session was also timetabled for July 2020 on the emerging Business Plan but this was deferred due to the impact on TfL's current budget and business plan due to Covid-19. A session will be scheduled for later in the year.

#### **Review Forward Plans to ensure all aspects of MTS are covered**

Consider undertaking a review of Board, Committee and Panel forward plans to ensure that all aspects of the MTS are afforded sufficient emphasis.

Response: An update on progress in implementing MTS is taken to the Board annually in July each year. This could include a specific discussion of areas to be followed up with more detailed discussion and allocate these to specific Committees and Panels. The Finance Committee will also be presented with more information on the New Homes and Jobs aspects of the MTS.

### A.3. Board impact and engagement:

#### Review / enhance buddying arrangements

Consider whether additional buddying arrangements between Members and Management could be put in place (particularly across differing portfolio areas) to further enhance the use of Member skills within the Board environment.

Response: There is positive engagement between Members and Management to make use of Members skills and this is kept under review.

#### Seek and respond to stakeholder views

Reflect on how the Board can further exemplify best practice through expanding opportunities to seek and respond to stakeholder views through the work of the Board. Specifically the Board might wish to reflect on questions set out within the Financial Reporting Council Guidance for Board Effectiveness (July 2018), specifically:

- Can we describe how stakeholders are prioritised and why?
- What are the key concerns of our workforce, our suppliers and our customers, and how are we addressing them?
- Does the workforce consider that customers and suppliers are treated fairly and that the organisation cares about its impact on the environment and community?
- Have we sought input from enough stakeholders to be comfortable that we have a rounded view?
- Have we listened properly to the stakeholder voice and what impact has this had on our decisions?

Response:

- Pre the Covid-19 lockdown, there had been an increase in the number of TfL stakeholder engagement events that Members were invited to. This will be resumed as the Covid-19 lockdown is lifted.
- A regular report will be submitted to the CSOP Panel on how TfL captures and responds to the views of Stakeholders.
- Investment Programme approval papers will include further information on engagement with and the views of stakeholders to TfL's proposals.
- Reports in general will include, where appropriate, information on stakeholder engagement.

#### London Councils

Consider whether to include a representative of London Councils on the Board of TfL. Should this be agreed the selection of the nominated representative should take into account the composition of the Board and the length of the terms of appointment

Response: **Completed.** TfL will continue to follow advice from previous external Board reviews and its own experience and continue to hold a firm line on requests



from external bodies for representation on the Board. Such requests impact on TfL's ability to:

- manage the size and diversity of the Board;
- ensure the appointment of people with the appropriate experience, knowledge and skills to meet statutory and advisory requirements; and
- manage potential conflicts of interest.

The appointment of a representative of London Councils is seen as an exception as it will provide the Board with current local government experience and access to the views and support of a key delivery partner.

Councillor Julian Bell was proposed by London Councils and appointed to the Board by the Mayor on 28 February 2020 to September 2022. He has been provided with guidance on managing conflicts of interest.

### **B.1. Skills, diversity and succession planning**

Consider staggering the terms of Members to enable a greater degree of consistency to be maintained over the course of the election of the Mayor.

Response (**for implementation in 2021**): The Mayoral Elections scheduled for May 2020 have been deferred by a year due to the Covid-19 pandemic.

- Following the 2021 Mayoral Election, the Mayor will review the membership of TfL with a view to:
  - Maintaining the progress made on gender diversity;
  - Further improving the progress made on ethnic diversity;
  - Improving age diversity on the Board and how to better involve young people in the Board's decision-making; and
  - Using staggered terms of appointment to facilitate this and future succession planning.

### **B.2. Specific roles**

#### **Representing Customer Groups**

Reflect as a Board how the principles behind the existing legislation can be used to better effect to ensure the needs of specific customer groups are taken into consideration and consider how the views of other stakeholders can be fully taken into account at the Board.

Response: This will be addressed as part of the work to better reflect stakeholder engagement and views (**see A3 above**).

In support of the work already undertaken to clarify Board Member roles and responsibilities, consider how the most effective aspects of the Vice Chair role can be replicated across all Committee meetings.

Response: It was intended to address this as part of the discussions with Members on Board appointments following the (now deferred) Mayoral Elections in May 2020. Later in the year, the Deputy Chair and Chairs of the Committees and Panels will review ways in which the role of a Vice Chair could be enhanced.

#### **B.4. Member assessment, training and development**

In order to supplement the annual review of the effectiveness of the Board and in line with good practice, consider implementing a mechanism to provide feedback to individual Board Members on their contributions.

