

# Agenda

**Meeting: Board**

**Date: Wednesday 9 December 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 DCB

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

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live on the [GLA website Mayoral Webcast page](https://www.tfl.gov.uk/How-We-Are-Governed).

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

## Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat; 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 1 December 2020

**Agenda  
Board  
Wednesday 9 December 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 21 October 2020  
(Pages 1 - 14)**

General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 21 October 2020 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 15 - 24)**

General Counsel

**The Board is asked to note the paper and the use of Chair's Action.**

**5 Commissioner's Report (Pages 25 - 68)**

Commissioner

**The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 21 October 2020 and updates Members on significant projects and initiatives.**

**6 Elizabeth Line Operational Readiness and Crossrail Update**  
(Pages 69 - 72)

Managing Director London Underground and TfL Engineering and Chief Executive,  
Crossrail

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

**7 Finance Report: Budget Submission and Capital Strategy [To Follow]**

Chief Finance Officer

**The Board is asked to note the Finance Report, TfL's submission to the GLA Budget and the Capital Strategy.**

**8 Annual Travel in London Report** (Pages 73 - 112)

Director of City Planning

**The Board is asked to note the Travel in London 13 Overview Report.**

**9 Surrey Quays Station Upgrade (SQSU) - Compulsory Purchase Order Authorisation** (Pages 113 - 146)

General Counsel

**The Board is asked to note the paper and supplementary information on Part 2 of the agenda and approve in principle the making of a Compulsory Purchase Order for the acquisition of a property to enable the timely implementation of the Surrey Quays Station Upgrade.**

**10 Statutory Chief Finance Officer** (Pages 147 - 148)

Chief Finance Officer

**The Board is asked to note the paper and supplementary information on Part 2 of the agenda and agree to update the list of individuals authorised to undertake the statutory Chief Finance Officer (CFO) responsibilities if the statutory CFO is unavailable.**

**11 Board Effectiveness Review 2020** (Pages 149 - 158)

General Counsel

**The Board is asked to note the Board Effectiveness Review 2020, discuss the key findings and areas for the Board to consider and appoint Cllr Julian Bell to the Audit and Assurance Committee.**

**12 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 4 November 2020** (Pages 159 - 162)

Panel Chair, Kay Carberry CBE

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

**13 Report of the meeting of the Customer Service and Operational Performance Panel held on 18 November 2020** (Pages 163 - 166)

Panel Chair, Mee Ling Ng OBE

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

**14 Report of the meeting of the Remuneration Committee held on 23 November 2020** (Pages 167 - 170)

Committee Chair, Ben Story

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

**15 Report of the meeting of the Finance Committee held on 25 November 2020** (Pages 171 - 174)

Committee Chair, Ron Kalifa OBE

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

**16 Report of the meeting of the Elizabeth Line Committee held on 26 November 2020** (Pages 175 - 180)

Committee Chair, Heidi Alexander

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

**17 Report of the meeting of the Audit and Assurance Committee held on 2 December 2020** (Pages 181 - 184)

Committee Chair, Anne McMeel

The Board is asked to note the summary report.

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

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

**19 Date of Next Meeting**

Wednesday 3 February 2021 at 10.00am.

**20 Exclusion of Press and Public**

If the items on Part 2 of the agenda need to be discussed before a decision is taken, then the Board is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 1 and 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

**21 Surrey Quays Station Upgrade (SQSU) - Compulsory Purchase Order Authorisation** (Pages 185 - 186)

Exempt supplemental information relating to the item on Part 1 of the agenda.

**22 Statutory Chief Finance Officer** (Pages 187 - 188)

Exempt supplemental information relating to the item on Part 1 of the agenda.

[page left intentionally blank]

## Transport for London

### Minutes of the Meeting

#### Teams Virtual Meeting

10.00am, Wednesday 21 October 2020

#### Members

Sadiq Khan (Chair)  
Heidi Alexander (Deputy Chair)  
Cllr Julian Bell  
Kay Carberry CBE  
Prof. Greg Clark CBE (from Minute 53/10/20)  
Bronwen Handyside  
Ron Kalifa OBE  
Dr Alice Maynard CBE  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips (to Minute 54/10/20)  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

#### Government Special Representatives

Clare Moriarty DCB

#### Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Michèle Dix CBE	Managing Director, Crossrail 2
Vernon Everitt	Managing Director, Customers, Communication and Technology
Stuart Harvey	Director of Major Projects
Simon Kilonback	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

Mark Wild                      CEO, Crossrail Limited

#### Staff

Andrea Clarke	Director of Legal
Patrick Doig	Divisional Finance and Procurement Director
Sarah Gasson	Chief of Staff to Commissioner
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Shamus Kenny	Head of Secretariat
Tony King	Group Finance Director and Statutory Chief Finance Officer
Emma Lucas	Chief of Staff, Chief Finance Officer

## **7/10/20 Apologies for Absence and Chair's Announcements**

An apology for lateness had been received from Prof. Greg Clark CBE. All other Members were present.

The Chair welcomed everyone to the meeting. On behalf of the Board, he expressed his continued thanks to all staff and contractors for their response to the Covid-19 pandemic and their work to lead London and the country back to recovery.

The Chair informed the Board that people associated with TfL had received awards in the Queen's Birthday Honours list. The former Commissioner, Mike Brown, was honoured with a CBE for his services to London. He had displayed exceptional leadership and vision during his time at TfL and his recognition was very well deserved. One of the Government's Special Representatives on the Board, Clare Moriarty, had been awarded a DCB for her public service. The Chair paid tribute to Ibrar Karam, known as Akram, who was awarded a British Empire Medal in recognition for his outstanding work and dedication relating to Dial-a-Ride services and supporting the local community during the pandemic. Akram had led on repurposing the Dial-a-Ride services to help with efforts to deliver food and shopping to vulnerable people, including hot food to those shielding and people working for the local NHS trust. He also partnered with the London Emergency Planning Group to organise deliveries of PPE, pharmaceuticals and other needs to NHS hubs and essential workers. Akram had personally designed the support programmes and rapidly scaled them up to meet demand, and had received glowing feedback for his efforts to ensure those in need got the support they sought. The Board agreed that Akram's inspiring adaptation of the Dial-a-Ride service and the efforts of all staff at Dial-a-Ride was testament to the values of community and support that lay at the heart of London.

The Chair informed Members that he had held discussions and been in correspondence with the Secretary of State for Transport on the need for TfL to receive an 18-month funding package to provide time to agree a sustainable funding model for the future. No organisation could have withstood the significant loss in revenue and consequent impact on TfL's finances as a result of Londoners following Government advice to limit travel to reduce the spread of Covid-19, while TfL sought to continue to run services to enable essential workers to travel to work. The Chair confirmed the accuracy of the media reported conditions that the Government wished to impose on TfL for a six-month package at a value less than TfL required. The Chair considered the conditions to be draconian as they would fall on the poorest people and were a complete contrast to the treatment of the train operating companies. The Government had commissioned KPMG to undertake a review of TfL but had then only provided one-third of the report for review, with two-thirds redacted.

The Chair had written to the Prime Minister to raise his concerns as a matter of national interest, as TfL was a driving force for the economic success of the Capital, which in turn was integral to the success of the UK. A response from the Prime Minister was awaited. TfL was a world class transit authority and the Chair was proud of the organisation and its response to the pandemic. He would continue to stand firm and fight for a fair deal for Londoners and do what was right for the city.

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



## **48/10/20 Declarations of Interests**

Howard Carter noted that Board Members' individual register of interests were published on the TfL website.

It was noted that, under the 'Funding Update' 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.

## **49/10/20 Minutes of the Meeting of the Board held on 29 July 2020**

**The Board approved the minutes of the meeting held on 29 July 2020 as a correct record. The minutes would be provided to the Chair for signature at a future date.**

## **50/10/20 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the paper. In August 2020, TfL was included in revised Regulations that allowed the Board and its Committees and Panels to meet and take decisions by videoconference. All meetings since that date had been streamed contemporaneously to provide access to the public and press.

Apart from the use of Chair's Action set out in the minutes of the meeting of the Board on 29 July 2020 (elsewhere on the agenda), the only other use of Chair's Action was to approve revised governance arrangements for Crossrail, including the establishment of the Elizabeth Line Committee.

Members noted the progress against the actions from previous meetings, set out in Appendix 1.

Since the last meeting of the Board, there had been no exercise of delegated authority that required reporting. There had been one Mayoral Direction to TfL, relating to the London Cleaner Vehicle Support and Scrappage scheme, which had also been reported to the Finance Committee.

**The Board noted the paper, the use of Chair's Action and Delegated Authority and the Mayoral Direction received since the last meeting.**

## **51/10/20 Commissioner's Report**

Andy Byford introduced the report, which provided a review of the major issues and developments since the last meeting.

The key issues arising from the overview and discussion were:

- 1 The effects of the pandemic continued to present numerous challenges for TfL, London and the UK more widely. Andy Byford was proud of TfL's staff and partners who had risen to the challenge and continued to professionally provide its services during difficult and uncertain circumstances. He congratulated colleagues who were recognised in the Queen's Birthday Honours list for their dedication and hard work, including the former Commissioner Mike Brown, Government Special Representative Clare Moriarty, Akram and another member of staff who wished to remain anonymous.
- 2 Since London's move into the 'High' local Covid-19 alert level last week, Tube ridership was 32 per cent and bus ridership was 54 per cent of normal demand. The new restrictions were having an impact on demand for services while TfL continued to run 100 per cent of services to help support social distancing.
- 3 The ongoing pandemic had devastated TfL's finances. The funding agreement with Government, for the first half of the financial year, had been due to expire on 17 October 2020. In order to keep services running for the remainder of the financial year, TfL needed £2bn of revenue grant funding and £2.9bn revenue grant funding for the financial year 2021/22. TfL had been very careful about its assumptions in getting to these amounts and had stripped back spending to the bare minimum from a safety perspective, and in the context of the objective shared with the Government to protect transport services as much as possible.
- 4 Negotiations continued with the Government to reach a longer-term settlement with productive discussions at a working level on the mechanics of the deal. On 16 October 2020, TfL agreed with Government that the current funding deal be extended by a further two weeks to 31 October 2020, so that constructive discussions could then be concluded. Andy Byford confirmed that he had requested to see a full version of the KPMG report in order to check for accuracy and understand assumptions, but it had not been shared by Government.
- 5 Since the last meeting, another bus driver colleague had sadly passed away due to coronavirus, bringing the total number of colleagues who had died during the pandemic to 45, including 30 bus drivers. TfL continued to do everything it could to support the families of those who had died. The Employee Assistance Programme was available to all employees and their dependents, offering bereavement support, as was the Sarah Hope Line and access to the Cruse helpline. The Death in Service policy had been updated so all employees' nominee Oyster cards were extended for six months from notification of an employee's death, and retrospectively extended for those families who were affected since lockdown in early March 2020. Lilli Matson confirmed that she would investigate how the charity Cruse could be recompensed in return for the access to bereavement support that it provided employees. **[Action: Lilli Matson]**
- 6 Phase one of the University College of London bus driver death review was completed and the report was published in July 2020. Phase two of the study would look at risks that bus workers faced from exposure to coronavirus by carrying out a detailed survey of bus drivers, with the final report and its findings expected in January 2021. It would focus on understanding how lifestyle, non-occupational factors and existing health conditions impacted on those vulnerable to the virus. A paper would be considered at the next meeting of the Safety, Sustainability and

Human Resources Panel, including what actions were being taken to tackle underlying health issues. **[Action: Lilli Matson]**

- 7 Black, Asian and minority ethnic and vulnerable colleague risk assessments were promoted to help identify risk factors, determine risk categories and take appropriate mitigating action. All employees were encouraged to undertake a new questionnaire, managed by the Occupational Health and Wellbeing team, to determine the risk categories of all personnel so risks could be managed accordingly and employees and customers kept safe.
- 8 Asymptomatic testing trials were being conducted to improve understanding of the prevalence of coronavirus in identified industries, learn more about who was at higher risk and how the virus spread between groups, in order to help minimise spread among high contact professions. Extensive daily cleaning was carried out across the network, with a focus on touch points that were also treated with additional hospital-grade anti-viral agents every night, after regular cleaning had been completed.
- 9 Vernon Everitt confirmed that there had been a communications push to publicise the face covering enforcement work carried out on the network, to instil confidence that the transport system was safe, clean and orderly, and to encourage compliance and ridership. A badge had been introduced to help identify those who had a legitimate exemption.
- 10 Completing Crossrail and opening the Elizabeth line was a top priority. From 1 October 2020, Crossrail was officially handed over to TfL as the operator and maintainer of the railway, along with responsibility for the governance of the programme. This was a significant undertaking that would improve the scrutiny, accountability and transparency, and help accelerate decision-making. The project needed a further £1.1bn funding and with the financial authority coming to end soon, TfL was in active discussions with the Government and the GLA, alongside its wider funding negotiations, to conclude a position on funding.
- 11 The publication of the 2019 casualty data showed that 125 people were killed on London's roads. Sixty-eight of those people were pedestrians, 44 of which were the result of a car collision and 31 motorcyclists had also been killed. In 2020, there had been a welcome drop in pedestrian deaths due to lockdown. TfL was not complacent and continued to do everything it could to eliminate deaths and serious injuries to address the adverse trend. Initiatives such as Low Traffic Neighbourhoods, 20mph zones and Streetspace all focused on safer streets and addressed risks on crossing roads.
- 12 Gareth Powell confirmed that the bus safety standard work continued to be rolled out, with a bus driver training programme that included hazard perception that was well received by bus drivers and trade unions. On the Central London Footways initiative, he confirmed that the route mapping had incorporated access features but more work was required on accessibility in some areas so user feedback was being sought.
- 13 In response to a question, Howard Carter confirmed that TfL was taking forward the Department for Transport Taxi and Private Hire Standards Review requirements and an update would be provided to the Board. **[Action: Howard Carter]**

- 14 Alex Williams had provided Members with a briefing paper on the health dividends of investing in inclusive, sustainable transport. Consideration would be given to what more could be done to share the qualitative and quantitative data on a regular basis and more widely, to promote understanding of the health and economic benefits of the active travel programme. **[Action: Alex Williams]**

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

## **52/10/20 Elizabeth Line Operational Readiness and Crossrail Update**

Andy Byford introduced the item, which provided an update on the status of the Crossrail project, including an overview of the new governance arrangements and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway.

The governance for the project had been transferred to TfL. This would provide even greater accountability and transparency and allow TfL to have full oversight, in order to drive the project forward to completion and open the Elizabeth line safely at the earliest opportunity. The Elizabeth Line Committee had been established to oversee progress, which would be chaired by Heidi Alexander. Sarah Atkins, who was a TfL nominee to the Crossrail Limited Board, had agreed to sit on the Committee and Kathryn Cearns OBE would be the Government Representative attending the meetings of the Committee. The first meeting of the Elizabeth Line Delivery Group had taken place.

Andy Lord reported that TfL Rail continued to perform well. The Heathrow Connect trains had been withdrawn and replaced with new 345 class trains. Talks continued with Bombardier on some reliability issues, although these were not impacting service but needed to be addressed before trial running. More shafts and portals had been transferred, and there was good team collaboration on asset handover. Detailed risk processes were being developed and an update would be brought to the first Elizabeth Line Committee meeting. **[Action: Andy Lord]**

Mark Wild provided a further update on progress and welcomed the governance changes. The project continued to show good performance on safety, with 23 weeks clear of any incidents this year, compared to six clear weeks last year. Electrical isolation was a safety critical issue and primary risk focus. All sites were open and Covid-19 secure, with productivity at or above pre-lockdown levels.

A critical path for the programme was to get to trial running in early 2021. All 10 shafts and portals would be handed over and all stations would be trial running ready, apart from Bond Street. Blockade work had been successful, with 96 per cent of targets completed. TR2 software was now loaded and being tracked on the central section. System integration dynamic testing would start on 3 December 2020.

A second critical path was station completion which had been re-sequenced. Farringdon station would be completed for passenger service in the next two weeks, with the lessons learnt then applied to Paddington station.

In response to Members' questions, Mark Wild confirmed that an update on learning from observations and incidents of electrical safety and height work would be brought to the Safety, Sustainability and Human Resources Panel, so they could be incorporated into

wider TfL projects. He also confirmed that a people management focused report would be brought to a future Panel meeting, as a learning legacy of Crossrail.

**[Action: Mark Wild/Andy Lord]**

On behalf of the Board, the Chair expressed his thanks to the former Crossrail Limited Board directors for their work and to Andy Byford for his positive focus on getting the Elizabeth line open safely and quickly at the best possible cost.

**The Board noted the paper.**

## **53/10/20 Finance Report**

Simon Kilonback introduced the report, which set out TfL's financial results to the end of Quarter 2 (Period 6), the year-to-date ending 19 September 2020.

The report was based on the Revised Budget, approved by the Board on 29 July 2020. The Revised Budget updated the earlier Emergency Budget, which was an interim position to fulfil the urgent need to minimise cash outflow and agree the funding package with Government for the first half of the year (H1). The subsequent Revised Budget updated some of the Emergency Budget assumptions as a result of services returning to normal much earlier than assumed, the restart of projects, the focus on social distancing and strategic cycling schemes and an updated view of journey, travel and revenue assumptions.

On the operating account, passenger journeys and income remained significantly lower than last year, with Tube journeys just over 60 per cent down and buses 40 per cent lower. Overall passenger income was down by 70 per cent against last year, which equated to around £1.5bn.

Core operating costs were around £90m lower than last year, which reflected the work done to keep costs low through planned savings such as holding vacancies, supply chain savings and lower network costs at the height of the pandemic.

Cash balances remained reasonable at £1.57bn, which was primarily as a result of the £1.6bn funding and financing package agreed with Government. Without this, TfL was losing an average of £300m cash each period. A full funding package for H2, 2020/21 was yet to be agreed, with the two-week extension of the current agreement ending on 31 October 2020.

The overall net cost of operations in the year-to-date was a deficit of £1.7bn, an improvement on the Revised Budget of £183m. Year-to-date passenger and other operating income was £101m better than Revised Budget, which along with additional furloughing grant revenue of £16m, equated to around two thirds of the overall improvement. Operating costs were £58m lower than budget and operating costs for 2020/21 assumed £193m of savings to offset inflation and other costs pressures. Capital Renewals at £116m were broadly in line with budget and around £50m lower than in 2019/20.

Staff levels were 735 full-time equivalent lower than at the end of 2019/20, with around 2,400 staff still on furlough. Cost reductions had been made across all business units, which reflected the additional cost and commitment control measures. When the Revised Budget was set in July 2020, the focus was on conserving cash and minimising cost, while maintaining a safe and reliable range of services in line with Government

requirements. The Investment Programme was prioritised based on safety and business criticality, alignment to organisational, Mayoral and Government priorities, and affordability, contingent on Government funding. In response to the coronavirus pandemic, TfL implemented several additional controls to ensure continued control of future commitments and costs, including a recruitment and headcount freeze. TfL continued to use the Government furloughing scheme, with around 7,000 staff furloughed at the height of the pandemic, which brought in £56m of additional income.

The Financial Commitment Oversight Group, which met weekly to oversee future financial commitments and spend, had been operating since June 2020 and reviewed all spend above £1m or lower for budgeted or project restart costs. Spend control initiatives were being undertaken and guidance had been issued to the business on the importance of managing cash and future commitments. Cash flow planning and accuracy was a significant focus, with greater rigour on divisional reviews and payment timings. TfL was also looking at medium to longer-term options to ensure financial sustainability as part of the Business Plan and long-term capital plan annual reviews.

Overall spend on capital renewals and new capital investment was broadly in line with the Revised Budget, though significantly lower than last year. Compared to this time last year, renewal spend was around £50m lower. New capital investment continued at a steady pace as projects which were restarted in recent months progressed against challenging targets. Spend to date was just over £150m lower than last year. Work on Crossrail had now accelerated and was £23m higher than budget, though £150m lower than last year. Work was undertaken on Covid-19 impacts on the Investment Programme and was considered at the Programmes and Investment Committee meeting on 16 October 2020. The output of the reviews would be reflected in the Quarter 2 Investment Programme Report.

TfL retained minimum cash of £1.2bn which represented two months of expenditure. Cash balance at period end was £1,574m, an improvement on budget of £91m. This was £480m lower than the end of 2019/20 cash balance of £2,045m, which itself was £200m lower due to Covid-19 impacts, with total Covid-19 cash impact so far of almost £2bn.

Costs were expected to remain under control with a continued focus on headcount and on coronavirus related costs, to ensure TfL remained in line with latest Government advice on safety and social distancing. Whilst there had been a slow but steady growth in the number of people commuting for work over the summer, journeys remained very low and had plateaued following the updated guidance from Government in September 2020 on working from home. The new Tier 2 restrictions were expected to have a further impact on journeys. The current furlough scheme was due to end on 31 October 2020 and the Government was yet to confirm the terms or period of any extension or replacement of the scheme.

Whilst Tube passenger volumes had been 14 per cent higher and bus volumes 20 per cent higher than Revised Budget, the previously improving trend had started to stall and the second coronavirus spike was expected earlier than assumed in the Revised Budget. Passenger volumes could be reduced from budgeted levels of 70 per cent down on last year to 80-85 per cent reduction levels. Whilst the Revised Budget included a contingency in H1 to cover revenue uncertainties, this contingency would now be required to help mitigate the impacts of an earlier more prolonged second spike in H2, which could see passenger revenues reduced from the current Revised Budget of £680m by £100-200m. This compared to H1 expected revenues of around £800m.

In response to Members' questions, Simon Kilonback explained that retaining £1.2bn cash was essential to meet TfL's payment and contractual obligations, especially when it only had short term financial certainty from Government. Rating agencies and lenders relied on the minimum level in lieu of a financial covenant. TfL could not borrow for working capital and as income had collapsed, any further borrowing was not prudent. Cash liquidity was imperative for any business to demonstrate it was a going concern.

**The Board noted the report.**

## **54/10/20 Funding Update**

The Chair had agreed to the late acceptance of this item, which was a verbal update without a supporting paper, as discussions with Government on TfL's funding were ongoing when the papers for this meeting were published.

Andy Byford introduced the item by explaining that TfL's main source of income had been decimated in recent months following the pandemic and its impact on fares revenue. The initial funding and financing package with Government was ending and TfL urgently needed to secure a further agreement to keep London and its critical workers moving during the winter months and the second wave of the pandemic. £2bn in revenue grant funding for the remainder of this financial year was needed, and £2.9bn for the 2020/22. The amounts were the result of detailed analysis and assumptions, which stripped back spending without compromising network safety and had been shared with the Government.

Simon Kilonback reported that a two-week extension to the H1 funding deal had been agreed with the Department for Transport, with all the current conditions remaining the same, and use of the remaining balance of the original £1.6bn agreed (around £90m), plus access to the additional £300m top up should it be required. Spend restrictions would continue, including not entering into new contracts for non-critical projects unless by specific approval, as a prudent financial control measure to conserve cash.

Negotiations were continuing based on the Revised Budget which modelled revenue scenarios for a second wave impacting demand. London's Tier 2 lockdown measures had already started to impact on passenger numbers, which were down seven per cent compared to last week. This reinforced the need for prudent revenue assumptions as TfL entered another period of potentially lower demand. The peak of the pandemic, in April 2020, had cost TfL £600m per month, so it was vital that the funding deal secured gave sufficient comfort to continue running pre-Covid service levels to enable critical workers to continue travelling through the City. The mechanism by which Government would provide TfL with funding needed to appropriately match cash flow and known payment requirements.

A short-term funding arrangement was an issue of real concern to staff, suppliers and businesses. TfL was pushing for a longer-term deal to enable long-term financial planning for stability, sustainability and affordability. However, Government had been clear that a long-term deal was not currently possible and that the conditions of a short-term H2 settlement must be met before any discussion of a longer-term settlement.

TfL was a local authority to which the requirements of Section 114 of the Local Government Finance Act 1988 applied and TfL must have a balanced budget over the medium term. If the Chief Finance Officer determined that this was not possible, then a

Section 114 notice must be issued to the Board, Chair, London Assembly and auditors. This would immediately impose spending restrictions and only core services would be run or those that generated a surplus. TfL had a £2bn funding requirement for the rest of the year and £2.9bn for next year and did not have levers to make good those deficits. TfL could continue with an extant funding agreement if there was comfort that its long-term contracts were recognised as part of future funding agreements.

Other impacts were the halt of new contracts, which were already impacting other services in the private sector. Reduced orders would impact the supply chain and millions would be spent maintaining obsolete assets instead of replacing them. There would be no service upgrades and TfL may have to consider reducing services, meaning less ability to travel or overcrowding. Adequate investment in TfL demonstrated the UK's confidence in recovery and investment would stop without supplier confidence.

Clare Moriarty DCB advised that the Government was committed to resolving the funding issue and recognised the importance of TfL to Londoner's lives, the economy of London and the economy of the wider UK. The Government wanted a fair and sustainable settlement in a constrained funding environment. The consequences of no agreement were known and there was a strong commitment to resolve the issue and to look at uncertainty on passenger demand during the period of settlement.

The Chair expressed his disappointed that Andrew Gilligan, one of the appointed Government Special Representatives, was not present at the meeting. He asked that it be reflected to Government that: like-for-like TfL operating costs were £150m lower than when he first became Mayor; £1bn had been taken off its cost base and the operating deficit reduced from £1.5bn to £200m; cash reserves had been built up of £2.2bn, with reduced use of non-permanent labour saving £3.5m per week; salaries of top tier executives had been frozen for four years and the number of senior managers earning over £100,000 had been reduced; and interest on the debts of £7bn borrowed by the previous Mayor was being paid off.

Board Members expressed concern that the current funding conditions had a punitive impact on Londoners, were impractical to implement and would stall economic recovery, and the benefits of an integrated and accountable transport model were not recognised. Members would be kept informed of progress as funding negotiations moved forward. The Chair recognised the long hours being worked to reach a funding agreement and thanked TfL staff for their hard work. He also thanked Members for their comments and engagement, including Clare Moriarty DCB.

**The Board noted the verbal update.**

## **55/10/20 TfL Scorecard H2 2020/21**

Simon Kilonback introduced the item, which sought approval for the TfL Scorecard for the second half (H2) of 2020/21. Due to the impact of the coronavirus pandemic on TfL, the planned Scorecard for 2020/21 had been replaced by two half-year scorecards. The H1 Scorecard had focused on short-term priorities to ramp up TfL's services to support the restart of the economy and was aligned to the requirements of the funding agreement that covered the May-October 2020 period.

The H2 Scorecard was recovery focused, with a return to TfL's core safety and people priorities, and an emphasis on active travel and reducing carbon emissions. It assumed a



second wave of the virus and a subsequent lockdown in line with the Revised Budget and as a result, some targets were lower than previous years. TfL had built resilience into its approach and if a second wave did not occur, a change control process would be used to propose alternative targets for the Board to review.

The targets in the Scorecard were intended to be stretching and would need to be met or exceeded to be considered a success. While TfL remained committed to humanising its safety measures by including actual as well as percentage figures, the impact of the pandemic on the number of people travelling meant percentages were the only measures that could be used in some safety data in order to provide a meaningful comparison to previous measures.

**The Board noted the paper and:**

- 1 approved the H2 TfL Scorecard;**
- 2 noted the approach to managing changing circumstances through H2; and**
- 3 noted the proposal to include five-year trajectories for longer-term Mayor's Transport Strategy targets in the 2020 Business Plan.**

### **56/10/20 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 9 September 2020**

The Chair of the Panel, Kay Carberry CBE, introduced the item. The safety issues considered by the Panel had been covered elsewhere on the agenda for this meeting. The Panel had reviewed the proposals for staff to return to work and to offices, and how these would be flexed as the social distancing and other measures changed.

The Board noted that the annual staff survey, Viewpoint, was currently live and included questions from the previous wellbeing survey. The results of the Viewpoint survey would be reported to a future meeting.

**The Board noted the summary report.**

### **57/10/20 Report of the meeting of the Audit and Assurance Committee held on 11 September 2020**

The Chair of the Committee, Anne McMeel, introduced the item. The Committee noted that, as a result of the impact of the coronavirus pandemic, TfL had reassessed its Enterprise Risks, with each allocated to a Committee or Panel. The Committee commended the staff that worked on answering Freedom of Information Act requests, as TfL was achieving consistently high performance in that area.

The Committee also welcomed a positive report on the work of the Revenue Protection teams to reduce fare evasion, which had been extended during the pandemic to enforce the wearing of masks on public transport.

**The Board noted the summary report.**

## **58/10/20 Report of the meeting of the Customer Service and Operational Performance Panel held on 23 September 2020**

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel commended the clarity and timeliness of the communications strategy and plan to support measures to reduce the spread of Covid-19, and the engagement undertaken with stakeholders, boroughs and the emergency services to support the Streetscape programme.

As referenced in the Chair's opening remarks, the Panel had also been updated on the re-purposing of Dial-a-Ride services during the pandemic, led by Ibrar Karam. Mr Karam's MBE award reflected his role as an exemplar public servant and was further evidence of TfL's contribution to Londoners during the pandemic.

**The Board noted the summary report.**

## **59/10/20 Report of the meetings of the Finance Committee held on 30 September and 16 October 2020**

The Chair of the Committee, Ron Kalifa OBE, introduced the item. The Committee had discussed the 10-year investment plan that TfL submitted to Government to support the Comprehensive Spending Review. The plan set out the case for investment to support the replacement of ageing assets, regeneration and the environment; which all benefitted both the London and UK economy.

The Committee also considered the proposed Energy Purchasing Strategy and renewable energy procurement roadmap out to 2030, which outlined how TfL planned to procure renewable energy through Power Purchase Agreements, in order to meet its ambition to operate a zero-carbon railway, with a specific intention of using TfL's size and position to stimulate growth across the renewable energy generation sector.

TfL's funding discussions with the Government had been considered elsewhere on the agenda but updates had been provided to the Committee on 30 September 2020 and at an additional meeting, called after the papers for this meeting were published, on 16 October 2020 which most Members of the Board had also attended.

The Committee commended both the Board and staff for the significant progress that TfL had made on its finances since 2016 and the wider contribution that TfL's work on infrastructure, housing, the zero-carbon agenda and green economy made to the UK.

**The Board noted the summary report.**

## **60/10/20 Report of the meeting of the Programmes and Investment Committee held on 16 October 2020**

The Chair of the Committee, Prof. Greg Clark CBE, introduced the item. The meeting of the Committee had been held after the papers for this meeting had been published.

The Committee noted the progress of the Investment Programme commitments included in the emergency budget and agreed to the establishment of technology programmes in London Underground and Surface Transport. It noted the progress and timing issues in relation to the negotiations with the Ministry of Housing, Communities and Local Government with regard to the Docklands Light Railway Housing Infrastructure Fund bid and an update in relation to HS2, which impacted TfL's services and stations. Progress with the Northern Line Extension was also noted. Additional Procurement Authority was approved for the Bank Station Capacity Upgrade as part of the London Underground Major Stations Programme.

The contracts for members of the Independent Investment Programme Advisory Group had been extended by a year and the group was commended for its work. Working alongside the Project Assurance team and Major Projects Directorate, this work had driven down costs and improved the efficiency of major projects.

**The Board noted the summary report.**

### **61/10/20 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

### **62/10/20 Date of Next Meeting**

The date of the next meeting was scheduled for Wednesday 9 December 2020 at 10.00am.

The meeting closed at 2.00pm.

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

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

[page left intentionally blank]

**Board**



**Date:** 9 December 2020

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

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper informs the Board of any use of delegated authority, issuance of Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 21 October 2020.
- 1.2 There have been two uses of Chair's Action, which were to accept the funding arrangements agreed with Government for the remainder of the financial year 2020/21 and comfort as to TfL's longer term funding position and to agree funding for the Crossrail project.
- 1.3 The actions from previous meetings are attached as Appendix 1.
- 1.4 There has been one Mayoral Direction to TfL since the last meeting in relation to the Financial support fund for Seven Sisters Market traders.

## **2 Recommendation**

- 2.1 **The Board is asked to note the paper and the use of Chair's Action.**

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

- 3.1 There have been two uses of Chair's Action by the Chair of the Board and no other use of delegated authority by the Chair of a Committee since 21 October 2020.

### **TfL Funding**

- 3.2 As the last meeting of the Board, Members were updated on funding negotiations with the Government. The funding arrangements for the first half of the year were extended by two weeks, to 31 October 2020, to allow negotiations to conclude.
- 3.3 On 31 October 2020, a paper was considered by the Chair that described the proposed arrangements for funding for the remainder of the financial year and comfort as to TfL's longer term funding position. The Chair approved the funding agreement set out in the paper.

- 3.4 The use of Chair's Action by the Chair of the Board was considered appropriate as a decision was needed on the funding arrangements as a matter of urgency, outside the usual cycle of meetings.
- 3.5 Members were kept generally informed of the progress of negotiations and their content and were aware of the proposed arrangements in outline. A draft of the proposed arrangements was also shared in full with the Chairs of the Finance Committee and the Audit and Assurance Committee.
- 3.6 The paper seeking the use of Chair's Action, including the funding proposal from Government, has been published on [tfl.gov.uk](http://tfl.gov.uk).

### **Crossrail Funding**

- 3.7 At its meetings on 30 September and 16 October 2020, the Finance Committee was kept informed of the negotiations between TfL, the Greater London Authority (GLA) and Government on the funding and financing of the remainder of the Crossrail project. Most Members of the Board attended the meeting on 16 October 2020.
- 3.8 On 30 November 2020, the Chair considered and approved the updated proposal for an agreement for the funding and financing of the remainder of the Crossrail project. The agreement was approved in parallel by the Department for Transport and by the Mayor in relation to the GLA's role in the arrangements.
- 3.9 TfL would enter into binding Heads of Terms and subsequent agreements with Government and GLA for further funding and financing Crossrail Limited for the completion of the Crossrail project. TfL would receive up to £825m by way of capital grant from the GLA and approved unbudgeted Financial Authority and Programme and Project Authority up to this sum. TfL would identify further efficiencies within the project, develop a plan for Bond Street station and agree, by 15 January 2021, a "Revised Mitigated Funding shortfall".
- 3.10 The use of Chair's Action by the Chair of the Board was considered appropriate as a decision was needed on the proposed funding arrangements as a matter of urgency, outside the usual cycle of meetings.
- 3.11 The paper seeking the use of Chair's Action will be published on [tfl.gov.uk](http://tfl.gov.uk) once the funding and financing arrangements have been completed.
- 3.12 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 21 October 2020.

## **4 Actions List**

- 4.1 The actions from previous meetings is attached at Appendix 1.

## 5 Mayoral Directions to TfL

- 5.1 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.
- 5.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 5.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 5.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 5.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 5.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 5.7 Since the last report to the Board on 21 October 2020, there has been one Mayoral Direction to TfL.

**(a) Financial support fund for Seven Sisters Market traders (MD2724)**

On 30 November 2020, the Mayor directed TfL to provide direct financial assistance of up to £500,000 to the traders from Seven Sisters Market. The financial support is intended to see the traders through the transition period since the closure of the TfL owned building that housed the market and the provision of a temporary market at Apex Gardens in 2021.

**List of appendices to this report:**

Appendix 1: Actions List

**List of Background Papers:**

Board Chair's Action paper on TfL Funding.

Board Chair's Action paper on Crossrail Funding.

Contact Officer: Howard Carter, General Counsel

Number: 020 3054 7832

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



## Board Actions List (to be reported to the meeting on 9 December 2020)

## Actions from the meeting held on 21 October 2020

Minute No.	Item/Description	Action By	Target Date	Status/Note
51/10/20 (1)	<p><b>Commissioner's Report – Cruse Charity</b> Lilli Matson confirmed that she would investigate how the charity Cruse could be recompensed in return for the access to bereavement support that it provided employees.</p>	Lilli Matson	October 2020	While we do not have a direct relationship with Cruse, we do highlight it among other resources that people may want to refer to. TfL's Employee Assistance Programme (EAP) is the first port of call for employees who are struggling with work and personal issues and can also provide bereavement counselling from BACP accredited counsellors. The EAP has details of all organisations that offer bereavement support, including Cruse, and can signpost to this service.
51/10/20 (2)	<p><b>Commissioner's Report – UCL study</b> A paper would be considered at the next meeting of the Safety, Sustainability and Human Resources (SSHR) Panel, including what actions were being taken to tackle underlying health issues.</p>	Lilli Matson	November 2020	Completed. Paper considered by SSHR Panel on 4 November 2020. Summary report on agenda.

<b>51/10/20 (3)</b>	<p><b>Commissioner's Report – DfT regulations on app-based taxi and private hire services</b></p> <p>Howard Carter confirmed that the Board had previously been updated on the Department for Transport (DfT) proposals to update regulations on app-based taxi and private hire services. A further update would be provided to Ron Kalifa OBE.</p>	Howard Carter	October 2020	An update was provided to Ron Kalifa and a briefing will be arranged for the Board in December 2020.
<b>51/10/20 (4)</b>	<p><b>Commissioner's Report – Health Dividends</b></p> <p>Alex Williams had provided Members with a briefing paper on the health dividends of investing in inclusive, sustainable transport. Consideration would be given to what more could be done to share the qualitative and quantitative data on a regular basis and more widely, to promote understanding of the health and economic benefits of the active travel programme.</p>	Alex Williams	October 2020	We will look to incorporate this analysis in our regular reports and in any asks of Government (for example Comprehensive Spending Review of Budget submissions).
<b>52/10/20 (1)</b>	<p><b>Elizabeth Line Operational Readiness and Crossrail Update – Risk Processes</b></p> <p>Detailed risk processes were being developed and an update would be brought to the first Elizabeth Line Committee meeting.</p>	Andy Lord	November 2020	Completed. An update was considered by the Elizabeth Line Committee on 26 November 2020 and further information will be provided to subsequent meetings.
<b>52/10/20 (1)</b>	<p><b>Elizabeth Line Operational Readiness and Crossrail Update – Risk Processes</b></p> <p>Mark Wild confirmed that an update on learning from observations and incidents of electrical safety and height work would be brought to the SSHR Panel, so they could be incorporated into wider TfL projects. He also confirmed that a people management focused report would be brought to a future Panel meeting, as a learning legacy of Crossrail.</p>	Andy Lord / Mark Wild	November 2020	Completed. An update was considered by the Elizabeth Line Committee on 26 November 2020 and further information will be provided to subsequent meetings.

## Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/01/19 (1)	<b>HSE Annual Report – Reducing Road Injuries</b> Members suggested that the SSHR Panel look at how local borough strategies were performing against the Mayor’s Transport Strategy.	Gareth Powell	February 2021	On the forward plan for the SSHR Panel as part of the next update on Vision Zero.
07/01/19 (2)	<b>HSE Annual Report – Waste Strategy</b> Members recommended that TfL consider developing a waste strategy so that it was a leader in reducing green house emissions in its operations and also in the work it was doing to support housing. TfL would look at how it captured that information and report back to the SSHR Panel.	Lilli Matson	February 2021	The waste strategy is being developed as part of the Corporate Environment Strategy which will be presented to the SSHR Panel.
79/09/19 (1)	<b>Tram Overturning at Sandilands, Croydon on 9 November 2016 - Update – pan-TfL Lessons Learnt</b> Members also agreed that a report would be considered by the SSHR Panel on pan-TfL lessons learnt and changes to processes arising from the information from the Bus Fatigue study, which brought together the relevant parts of the operating business.	Lilli Matson	February 2021	On the forward plan for the SSHR Panel.
05/01/20 (2)	<b>Commissioner’s Report – Bus Safety Standard Visit</b> Members would be offered a visit to see a bus that met the new Bus Safety Standard.	Gareth Powell	TBC	Members will be asked again about availability when lockdown measures are relaxed.
05/01/20 (5)	<b>Commissioner’s Report – Electric Charging Infrastructure</b> An update would be sent to Members on the work being done on the electric vehicle infrastructure taskforce, a key component of which was to increase delivery of charging infrastructure on borough roads and to set up a coordination body with London councils over the next few months.	Alex Williams	November 2020	Completed. A comprehensive update on Electric Vehicle charging infrastructure was considered by the SSHR Panel in November 2020. This will be an annual update on the Mayor’s Electric Vehicles Infrastructure Taskforce report, released last year.

<b>05/01/20 (6)</b>	<b>Commissioner's Report – Corporate Environmental Plan</b> A briefing on the internal Corporate Environmental Plan would be provided to Members in summer 2020 to set out the work being done to meet objectives to reduce carbon emissions as well as air pollution.	Lilli Matson	Winter 2021	On the forward plan.
<b>05/01/20 (7)</b>	<b>Commissioner's Report – Northern Line Extension Visit</b> Members would be offered a visit to view the Northern Line Extension work.	Stuart Harvey	TBC	Members will be asked again about availability when lockdown measures are relaxed.
<b>05/01/20 (8)</b>	<b>Commissioner's Report – Future Affordable Homes</b> It was confirmed that plans on a number of sites identified for the next wave of 10,000 affordable homes would be brought to a meeting of the Finance Committee.	Simon Kilonback/ Graeme Craig	TBC	On the forward plan for Finance Committee, date to be scheduled.
<b>08/01/20 (3)</b>	<b>TfL Viewpoint Survey Results 2019 – Pay Feedback</b> Members asked if the Remuneration Committee could look at underlying issues of why pay dominated the open feedback. It was confirmed that a Talent attraction and Retention paper would be taken to a future meeting.	Tricia Wright	March 2021	This issue has been discussed informally by the Committee. On the forward plan for Remuneration Committee.
<b>19/06/20 (1)</b>	<b>Commissioner's Report – Response to Covid-19 – UCL</b> 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.	Lilli Matson	Ongoing	Updates are provided to the Board (via the Commissioner's Report) and to the SSHR Panel. The SSHR Panel considered the latest update on 4 November 2020.