Response: The Deputy Chair has regular engagement with individual Members on a one-to-one basis and will include feedback on their contributions.

Explore options for the Board to spend greater informal time together, including time for development as a Board. This should be considered in line with the points outlined in A.2.

Response: See response to A2

#### **C.2. Focus of Board debate**

##### **Strengthen Board debate**

Explore opportunities to further strengthen the impact of Board debate, particularly within the public Board meeting, to enable a greater balance between providing an overview of progress and achievements related to priorities set out within the MTS, alongside time for debate and insights to be shared.

Response:

- We will review the length of time at meetings spent “presenting” papers (particularly at the Board) to allow more time for discussion. Despite the revised meeting arrangements, in place to manage Covid-19 and the need to keep Members informed of the impact on TfL’s finances and operations, more time has been made for Members to raise issues. The broader aim will be progressed further as the normal meeting cycles and arrangements resume.
- Members are encouraged to submit general information type requests off-line or in advance of meetings.
- The summaries in reports will aim to provide better signposting of key issues.

#### **D.1. Committees and panels**

##### **Appropriate consideration of HR issues**

Given the need for greater emphasis on culture and HR aspects of the organisation, debate as a Board whether greater focus on these aspects could be undertaken

through a broader focus at the Remuneration Committee, or whether an additional panel meeting is required.

Response: It is proposed that additional meetings of the Safety, Sustainability and Human Resources Panel be scheduled in 2021/22, along with a transfer of the broader HR issues included in the Remuneration Committee's agenda, to allow for fuller consideration of HR issues.

## **D.2. Quality and quantity of reporting and management information**

### **Ensure Board papers cover both progress and key issues facing the organisation to guide Board debate**

Taking into account the complexity of TfL and the commitment to transparency, how can Board papers better enable Members to have a sufficiently balanced overview of both progress and key issues facing the organisation in order to further guide Board debate?

Response: Papers will continue to be refined to provide a better balance between marking achievements and narrative on emerging risks or issues. Risks are now more regularly addressed in papers.

### **Key Strategic Risks**

Consider how the Board, including the Committees and Panels, can ensure that there is greater coverage of the key strategic risks facing TfL, aligned to the key strategic risk impact categories as set out within the TfL Enterprise Risk Management Framework.

Response: Significant progress has been made in reporting on risks and engagement with the Board on strategic risk management. Each strategic risk has been reported to the appropriate Committee or Panel. The risks are being reviewed and will again be mapped to Committees and Panels for an annual update. In March 2020, the Audit and Assurance Committee considered a report on the progress on the risk reporting and noted a substantial and sustained improvement throughout the year. We will continue to refine and review the reporting of key strategic risks.

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**Board**



**Date:** 29 July 2020

**Item:** Report of the Meeting of the Audit and Assurance Committee held on 8 June 2020

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 8 June 2020.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

- 3.1 The papers for the meeting of the Committee held on 8 June 2020 were published on 29 May 2020 (with the accounts published on 31 May 2020) and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/audit-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Committee were:
- (a) TfL's Statement of Accounts for the Year Ended 31 March 2020;
  - (b) Review of Governance and the Annual Governance Statement for Year Ended 31 March 2020;
  - (c) Independent Investment Programme Advisory Group Quarterly Report;
  - (d) EY Report to Those Charged with Governance;
  - (e) EY Letter on Independence and Objectivity;
  - (f) EY Report on Non-Audit Fees for Six Months Ended 31 March 2020;
  - (g) Risk and Assurance Quarter 4 Report 2019/20; and
  - (h) Risk and Assurance Annual Report.
- 3.3 A summary of the items considered and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 11 September 2020.

## **4 Issues Discussed**

### **TfL's Statement of Accounts for the Year Ended 31 March 2020**

- 4.1 The Committee noted the draft Statement of Accounts and the Remuneration Report and the delegation to the Statutory Chief Finance Officer to make any adjustments, prior to submission to the Board.
- 4.2 The Statement of Accounts was certified by the Statutory Chief Finance Officer on 31 May 2020 and published on the TfL website together with the Annual Governance Statement on that day. The period for exercise of public rights consequently commenced on 1 June 2020 and concluded on 10 July 2020.
- 4.3 The Committee recommended that the Board confirm its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies specified in the paper.
- 4.4 While the accounts of Transport Trading Limited are audited, those subsidiaries given a guarantee are exempt from the need to have their accounts audited, which results in savings in audit fees.
- 4.5 TfL Finance had worked to the original timetable to ensure that the statutory accounts were properly prepared in accordance with good practice, and this had been achieved thanks to the hard work and co-operation of TfL staff and Ernst & Young (EY) during the challenging circumstances. Members also commended staff on the early adoption of IFRS16 regulations.
- 4.6 The Statement of Accounts is elsewhere on the agenda for approval.