<b>31/07/20 (2)</b>	<p><b>Commissioner's Report – Changes to work patterns</b> Increased remote working had provided an opportunity for TfL to assess how work might be done differently in the future. Assessments were being done on the percentage of staff that could continue to work from home in the long term, the tools and technology required and the impact on the operational model and accommodation strategy. The outcomes from that work would be reported to a future meeting.</p>	Tricia Wright	TBC 2021	<p>An update on the planned return to offices was considered by the SSHR Panel on 9 September 2020. Further updates would be provided as the impact of the coronavirus on future work and accommodation progressed.</p>
<b>34/07/20 (1)</b>	<p><b>Safety, Health and Environment Annual Report 2019/20 – Body Worn Camera Trail</b> Details and lessons learnt from the successful trial of body worn cameras and their rollout for London Underground and Surface staff would be provided to Members separately.</p>	Siwan Hayward	December 2020	An update will be provided to Members.
<b>38/07/20</b>	<p><b>Slavery and Human Trafficking Statement 2019/20 – Update</b> A paper would be presented to the SSHR Panel, providing details on what TfL had identified and the actions taken as a result of work undertaken in this area, including the consideration of purchases from China and labour exploitation issues.</p>	Simon Kilonback	February 2021	On the forward plan for the SSHR Panel.

[page left intentionally blank]

**Board**



**Date:** 9 December 2020

**Item:** Commissioner's Report

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This report provides a review of major issues and developments since the meeting of the Board on 21 October 2020.

## **2 Recommendation**

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

**List of appendices to this report:**

Commissioner's Report – 9 December 2020

**List of Background Papers:**

None

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

[page left intentionally blank]



# Commissioner's report

9 December 2020

1	Introduction	3
2	Safety and security	4
3	Restart and recovery	14
4	Improving transport and generating growth	21
5	Healthy Streets	30
6	Crossrail	38
7	Finance	40

# 1 Introduction

This report provides a review of major issues and developments since the Board meeting on 21 October.

We are now over halfway through our financial year and the ongoing effects of the global pandemic continue to have a damaging and profound impact on our organisation, our city and across the globe.

Following the Government's announcement of a second national lockdown on 31 October, we worked rapidly to understand the impact of the new restrictions on our people, customers and services. On 26 November, the Government announced that updated restrictions would come into force on 2 December, with London entering Tier 2 level restrictions following the end of the England-wide lockdown. We have issued guidance for customers who will be returning to the transport network in greater numbers as shops, businesses and hospitality venues reopen and university students travel home ahead of the festive period. Our customers can travel to venues or amenities that are open, but they should walk or cycle where possible and avoid busy times and routes on public transport.

Our staff, with the support of our policing partners, are continuing to enforce the use of face coverings on our network, with most customers remaining compliant, unless they are exempt, and helping to prevent the spread of coronavirus. Now more than ever, we all need to play our part in keeping the network safe for those who need it most.

Following intensive discussions with the Government, we were successful in securing a funding agreement so we can keep providing essential services for London over the next six months. The £1.8bn deal means we can continue to serve London's people and businesses and support our key workers and the city's economy through what are tumultuous and uncertain times. There is still work to do with the Government so we can agree a longer-term sustainable funding solution to keep London moving, and we have committed to an additional £160m of savings on top of the savings within our revised budget in July. I would personally like to thank everyone involved in the latest round of funding discussions for their incredible hard work throughout this process to secure this deal for London.

I am also delighted we reached a funding and financing package with the Government on Crossrail on 1 December. Securing this financing is a vital step in ensuring Crossrail CEO Mark Wild and his team can now fully concentrate on safely delivering the Elizabeth line, which is so vital for boosting rail capacity and supporting the economy.

I would like to once again to pay tribute to the hard work and dedication of all our people. None of this would be possible without them. London is counting on our staff and services more than ever as we enter the winter months and, despite the many challenges we face on all fronts, they continue to rise to the challenge to keep this incredible city moving and working.

## 2 Safety and security

### Deaths in service

We are doing everything we can to support the families of the 48 colleagues who have died from coronavirus and will continue to do so. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to Cruse, the dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line.

### Research into bus driver deaths due to COVID-19

Phase 2 of this research is underway. On 20 October, all London bus drivers were invited to complete a survey which examines in more detail their non-occupational and occupational risk factors for potentially catching COVID-19 and their response to the measures taken by bus operators to reduce that risk. University College London (UCL) is seeking information from bus operators on the demographics of all London bus drivers. The final report will be published in January 2021 and will assist us and bus operators in determining what further measures can be put in place to reduce risk to our employees.

All the recommendations from the first part of the study have been undertaken or are ongoing. All previously implemented physical and practical measures, such as modifications to assault screens and enhanced cleaning regimes, remain in

place, and are being complemented by more strategic measures for the medium-to-long term. These focus on identifying those individuals who are most at risk, and where this risk can potentially be mitigated by lifestyle changes, seeking to work with individuals to address those issues.

The successful identification of those in the most vulnerable groups is key, and we are helping line managers to make informed decisions regarding their employee's health, safety and wellbeing. We have developed a risk assessment tool to calculate an individual's "COVID age" based on their individual risk factors in order to identify those who are most vulnerable. Individuals with a "COVID age" of 70 or above are then encouraged to complete a more detailed assessment which is managed within TfL by our Occupational Health and Wellbeing team and has undertaken over 2,400 such assessments so far. We are working with our bus operators to ensure they are all using the TfL or an equivalent COVID-19 risk assessment process. When the second national lockdown was announced, our bus operators again furloughed a number of their staff who were deemed to be Clinically Extremely Vulnerable, although some staff in this group requested to continue working and were permitted to do so.

Longer-term risk reduction for both COVID-19 and other health conditions such as diabetes, hypertension and cardiovascular disease is very important, and we plan to build on our existing Health Bus initiative to encourage prevention, diagnosis and treatment of

underlying medical conditions that might not ordinarily affect an individual's ability to drive safely, and might therefore not ordinarily be disclosed to the employer, such as diabetes.

### **Clinically Extremely Vulnerable workers**

A working group was set up during the first national lockdown to manage our response to coronavirus-related issues for our clinically vulnerable and clinically extremely vulnerable staff as categorised by Public Health England (PHE). This included requirements specific to our Black, Asian and minority ethnic employees. This working group continued to address what local lockdowns and a second wave of coronavirus could mean for employees in these categories. We have contingencies in place to protect these groups and we are offering support to the individuals affected and their line managers in making informed decisions critical to their health, safety and wellbeing.

On 5 November, the recent national lockdown restrictions came into effect. We reviewed our current policies and guidance to ensure that those who fell into either the clinically vulnerable or clinically extremely vulnerable group

were protected during this period. Where our staff fell into a clinically extremely vulnerable category and were unable to work from home, we agreed to place them on furlough leave for four weeks. This group is defined by the following:

- People classed as clinically extremely vulnerable by PHE
- People who have received new shielding letters from the Government
- People whose doctor has placed them on the shielded patient list
- People who are currently off work following the outcome of assessment by occupational health and their role risk assessment.

We continue to encourage all employees to undertake our COVID-Age questionnaire, managed by our Occupational Health and Wellbeing team to determine the risk categories of all staff, so we can manage the risk accordingly.

By 17 November, the team had received more than 2,600 of these self-assessments. We are now able to identify our more vulnerable employees and enable them to return to work, where possible. We now also have a better

We are working with Imperial College London and University College London to collect air and surface samples on our network to test for traces of coronavirus



understanding of the geographical spread of this group to help manage their work in relation to their risk category. We will continue to review our risk assessments, advice and guidance following any updates from the Government and PHE.

### **Imperial College London sampling**

Each month, researchers from Imperial College London travel on the Northern line from Waterloo to Euston, and on the 205 bus route, during the peak so as to simulate a real customer journey. They take the same routes at the same times each month to ensure the testing conditions are comparable. The first two experiments were undertaken in October, and the results were negative for coronavirus, both in the air and on surfaces.

The results from tests done in November show for the third month running no coronavirus was found in the air or on surfaces that were tested. The team took samples from various surfaces including grab handles, escalators and push buttons. They also took samples from the air, sampling 300l per minute of air (on average people breathe about 8l per minute at rest and someone exercising hard normally breathes less than 100l per minute so this is a large sample volume). We are the first transport company to conduct air sampling in addition to surface swabbing.

Sampling on our network will continue through December, and we are planning to extend testing to more public-facing areas of the network as well as staff areas. We have plans in place should the lab report any positive results: any positive samples will be examined in more detail, and our extensive cleaning regime will be reviewed and altered where necessary.

### **University College London sampling**

In November, we launched the VIRAL research project led by University College London. The aim is to understand and mitigate transmission of coronavirus on

our transport network. A key part of the scope is to undertake swab and air samples to find out if the coronavirus can be detected. Researchers will take these on three London Underground lines (District, Jubilee and Victoria), two types of double-deck buses (including the New Routemaster) and a single-deck bus, at both peak and off-peak times. The sampling on buses started on 12 November and the sampling on London Underground will begin by early December. A second set of sampling will then be undertaken in the first quarter of 2021.

The data collected from the sampling will be used alongside data gathered from a review of passenger behaviours, passenger numbers and ventilation configurations to develop a risk assessment tool. The purpose of the tool is to provide information and guidance on minimising the spread of coronavirus and help prevent any future outbreaks and pandemics. The research project team aims to have the tool completed by December 2021 with guidance produced in early 2022.

This sampling study will take place in parallel with other sampling initiatives for TfL, such as the study undertaken by Imperial College London. To achieve the best output from these studies, we have ensured that the different research teams are coordinated in terms of sampling locations.

### **Croydon tram overturning**

On 9 November, we marked the fourth anniversary of the tragic tram overturning at Sandilands where seven people lost their lives and a further 62 people were injured. Due to the national lockdown, we were unable to hold a memorial service, but flowers were laid at the site by staff members in memory of the victims.

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation and published its report in December 2017. It included 15 recommendations to address safety on

London's tram network, as well as other networks across the country. We have made significant progress to implement these recommendations by working closely with all parties concerned, including the RAIB, Office of Rail and Road, Light Rail Safety and Standards Board and the wider UK tram industry.

Most of the recommendations have been completed, with those remaining in the late stages of implementation. On 16 November, the Physical Prevention of Over-Speeding (PPOS) system went live on all trams. With this system now fully operational, a tram will automatically be brought to a controlled stop if it is approaching a high-risk curve at a speed higher than is designated in the system. This system is a first for the UK Tram industry and London Trams, and TfL Engineers worked closely on the design and roll out of the system. With the completion of this significant project, the RAIB recommendations are complete, for all intents and purposes, with only some minor functionality to complete on the Sandilands Tunnel lighting.

The Senior Coroner has held four pre-inquest review hearings to agree the timetable, evidence and scope for the inquests. The inquests will take place before a jury. Following increased national coronavirus restrictions, the inquests which were due to start on 19 October 2020 were adjourned to 2021. The inquests have now been listed to begin on 17 May 2021. The Senior Coroner proposes to hold a further pre-inquest review hearing in March 2021.

The victims and all others affected by this incident remain in our thoughts. We continue to offer support to those people directly affected as well as the wider community.

### **Waterloo station**

On 26 May 2020, a customer on the Underground tragically died after he alighted from a Bakerloo line train at Waterloo station. We have commissioned

a formal investigation into this and will publish our findings in December.

On 29 October, the Office of Rail and Road issued an Improvement Notice on London Underground in relation to our assessment and management of the risk of someone falling into the gap between the Bakerloo line platform and the train at Waterloo station. We are addressing the issues identified in the notice and have included relevant elements in our own investigation.

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

We continue to progress the completion of our Work-related Violence and Aggression (WVA) strategy, which remains our top priority. We continue to work in partnership with the Metropolitan Police Service (MPS) Roads and Transport Policing Command (RTPC) and the British Transport Police (BTP) to investigate incidents and push for the strongest penalties.

Our new Transport Support and Enforcement (TSE) officers continue to focus on tackling anti-social behaviour and the common triggers of aggression and violence to protect our frontline colleagues. We currently have 27 officers, six in training and are planning to recruit up to an additional 40 officers by the end of March 2021 to strengthen our capability. Throughout the months of October and November, officer activity was focused on enforcing the use of face covering, defusing volatile situations, challenging negative customer behaviours and enforcing bylaws. A number of joint operations were also carried out at Bus and Tube stations with MPS and BTP colleagues. These operations focused on tackling violent crime and robbery, and improving staff and customer confidence through engagement, prevention and detection of crime.

Since the start of the first national lockdown, there has been an increase in attacks or criminal actions against our construction colleagues while they work for us across London, particularly during

engineering hours. We have been working in collaboration with Compliance, Policing and On-Street Services, partner organisations including the MPS and BTP, and our suppliers to develop a suite of measures to help prevent or mitigate the impacts of such attacks on those who work for or on behalf of us. Some of those measures include providing Urban Safety training, delivered as two separate modules as hosted online workshops on Microsoft Teams. The modules are situational awareness and human behaviours and include group discussions and experience sharing throughout. To encourage this training, we are displaying existing workplace violence posters at our supplier's construction sites, arranging webinars with the BTP for our staff on how to prevent and report workplace violence, and trialling new processes to capture these attacks and share details with MPS and BTP colleagues.

### **Face covering enforcement on the network**

Using powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020, our TSE officers continue to enforce the mandatory wearing of face coverings on all public transport modes, unless a passenger is exempt. This work is being led by Compliance, Policing and On-Street Services, with support from our policing partners. Officers have been deployed across buses, trams, London Overground, DLR and London Underground.

Passenger compliance rates captured via our customer survey indicate that compliance remains generally very high, particularly at peak times. Customer research findings from 19 October to 14 November 2020 show that 93 per cent of customers say they are always wearing face coverings on TfL public transport services, 4 per cent are wearing it on some journeys and 3 per cent not at all. Of the 7 per cent not wearing a face covering at all times or not at all, around three quarters claim to have an exemption or good reason for not doing so.

Our TSE officers have noticed that young men travelling on our network are least likely to comply with the use of face coverings on public transport. To help change behaviours and encourage compliance, we have developed a radio advert focusing on young men who are using our network to travel.

The advert will run on London stations with a younger listenership, particularly with Capital FM and Heart, as well as digital radio such as Spotify, which allows us to target younger customers. The radio advert will support our ongoing engagement work and communication plans and remind customers that a face covering must be worn on the network at all time unless they are exempt.

We began to enforce the regulations on 4 July after a period of engagement and education. Deployments have taken place across Bus, Trams, London Overground, Docklands Light Railway and London Underground. Between the 4 July to 25 November, we have engaged with 122, 221 passengers, 8,739 have been refused travel and 873 Fixed Penalty Notices (FPNs) have been issued by us. A total of 316 of these have been paid within 14 days (at a charge of £100) and 16 were paid within 28 days (at a charge of £200).

For those cases where the FPN remains unpaid, we will look to prosecute the offence. Forty-eight cases were heard at Wimbledon Magistrates' Court on 13 November. On this day, 12 defendants pleaded guilty to the face covering offence resulting in fines ranging from £80 to £450 (dependant on the individuals' circumstances which the court needs to take into consideration). This resulted in 20 per cent of these cases having a guilty plea entered. A total of 36 defendants had their case proved in their absence due to not responding to the court service resulting in fines from £660 to £690 if aggravated (when more than one FPN was received) resulting in 60 per cent of cases being proved in absence.





Our Transport Support and Enforcement officers continue to enforce the mandatory wearing of face coverings on all public transport modes

Most notably, two individuals had two separate offences against them during this court session resulting in one receiving two separate fines of £80 and £100 due to their guilty plea. The second individual had fines imposed of £660 & £690 in their absence combined with costs of £225 victim surcharge of £135 totalling £1,710.

### Police activity to support Vision Zero

The MPS continue to support the Mayor of London's Vision Zero target to eliminate all deaths and serious injuries from London's roads by 2041, through a number of initiatives aimed at making London's roads safer.

Between 16 and 22 November, the RTPC supported road safety charity Brake's Road Safety Week. With 'speed' as the week's central theme, officers used the operation to further deter speeding on the capital's roads – the most common cause of death and serious injury to people walking. The RTPC, Cycle Safety Team and Commercial Vehicle Unit all carried out speed enforcement activity

during this period and used social media to raise awareness of the dangers of speeding. Brake also produced a series of short videos on Community Roadwatch, highlighting how local communities can take back control of the streets in their area and have a direct impact on reckless drivers.

Between 3 and 18 November, MPS Safer Transport Teams ran Operation Cubo which focused on removing uninsured drivers from the capital's roads, as they are more likely to practice other dangerous behaviours that could lead to a serious or fatal collision.

In support of the National Police Chiefs' Council's (NPCC's) Vulnerable Road User week, the RTPC ran a road safety operation from 9 to 15 November. Officers focused activity on people walking and cycling, as well as engaging with powered two-wheeler riders in light of an increase in serious and fatal collisions among this group.

### **Lowering speed limits**

On 2 March, a new 20mph speed limit was successfully launched on the Transport for London Road Network in central London, as part of the Mayor's Vision Zero ambition to eliminate death and serious injury from London's transport network. This new speed limit is being enforced across all our roads within the Congestion Charging Zone, including Millbank, Victoria Embankment and Borough High Street, following strong public support for the proposals. Phase two of this work has delivered 20km of lower speed limits in H1 as part of the London Streetspace Programme, with a further 20km planned for H2.

A marketing and communications campaign was launched to announce the speed limit change and educate drivers on the purpose of the new limit. This is closely aligned with our current 'Watch your speed' campaign. To maintain these speed reductions, we have recalibrated speed cameras in central London and are using mobile speed cameras to ensure that drivers are complying. More than 50km of London's road network is now subject to a 20mph speed limit.

Phase two of this work was paused due to funding constraints. This phase will introduce lower speed limits on a further 140km of our road network in inner and outer London. Where opportunities exist, we are introducing 20mph speed limits into the temporary Streetspace schemes, with 20km delivered to date.

### **Change in UK threat level security awareness**

In October, we produced a series of events as part of our annual Security Awareness Month. Raising awareness and engaging our teams is a key component of our ambition to develop a robust and sustainable security culture across the organisation. This year we took an integrated approach, bringing together workshops and expert speakers from the Centre for the Protection of National Infrastructure, the BTP, Computer Security Incident Response Team,

Network Policing and Security Team and Airbus, the European multinational aerospace corporation. Sessions covered all aspects of security, including insider risk, cyber threats and physical security. The programme of virtual events stressed that we all need to be alert to the threat from those wanting to harm our business, our people and our customers.

On 3 November, the Government announced that the national security threat level in the UK had been increased from substantial to severe, meaning an attack is highly likely. In response to this, all staff in the organisation received communications on their role in security, providing links to our guidance and resources available to help protect our customers, our staff and the transport network from the threat of terrorism. Our policing partners from the Metropolitan Police Service, British Transport Police and City of London Police have also increased their visibility on our network, with co-ordinated reassurance patrols and armed officers around our main transport hubs.

### **Tackling rough sleeping on our network**

Those sleeping rough on our network are classified as a safeguarding priority for the organisation. We have recently updated our rough sleeping strategy to ensure a consistent approach is taken across all our transport modes in our response to those who are vulnerable on our services and stations. As we entered a second national lockdown, and it is winter, we have redoubled our efforts to prevent anyone sleeping rough on our services.

All frontline staff are encouraged to report any concerns about people sleeping rough to our Compliance, Policing and On-Street Services team as there is a dedicated rough sleeping co-ordinator that links identified individuals with local charities and outreach programmes, the local authority homelessness support teams and our policing partners. Our focus is to move individuals towards appropriate support services and avoid displacement wherever

possible. This work supports the Mayor's aspiration to eradicate rough sleeping in the Capital.

We have also partnered with Westminster council, St Mungo's Outreach, the British Transport Police and the Metropolitan Police Service to have a consistent multi-agency approach across the whole borough of Westminster, where we have seen some of the highest concentrations of rough sleeping at Tube stations and at Victoria Coach Station. This model uses an intensive, persistent outreach approach with rough sleepers before considering enforcement action. We have now established a closer partnership with support services, including regular sharing of information and a co-ordinated, targeted approach to action. Together, we have been able to focus on individuals, their complex needs and personal requirements. We will continue to develop this model with the aim of replicating this work in other hotspot boroughs in the new year.

### **Bus Safety Standard**

We continue to roll out the Bus Safety Standard to new vehicles joining the fleet to help eliminate all deaths and serious injuries from London's roads by 2041. From 2021, new vehicles will need to have camera monitoring systems in place of side mirrors, providing wider angles and clearer visibility in low light, brake interlocks that prevent buses from rolling away when unattended, brake toggling to help make brake and accelerator pedals feel different when pressed, and improvements to saloon interiors to reduce the scope for passenger injuries.

These safety-enhanced vehicles will start appearing on London streets by late 2021. The capital already has around 350 buses that meet the first generation of the safety standard. Of the 350 buses, 202 of these buses are equipped with the Acoustic Vehicle Alerting System (AVAS) to raise awareness of much quieter buses, such as pure electric vehicles, which would otherwise be virtually silent in busy traffic. The sound these buses make

will become an increasingly common feature when vehicles are travelling at 20 kmph or less. This system can also be used in other cities within the UK as transport authorities can choose to adopt our urban bus sound for their buses, bringing a more joined up approach to transport with the UK. From spring 2021, AVAS will automatically adjust the volume of its warning system to reflect noisier shopping centres and quieter suburban districts using geo-fencing – zones which trigger it to play its sound differently.

### **Bus driver training**

We paused our Destination Zero bus driver training programme due to the restrictions for the second national lockdown. The course looks at the most prevalent risks to vulnerable road users and the safest option to take in these circumstances. When lockdown restrictions are eased, we will look to restart training, with the introduction of medical-grade ultraviolet cleaning boxes to sterilise our digital tablets and headsets rather than manually cleaning and isolating them for 72 hours. This will enable us to hold training sessions with larger groups of drivers. For previous training groups, operators have used COVID-secure delivery methods such as enhanced cleaning, virtual classes, reduced group sizes and regular hand washing.

### **Bus driver facilities**

We are continuing our work to increase capacity at 39 of our bus driver mess facilities to allow for greater social distancing during the pandemic. The delivery of this has been significantly accelerated in preparation for winter. We are proposing to do this by installing temporary facilities, using rental space or agreed use of local space (such as shop units), providing access to Tube facilities or bus garage facilities or reconfiguring existing facilities. Most of these upgrade works will be completed by mid-December. There will also be further enhancements to capacity signage, NHS test and trace QR codes, hand sanitiser

units and a cleaning review. This is vital work to keep our drivers safe.

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

In line with the Government guidance and the approach taken by other assessment bodies, we rescheduled driver assessments to take place once lockdown restrictions have been eased. No Knowledge of London and topographical assessments have taken place since 5 November when the second national lockdown started. All applicants with an appointment during this time were contacted in advance of their appointment to let them know their assessments would be postponed. The service will resume when lockdown restrictions are lifted, with all appropriate safety measures, including social distancing, still in place.

### **Vehicle inspection centres**

In March 2020, to ensure the safety and welfare of our staff and taxi and private hire vehicles licensees, we temporarily closed all six of our vehicle licensing inspection centres, with one reopening a week later to deal with urgent vehicle inspections. As a result of these temporary closures and the decision to allow vehicles to remain licensed for an additional six months, there was a significant increase in demand for our vehicle inspection services during October and November.

As part of a number of measures to help increase the capacity of the inspection sites, we introduced I9 Compliance Officers to work with our service provider in order to carry out additional vehicle inspections. This significantly increased our capacity to deal with the extra demand. Despite this extra support, we were unable to fully accommodate the volume of requested inspections while maintaining the necessary safety and social distancing controls. As a result, we made some temporary and immediate changes.

From 11 November 2020, we prioritised inspections for those vehicles that could not be inspected earlier this year, owing to the temporary closure of the inspection centres, and for which there may have been no inspection for up to 18 months.

Vehicles that were licensed for a further six months earlier this year, in response to the temporary closures of the inspection centres, are required to undertake a vehicle inspection as part of a licence renewal and before the expiry of their current licence, in order to remain licensed. We are also permitting those vehicles that have a licence expiry date between 11 November 2020 and 31 December 2020 (inclusive), where the licence was originally granted in November or December 2019, to remain licensed for a period of six months without an inspection being conducted.

### **Regulator of the Year Award**

On 28 October 2020, our taxi and private hire team received the International Association of Transport Regulators' highest honour: 'Regulator of the Year'. The award was given in recognition of regulatory courage and resilience in promoting fit and proper licensing safety standards, for a steady commitment to sustainability, accessibility, and for fostering multi-modal integration and governance for all. The award also recognised our response to the pandemic and the support we offered to the taxi and private hire industry to protect drivers and passengers. Throughout the pandemic we have held regular forums with the taxi and private hire trade to discuss emerging guidance and to disseminate information.

### **Virtual site tours**

Across our capital programmes, we have had to balance the importance of regular health and safety engagement and assurance checks with mitigations required to minimise the potential for coronavirus transmission on our construction sites.

While 'physical' site visits still take place, we have introduced a programme of 'virtual' visits to complement them. These tours are run via video conferencing and involve a site tour, followed by a Q&A session with the people delivering the construction work.

Virtual site visits have also been used to successfully complete progress and engineering inspections in our London Underground Renewals and Enhancements team. To help support virtual engagement activity a new app has been created in-house and is available to all TfL staff who may need to quickly and effectively log the findings of a visit and share it with those involved.

# 3 Restart and recovery

On 26 November, the Government confirmed new coronavirus tier restrictions would come into force on 2 December, with London placed in Tier 2. More customers are expected to return as London's shops, businesses and hospitality venues reopen and university students travel home ahead of the Christmas period. The Government advice on travelling within Tier 2 makes it clear that customers can travel to venues or amenities that are open, but they should walk or cycle where possible and travel during quieter times. We have also published information about quiet stations and stops on our website.

Our Tube and rail services through central London run from around 05:00 to after midnight every day, with buses continuing to operate around the clock. Extensive measures that we brought in at the start of the pandemic will continue to provide a clean, safe and reliable network for customers and staff. Extensive signage is also in place on trains, buses, platforms and stations, reminding everyone to remember to socially distance, and our enforcement staff and police partners are actively enforcing the national requirement for everyone to wear a face covering when using public transport.

In line with Government measures, customers in Tier 3 areas, such as those just outside of London (Kent and the Medway and Slough) where our services run, must ensure they are adhering to Tier 3 rules when in Tier 2 areas. This means avoiding travel outside of their local areas unless travelling for education or work purposes where work cannot be done from home.

Over the past few months, we have put significant effort into ensuring our offices

are COVID-secure for those who are currently using them. The updated guidance from 2 December outlines that people in all tiers who can work from home should continue to do so, however our head offices will remain open for employees who require access to them.

## School restart

We continue to monitor and modify our initial schools plan, so that the additional 230 vehicles deployed continue to serve the routes where they are most needed, including running additional services in the afternoon peak, running every other bus as a school service on some routes and amending bus times to match school hours. More than 100 changes have been made to bus services since the return to school in September to better match capacity to demand.

Our stakeholder team continues to work closely with colleagues across the London boroughs, Department for Education and Department for Transport to ensure we continue to successfully get children back to schools on time. Throughout October, our teams engaged with schools to communicate our plans to continue running school services after the half-term and to understand local requirements. We have also shared our plans with London Assembly Members and Members of Parliaments for their awareness.

As we move into the winter months, we have updated our Travel Demand Management messaging to support the education sector as the days become darker and wetter. We continue to monitor customer data and travel behaviours to help keep the road network free of congestion so that bus services are not impacted.



We have installed more than 200 ultraviolet light sanitising devices on our London Underground network following a six-week trial

We also used a range of Travel Demand Management communications during the half-term period to let customers know that we had paused many of the bus interventions implemented for school services and that these would continue into the second half of the school term.

Adults, children under the age of 11 and young people must wear face coverings if they are using general or school specific buses unless they have a valid exemption. We continue to promote walking, cycling or scooting where possible and ask the general public to consider travelling at quiet times to help avoid congestion at peak times.

**Extensive cleaning regime**

Our extensive anti-viral cleaning regime continues across the transport network and includes using hospital-grade cleaning substances that kill viruses and bacteria on contact and provide ongoing disinfection. More than 1,000 hand sanitiser units have been installed across the network for everyone to use. Our cleaning contractors continue to focus on customer touch

points such as card readers, handrails and help points.

We have also extended our partnership with Dettol from December 2020 to January 2022, so that we can continue to provide hand sanitiser to customers as they travel on our network. Dettol has agreed to cover all the installation costs and pay us a £900,000 partnership fee.

**Ultra-violet light sanitising**

We are installing more than 200 ultraviolet (UV) light sanitising devices on 110 escalators on the Underground network. This follows a six-week trial earlier this year using UV light to clean the handrails on escalators at Heathrow Terminal 2, 3, 4 and 5 Tube stations. Over 150 devices have already been installed at some of the busiest stations on the network, including Bond Street, Charing Cross, Green Park, King’s Cross St Pancras, London Bridge, Paddington, Tottenham Court Road, Victoria and Waterloo, with the remainder due for completion by mid-December.

Designed to supplement our existing extensive anti-viral cleaning regime, the UV bulb sanitises the handrail continuously as the belt passes through the unit. While some UV sanitising solutions need an external power source, the units on the Tube are fitted with a small dynamo to generate power from the moving handrail.

While UV light has been proven to deactivate other strains of coronavirus, the novel coronavirus is still too new for similar clinical trials to have concluded in the UK. However, the UV light sanitising devices were shown in our trial to improve the cleanliness of escalator handrail surfaces by at least 50 per cent.

Customer injuries on escalators account for around half of all injuries on the Tube network and, during the pandemic, we have found that some customers are avoiding holding the handrails. Our intention in installing these new devices, along with providing Dettol hand sanitiser across the network, is to rebuild customer confidence.

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

We continue to provide our customers with a normal service where possible. During the first national lockdown and the following months, some stations were operating with reduced hours due to staff absences. In October, we restored normal operating hours at most of these stations. Chancery Lane station was the last to return to normal operating hours and returned to full service on 15 November. Following the end of the second lockdown on 2 December, we are closely monitoring the potential impact of changes to the restrictions once London enters Tier 2.

Demonstrations and marches have continued throughout the year, although there has been a decrease in the size and scale of some of the groups due to social distancing measures. We are working closely across the organisation to coordinate our plans and have been working closely with our policing partners. With the Brexit deadline approaching we

are anticipating further protests, although at potentially lower numbers as a result of the second national lockdown.

### **Ready whatever the weather**

We have now started our winter readiness service to ensure operational business areas have mitigations in place according to their individual plans.

Our contactors have their winter fleet available in depots and are able to start gritting at one hour's notice of severe weather. Our London Highways Alliance Contract partners have 37 highway gritters that also feature ploughs so that they can be used for snow clearance. There are two further mini gritters that are dedicated to treating cycleways with liquid de-icer plus quad bikes and hand spreaders for bus stations, footways and cycleways. In the event of severe weather, we will also support bus services by treating access roads to designated bus garages and bus stations on private roads. Where possible, we will assist boroughs during this time as well. There is also a mutual aid agreement in place with Highways England should additional support be required during extreme weather conditions.

### **Business sector and recovery support**

We continue to engage with businesses and business representative organisations to support them through the pandemic. We hosted two further TfL Spotlight sessions on 20 October and 3 November, where senior TfL leaders outlined key issues pertinent to the business community.

On 20 November, we also hosted the first London Streetspace Advisory Group to discuss the Streetspace for London programme. This group includes representatives from business, accessibility, cycling, motorist and passenger groups, and allows us to brief key stakeholders on our active travel plans and our longer-term plans for the programme. In addition, Will Norman, the Mayor's Walking and Cycling Commissioner, and I took part in London First's Infrastructure Summit on 20



October to discuss the future of transport in London, and active travel during and beyond the pandemic. Over the month of October, we hosted sessions with Brake, RoadPeace and the Sarah Hope Line to discuss how best to support people injured on our network and their families.

We continue to engage with stakeholders across London to ensure that we reflect the needs of all Londoners in our decisions.

Finally, we also held two sessions on 5 and 13 October with our Valuing People Group – the forum for people with learning difficulties. We continue to engage with stakeholder groups on key priorities, including e-scooter trials and the Streetspace for London programme.

### **Essential works over the festive period**

Traditionally, the festive season sees public transport customer numbers and traffic decrease by around a quarter. For this reason, this time of year is typically used for essential planned engineering works and routine maintenance on the transport network. Due to the pandemic, this year will of course be different. Customer levels are currently running at below 40 per cent of pre-pandemic demand for London Underground and rail services, and below 60 per cent demand for buses.

We have worked with Network Rail and Train Operating Companies to coordinate works in the Capital over the Christmas and New Year period to minimise any customer impact. Our plans have been scrutinised by the Travel Demand Management Forum for London to ensure passengers understand the full picture of possible disruption in London over this period.

### **Supporting our employees** **Viewpoint**

This year's employee engagement survey, Viewpoint, ran from 28 September to 1 November.

Due to the change in working caused by the pandemic, we moved Viewpoint fully online for the first time. This approach has helped make the process more cost efficient and enabled our staff to access the survey more easily.

We worked with Engine, the company that runs the survey for us, to make the online experience as easy as possible. We developed a link/QR code that colleagues could access outside the TfL IT network. This allowed operational colleagues who did not have access to their work email, and those on furlough, to still access the survey.

To support the take up of the online survey, our employee communications and engagement team developed a plan to support those areas moving from paper to online. This included new guidance and a short film on how to fill in the online survey, and the use of staff magazines, digital signage and Yammer to promote the survey to frontline colleagues. Letters were also sent to colleagues on furlough and maternity leave.

We received a 64 per cent response rate, which was the same as last year's final response rate. Despite the challenges our employees have faced this year with the coronavirus and with a move to a fully online survey, we managed to maintain our response rate with a much more dispersed workforce, including people working from home, on furlough or working in an operational role.

Viewpoint also included a second wave of the wellbeing tracker survey. The results will be available in December, as part of the Viewpoint results cascade. The Viewpoint results will be shared with everyone on 8 December.

### **COVID-19 Recognition scheme**

On 30 November, we launched the COVID-19 Recognition Scheme which has been developed to thank staff for their continuous hard work in supporting the capital during the pandemic. The scheme

has been informed by employee feedback and includes a broad 'thank you' campaign.

The scheme also includes a special award for individuals and teams in recognition of exceptional contribution to London during the pandemic. All employees will be able to nominate someone or be nominated, and award recipients will be decided by a diverse panel and will receive a non-financial gift.

### **Wellbeing support for our colleagues**

Protecting the safety, health and wellbeing of our staff remains a priority for us. We have been working closely with our business areas to ensure that we continue to offer as much support as possible as we move through the second national lockdown and enter the new tier restrictions.

We continue to build on the tools and resources we have put in place to support the health and wellbeing of colleagues. These can be found on our Health and Wellbeing SharePoint site which hosts a wealth of resources to promote health and wellbeing, videos on maintaining mental health and resilience, along with links to external resources and support such as the SilverCloud online course. We have also created a dedicated home working equipment project to ensure that employees are able to access the IT equipment they require to carry out their work comfortably.

Our occupational health teams have produced a series of initiatives and programmes to provide employees with access to mental and physical wellbeing support. This has been particularly important during the period of the second national lockdown and the continued need for many of our employees to work remotely. The introduction of wellbeing metrics on our scorecard and the ongoing use of the wellbeing tracker has allowed us to better understand which parts of the business are doing well and which areas need more support. This allows us to target our responses and any future initiatives.

### **Fatigue survey**

We have a pan-TfL approach to improve how we support employees who experience fatigue. On 2 November, we launched a self-assessment sleep questionnaire for all employees. The results will provide individuals with immediate information and personalised feedback on how to improve their sleep pattern. The overall results will help us understand what we need to do to as an organisation to help support staff and what we can do to help them improve their sleep pattern and avoid fatigue.

This work is followed up by a wellbeing campaign on sleep hygiene with tools on how to improve your sleep and information on where to access advice, information and resources.

This forms part of our work on the Vision Zero strategy to eliminate deaths and serious injuries on our network and make London a safer, healthier and greener place.

### **Four steps to health assessment**

A trial of COVID-secure face-to-face health assessments is being carried out at our Acton depot during October and November. The assessments are a mini health MOT and include evidence-based assessments of health risks, including blood pressure, cholesterol and glucose tests. Employees will receive a report with their statistics, an indication of their risk of developing health problems in future and advice on how to reduce this risk. If the trial is successful, it will be expanded to reach more employees, particularly those whose shift work makes it difficult to access advice from their GP. The first session, on 29 October, was well-attended and had extremely positive feedback.

### **Trauma support training**

The wellbeing team has run trauma response training sessions with new employees within Compliance, Policing and On-Street Services to support them in their roles.

On 11 November, we held fundraisers in 10 London Underground stations and raised more than £100,000 for the Royal British Legion



These interactive sessions are discussion-based and cover trauma awareness, including the brain and nervous system's response to overwhelming incidents, and how to support oneself and colleagues in the immediate aftermath of a traumatic incident.

The trauma response training is available on request for all frontline staff, and we continue to provide trauma training for peer supporters that are members of the Trauma Support Group, including how to provide psychological first aid for frontline staff who are involved in traumatic incidents at work.

### **Interfaith Week**

Each year, we come together to celebrate the various religions and beliefs across our organisation during our Interfaith Week. This is led by our Faith Staff Network Group, with colleagues encouraged to get involved.

From 8 to 15 November, posters with quotes from colleagues talking about their faith were displayed in stations and across

our social media channels, including Yammer, as part of a series of events held during the week. Additionally, we held an online panel discussion tackling questions such as why faith is important in the workplace, how have faith communities have coped with the pandemic and lockdown, and what more we can do to support a faith-friendly culture.

### **International Day of People with Disabilities**

International Day of People with Disabilities was held on 3 December. This year's theme was 'Not all disabilities are visible' which focused on spreading awareness and understanding of disabilities that are not immediately apparent.

Our Staff Network Group for Disability organised a range of multimedia events to mark the day. We saw colleagues across the business wearing the colour purple to show their support and the #WearPurple tag was adopted across Yammer to raise awareness of the day. We also saw colleagues sharing their own experiences

and heard what life has been like over the past year for those affected by disabilities.

The Staff Network Group also organised a Q&A session which gave colleagues the opportunity to ask senior leadership questions on disability and discuss the ways that we can work on spreading awareness and understanding of disabilities that may not be immediately apparent.

### **Job Retention Scheme**

On 31 October, the Chancellor announced the extension of the current Government Coronavirus Job Retention Scheme. We used the scheme throughout November to furlough colleagues who fell into the clinically extremely vulnerable category, who were unable to work from home or whose work has been paused or reduced as a result of COVID-19 restrictions. The scheme was due to end in early December but has been extended to March 2021. We are currently considering our use of the scheme to the extended date.

### **Headspace**

On 4 September, we extended staff access to Headspace for another year. Since launching free access for staff in August 2019, more than 4,200 employees have signed up, with a total of more than 1 million minutes spent meditating. More than 73 per cent of staff who completed a follow-up survey agreed that the app helped them deal with anxiety and stress. The customer-facing element of the partnership, which promoted Active Travel for Londoners by offering free access to Headspace along with five bespoke TfL walking meditations, ended on 30 August. This partnership drove more than 18,000 sign ups to Headspace using the TfL code and more than 41,000 completed sessions on TfL walking meditations which is equivalent to around 33,000 miles walked.

### **Remembrance Day**

Despite the pandemic, we continued our support for the Royal British Legion throughout its 2020 Remembrance campaign.

On 11 November, we held fundraisers in 10 Tube stations, raising more than £100,000 for the charity. Across our network, poppies also adorned trains on London Underground, London Overground, TfL Rail, DLR, trams and more than 2,000 buses. We also displayed poppy roundels at 25 Tube, London Overground and bus stations, and had poppy flags displayed at our River Services piers.

# 4 Improving transport and generating growth

## **Northern Line Extension**

The Northern Line Extension project includes a twin-tunnelled extension from Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms. The project is expected to be completed in autumn 2021.

We continue to make good progress across all our work sites. The primary civils and structural works are complete and fit-out of the two new stations and two new head houses continues. On 19 October, we received our gateline equipment and ticket vending machines which are now ready for installation. We also successfully completed the transfer of high-voltage energy to the Northern Line Extension switch rooms on 25 October, which will enable the start of commissioning key and dynamic systems testing later this year.

The train cab simulators for the Northern line have been upgraded ahead of schedule to include the extension which will enable train drivers to familiarise themselves with the route virtually, in preparation for trial operations. We continue to work with Thales to progress the design of signalling software upgrades that are the key enablers for operating trains on the new line extension and the Northern Line Extension being available for revenue service.

The project remains focused on readiness activities for the next major milestone over Christmas, when we plan to run the first passenger test train on the extension.

At Nine Elms station, the external station canopy has been completed and its

prominent Underground roundel is now in place. Surface landscaping, the fitting of communications equipment, power, ventilation, fire doors, finishes, lifts and escalators are all progressing well.