### **Review of Governance and the Annual Governance Statement for Year Ended 31 March 2020**

- 4.7 The Committee approved the Annual Governance Statement, for signing by the Chair of TfL and the Commissioner, for inclusion in the 2019/20 Annual Report and Accounts.
- 4.8 The overall assessment was similar to previous years. An improvement plan for 2020/21 had not been included as it would need to reflect the changing ways of working and the review of the governance and financing structure of the organisation. A governance improvement plan, including specific milestones, would be submitted to the next meeting of the Committee.
- 4.9 The Review of Governance and the Annual Governance Statement is elsewhere on the agenda for approval for inclusion with the Statement of Accounts.

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

- 4.10 The Committee noted the quarterly report for February to mid-April 2020 which described the work undertaken since the last report presented to the Committee on 16 March 2020, and the Management Response.
- 4.11 The quarterly report included the Annual Report on Benchmarking, which concluded that the breadth of TfL's benchmarking activities was substantial with a good level of external focus, achieving the right balance in providing good value in benchmarking.
- 4.12 No new recurring themes had been identified and the work programme for 2020/21 would be reviewed once the new TfL budget was approved.
- 4.13 Members welcomed the paper and particularly the Benchmarking Report. The Committee requested that comparisons be made between how TfL and other transport authorities, internationally and in the UK, worked to address the Covid-19 situation.

### **EY Report to Those Charged with Governance**

- 4.14 The Committee noted the report setting out the key risks that had been addressed and the status of audit work performed to date by EY during its audit of the Statement of Accounts for the year ended 2019/20.
- 4.15 The report contained several outstanding items, largely because of the lockdown. The post year-end period was especially dynamic and an updated report would need to be issued before sign-off.
- 4.16 An update report on procurement transformation, including the impact of Covid-19, would be submitted to the next meeting of the Committee.

### **EY Letter on Independence and Objectivity**

- 4.17 The Committee noted the letter, which set out EY's independence and objectivity, which had been reviewed by TfL.
- 4.18 Karl Havers had been due to step down as lead partner for TfL, but in light of the disruption caused by Covid-19 had been asked to remain in this role for a further year. The Chair would be asked to send a formal letter in due course and the Committee endorsed the arrangement.

### **EY Report on Non-Audit Fees for Six Months Ended 31 March 2020**

- 4.19 The Committee noted the paper, which set out the fees billed by EY for non-audit services. Additional fees had been incurred in relation to the TfL comfort letter.

### **Risk and Assurance Quarter 4 Report 2019/20**

- 4.20 The Committee noted the quarterly report setting out work completed by the Risk and Assurance Directorate during Quarter 4 of 2019/20, work in progress and planned to start, and other information about the Directorate's activities.
- 4.21 The work at the end of the quarter had been impacted by Covid-19 and the lockdown.
- 4.22 Members had been provided with a document that outlined how the previous strategic risks had been mapped to the proposed new Enterprise Risks and once finalised, this would be shared with the Committee.

### **Risk and Assurance Annual Report 2019/20**

- 4.23 The Committee approved the Annual Report 2019/20, which provided an overview of the work carried out by the Risk and Assurance Directorate and other activities completed during the year.
- 4.24 The Committee approved the Annual Report 2019/20, which provided an overview of the work carried out by the Risk and Assurance Directorate and other activities completed during the year.
- 4.25 The overall framework of TfL's governance, risk management and internal control in the year ended 31 March 2020 was considered to be adequate for TfL's business needs.
- 4.26 Progress continued on delivery of the Risk and Assurance Strategy. The implementation of the new audit management system had been delayed but was scheduled to be functioning in summer 2020.
- 4.27 Cross-cutting issues that had been identified in the Annual Report would be addressed with the relevant teams.

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

None

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

Papers submitted to the Audit and Assurance Committee on 8 June 2020.

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**Board**

**Date:** 29 July 2020

**Item:** Report of the joint meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel at the joint meeting on 10 June 2020.

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

2.2 The papers for the meeting of the joint Panel held on 10 June were published on 2 June and 5 June 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>. A link to a video recording of the meeting can also be found on the page.