At the new Kennington Park and Kennington Green shafts, external brickwork cladding is being applied to the new headhouses. Cable management systems, CCTV, tunnel vent and ducting installation all continue. Landscaping is also progressing at both these sites.

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

Good progress is being made across the programme. A portion of the network has now been converted to new signalling, and preparations continue for the next section to go live between Monument, Euston Square and Stepney Green in spring 2021.

The programme has regained momentum following the Safe Stop of works in March. The phased restart in June, with COVID-secure processes, enabled dynamic train testing, signalling installation works and depot construction activities to be carried out, with all post-remobilisation targets met. Software development has continued throughout the two national lockdowns.

Once complete, the programme will provide journey time and frequency improvements across the four lines and will bring significant benefits to customers travelling in central London.



In partnership with Delancey, a new Tube station entrance and Northern line ticket hall will be provided as part of the redevelopment of Elephant and Castle shopping centre

### Bank station

We are boosting capacity at Bank station by 40 per cent. This includes creating a new Northern line tunnel, platform and circulation spaces, a new entrance on Cannon Street, the introduction of step free access to the Northern line, additional interchange between the DLR platforms, and two new moving walkways between the Central and Northern lines.

Following a return to comparable pre-pandemic site levels, the project continues to progress thanks to social distancing measures and improvements in welfare facilities. The wearing of face coverings while in transit between work locations is now mandatory, in line with guidance from the Construction Leadership Council, and has been implemented on similar projects both within and outside of TfL.

Except for the two 'tie ins' between the new and existing Northern line southbound running tunnels, to be excavated during the Bank station blockade, all tunnelling excavation works have now completed. This marks a major milestone since tunnelling began more than three years ago in 2017. The project

continues to make good progress on the remaining civil works which are due to be completed by early next year.

The project is now well into the fit-out phase of the works, with the ductwork for the mechanical ventilation system installed throughout the majority of the new Cannon Street entrance building. A framework for new cladding finishes has been put in place, and bespoke, integrated lighting, speaker, camera and cable management systems are being installed in new and existing parts of the station. Cable management systems are also going in throughout the new Cannon Street entrance, as well as within the recently completed service boom frames. Installation of the new fire suppression system has also begun.

### Elephant & Castle

A new station entrance for the Tube and new Northern line ticket hall will be provided as part of a private sector redevelopment of Elephant & Castle shopping centre, significantly increasing station capacity to meet future demands. The developer, Delancey, will also construct a new station box as part of its

scheme. We will provide the fit out of the ticket hall, step-free access and tunnels connecting the ticket hall to the existing Northern line platforms. Future interchange with the Bakerloo line will be safeguarded within the construction of the new station box.

While we wait for confirmation that we can commit funding to the scheme, progress is being made on the project. Our concept design is complete, and work is ongoing to integrate the design and construction requirements within the wider development. Engagement with Delancey is focused on negotiation of the development agreement and Section 106. The developer has achieved vacant possession of the existing centre, and 'soft' demolition has begun ahead of substantial demolition once agreements are in place.

### **Bakerloo Line Extension**

The coronavirus pandemic has had a significant impact on our network and finances, and it is crucial for London's economy that we can maintain our existing assets and continue to operate frequent, reliable services. However, the Bakerloo Line Extension scheme remains a crucial new infrastructure project for our city, and we and the Mayor are committed to delivering the extension as it will unlock tens of thousands of new homes in southeast London. This however remains dependent on a viable funding package being put together. A commitment from Government to support funding for the scheme is essential in developing a funding package. Our immediate priority is to safeguard the route from Elephant and Castle to Lewisham in order to protect the route for future delivery as well as working with the Government to agree a new longer-term sustainable funding model for transport in London.

Following the public consultation, we held in Autumn 2019, we published our Consultation Report and Response to Issues Raised Report on 30 November. These reports highlight the high level of public and stakeholder support

demonstrated through the consultation, both for the scheme overall and for key proposals such as the proposed combined Northern and Bakerloo line station at Elephant & Castle and the proposed location of the main worksite at New Cross Gate. We are now working with the Government and other stakeholders to establish formal safeguarding for the route of the scheme.

### **DLR extension to Thamesmead**

The potential extension of the DLR to Thamesmead has taken a step forward, with the start of further exploratory work on route alignment options and economics, and with development of the business case. This follows the recent completion by the GLA and local boroughs of the Thamesmead and Abbey Wood Opportunity Area Planning Framework which identifies the potential for around 15,000 new homes in Thamesmead. Similar opportunities exist at Beckton Riverside on the north bank of the Thames, where around 10,000 new homes could also be built. We have been able to progress this as we have secured funding for the work from partner organisations, including the Boroughs of Greenwich and Newham, and landowners Thamesmead Waterfront, St William and Aberdeen Standard Investments.

### **Barking Riverside Extension**

We are providing a new rail link to serve the 10,800 new homes planned for the Barking Riverside development area. We will build a spur from the Tilbury Loop line east of Barking, to extend our service from Gospel Oak to a new station at Barking Riverside. The overall length of the extension is approximately 4.5km from Barking station and includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of approximately 1.5km. A four-carriage London Overground service running at 15-minute intervals is planned. The estimated entry into service date has now been forecast for between July and Dec 2022. The team is working through the detail to give greater programme confidence.

Following a period of remobilisation, we successfully completed the diversion of the Thames Water sludge main at Pier I4, which allowed the piling works to be completed in this area. On 20 October, we completed the piling activities, which was a key project milestone.

In addition, both the south viaduct beam installation and concrete pouring of the decks are now complete, and the parapet installation is nearing completion. On the north viaduct, with the completion of piling excavation, works are ongoing at Piers I3 and I4, and we continue with the installation deck spans and pouring of the concrete decks.

The new station structure is now clearly visible, with all the steelwork and external blockwork complete. We continue to install the station's external cladding and glazing. Within the station structure, we have completed the internal blockwork to create areas for retail units, bike storage and operation equipment.

We are now in receipt of the revised contractor's possession plan which details all the required possessions to the completion of the works. The plan has been issued to Network Rail and we continue to discuss the details with them. Once the plan has been agreed, it will provide more confidence in planning the possessions and their dependency activities.

### **Uxbridge**

Working in collaboration with our station colleagues, contractors and the local council, we have restored the heritage roundel at Uxbridge Tube station. The original roundel, dating from around 1938, was in very poor condition after battling the natural elements for decades. The new roundel has been created using original drawings and photographs from the 1940s, retaining as many of its original features as possible. Energy efficient lighting has also been installed as part of the project.

### **South Kensington**

On 18 November we announced that essential work to replace the escalators at South Kensington station which will start in late February 2021. As a result, Piccadilly line trains will be non-stopping at the station from late February until early spring 2022.

The escalators, which were installed in 1973 and are at the end of their lifespan, have become unreliable and are the highest priority escalators for replacement on the Tube network.

During the works, the station will remain open for Circle and District line customers. Customers will be able to use these lines if they need to alight at the station or at Gloucester Road, which is an eight-minute walk to South Kensington. Detailed travel advice will be available in the new year.

Prior to the pandemic the station saw almost 34 million customer journeys each year. These works are critical due to the number of customers alighting here to visit cultural attractions in the area such as the Natural History Museum, the Science Museum and the Victoria and Albert Museum. All work will be carried out according to the latest social distancing guidelines for staff and customers.

### **King's Cross**

We have begun discussions with Precis Group on its proposed demolition of Belgrove House, the Access Storage Solutions building on Euston Road opposite King's Cross station, to replace it with a specialised office and laboratory building for the life-sciences sector. The local authority has asked the developer to explore the integration of a new Tube station entrance into the ground and basement floor of the new development. Design work is currently ongoing to determine the viability of this, including whether a lift can be integrated to provide a step-free access.

Once the new entrance is in place, the two portal boxes that currently give a stepped connection to the subway on Euston Road will be removed. This will provide more



space for people walking and improve the look and feel of the public realm.

If the scheme goes ahead, it is intended that the work is funded and delivered by the developer, subject to negotiation, as an integral part of its redevelopment works.

### **Hammersmith Bridge**

In the DfT funding settlement with TfL for the second half of 2020/21, a total of £4m has been ringfenced towards the repairs to Hammersmith Bridge, with funding being prioritised to support the delivery and operation of a new temporary ferry alongside improvements to bus services, traffic lights and road monitoring to help keep traffic flowing. Our officers are working closely with borough colleagues in Hammersmith and Fulham, Richmond, the Port of London Authority and the DfT to develop the necessary measures that would allow the bridge to open first to pedestrians and cyclists, and to progress the delivery and operation of the ferry. For bus improvements we have increased the frequency of service on bus route 533 (Hammersmith Bus Station to Lonsdale Road) and on route 378 (Mortlake Bus Station to Putney Bridge station) and are continuing to work with various stakeholders, including state and private schools on both sides of the river, to see how we can further help customers and pupils in this area.

### **Silvertown Tunnel**

The tunnel will connect Silvertown and the Greenwich Peninsula, which are areas subject to significant planned redevelopment in the coming years. The new twin-bore tunnel, within the extended Ultra Low Emission Zone (ULEZ), will effectively eliminate congestion and help improve air quality, with no increase in carbon emissions. It will also provide a transformative new cross-river bus network for east London, with plans for at least 20 buses per hour in each direction, all of which are expected to be zero emission.

We have successfully handed over a section of land (South/Hard Standing, Edmund Halley Way) to Riverlink and are now in possession of the Brewster's site. We have started the mobilisation works to prepare the Greenwich site for the start of excavation and construction of the car park.

We have carried out intrusive and non-intrusive surveys to complete the utilities mapping and engagement with the utility companies continues to progress well. The ground investigation pumping tests on the Greenwich side have been completed and the pavement surveys continue along the Tunnel Avenue bus lane. We are also undertaking unexploded ordnance surveys in the Greenwich and Silvertown work areas, prior to the start of major works.

We are progressing the procurement planning for Tunnel Boring Machine design, the launch and relaunch methodology and procurement of segmental lining of the tunnel tubes.

### **Bus consultations and changes to bus routes**

On 15 October, we carried out a consultation on our proposal to amend bus routes in the Sutton and Croydon areas, which would include a restructure of thirteen routes and an introduction of three new routes. These proposed changes would help increase capacity and improve reliability. They would also provide new links to the new London Cancer Hub at The Royal Marsden Hospital in Sutton, and currently unserved areas in Kenley and Croydon Old Town. We have also consulted on a proposal to restructure bus route 414 in central London to better match capacity to demand. This would entail curtailing the route at Marble Arch so that it would no longer run north along Edgware Road to Maida Hill, with bus route 6 continuing to provide these links. On 12 December, we will be introducing changes to bus routes in the Richmond and Twickenham areas to better match capacity to demand and to provide new transport links. Bus route 110 will be rerouted and extended over route 391,

which will be withdrawn. This will allow the service to run between Hammersmith and Hounslow, serving areas in St Margaret's and Twickenham. Route H22 will also be restructured to run to West Middlesex University Hospital, maintaining links within the Whitton area currently provided by bus route 110.

As part of our response to the ongoing closure of Hammersmith Bridge, we have further increased peak frequencies on route 533 to a bus every 12 minutes. We are continuing to monitor demand and liaising with local schools to ensure there are no capacity issues.

From 31 October, we also extended route 383 which runs from Barnet to Woodside Park to Finchley Memorial Hospital. This will mean that north London residents will have easier access to the hospital and health services that recently relocated to the site.

#### **4G on the Jubilee line**

The Jubilee line pilot of 4G services on London Underground was launched in March 2020 with all four mobile operators, Vodafone, Telefonica (O2), EE and Three. From 15 March 2020, mobile services have been available to Jubilee line customers

on all trains, platforms and in most station areas, except at Waterloo and London Bridge stations.

We partnered with O2 to highlight this service to customers, and O2 paid the rights fee of £400,000 to be the first mobile network provider to activate 4G on enabled London Underground network. To help promote this service, we used bespoke branding on station roundels, lean bars, exit bumpers and line diagrams at stations between North Greenwich and Westminster. From 12 October to 1 November, five themed tannoy announcements were played in the 4G connected stations.

The activation has been a success and sets a strong precedent for further commercial activations for 4G network providers, when connectivity rolls out to more London Underground stations in 2021.

#### **Promotional partnership for PlayStation 5 launch**

On 18 November, the roundels at Oxford Circus station were transformed into Sony's iconic PlayStation controller buttons to promote the launch of PlayStation 5. In addition to the changes to the Tube's roundels, we featured Sony's

In partnership with Sony, we temporarily changed the roundels at Oxford Circus station to celebrate the launch of their new PlayStation



PlayStation designs on the station's tunnels, entrances, exits and platforms.

We have also temporarily renamed four Tube stations based on PlayStation 5's forthcoming games; Mile End station has become 'Miles End' paying homage to Marvel's Spider-Man Miles Morales, Lancaster Gate has been renamed 'Ratchet and Clankster Gate', Seven Sisters has been named 'Gran Turismo 7 Sisters' and West Ham station has become 'Horizon Forbidden West Ham'. These changes will be in place until 16 December. As part of this partnership, Sony agreed to cover the cost of the production, installation and removal of these designs. This partnership has generated £280,000 income which we can reinvest in our network.

## High Speed 2

High Speed 2 (HS2) is a new high-speed railway connecting London to the West Midlands and the North of England. Our work consists of the design and supply of new assets, infrastructure and operational facilities at Euston and Old Oak Common and protecting our operational networks and services.

HS2 Ltd's construction activity has continued across all sites in London under COVID-secure conditions. This has included the completion of enabling works and the start of piling for the station box at Old Oak Common, site clearance and mobilisation at Euston, including preparatory works for the new London Underground substation and ventilation building, and utilities diversions along the Hampstead Road. Discussions are also under way for the enabling works for the new interim taxi rank at Euston station.

We continue to provide input into the DfT-led study on proposals for Euston station following publication of the Oakervee Review earlier this year. The study is seeking the most effective way for HS2 to be brought into Euston, recognising design requirements and constraints from all stakeholders.

Joint management processes between us and HS2 Ltd have been published and shared with HS2 Ltd's supply chain. These ensure that ways of working between us and HS2 recognise and respect each partner's interests and objectives, while complying with the relevant agreements.

We continue to work collaboratively with HS2 Ltd and its supply chain in reviewing and assuring designs and works where there is a potential impact on our assets or our operations.

## New Homes

### Blackhorse View, Waltham Forest

We have sold our first homes at Blackhorse Road after we launched the sales alongside our partners Barratt London earlier this year.

Blackhorse View, located opposite Blackhorse Road station, is the first of more than 50 sites we are transforming into thousands of new homes, shops, offices and public space. Across all of our projects we aim to deliver 50 per cent of new homes as affordable and are looking to create healthy streets to encourage more walking and cycling.

Our development includes a range of homes including studio, one, two- and three-bedroom homes which will be ready for people to move in by Autumn 2021. The sales launch includes apartments priced at £350,000 or under, which are exclusively available to Londoners as part of the Mayor's 'first dibs' scheme.

### Earls Court and Old Brompton Road, Kensington & Chelsea

We are making good progress with one of our largest sites, Earls Court. Since we, with our partner Delancey, appointed Hawkins\Brown and Studio Egret West, we have begun designing a new mixed-use masterplan for the site. Our next community engagement events, which will be entirely digital, will give the local community an opportunity to ask members of the project team any questions about the site.

Our consultation on 344-350 Old Brompton Road, a smaller section of site that can provide homes ahead of the masterplan, is still open and we have been encouraged by public feedback. Old Brompton Road will form a gateway to the emerging Earl's Court masterplan, and we are proposing around 50 new homes of which 35 per cent will be affordable, and some non-residential ground-floor use.

### **Wembley Park, Brent**

We and Barratt London, working together as a joint venture, have received the green light by Brent Council to bring forward a new housing development by Wembley Park London Underground station. The proposals will deliver 454 new homes, including 40 per cent affordable housing, a retail unit, improvements to the public realm and new operational space for us.

The development also has a focus on sustainability, environmental, economic and social benefits, incorporated throughout. For example, except for blue badge parking, the scheme will be car-free for residents, helping to improve air quality in the capital in line with the Mayor's Transport Strategy.

### **Small Sites**

We are currently considering bids that we have received from small developers, housing associations and communities for the five small sites we released in June as part of the Mayor's Small Sites, Small Builders programme. Collectively, they have the potential to bring more than 90 new homes.

### **Sustainable real-estate rating**

We have been awarded a five-star rating by the Global Real Estate Sustainability Benchmark (GRESB), the world's leading environmental, social and governance benchmark for portfolio-level sustainability in real estate and infrastructure. Our score was 93 out of 100, beating the previous new entrant record of 67. We have the highest score of any developer in the UK this year and are sixth highest in Europe.

A key part of our entry was our property development programme, where our approach to sustainability reaches from the environmental impact of the buildings we create to our support and engagement with communities. Our Sustainable Development Framework focuses on supporting local prosperity, promoting vibrant and diverse communities, and creating healthy places for people and the planet. Our emphasis on diversity and inclusion, wellbeing and the development of colleagues also played a significant role.

Our targets for external certification contributed to the GRESB result. We want our residential developments to gain four stars or higher under the Home Quality Mark system, and our retail and office developments to achieve Building Research Establishment Environmental Assessment Method's (BREEAM's) excellent or outstanding rating, the industry standard for sustainability in commercial development.

### **Connected Living London – our Build to Rent partnership**

We have submitted planning applications for over 1,000 homes, across four sites (Arnos Grove, Montford Place, Nine Elms and Southall) in three different boroughs alongside Grainger, plc. Together we are Connected Living London which is proposing to deliver thousands of well-designed, quality homes across the Capital, 40 per cent of which will be affordable.

The partnership will create quality homes and build sustainable communities where people from all backgrounds can live, connect and thrive. It will also provide us with a stable revenue stream that we can reinvest.

### **Arnos Grove, Enfield**

Our proposal for 162 well-designed, quality homes is expected at Committee in early 2020. We can provide much needed rental homes, with secure tenancies and fair terms next to Arnos Grove Tube station. The project also includes transforming the area outside the station, making it a more

welcoming place for pedestrians and those who cycle.

### **Montford Place, Lambeth**

Connected Living London's proposal at Montford Place for 139 rental homes, and over 2,700sqm of light-industrial workspace is expected at Committee on 15 December 2020.

The scheme, which is cited at a current Northern Line Extension worksite in Kennington will deliver 40% affordable housing, and a vibrant, active mews for the local community to enjoy.

### **Limmo Peninsula, Newham**

We are preparing a planning application which will provide around 1,500 homes at our site next to Canning Town Tube station. Limmo is the largest site in our Connected Living London programme, a joint venture with Grainger plc that will deliver more than 3,000 rental homes across London. Over the coming months, we will be discussing our initial designs with the local community.

### **Bollo Lane, Ealing**

We expect our plans at Bollo Lane for 852 homes at Bollo Lane, next to Acton Town station, to go to Committee on 16 December 2020. Half of the homes will be affordable and our proposals will also provide a new green corridor creating a continuous and safe pedestrian walkway between Acton Town and Chiswick Park stations. The green spaces proposed across the site will provide much needed public spaces to current and future residents and our diverse retail and industrial space will unlock growth for small and medium sized businesses.

Working to support the local authority during the statutory consultation period, we produced a video presentation of our plans that was viewed over 2,000 times. After an extensive programme of engagement and consultation our scheme reflected the needs of residents and we will continue to work with the local community to deliver a scheme that works for everyone.

### **Canons Park, Rayners Lane and Stanmore, Harrow**

We have submitted our application for three schemes that will be 100 per cent affordable in the London Borough of Harrow (128 homes at Rayners Lane, 280 homes at Stanmore and 120 homes at Canons Park). These homes will be a mix of Affordable Rent and Shared Ownership.

As well as the environmental benefits of our scheme, delivering on the ambitions set out in the Mayor's Transport Strategy, our proposals at Stanmore will also deliver a lift to improve step-free access to the station. We continue to run a robust consultation and work in close partnership with senior stakeholders and are working towards a Planning Committee on 9 December 2020 for Canons Park. Our applications for Rayners Lane and Stanmore will follow in the New Year.

### **Wembley Park, Brent**

On 26 November, our plans nearby Wembley Park station, were approved by Brent Council. We are excited to transport the 0.7ha car park into 454 homes, 40 per cent of which will be affordable. We are delivering new green spaces and play areas along with improved walking and cycling facilities for the local community and residents, as well as new office space for our own staff.

### **Armourer's Court, Greenwich**

Our partners, Berkeley Homes, launched the public consultation for the proposal for the site at Armourer's Court in Greenwich. A wholly digital approach was adopted in response to the coronavirus, with members of the project team available to discuss the proposals virtually. Following the consultation, Berkeley has finalised its plans and expects to submit an application to Greenwich in December.