4.2 The main matters considered by the joint Panel were:

- (a) Quarterly Safety, Health and Environment Performance Report;
- (b) Update on TfL's Safety and Health Response to Covid-19;
- (c) Human Resources Quarterly Report;
- (d) Rail Accident Investigation Branch Annual Report; and
- (e) Coronavirus Customer and Communications Update.

4.3 A summary of the items discussed is provided below. The more detailed minutes of the meeting will be published ahead of the meetings of the Panels on 9 and 23 September 2020.

## **5 Issues Discussed**

### **Quarterly Safety, Health and Environment Performance Report**

- 5.1 Members noted the report, which provided an overview of health, safety and environment performance for London Underground, TfL Rail, Surface Transport and Crossrail services for Quarter 4 2019/20 (8 December 2019 – 31 March 2020) and matters related to the Covid-19 pandemic extending beyond the quarter.
- 5.2 By 10 June, 43 people who worked for or were contracted to work for TfL were believed to have died of coronavirus infection, 29 of whom were bus workers. Support was being provided to the families of those affected. Work was taking place to improve facilities for staff and support them in carrying out their duties in these challenging times.
- 5.3 The number of people killed on London's roads had increased against the same quarter the previous year, while there had been a reduction in the number of people seriously injured. While roads had seen a reduction in usage, there had been an increase in the number of incidents that were speed-related and mitigating actions were being taken to address this.

### **Update on TfL's Safety and Health Response to Covid-19**

- 5.4 Members noted the paper, which provided an update on the non-operational response to the coronavirus pandemic from the Safety, Health and Environment (SHE) function, which had relaunched in April 2020.
- 5.5 Research had highlighted the disproportionate effects of Covid-19 on BAME communities. Work was being undertaken by University College London and this would inform activities to implement mitigating actions and protect staff, which included mental health support.
- 5.6 Legislation relating to customer behaviour on public transport was being introduced and TfL's conditions of carriage and messaging was being introduced to maintain appropriate behaviours.
- 5.7 The introduction of travel restrictions had resulted in significant improvements in air quality and sustainable travel and work was underway to lock in the benefits as the recovery phase commenced.

### **Human Resources Quarterly Report**

- 5.8 Members noted the report, which provided an overview of key Human Resources-led activities and statistics from Quarter 4 2019/20 (8 December 2019 – 31 March 2020), as well as activities that had taken place to support TfL staff during the Covid-19 outbreak.
- 5.9 The current priority for the Chief People Officer's directorate was keeping customers and staff safe. Support was being provided to furloughed staff, particularly in connection with their return to work and policies were being

updated to ensure no member of staff was disadvantaged by their personal circumstances.

- 5.10 Significant numbers of staff were working from home during the lockdown phase. Measures were being introduced to ensure that staff had appropriate equipment and were working in a suitable environment.
- 5.11 Planning was taking place for returning to work in respect to travel planning and workplace accommodation requirements.

### **Rail Accident Investigation Branch Annual Report**

- 5.12 Members noted the report, which provided a summary of the key points from the Rail Accident Investigation Branch Annual Report, published in May 2020.

### **Coronavirus Customer and Communications Update**

- 5.13 Members noted the paper, which set out TfL's extensive communication and stakeholder engagement campaigns in response to the Covid-19 pandemic.
- 5.14 The protection of staff and customers was TfL's priority. TfL was preparing to be in a position to provide a safe and sustainable restart.
- 5.15 Customer metrics had been positive and social media activities had been successful. Travel demand management was essential as part of the recovery phase and was supported by clear communication, to give customers confidence in the network.

### **List of appendices:**

None

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

Papers submitted to the joint meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel on 10 June 2020

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**Board**



**Date:** 29 July 2020

**Item:** Report of the Meeting of the Finance Committee held on 24 June 2020

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 24 June 2020.

## **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 were published on 16 and 22 June 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Committee were:
- (a) Decision Making During Covid-19 Emergency Measures, Use of Delegated Authority and Actions List;
  - (b) Finance Update;
  - (c) TfL Scorecard;
  - (d) Update on Income from Developers Through Planning Obligations; and
  - (e) Commercial Development Property Programme Update.
- 3.3 A summary of the items considered and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 30 September 2020.