# 5 Healthy Streets

## Streetspace for London

The Streetspace for London plan has continued at pace, following successful and rapid delivery in the first half of 2020/21. The programme has focused on strategic movement corridors and town centres, with infrastructure delivered to support walking, cycling and public transport. In H1, the following have been completed or are in construction:

- 86km of 24/7 bus lanes
- 89.1km of cycle routes, including 66.1km of borough-led routes
- An additional 22,516sqm of carriageway reallocated to pedestrians
- 2,259 traffic signal timing changes to give more time to pedestrians and buses (not London Streetspace funded)
- 20 Green Man Authority sites, giving pedestrians priority over traffic (not London Streetspace funded)
- 6 new Cycle Hire docking stations
- Traffic restriction on 3 sections of major corridors in central London
- 88 Low Traffic Neighbourhoods, led by boroughs
- 317 School streets, led by boroughs
- 181 Social distancing schemes, led by boroughs

Some of the key activities in recent weeks include completing a section of Cycleway 9 on Chiswick High Road and continuing the Cycleway 4 extension between Greenwich and Charlton.

Monitoring of schemes implemented earlier in the year is underway, to assess performance and to consider whether any changes are required. This includes the

planned removal of the westbound Streetspace for London cycle lane on Euston Road, following a thorough review. The eastbound cycle lane will remain in place for the time being and we will continue to work closely with the local community on our plans to make cycling in the area safer and easier. Other schemes continue to operate well and help provide a safer, easier option for Londoners to walk and cycle as coronavirus restrictions continue.

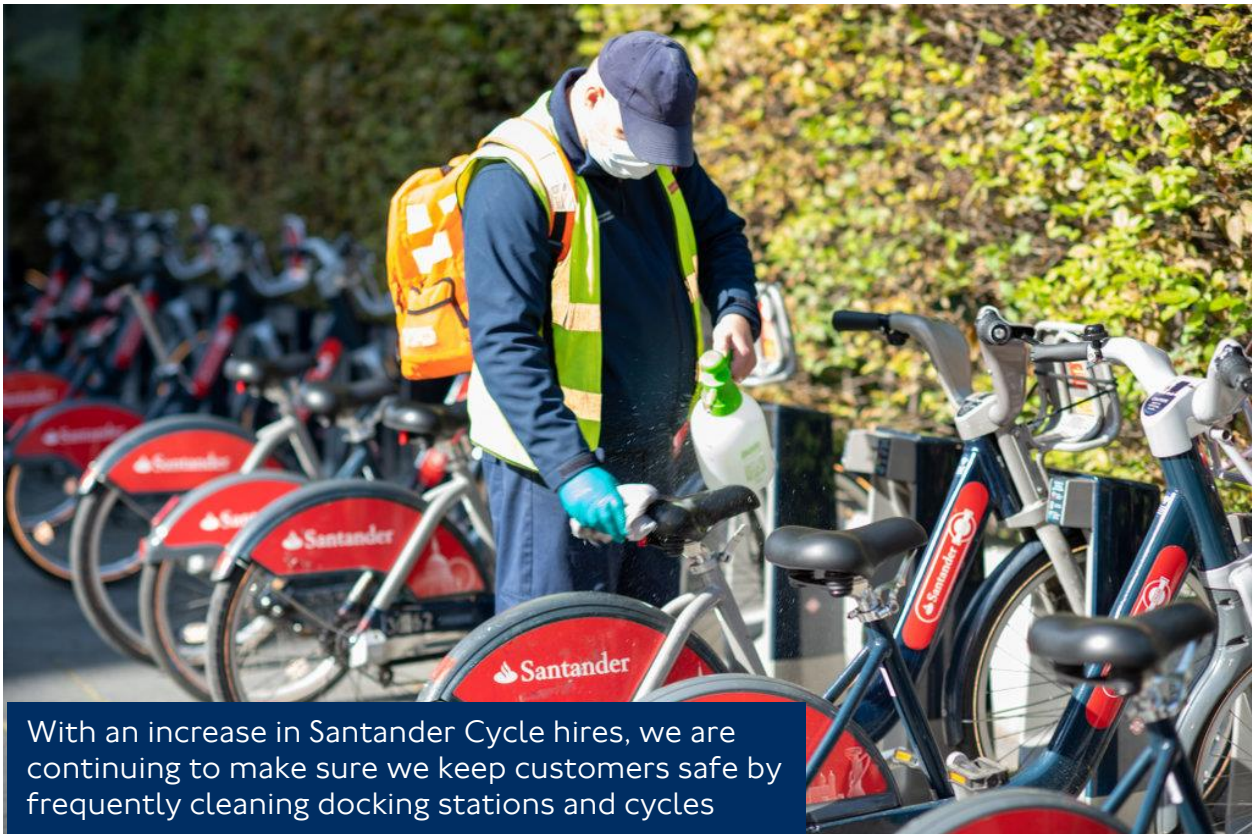
Work is also well under way to determine which schemes introduced under the programme could be considered as permanent. We will be engaging with stakeholders on proposals to make any relevant schemes permanent throughout the second half of the year.

A significant number of schemes continue to be provided across the boroughs. Highlights include a protected cycle route on Liverpool Road in Islington and protected cycle lanes on York Way in Camden.

## Santander Cycles

Santander Cycles continue to play a critical role in keeping London moving during the pandemic. During the weekend of 10 and 11 October, we saw an increase in the number of hires with nearly 70,000 hires across that weekend, making it the busiest October weekend in its 10-year history. At the end of November, total hires were higher than at the same point in 2019.

We also announced that we were making 1,700 more Santander Cycles bikes available, bringing the total number of bikes to more than 14,000. On 29 September, three new Santander Cycles



With an increase in Santander Cycle hires, we are continuing to make sure we keep customers safe by frequently cleaning docking stations and cycles

docking stations opened along the Cycleway 4 route, which now connects Tower Bridge Road and Rotherhithe via Bermondsey. These additional docking stations are helping boost access to bikes for people living in and visiting the area.

The new docking stations at Tower Wharf, George Row and Rotherhithe roundabout are the first to open in this part of the city. Londoners can hire a bike for £2, with unlimited journeys up to 30 minutes, within a 24-hour period. New docking stations at nearby Canada Water and Bermondsey station will follow later this year.

In line with the cleaning regime across our network, all docking stations continue to be cleaned regularly with an anti-viral cleaning fluid that kills viruses and bacteria on application, with common touchpoints such as screens, cycle handlebars and keypad numbers all treated.

### Cycleways Cycleway 4

All works have now completed between Tower Bridge Road and Rotherhithe Roundabout on Cycleway 4, already making cycling and walking safer and easier for thousands of people in the area and beyond. This section includes the connection along Tanner Street up to and including the junction of Druid Street. Works have also restarted in the Greenwich section, with Creek Road works expected to be completed by summer 2021. The remainder of the route, including the Lower Road (Southwark) and Evelyn Street (Lewisham) sections, is being developed under the Streetspace for London programme and will be completed under a temporary design.

### Cycleway 9

The Kew Bridge section of the route was completed on 3 September with the remainder of the route being developed under the Streetspace for London programme. Work along the Chiswick High Road section, which includes modification to seven signalised junctions

and the introduction of three bus stop borders, is nearing completion.

### **Mini-Hollands**

Good progress continues to be made in both Enfield and Kingston. Schemes currently under construction include protected Cycleways between Kingston Vale and Kingston, and Kingston and Surbiton in the Royal Borough of Kingston, and between Ponders End and Freezy Water on the A1010 in Enfield.

### **Safer Junctions**

Works to make safety improvements have been completed at 40 of London's most dangerous junctions, including recent completions at:

- Edgware Road/Harrow Road
- Edgware Road/George Street
- Camden High Street/Parkway
- Clapham Road/Union Road
- East India Dock Road/Birchfield Street

At all the sites, mitigation measures to reduce road danger have been introduced such as dedicated cycle signals, footway buildouts, side road closures, new and safer, more direct crossings and dedicated traffic signal stages. Design and modelling work is also progressing on the Knightsbridge/Brompton Road Safer Junction project.

Concerns were raised by stakeholders during consultation at Camden Road/Camden Street, as well as the complexity of traffic management and statutory undertakers at Holloway Road/Drayton Park. These projects have currently been paused due to financial constraints. The original Vision Zero target to complete 41 junctions will be achieved once funding becomes available.

### **Walking and Cycling Grants scheme**

in partnership with The London Marathon Charitable Trust, the Walking and Cycling Grants scheme offers grants of up to £10,000 over three years to community groups and organisations across London to help promote active travel among

diverse groups. The scheme helps provide projects and programmes that remove barriers to walking and cycling.

The scheme enables community groups to provide cycling confidence in participants, upskilling opportunities, physical and mental health improvements, and social benefits. It also helps communities come together, many of whom will have been negatively impacted by the pandemic.

On 15 October, applications closed for 2019 grants. We received 129 applications – the highest number in the scheme's five-year history. We plan to issue 60 new grants in December.

### **New features added in TfL Go app**

On 4 August, we launched our TfL Go app, a new iOS travel app to help Londoners plan their journeys and travel safely. The app offers information to enable travel at quiet times to help customers maintain social distancing, as well as alternative routes and walking and cycling options.

On 12 November, we added a new feature to the app which enables customers to locate nearby buses, including the location of bus stops and live arrival times. We are planning to launch the Android version of the app over the coming months. The app has been a success with customers and there have been more than 55,000 downloads so far.

### **Helping curb bike theft with Halfords**

We have launched a new collaboration with leading UK cycling retailer Halfords to encourage Londoners to lock their cycles safely and securely and reduce the risk of theft. From 10 November, anyone who completes our free online Cycle Skills course will receive 15 per cent off Halfords' own brand locks – making good quality deterrents more affordable – as well as lights and helmets.

Despite fewer journeys being made across the city overall, cycling is up by 20 per cent, with the use of Santander Cycles up



by 20 per cent, too. On some routes, there has been a 200 per cent increase in cycle trips. Halfords has reported a 60 per cent year-on-year increase in sales of new bikes since the start of the pandemic, as record numbers of Londoners take up cycling.

While sales continue to surge, bike theft is being increasingly reported across the Capital. Between April and September this year, reports of bike theft almost trebled, with 3,079 cycles reported stolen in September. There are fears that many owners of new cycles are not aware of the latest advice or using high quality locks to keep their cycles as secure as possible.

We are reminding Londoners to register their bike to the BikeRegister online national cycle database which all UK police forces have access to, and use two locks of gold 'Sold Secure' standard – ensuring one is a D-lock to secure both the cycle's frame and wheels to a stand at recognised cycle parking facilities. Where possible, parking should be well-lit and covered by CCTV.

Since May, we have installed 1,540 new cycle parking spaces across London, focused around busy areas such as high streets and transport hubs. This builds on the 150,000 on-street cycle parking spaces available across London and more than 20,000 cycle parking spaces at stations in the Capital. In addition to this, the boroughs have also implemented 7,800 cycle parking spaces since January, as part of the Cycle Parking Implementation Plan. Many free spaces are near station entrances or in station car parks, making them convenient and easy to find.

### **Online Cycle Skills course and face to face training**

From 26 October, we have been promoting our online Cycle Skills course using radio adverts, online advertising and through our and partner channels. This course will be available to the public until the end of March 2021.

During the month of October, we trained 1,900 children and 1,852 adults face to face and have had 518 people sign up to do the online Cycle Skills course. We continue to work closely with boroughs to deliver and monitor face-to-face Bikeability and adult Cycle Skills training sessions, in line with the latest government guidance.

### **E-scooter rental trial**

We are working with London Councils and London's boroughs on plans for a trial of rental e-scooters in the Capital. This trial aims to promote safety standards and develop a better understanding of the impact of this emerging mode of transport on London's roads. On 17 November, we launched a competition to all e-scooter operators to take part in the trial. Up to three operators will be selected to take part in the 12-month trial, which is due to start in spring 2021.

The trials are part of a wider approach to enable people to use greener forms of transport and help avoid a damaging, car-led recovery from the pandemic, which would make air quality worse and increase congestion. We will work with London councils and boroughs to co-ordinate a trial in the Capital, promoting safe and consistent standards across a defined, geographically limited trial area. All boroughs will be able to be involved in the trial, which is likely to be the largest in the UK and will provide valuable data to understand how these vehicles impact the way people travel in the Capital. Around one third of London's boroughs have expressed their intention to join the trial initially, with more considering joining at a later stage.

Operators taking part in the selection process will be assessed on their ability to meet strict safety requirements and high operating standards. Operators will also be required to provide critical data to help us and boroughs understand the impact of e-scooters on London's transport goals, including Vision Zero, a shift to walking, cycling and public transport, zero emission targets and other aspects of

the Mayor's Healthy Streets approach. This data will be shared with the DfT as it looks to bring in new legislation in this field.

Boroughs will control parking locations for e-scooters to protect against street clutter and will be able to designate certain areas as 'no-go areas' – where e-scooters cannot be ridden and will automatically come to a safe stop or as 'go-slow areas', where the speed of the e-scooter will be automatically limited to eight miles per hour. Like all other vehicles, e-scooter users will be banned from riding on pavements but will be able to use the same space as bicycles. We will continue to work closely with our stakeholders, including our Independent Disability Advisory Group, to ensure that the trial meets the needs of everybody living in, working in and visiting the trial areas.

The total number of e-scooters involved in the trial has not yet been determined, but we are aiming to start with between 60 to 150 e-scooters per participating borough, with e-scooters able to move freely across trial areas. Operators who demonstrate strong performance and compliance will be able to increase the number of e-scooters in their fleet over the course of the trial, while those who do not will have to reduce their fleet size.

The use of privately-owned e-scooters on public roads is not covered by these changes and remains illegal in the UK. The MPS will continue to engage with e-scooter riders and, where necessary, will enforce the legislation regarding the use of privately owned e-scooters.

### **Air quality and the environment** **Low Emission Zone and Direct Vision Standard**

The Low Emission Zone (LEZ), which covers most of Greater London, encourages the most polluting heavy diesel vehicles driving in the Capital to become cleaner by setting minimum

standards for emissions. These standards are being tightened on 1 March 2021 for buses, coaches and lorries, in line with the requirements for the central London Ultra Low Emission Zone.

On 5 October, we launched the first phase of a new campaign to prepare vehicle owners for the introduction of the new LEZ standards. For owners of lorries more than 12 tonnes, there will also be integrated communications with the Direct Vision Standard (DVS) through advertising, emails, letters from the Driver and Vehicle Licensing Agency (DVLA) and stakeholder engagement.

Our DVS scheme categorises heavy goods vehicles (HGVs) depending on the level of driver's direct vision from their cab. The DVS will require all HGVs more than 12 tonnes to hold a safety permit to enter or operate in Greater London from 1 March 2021.

We also launched a new campaign on 5 October 2020, to encourage applications for the new safety permits. The campaign includes posters, press and online adverts, emails, PR activity and stakeholder engagement.

### **Ultra Low Emission Zone (ULEZ) expansion**

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has had a transformational impact on air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide within its boundaries.

From 25 October 2021, the existing central London ULEZ will expand up to the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions of Londoners. Cars, motorcycles, minibuses (up to 5 tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.



We are on track to meet our target of installing 300 rapid charge points across London for electric vehicle use

On 1 October 2020, we launched the first phase of a new campaign to help raise awareness of the ULEZ expansion and educate drivers about how and where the scheme operates, encourage them to check their vehicles and plan their options. This campaign included posters, radio adverts, press and online advertising, door drop leaflets to residents living along the boundary, press activity and stakeholder engagement and will run until the launch of the expansion.

#### Heavy vehicle scrappage scheme

On 28 October, the Mayor of London's scrappage scheme for vans and minibuses was extended to include heavy vehicles such as lorries, coaches and buses. The scheme supports sole traders, small businesses and charities with 50 or fewer employees to replace or retrofit older, more polluting vehicles in advance of the tighter LEZ standards which will come into force on 1 March 2021.

Following high demand, the scheme has now been suspended with funds fully allocated. Approximately £2 million will

be spent on replacing or retrofitting around 135 older polluting heavy vehicles, with money for those scrapped going towards cleaner fleets.

#### Rapid charging

We have now installed 276 rapid charge points and, despite some delays related to the pandemic, we are still on track to meet our original target of installing 300 charge points by December 2020. We have also continued work on hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

#### Electric vehicles

On 13 November, we published the London Electric Vehicle (EV) Infrastructure Delivery Plan: One Year On report. This report highlights the progress made on electric vehicles since the launch of the Delivery Plan in June 2019. It shows that London has exceeded the infrastructure needed in 2020, as indicated in the Delivery Plan, and that seven out of the eight enablers to facilitate charge point delivery are complete. To coincide with this report, we have worked with

GLA colleagues to reconvene the Electric Vehicle Infrastructure Taskforce to outline the next steps for London's electric vehicle agenda in light of the impact of the coronavirus pandemic, the Mayor's ambition for a zero carbon city by 2050 and the need for a green recovery.

We are also working with GLA colleagues and London Councils to look at the electric vehicle infrastructure required up to 2035. This will help inform our demand modelling and to plan for future infrastructure going forward.

### **Making buses greener**

We remain on course to raise the core of our 9,000-strong core bus fleet to the cleanest Euro VI engine emission standard by the end of 2020. We have achieved 97 per cent, helped by our suppliers coming out of lockdown and restarting their retrofit work, and manufacturers starting to produce more new vehicles that were on order.

We currently have 382 zero-emission buses in the fleet and will be increasing this number to around 700 by autumn 2021. Our plan is to seek continued funding from central Government and use income from fares to increase this total to 2,000 vehicles by 2025, to assist London further in tackling air quality and climate change.

### **Road user charging schemes over the festive period**

During the month of December, we launched a marketing campaign to raise awareness of the Congestion Charge, ULEZ and Low Emission Zone (LEZ) operating days over the festive period. The Congestion Charge has temporarily increased to £15 per day and now operates every day of the year, except Christmas Day, between 7am and 10pm.

In addition, the central ULEZ will not operate on Christmas Day but the LEZ, affecting only the most polluting heavy diesel vehicles, will continue to operate at all times. Drivers will be given advanced warning so they can make informed and

timely decisions about their travel over the festive period.

### **Old Street**

Construction is progressing well at Old Street roundabout, where a new design will bring safety improvements to people walking and cycling by providing new and improved crossings, fully segregated cycle lanes, and a new public space with an accessible main entrance to Old Street Underground station and the subsurface shopping arcade.

The main works continue with construction of the new station entrance at Cowper Street, which is set to be completed and opened in July 2021. Excavation works are now fully complete on this entrance, the base slab is constructed, and good progress is being made on construction of the side walls before the precast stairs and canopy roof are installed in mid-2021. On 29 October, we completed other associated highways and drainage works on the southeast arm of the roundabout, including the station roof strengthening works on the peninsula area of the roundabout which is also substantially complete. These works enabled the second traffic management switch on the roundabout to be successfully completed on the weekend of 29 October to 2 November 2020, which reopened the southeast arm of the roundabout and temporarily closed the northeast arm. This traffic switch will enable the remaining station roof strengthening works on the northeast side of the peninsula to progress to completion. A final traffic management switch on the roundabout will take place on the weekend of 16 to 18 January 2021, to reopen the northeast arm of the roundabout and permanently close the northwest arm, which will enable the start of construction for the new main station entrance, new passenger lift and the new public space.

Completion of the project is scheduled for autumn 2022.

### **Vauxhall Bridge**

The condition of the existing Vauxhall Bridge deck, when uncovered fully, was found to be in a worse condition than surveys and investigations had indicated, requiring a significant increase in the repairs. This would have resulted in delays to the completion of the construction works, but these have been mitigated through working extended hours and weekends and amended working methodology. This has resulted in the bridge opening to all traffic, as originally planned, on Monday 30 November. Minor works remain, which will be completed without significant traffic impact.

### **Highbury Corner gyratory**

Construction is complete for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner. All remaining snagging and defect works were completed at the end of October 2020.

## 6 Crossrail

Crossrail Ltd continues to work on a plan to drive the project to completion and, although some details are still to be finalised, the central section of the Elizabeth line is expected to open during the first half of 2022.

On 1 December, we, the Mayor, the DfT and HM Treasury agreed a funding and financing package for the final phase of the Crossrail project. Crossrail Ltd announced in August that it expected the Elizabeth line to open through central London in the first half of 2022 and that they would require funding beyond the previously agreed funding envelope. Crossrail Ltd is continuing to work hard to reduce its funding shortfall, and we are ensuring that further independent analysis of costs is carried out.

The financial shortfall will initially be covered by the GLA borrowing up to £825m from the DfT which will be given by GLA to TfL as a grant. The GLA will repay this loan from Business Rate Supplement (BRS) and Mayoral Community Infrastructure Levy (MCIL) revenues. Confirming this financing is an essential step in ensuring the team can fully concentrate on safely delivering the Elizabeth line, which is vital for boosting rail capacity and supporting the economy.

On 26 November, the Elizabeth Line Committee met for the first time and considered updates from the Crossrail project and Elizabeth line operations teams, along with an update on the periodic reports from the Project Representative on Crossrail.

Health and safety remain a top priority and overall performance is kept under

constant scrutiny. The Crossrail project did not have to initiate a safe stop of construction in response to the latest lockdown measures, as the Government advised that people who cannot work from home, such as those working in construction, manufacturing or critical infrastructure, should continue to attend their workplace.

The success of the summer blockade has provided a blueprint for the remaining works, which will be embedded into the next blockade at the end of the year which will run for 11 days and will take place across the central section routeway, shafts and portals.

On 5 November, for the first time, the Crossrail project saw the operation of six Class 345 trains in the central operating section (Abbey Wood to Paddington). These trains were controlled with the signalling system at line speed and in close headway. This is an important step in demonstrating the successful performance of our systems and building the necessary reliability.

Bond Street station has now been certified as ready for Trial Running which means that all central section stations are able to support the start of intensive operational testing next year. In addition to this, Farringdon Station has achieved its Staged Completion 3 status, meaning that the construction works, and associated assurance works are now substantially complete. Farringdon is the first of the large central stations to reach this milestone.

TfL Rail services continue to deliver very high performance, with 95.9 per cent of trains meeting the reliability target. A plan is in place for reliability growth of the rolling-stock through mileage accumulation in the current operational service, and during testing in the central operating section through the period of Systems Integration Dynamic Testing, Trial Running and Trial Operations. A software development plan has also been built to enable us to respond to any issues as they are identified.

# 7 Finance

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

Our latest financial report covers the period from 1 April to 17 October, also referred to as H1, and is the period covered by the first funding and financing agreement with the Government. Our financial performance is measured against our Revised Budget.

Our year to date position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, was a deficit of £912m, £366m better than the Revised Budget.

This improvement is driven largely by passenger income being better than expected, along with the temporary changes to the Congestion Charge, with increased hours and charge, and also includes the benefit of a £100m contingency which we held in case further travel restrictions were put in place and journeys fell below the levels assumed in the Revised Budget. Overall passenger income is substantially down on last year as both Tube and bus journeys fell in comparison to last year, with Tube journeys 65 per cent down and buses 44 per cent.

During September, journey growth slowed as people followed Government advice to resume working from home if they could, and then stalled as London entered Tier 2 restrictions mid-October. Following the second national lockdown, in place from 5 November, we saw the impact of this filter through in the number of journeys made. We will be closely analysing the impact of the new restrictions that will come into place on 2 December when

London enters Tier 2, but the outlook for the year remains uncertain.

Operating costs are £35m lower than expected, driven by lower core costs – mainly back office savings and one offs, and lower investment programme operating costs. Our reduced operating costs reflect the tight spend control measures implemented at the start of the year, and which we have been reviewing and tightening, as needed, since.

Overall, our spend on capital renewals and new capital investment is eight per cent lower than the Revised Budget, reflecting the challenge of delivery, and 33 per cent lower than last year, which is significant.

We will review this underspend in capital, alongside other options, to meet the additional savings target of £160m over the rest of the financial year, which was one of the commitments made in the H2 funding agreement, covering the period 18 October 2020 until 31 March 2021.

## **TfL finance reviews**

On 31 October, we reached agreement with the Government for up to £1.8bn of funding to support us in delivering our essential services for London over the next six months, to 31 March 2021. This funding is flexible, covering any revenue shortfall resulting from lower passenger numbers, and will allow us to help London through this next phase of the pandemic.

Our Revised Budget published in July incorporated over £400m of gross savings compared to the original budget and



showed a £2bn gap for H2. The Agreement means we will have to find £160m additional savings by cutting capital expenditure, deferring some non-safety-critical programmes, and reducing operating costs through financial controls.

Our H2 funding deal included commitments made as part of the H1 funding agreement, such as tightening the Low Emissions Zone (LEZ) from March 2021 and expanding the Ultra-Low Emissions Zone (ULEZ) in October 2021 plus maintaining the current temporary removal of free travel in the morning peak for holders of the 60+ Pass and Older Persons Freedom Pass.

A new oversight group with DfT and TfL representatives will monitor the implementation of the funding agreement, and we will work with the Government on a longer-term, sustainable funding solution from April next year, including producing a financial sustainability plan by mid-January that will look at efficiencies and priorities to return us to a stable financial footing.

On 22 July 2020, the Mayor announced that an Independent Panel would conduct a review to develop options for funding and financing models that would enable us to deliver the right services for London in the current challenging financial context, invest in new and existing infrastructure and continue to contribute to London's development and sustainability. Its findings will help inform our financial sustainability plan.

### **TfL scorecard overview**

The scorecard covers the period of funding agreement for the first half of the financial year, which ran from 1 April to the end of period 7, which was 17 October.

This scorecard reflected our immediate priorities in responding to the pandemic and Government advice. It ensured safety remained our top priority

despite the volatile financial environment and was deliberately targeted to kickstart the recovery from the pandemic, through an extremely challenging period.

Our overall performance during this period was 98.75 per cent. All measures except one were better than target which is partly a reflection of the recovery being stronger and starting sooner than estimated: services resumed near normal levels sooner than initially assumed; the growth in passenger volumes was higher than expected; and project works at sites were started earlier than anticipated.

We have met our target on maintaining liquidity with the support of the Government funding and financing agreement for this period. Our actions to reduce costs, reprioritise spend and projects, make considerable savings and enforce tight spend controls means our operating and capital spend have also met their targets.

We have met our targets on delivery of strategic milestones and the Elizabeth line milestone to complete delivery of the train and signalling software for dynamic testing and trial running. We have also exceeded our targets for temporarily reallocating high space to pedestrians and improving cycling infrastructure as part of our Streetspace for London programme.

Our scorecard for the second half of the financial year was approved by the Board on 21 October, and sets stretching yet realistic targets which challenge the organisation to deliver efficiently and effectively, ensuring safety remains at the forefront.



**Board**



**Date: 9 December 2020**

**Item: Elizabeth Line Operational Readiness and Crossrail Update**

---

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

### **1 Summary**

- 1.1 This paper provides an update on the status of the Crossrail project (or Crossrail) and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from Crossrail.
- 1.2 On 26 November 2020, the Elizabeth Line Committee met for the first time and considered updates from the Crossrail project and Elizabeth line operations teams, along with an update on the periodic reports from the Project Representative (P-Rep) on Crossrail. The Committee discussed the enterprise risk of opening the Elizabeth line (ER14) and the decision for TfL Independent Investment Programme Advisory Group (IIPAG) to undertake third line assurance for the Crossrail project. A summary report from the meeting is provided elsewhere on the agenda for this meeting. There were no significant issues raised to bring to the attention of the Board.

### **2 Recommendation**

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

### **3 Crossrail Update**

- 3.1 Health and safety remains a top priority and overall performance is kept under constant scrutiny. In response to the most recent lockdown measures, Crossrail did not have to initiate a safe stop of construction as the Government advised that where people could not work from home, such as those working in construction, manufacturing or critical infrastructure, they should continue to attend their workplace.
- 3.2 Since the previous lockdown, we have introduced measures across all of our sites to ensure that we are compliant with Public Health England guidance. With the help of our supply chain, we have put in place strict social distancing measures, introduced temperature checks, introduced staggered working patterns, increased cleaning regimes and increased provision of welfare facilities to ensure our sites remain Covid safe.
- 3.3 The coronavirus pandemic is a challenge for all of us, but we are confident that we have the right measures in place to keep our people safe and continue work on this vital infrastructure project. Providing that the impacts from the second wave, or indeed any future waves, of Covid-19 can be mitigated there is belief

that we can continue to achieve the milestones outlined in our revised Delivery Control Schedule (DCS).

- 3.4 As a leadership team we take safety seriously and it is essential that we remain fully engaged across our sites and offices. There has been an increased visibility by the senior management team across our sites with 42 senior management engagement tours meeting with teams on the ground focusing on safety and wellbeing.
- 3.5 The success of the summer blockade has provided a blueprint for the remaining works, which was embedded into the planning for the blockade which commenced on 21 November 2020. It will run for 11 days, completing on 1 December, taking place across the central section routeway, shafts and portals. It is focussed on completing the outstanding trace-dependent works that are a requirement for Systems Integration Dynamic Testing (SIDT) and will enable entry into Trial Running. Works include testing and commissioning, systems and signalling corrections and critical maintenance activities required to operate safely under the operations rule book.
- 3.6 For the first time, on 5 November 2020, Crossrail saw the operation of six Class 345 trains in the central operating section (Abbey Wood to Paddington). These trains were controlled with the signalling system at line speed and in close headway. This is an important step in demonstrating performance of our systems and building the necessary reliability.
- 3.7 Bond Street has now been certified as ready for Trial Running (SC1) and means that all central section stations are able to support the start of intensive operational testing next year. We continue to work through the execution plan for the completion of Bond Street station. The transfer of subcontractors has been a key priority. The critical path of the programme is dependent on the achievement of SC2 (ready for Trial Operations) at Bond Street in the summer of 2021.
- 3.8 Farringdon Station has achieved its Staged Completion 3 state, meaning that the construction works and associated assurance are now substantially complete. Farringdon is the first of our large central stations to reach this milestone.
- 3.9 Eleanor Street Shaft has now been handed over to TfL meaning that eight of the shafts and portals have now been fully handed over to TfL; with Limmo Shaft and Stepney Green Shaft set to follow by the end of this year.
- 3.10 Good progress is being made by the Plateau 2 team with the complex planning and management of the station systems works. With the Overall Stations Commissioning Strategy agreed, their focus is now on developing the detailed commissioning plan for Farringdon station and developing the high-level commissioning for the other central section stations.
- 3.11 We have been testing our software for Trial Running, TR2, since the end of August and these tests have now concluded. Of the 18 required tests with TR2 for entry into Trail Running, 11 are passed, six have agreed mitigations and one remains for further testing after a fix is incorporated into the next point release of the software. During the testing period we have taken a collaborative approach with the supply chain to address the required fixes to the software through mitigating measures and bug fixes. It is a good example of the intervention

mindset that we have on the programme that we have worked together with the supply chain to resolve these issues and put in place mitigations to safeguard its use for Trial Running. We will continue with this mindset as further software releases are made in 2021.

- 3.12 Network Rail's major upgrade works to surface stations on the eastern and western sections of the railway continue to progress. Works at Ilford are now expected to be complete by May 2021 and works at Romford should conclude in late 2021.

## **4 Elizabeth Line Readiness**

- 4.1 TfL Rail services continue to deliver very high performance, with 95.9 per cent of trains meeting the reliability target in the four-week period between 20 September and 17 October 2020. We have consistently provided a service above our target of 95 per cent and have returned service levels back to those operated before lockdown.
- 4.2 Actions have been identified to improve the reliability of the full-length units that have experienced delays in the period. Actions include driver briefings and improved management of incidents by technicians and operator. In addition, a software patch was available in October 2020 to reduce signalling resets with an additional software upgrade available in December 2020.
- 4.3 Crossrail has developed a plan for reliability growth of the rolling-stock through mileage accumulation in the current operational service and during testing in the central operating section through the period of Systems Integration Dynamic Testing, Trial Running and Trial Operations. A software development plan has also been developed to respond to issues as they are identified.
- 4.4 The current focus of readiness activities includes the review and acceptance of asset data, drawings and operational and maintenance manuals. We are working collaboratively with the project team and contractors to optimise the review and acceptance cycle with the aim of minimising the need for resubmissions.
- 4.5 We continue to develop the detailed functionality and commissioning of the Route Control Centre in Romford. Any further commissioning activities required during the period of Trial Running will be incorporated into the plan.
- 4.6 Nearly 70 per cent of the asset training has been delivered in readiness for the central operating section being classified as an operational railway, under the Railways and Other Guided Transport Systems (Safety) Regulations 2006.
- 4.7 A detailed plan for maintenance specific safety training has been agreed. Supporting the training plan, a five-element maintenance competency plan, including procedure/standards development; recruitment; training; competency; and support contracts, have been developed and competence assessments have already commenced. Support contracts will supplement a lack of skilled resource and help mentor staff during their period of development. In addition, critical resource has been identified from the Crossrail project team to support.

**List of Appendices:**

None

**List of Background Papers:**

None

Contact Officer: Andy Lord, Managing Director London Underground and TfL  
Engineering  
Number: 020 3054 6931  
Email: [AndyLord@tfl.gov.uk](mailto:AndyLord@tfl.gov.uk)

Contact Officer: Mark Wild, Chief Executive Crossrail  
Number: 020 3054 8256  
Email: [MarkWild@tfl.gov.uk](mailto:MarkWild@tfl.gov.uk)

**Board**



**Date: 9 December 2020**

**Item: Annual Travel in London Report**

---

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

### **1 Summary**

- 1.1 The purpose of this paper is to present the Overview of Travel in London 13. The Travel in London Report is an annual report and this year's report will be published on the TfL website a few days after this meeting of the Board.

### **2 Recommendation**

- 2.1 **The Board is asked to note the Travel in London 13 Overview Report.**

### **3 Background**

- 3.1 Travel in London reports are produced annually. They provide an interpreted summary and evidence base of key trends and developments affecting travel in London, in the context of the aims of the Mayor's Transport Strategy.
- 3.2 This year, the report also contains a substantial review of developments during the coronavirus pandemic, in terms of a collated evidence base that is being used to guide our recovery planning. The report is therefore presented as two parts:
- (a) The first part reviews trends and developments in the pre-pandemic period, primarily in terms of the Mayor's Transport Strategy.
  - (b) The second part considers developments related to the pandemic, in so far as available data allow.
- 3.3 The aim is to use this emerging evidence base to guide the recovery and inform our longer-term plans for London over the next decade or so.

#### **Pre-Covid travel trends**

- 3.4 In terms of progress with the Mayor's transport goals, 2019 (or 2019/20) continued the broad pattern of recent years. Total travel demand in London rose by 0.7 per cent, to 27 million trips per average day. The active, efficient and sustainable mode share rose by 0.2 percentage points – to 63.2 per cent (compared to the aim of 80 per cent by 2041). Progress with both are slower than forecast reflecting, among other things, slower than typical population growth of just 0.6 per cent.
- 3.5 In terms of active travel, some 42 per cent of Londoners achieved the 20 minute daily active travel target, up by three percentage points. Overall cycling volumes in London fell slightly, by 2.7 per cent, primarily reflecting adverse weather during

the counting periods, although where investment has been made, there are clear signs of strong growth. There was incremental progress with other key indicators, including those relating to road danger, carbon reduction and the provision of new homes.

- 3.6 The area that has shown the most progress is on air quality. A consolidated review of the air quality improvements reveals major gains in the last four years – primarily reflecting initiatives such as the Ultra Low Emission Zone in central London and the roll out of Low Emission Bus Zones. This has helped reduce the number of people living in areas that exceeded legal objectives for nitrogen dioxide reduced from over two million in 2016 to 119,000 in 2019; a reduction of 94 per cent.

### **Travel trends since the pandemic**

- 3.7 The implications of the pandemic for travel and life in London more generally are topics of critical contemporary concern, and extensive coverage is given in the report. The story is of dramatic reductions in public transport demand, reflecting lockdown conditions, and a relatively slow recovery thereafter, which is typical of what has been seen in other large cities around the world. That recovery was subsequently interrupted by the emergence of a ‘second wave’ and a second lockdown. The pandemic has brought widespread changes to how people travel (mode choice, timing, distance). These trends mainly reflect changes to people’s daily lives brought about by the pandemic, rather than factors intrinsic to the transport networks themselves.
- 3.8 They present both challenges and opportunities for the achievement of the Mayor’s transport goals. For example, travel by car has been relatively resilient, recovering to around 90 per cent of normal over the summer, against, typically, 35 per cent for Underground, although active travel has benefitted, eg from initiatives such as Streetspace for London. Despite dramatic changes to overall mobility and the trip mix, cycling levels have been higher than before.
- 3.9 The continued subdued level of activity in central London reflects factors such as continued working from home for office-based workers and restrictions on the leisure industry.
- 3.10 Finally, the report looks at how we are planning for recovery. It describes the Analytical Framework being used to assemble and synthesise evidence as it emerges. It summarises currently emerging shorter-term scenarios for travel demand to guide us through the recovery period over the next 1-2 years. Finally, it looks at five longer-term scenarios for London with an approximate 10 year horizon, which provide a plausible envelope of uncertainty within which our plans can be considered.

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

Travel in London 13 Overview

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

None

Contact Officer: Alex Williams Director of City Planning  
Email: AlexWilliams@tfl.gov.uk



## Overview

### Travel in London report 13

Travel in London is TfL's annual publication that summarises trends and developments relating to travel and transport in London. Its principal function is to describe how travel is changing and to provide an interpretative overview of progress towards implementing the Mayor's Transport Strategy. It also provides an evidence and analysis base for the general use of stakeholders and policymakers.

Ordinarily, the focus of this report would have been exclusively on trends up to the end of 2019, or the 2019/20 financial year. However, **the global coronavirus pandemic** in 2020 has led to widespread disruption and change to travel in London (and to the aspects of people's daily lives that underlie travel demand) of a scale unprecedented in modern times.

The report this year is therefore presented in two parts. The **first part** of the report reviews trends and developments in the pre-pandemic period up to the end of 2019 or the 2019/20 financial year, primarily in terms of the aims of the Mayor's Transport Strategy. Although many of these trends were radically affected by the pandemic in 2020, it is nevertheless these trends and conditions – the pre-pandemic baseline – by which London's transport recovery from the pandemic will be conditioned and against which recovery will take place. They remain, therefore, central to contemporary concerns.

The **second part** of the report considers developments related to the pandemic in 2020, in so far as available data allow, and recognising that at the time of writing the pandemic is still playing out. The aim is to assemble and interpret an emerging evidence base that can be used to guide the recovery and inform our longer-term plans for supporting growth, prosperity and daily life in London over the next decade or so.

### Part 1: Travel trends before the pandemic

#### Slowing growth in travel demand and progress towards the active, efficient and sustainable mode share aim over the last few years

Population, economic and societal change led to slowing growth of travel demand in London in the four years up to 2019, and slower than expected progress towards the Mayor's aim of an 80 per cent mode share for active, efficient and sustainable modes.

**London's population** had previously increased rapidly – by over 1.3 million people in the two decades up to 2011. More recently, the rate of growth in London's population slowed, with particularly slow growth since 2016. London's population increased by just 0.6 per cent in 2019, the slowest rate of growth since 2004; this compares to typical increases greater than 1 per cent per year in the earlier part of the decade.

**Economic trends** reducing personal disposable incomes, particularly affecting discretionary leisure trips (often made by public transport) were also an important factor, although there were signs in the economic and travel data for 2019 that some of these pressures were beginning to ease. For example, per person trip rates in London increased for the second year running, to an average of 2.21 trips per person per day, following a prolonged period of slow decline.

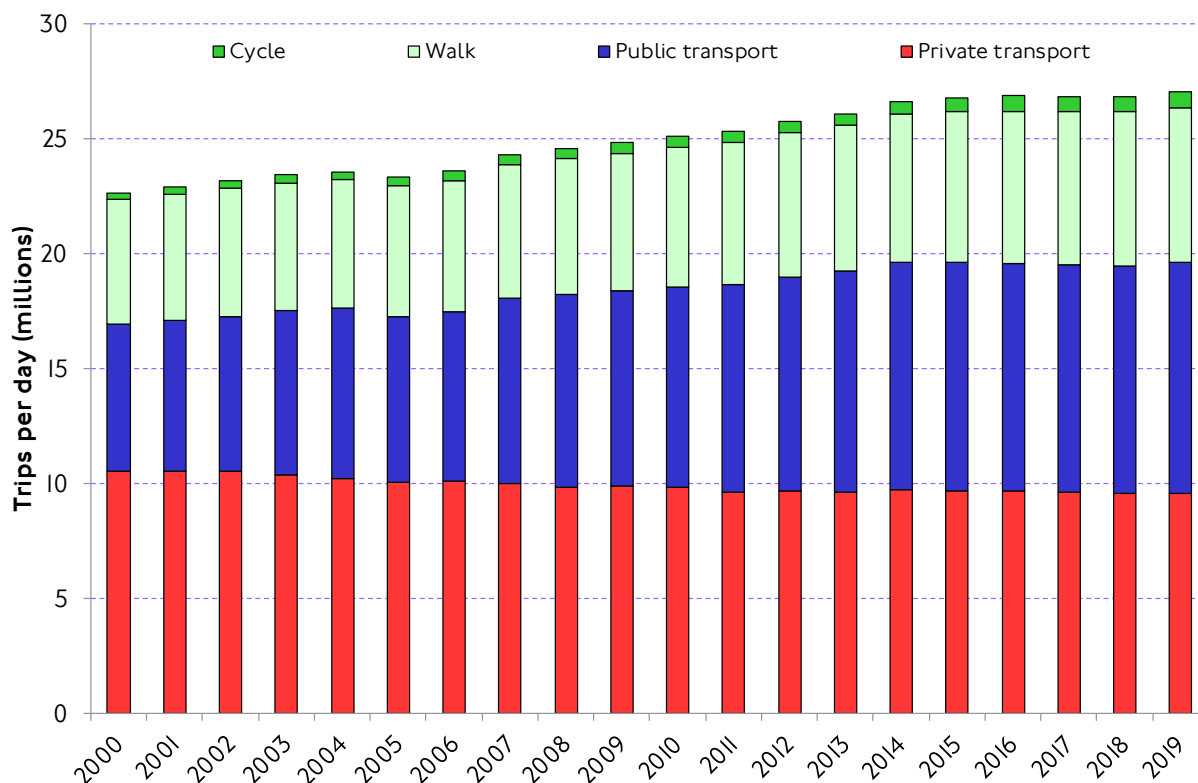
A third group of contributing factors under the broad heading of **technology enabled and wider lifestyle changes**, such as increased working from home and online shopping, were also thought to have influenced trends over the last five years, although the evidence base for these (pre-pandemic) was not conclusive.