## **4 Issues Discussed**

### **Decision Making During Covid-19 Emergency Measures, Use of Delegated Authority and Actions List**

- 4.1 The Committee noted the paper, which set out the meeting arrangements while Covid-19 social distancing and travel restrictions remained in place, and the use of delegated authority since the previous meeting. There had been one use of authority delegated by the Board, taken under Chair's Action, to approve the Treasury Management Strategy, Treasury Management Policies and the TfL Group Policy Relating to the Use of Derivative Investments 2020/21. This was reported to the Board on 2 June 2020.
- 4.2 There had been no use of Procurement or Land Authority granted by the Commissioner or the Chief Finance Officer.
- 4.3 There had been two Mayoral Directions to TfL, relating to temporary changes to (i) free travel arrangements for older Londoners and (ii) the Congestion Charge to support the Streetspace for London plan and TfL's response to the Covid-19 pandemic. Further information is provided in the Use of Delegated Authority paper elsewhere on the agenda for the Board.

### **Finance Update**

- 4.4 The Committee noted the paper, which set out TfL's financial results to the end of Period 2, 2020/21 – the year-to-date period ending 30 May 2020. The Emergency Budget for 2020/21 was TfL's interim response to the coronavirus pandemic. It included funding based on the agreement with Government, income from furloughing non-essential staff, new savings and rephasing of some capital projects.
- 4.5 Total income including passenger income, operating income from the Congestion Charge, Ultra Low Emission Zone , advertising and property rental, Business Rates Retention from the Greater London Authority, furlough income from Government and other smaller revenue grants, was £364m in the year to date. This was £50m higher than the Emergency Budget, driven in the main by passenger income.
- 4.6 Operating costs were £20m higher than the Emergency Budget, driven by cost pressures from investment and additional coronavirus costs for maintaining safety and social distancing. Core costs were £12m better than the Emergency Budget and £16m lower than the same time last year.
- 4.7 The investment programme was £28m higher than the Emergency Budget, with £19m in buses, streets and other operations, mainly driven by Healthy Streets investment of £14m year-to-date. Additionally, van scrappage payments had increased, with payments £3m higher than the Emergency Budget. London Underground investment was £8m higher, driven by project penalty fees and reduced investment transferred to the capital account. As a

result of pausing non-safety critical projects, some costs could no longer be capitalised and sat within operating costs. In the year-to-date, these costs were £26m, which was £5m more than the Emergency Budget.

- 4.8 On the capital account, new capital investment was £17m higher than target from a combination of projects starting earlier than expected, Healthy Streets investment and a timing difference of income for Barking Riverside. Other capital grants were £18m lower than expected, mainly from lower Northern Line Extension funding which was received approximately two periods in arrears. The Crossrail Emergency Budget was maintained at the same level as the original 2020/21 Budget and did not reflect the temporary safe stop of the project.
- 4.9 There had been an increase in cycling on the surface network and new cycling infrastructure was being provided to meet demand. Eight new docking stations were planned for Santander cycles and a further 100 bikes would be added to the scheme this year. The next business planning cycle would look at the role TfL wanted to play in responding to the jump in demand in the market.

#### **TfL Scorecard**

- 4.10 A scorecard for 2020/21 was considered by the Board on 18 March 2020 but the coronavirus outbreak required a change of priorities and activities . The Board asked for more relevant measures for the effective management of the business and to simplify the business as usual scorecard.
- 4.11 The Chair, in consultation with the Committee, approved the H1 TfL Scorecard, which set out a phased approach currently focussed on the restart of services as lockdown was lifted and the subsequent recovery of the business to a new normal. Given the high level of uncertainty, the phased approach consisted of an immediate scorecard to cover the first half of the performance year (the H1 Scorecard) which reflected its short-term priorities, aligned to the duration of the current Government funding deal. This would be followed by a recovery-focussed scorecard for the second half of the year (H2 Scorecard).
- 4.12 The H1 Scorecard reflected current priorities of running the maximum service while supporting social distancing and London's economic recovery. The investment programme was focused on the reallocation of street space to support walking and cycling for short journeys and prevent a car-led recovery.
- 4.13 The safety and wellbeing of staff and customers continued to be a top priority and was reflected by targets relating to those killed and seriously injured on the road network and transport services. A new staff wellbeing measure was introduced that sought to ensure there was no disparity in how TfL's diverse workforce was experiencing the crisis.

- 4.14 The current situation made target setting challenging, so the floor target for each metric would be set appropriately to ensure that a wider range of performance was recognised, and a change control process would adjust metrics and targets that were no longer appropriate. Targets had been set as an average over periods 1-7, unless tied to a specific date. Exceptions to this were the service delivery targets, which were set as an average level of service across periods 3-7 and were aligned with the timing of the Government funding agreement, when TfL began building up service levels to enable social distancing. That performance should improve each period as service delivery got closer to a normal level.
- 4.15 Following the approval of the H1 Scorecard, work would begin on the H2 Scorecard for approval in September/October 2020. The H2 Scorecard would be based on the Revised Budget and TfL's aims for the remainder of the year, namely core safety and operational priorities, and an enhanced focus on active travel and a green recovery. It would also take into account any conditions tied to the second funding package being sought from Government.

#### **Update on Income from Developers Through Planning Obligations**

- 4.16 The Committee noted the paper, which provided an end of year (2019/20) update on the Mayor's Community Infrastructure Levy (MCIL) that supported the funding of Crossrail, as well as an overview of a range of other developer contributions and funding mechanisms, including Section 106) and Borough CILs that contributed towards other TfL transport priorities. TfL and the Greater London Authority had a joint role in securing funding from transport developments.
- 4.17 There were approximately 208 referable planning applications involving significant TfL input last year, as well as hundreds of non-referable applications with transport implications and input. Securing planning obligations was inherently related to the level of development activity and the implementation of relevant planning permissions. Development activity tended to be cyclical and was strongly influenced by local, national and global factors.
- 4.18 The Mayoral CIL secured £130m with a £747m total, which was the highest annual return since 2017/18. This was built out of long planned developments, so did not yet reflect the impact of the pandemic. On Borough CILs, there were only three local authorities without charging schedules in place and significant annual receipts had been collected, for which there were numerous competing priorities.
- 4.19 Leveraging third party funding was vital to delivering transport infrastructure and improvements for the city and would play an increasingly important role as TfL faced major financial pressures. These funding sources were needed to deliver TfL priorities around step-free access, station pinch points, Healthy Streets and mode shift, as well as underpinning sustainable development and supporting wider objectives around housing and regeneration.



## **Commercial Development Property Programme Update**

- 4.20 The Committee noted the paper, which provided an update on TfL's commercial development activity, summarising progress to date and outlining how the team had reacted to the outbreak of the coronavirus pandemic.
- 4.21 A key focus had been TfL's approach to its property assets, including consolidating assets into a single subsidiary, enabling better oversight and allowing the strategic management of the estate by asset class. Alongside this, there had been three strategic property initiatives as part of the growth agenda outlined in the TfL Business Plan: using land to deliver thousands of affordable homes; growing revenue from commercial property assets; and reviewing the head office and wider operational estate to secure cost and efficiency savings and unlock new commercial opportunities.
- 4.22 As one of London's largest landowners, TfL was uniquely placed to generate long-term income from commercial property assets, alongside building thousands of homes with high levels of affordable housing. By investing in assets to create homes and jobs, the Commercial Development programme was materially helping the London economy and supporting the response to the impact of the coronavirus pandemic. The pandemic was currently reducing TfL's rent income from tenants and had also reinforced the critical need to both grow net revenues to reinvest in the transport network and build new homes.
- 4.23 Short term, the coronavirus lockdown had materially reduced both supply and demand in the property market, including on TfL's estate. Longer term, the pandemic was speeding up existing trends, including increased home-working and flexible working environments, which was potentially leading towards increasing growth in London's town centres, and more active travel and greater dependency on digital infrastructure. The Commercial Development team was looking afresh at accommodation plans and available assets across existing offices, commercial and development estates, with a view to deliver cost savings through an optimum office footprint that reflected a massive increase in home-working.

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

None

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

Papers submitted to the Finance Committee on 24 June 2020.

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**Board**



**Date:** 29 July 2020

**Item:** Report of the Meeting of the Remuneration Committee held on 24 June 2020

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 24 June 2020.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

3.1 The papers for the meeting of the Committee held on 24 June were published on 16 June and 22 June 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/remuneration-committee>. A link to a video recording of the meeting can also be found on the page.

3.2 The main matters considered by the Committee were:

- (a) 2019/20 TfL Scorecards;
- (b) Performance Awards 2019/20 and 2020/21; and
- (c) Date of next meeting and thanks to the Commissioner.

3.3 A summary of the items considered and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 11 November 2020.

## **4 Issues Discussed**

### **2019/20 TfL Scorecards**

4.1 The Committee had discussed the interim results on 11 March 2020. The end-year outturn had since been audited and then reviewed by the Audit and Assurance Committee. The Chair confirmed that he had discussed the outturn with the Chair of the Audit and Assurance Committee and there were no issues to bring to the attention of Members.

- 4.2 The Committee noted the paper, which set out the business performance results as measured by the TfL and delivery business scorecards for the year ended 31 March 2020.

#### **Performance Awards 2019/20 and 2020/21**

- 4.3 Due to the very significant financial challenges faced by TfL, the ongoing discussions with Government about longer-term funding requirements and the future revenue risk, Members agreed, through the use of Chair's Action, that there was little option but to defer pay-out of all 2019/20 senior manager performance awards for 12 months. It was also agreed that the senior manager performance awards scheme would be suspended for the current financial year, 2020/21.
- 4.4 The decision reflected the exceptional circumstances in which TfL found itself due to the impact of Covid-19 on TfL's revenue, while it continued to run services to support key workers. It was not a reflection on the hard work and commitment of staff, who the Committee recognised had made, and continued to make, an exceptional contribution to London, particularly in response to the pandemic.

#### **Date of next meeting and thanks to the Commissioner**

- 4.5 The Committee agreed that the meeting scheduled for 8 July 2020 was not required, so it would next meet on 11 November 2020.
- 4.6 The Committee expressed its thanks to Mike Brown MVO for his contribution and support to the work of the Committee.

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

None

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

Papers submitted to the Remuneration Committee on 24 June 2020

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**Board**



**Date:** 29 July 2020

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 20 July 2020

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items considered by the Programmes and Investment Committee at its meeting on 20 July 2020.

## **2 Recommendation**

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

## **3 Committee Agenda and Summary**

3.1 The papers for the meeting of the Committee held on 20 July 2020 were published on 10 July 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>. A link to a video recording of the meeting can also be found on the page.

3.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Elizabeth Line Operational Readiness and Crossrail Update;
- (c) Crossrail Limited Board Appointments;
- (d) Management of the TfL Investment Programme during the Covid-19 Pandemic;
- (e) Independent Investment Programme Advisory Group Quarterly Report;
- (f) TfL Project Assurance Update;
- (g) Crossrail 2 – British Library Development Agreement;
- (h) London Underground Fleet Heavy Overhaul Programme;
- (i) Delivering the London Streetspace Programme and priority schemes in the Healthy Streets Programme: 2020/21; and
- (j) Air Quality Management Programme.

- 3.3 A summary of the items considered and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 16 October 2020.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the paper. Since the last meeting, two decisions had been taken by Chair's Action relating to Crossrail - Bond Street station (which included the use of authority delegated by the Board) and the East London Line – Housing Infrastructure Fund.
- 4.2 There had been two approvals by the Chief Finance Officer, relating to Procurement Authority for the Jubilee line mid-life refurbishment and the Power Supervisory Control and Data Acquisition (SCADA) life extension project.

### **Elizabeth Line Operational Readiness and Crossrail Update**

- 4.3 The Committee noted the paper, which provided an update on the status of the Crossrail project including the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from the Crossrail project. This paper appears elsewhere on the agenda for the Board.

### **Crossrail Limited Board Appointments**

- 4.4 The Committee noted the paper, which proposed the reappointment to the Board of Crossrail Limited of non-executive directors, whose terms of office were due to expire shortly. The Chair exercised Chair's Action to extend the appointments of the three non-executive directors, for up to a year with the option to terminate the appointments sooner, with two-months' notice. This is reported to the Board under the Use of Delegated Authority item.

### **Management of the TfL Investment Programme during the Covid-19 Pandemic**

- 4.5 The Committee noted the paper, which set out the practical impacts of the Covid-19 pandemic on TfL's Investment Programme and the actions taken. The financial and programme impacts of Covid-19 were being assessed and will be shared at a future Committee meeting.
- 4.6 On 24 March 2020, following the introduction of travel and social distancing restrictions to reduce the spread of Covid-19, TfL implemented a "Safe Stop" on all major project sites, to both limit usage of public transport and to assess the safety of construction activity. Other projects, which were not at the stage of site construction and several major projects, that could continue activity away from site, continued throughout the period.

- 4.7 In line with the Government's announcement in early May 2020, which eased lockdown measures for those who could not work from home, construction activity on site had resumed across London. Having considered all relevant guidance, work on several of TfL's construction projects had also resumed, with others due to restart in the coming weeks. Construction work had restarted on the Northern Line Extension and Bank station. A new programme of "Streetspace" projects had been developed and was already in delivery.
- 4.8 TfL had developed a plan for the Investment Programme, in case there was a further outbreak of the Covid-19 virus in London, or any similar event.

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

- 4.9 The Committee noted the Independent Investment Programme Advisory Group's (IIPAG's) Quarterly Report and the Review of the Effectiveness of First and Second Lines of Defence and the Management Response. The report contained information on work completed from early February to late June 2020.
- 4.10 IIPAG had used this period to finalise work on: Value for Money: Business Cases and Prioritisation; TfL Standards; Assurance of Commercial Development; and Commercial Transformation.
- 4.11 There were no cross-cutting issues raised in the reports, other than to maintain the high quality of benchmarking work that TfL had completed.

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

- 4.12 The Committee noted the paper, which provided an update on project assurance work undertaken between 2 February 2020 and 26 June 2020.
- 4.13 Since 1 April and up to 26 June 2020, due to the impacts of Covid-19, including the corresponding safe stop of projects across TfL and the furloughing of TfL staff, a limited number of reviews had been completed. Six reviews were undertaken (one programme and five project assurance reviews) which gave rise to 91 recommendations, of which none were critical issues. As staff returned from furlough, there would be a renewed focus on addressing the number of overdue actions.

#### **Crossrail 2 – British Library Development Agreement**

- 4.14 The Chair exercised Chair's Action to approve Land Authority for the Development Agreement (DA) between TfL and the British Library (BL) and the related lease.
- 4.15 BL intended to develop 2.8 acres of currently unbuilt land at the northern end of its estate. The development site was on land safeguarded for the Crossrail 2 project. The site was required by Crossrail 2 to provide a ventilation shaft, emergency and maintenance shafts and a pedestrian passageway for the proposed Euston-St Pancras station. The DA would reduce the Crossrail 2 construction impact in the local area.

## **London Underground Fleet Heavy Overhaul Programme**

- 4.16 The Chair exercised Chair's Action to approve additional Programme and Project Authority for the continuation of the Programme.
- 4.17 The Programme delivered large scale heavy maintenance activities on London Underground's existing fleet of passenger rolling stock and rail adhesion trains, which allowed the passenger fleets to remain in safe and reliable operation until replaced. While out of service, TfL would take the opportunity to deliver life extension works.
- 4.18 Over the last 12 months, the workstream delivered against its targets, including completion of the planned number of Programme Lifts on Victoria line and Bakerloo line trains and planned life extension work on the Piccadilly line fleet.
- 4.19 This particular Programme focussed on the mechanical aspects of heating and ventilation; information would be provided to the Safety, Sustainability and Human Resource Panel on the direction of air flows within carriages, in the context of Covid-19.

## **Delivering the London Streetspace Programme and priority schemes in the Healthy Streets Programme: 2020/21**

- 4.20 The Chair exercised Chair's Action to approve Programme and Project Authority for the Programmes.
- 4.21 The London Streetspace Programme (LSP) was a new programme to help deliver the Mayor's 'Restart and Recovery' Covid-19 response plans for London. The Committee noted the proposals to restart priority schemes in the Healthy Streets Programme.
- 4.22 Within the Government funding and financing package, as part of the Covid-19 response, £55m was allocated to promote walking and cycling across London, including new segregated cycle lanes, closures of roads to through traffic, and pavement extensions. The LSP would deliver measures to provide space for social distancing, encourage greater use of walking and cycling to avoid both a car-based recovery and overuse of the public transport network.
- 4.23 Monitoring of the Programme and schemes was underway; where possible, temporary schemes that delivered benefits would be made permanent. It was recognised that the increase in people using cycles would necessitate cycling proficiency training.

## **Air Quality Management Programme**

- 4.24 The Chair exercised Chair's Action to approve additional Procurement Authority to extend the contracts with Capita Business Services Limited to develop and operate projects within the Air Quality Management Programme (AQM) and to allow Siemens Mobility Limited to continue delivery of detection and enforcement infrastructure.



- 4.25 Since the introduction of the Ultra Low Emission Zone (ULEZ) in central London in April 2019, there had been significant improvements in air quality, including a 44 per cent reduction in roadside NO<sub>2</sub> between February 2017 to January 2020 (in the ULEZ zone). In January 2020, there were 44,100 fewer polluting vehicles being driven in central London every day with 79 per cent of vehicles meeting the ULEZ emission standards (up from 39 per cent in February 2017).
- 4.26 The additional Procurement Authority would help to deliver and develop AQM schemes to further improve air quality in London.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Programmes and Investment Committee on 20 July 2020

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