### Overall travel demand and mode shares in 2019

Data for 2019 continued these broad trends of recent years. **In 2019, an average of 27.0 million trips per day were made to, from or within London.** This was an increase of 0.7 per cent compared to 2018 and of 7.6 per cent compared to 2010. Figure I summarises these changes as they affected the core modes, from which the overall trend of slowing recent growth is evident.

On this basis, the **active, efficient and sustainable mode share** for 2019 was estimated to be 63.2 per cent, a 0.2 percentage point increase over 2018, and 3.6 percentage points higher than 2010.

Figure I Estimated average daily trips by main mode, 7-day week, 2000-2019.



Source: TfL City Planning.

### Healthy Streets and healthy people

The Healthy Streets Approach is central to the Mayor’s vision to create a better city for all Londoners. It is an overarching framework for the design and management of London’s streets, incorporating measures to encourage walking, cycling and use of public transport, to reduce road danger, tackle poor air quality, reduce car dependency, improve the environment and deliver an accessible and inclusive transport system. Key indicators relating to these aims are reviewed below.

## Active travel

In 2019/20, 42 per cent of Londoners achieved 20 minutes of active travel per day, an increase of 3 percentage points on 2018/19. Although the proportion of London residents who have achieved 20 minutes of active travel increased in the last two years, there is still considerable effort required to achieve the aim of all Londoners walking or cycling for at least 20 minutes per day by 2041.

## Cycling

Recent years have seen a substantial increase in cycling in London, reflecting investment and other measures to encourage active travel. The 2019 calendar year saw a small year-on-year decline of 2.7 per cent in cycling volumes (mainly driven by trends in outer London, and reflecting unusually poor weather during the counting periods). Since 2015 however cycling volumes have seen a net increase of almost 5 per cent, which represents an estimated 9 per cent more cycling trips than in 2015.

In 2019, 11.5 per cent of Londoners lived within 400 metres of the London-wide cycle network, compared to the Mayor's aim of 28 per cent by 2024, a 30.6 per cent increase on 2018. At October 2020, 26 per cent of the strategic cycle network has been delivered (362km out of approx. 1,400km). This has led to an increase in the proportion of Londoners living within 400 metres of the cycle network to 17.9 per cent, including all the routes completed so far as part of the Streetspace for London Programme.

Where investment has been made, we have seen large increases in cycling locally, such as on Cycleway 24 (Forest Road in the Waltham Forest Mini-Holland) where since construction began in 2015 flows have increased in some places by more than 50 per cent (which equates to an annual 13 per cent growth) or on Cycleway 22 (Newham Greenway), where cycle flows have increased by more than 35 per cent since 2017 (an annual equivalent of 18 per cent per year). However, cycling remains relatively uneven socio-demographically, with a preponderance of higher income white males.

## Reducing road danger

The Mayor's Vision Zero Action Plan sets targets of a 65 per cent reduction in all KSI casualties (people killed or seriously injured) on London's roads by 2022, and a 70 per cent reduction in people killed or seriously injured in or by a bus by 2022.

**There were 25,341 reported personal injury collisions in London in 2019**, resulting in 125 people regrettably being killed, 3,780 being seriously injured and 26,102 being slightly injured. Overall, 2019 showed a continuing decline in the number of people killed or seriously injured on London's roads compared to the 2005-09 baseline, with a four per cent decrease in persons killed or sustaining serious injury compared to 2018. This was a **39 per cent reduction towards the overall target of 65 per cent by 2022**. Although a positive trajectory overall, the rate of progress towards Vision Zero targets has slowed in recent years, as further gains become progressively more challenging.

The number of cyclists regrettably killed in collisions in 2019 was **down by 70 per cent on the 2005-09 baseline**, from 17 to five; whereas nationally there has been just a six per cent decrease since 2008. The number of children tragically killed or seriously injured in 2019 was 65 per cent lower than the 2005-09 baseline. There

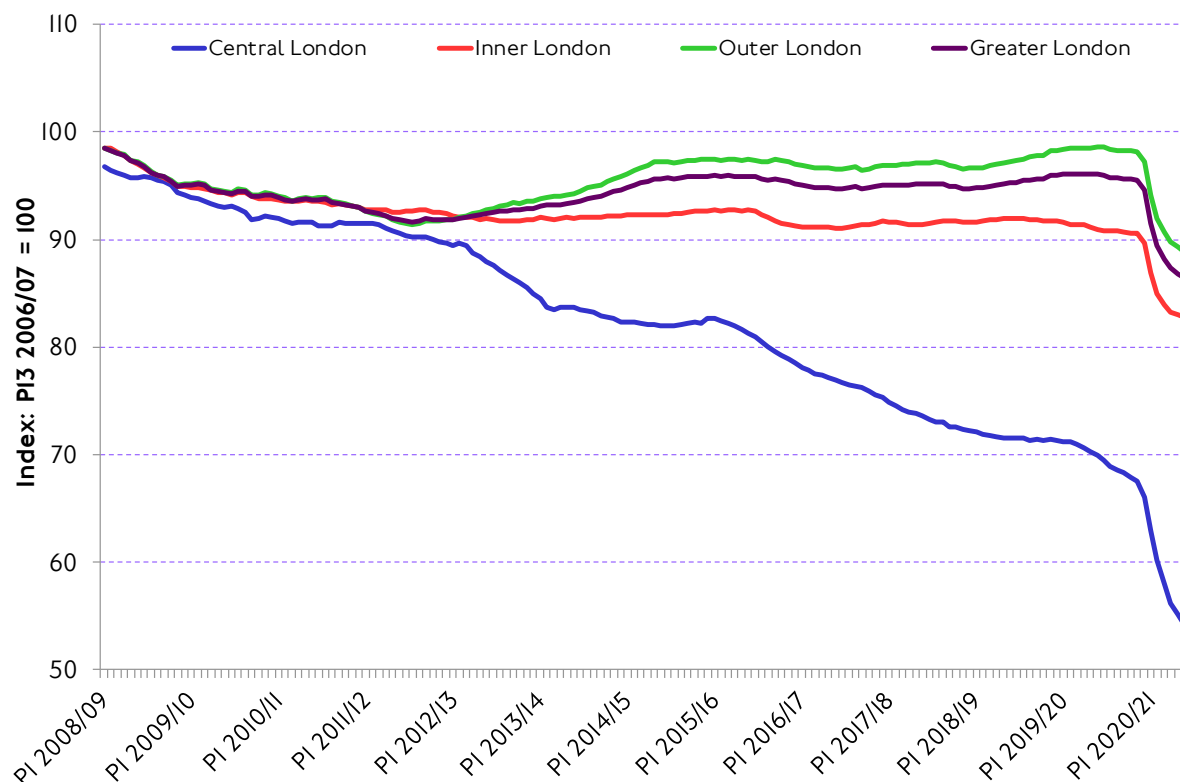
was a 12 per cent decrease in ‘bus involved’ casualties from 2018, down from 238 to 209. This amounts to a **64 per cent reduction towards the overall target of 70 per cent by 2022.**

### General road traffic trends in London

Recent years have been characterised by relatively stable overall road traffic levels in London, **with a net decrease of 0.5 per cent in overall vehicle kilometres over the period 2010-2018**, according to Department for Transport statistics. To put this in context, given London’s growth in the interim and the sustained mode shift towards active, efficient and sustainable modes, we estimated that, in 2018 and comparing the period since 2000, there were **2.9 million fewer car trips per day** than there would otherwise have been had the mode shares stayed the same.

The picture for 2019 is however complicated by a change in methodology for the DfT surveys and we are working through what this could mean for London data sets. Data from TfL’s traffic counts (figure 2) provide an historic picture very similar to the previous DfT estimates – of broad stability in traffic levels, with an estimated 1.7 per cent net increase in traffic flows between 2009 and 2018. **In the latest year, according to this indicator, traffic flows remained the same.** The chart also shows the immediate impact of the coronavirus pandemic, with flows down across all areas of London in early 2020 (see also Part 2 of this report).

Figure 2 All motor vehicle traffic flows by area, 13-period rolling average, 2008/09-2020/21.

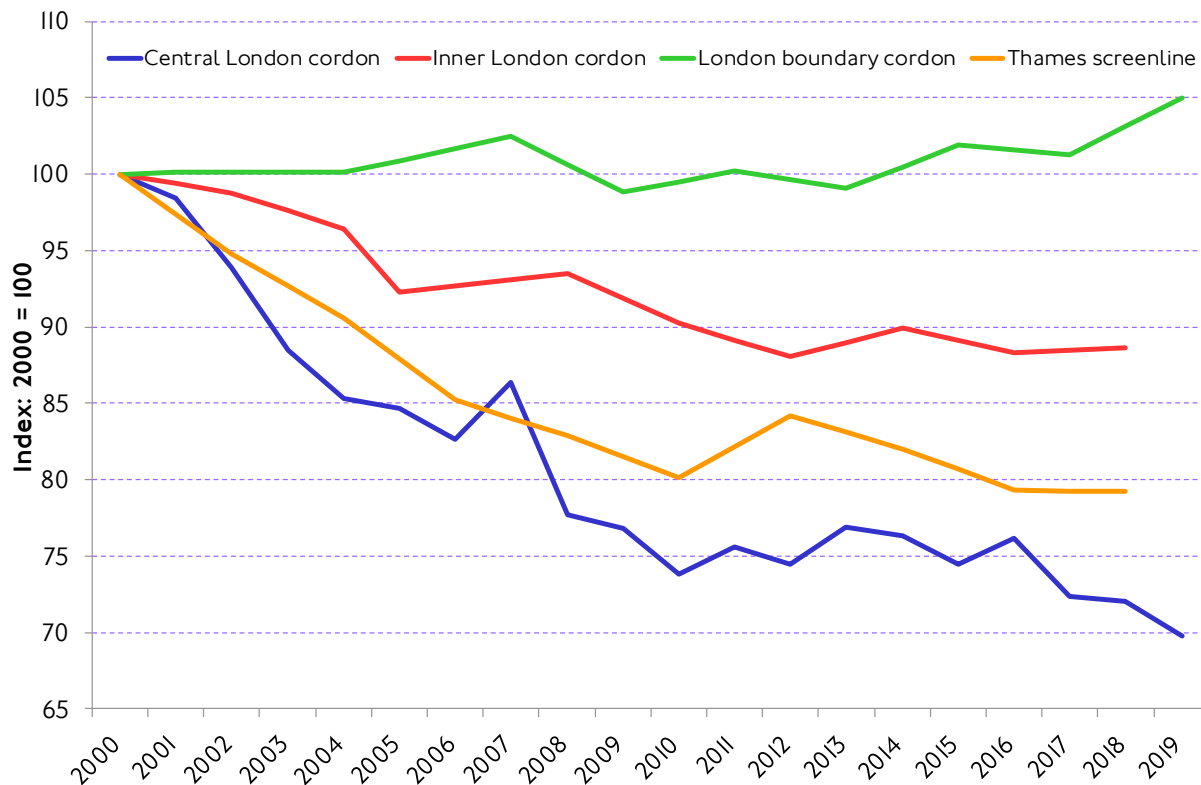


Source: TfL Surface Transport.

Within this broadly stable overall picture there have nevertheless been important and significant trends affecting individual vehicle types. We estimate that, over the period between 2010 and 2018, the number of vans crossing TfL’s strategic counting

cordons in London increased by 10 per cent and HGV flows increased by two per cent. Car traffic crossing these cordons increased by one per cent. Between 2010 and 2019 traffic crossing the London boundary cordon increased by 5.5 per cent (figure 3).

Figure 3 Daily number of motor vehicles across strategic cordons, 2000-2019.



Source: TfL Surface Transport.

An important growth area in recent years has been **private hire vehicle (PHV)** traffic. The number of licensed PHV drivers has increased by 100 per cent since 2008/09. Although it is not straightforward to identify these vehicles in traffic counts, and therefore historic data is not available, it is estimated that, in March 2019, licensed PHVs accounted for approximately 29 per cent of daily vehicle kilometres in central London, 19 per cent in inner London, and 8 per cent in outer London on an average day.

**A good public transport experience: service provision**

Key operational metrics for public transport were impacted by the emergence of the coronavirus pandemic – affecting the very end of the 2019/20 financial year.

Reflecting this, London’s public transport networks operated services equivalent to 111 billion place-kilometres (vehicle kilometres multiplied by the capacity of the vehicle) in total, down by 2.4 per cent from 2018/19. Over a longer time period, overall capacity has increased by 28 per cent since 2009/10 and is 2.3 per cent higher than in 2015/16.

In 2019/20, **bus** kilometres operated were 4.3 per cent lower than in 2016/17, reflecting some network restructuring in recent years as well as initial pandemic impacts. Some 97.8 per cent of the schedule was operated, similar to recent years, and average bus speeds were 9.3 miles per hour for the third successive year.

On **London Underground**, train kilometres in 2019/20 (both scheduled, at 87.7 million, and proportion operated, at 94 per cent) decreased slightly, and other performance metrics also saw small falls, largely reflecting the early stages of the pandemic.

In 2019/20, **London Overground** did not see a change in operated train-kilometres while **TfL Rail** operated the highest ever levels of service following commencement of services between Reading and Paddington, preparatory to the forthcoming Elizabeth line, and the rolling out of new trains on more sections of the network.

### **A good public transport experience: the wider customer experience**

During 2019/20, 19 customers tragically lost their lives across our public transport networks. The total number of customers injured in absolute terms fell to 9,729, compared with 10,058 in 2018/19 – a 3 per cent reduction. Slips, trips and falls accounted for 76 per cent of London Underground injuries and 51 per cent across all surface transport modes, including buses – an average of 2.03 incidents per million customer journeys.

The **Bus Safety Standard** is our most important measure in helping reduce both the severity and number of casualties from incidents involving buses. We have 241 buses in the fleet that meet the requirements of the new standard. These vehicles have better mirrors, enhanced anti-slip floors, early warnings of unintended acceleration and an acoustic warning for quiet running vehicles. We have ambitious plans to roll out the standard across London's bus fleet. The Bus Safety Standard will help us reach our target of nobody being killed on, or by, a bus by 2030, and nobody being killed or seriously injured on our roads by 2041.

Public transport in London continues to be a **low crime environment** and a safe way to travel. However, there has been an upturn in reported crime on all modes in 2019/20, largely driven by increases in theft offences and reflecting initiatives to encourage reporting of crime.

'**TfL cares about its customers**' is the measure we use to understand whether we are meeting expectations and making Every Journey Matter for our customers. Care measures Londoners' overall perceptions of TfL. Recent measurements show a slowly increasing trend with typically around 50-55 per cent of people agreeing with the statement on a quarterly basis. Around 55 per cent of customers agree that 'TfL is making it easier for disabled people to get around', a similar level to recent years.

Some Londoners require **more time to complete journeys by public transport if they can only use the step-free network**. In some cases, their journeys may not be possible. In 2019/20, an average journey using only bus and step-free stations was estimated to take eight minutes longer than the average by the fastest available route. This is **an improvement of one minute over the position in 2018/19**, and a three minute improvement over the 2015 baseline, and in the latest year reflects improvements to step-free access facilities at 24 stations across London, including those on the western extension of the forthcoming Elizabeth line.

The **average fare yield** per passenger journey for all modes was £1.22 in 2019/20, an increase of 2.4 per cent compared with 2018/19 and of 6.7 per cent compared with 2015/16. London Underground has the highest yield, at just over £2 per journey. This

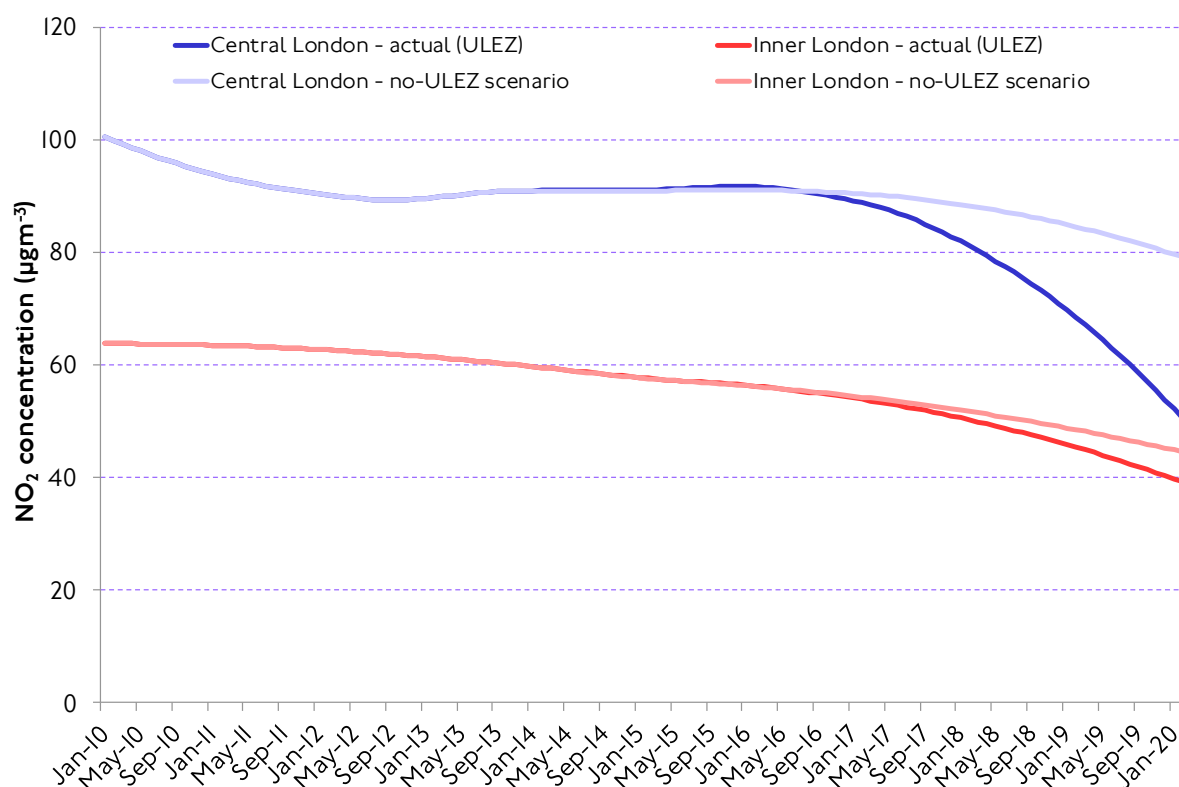
has increased by 6.9 per cent since 2015/16. In contrast, the lowest yield is on the bus, at 68 pence per passenger journey. This has risen by just 2.4 per cent since 2015/16.

### Improving London’s air quality

In October 2020, the Mayor released a report which assessed the changes to London’s air quality between 2016 and 2020. The report reveals both **dramatic and widespread improvement to air quality in London**, particularly for nitrogen dioxide (NO<sub>2</sub>) as well as the key role of transport policies such as the Ultra Low Emission Zone (ULEZ) in central London and the introduction of Low Emission Bus Zones in improving air quality.

In London in 2016 two million Londoners, including 400,000 children, lived in areas that exceeded legal limits for NO<sub>2</sub>, with thousands of Londoners dying prematurely every year due to exposure to air pollution. By 2019, this had reduced to 119,000 people, **a reduction of 94 per cent**. Between 2016 and 2019 the reduction in annual average NO<sub>2</sub> at roadside sites in central London was five times the national average reduction, reflecting the impact of policies specific to London. The number of state primary and secondary schools in areas exceeding the legal limit for NO<sub>2</sub> fell from 455 in 2016 to 14 in 2019, **a reduction of 97 per cent**. In 2016 monitoring sites in London recorded over 4,000 hours above the short-term legal limit for NO<sub>2</sub>. In 2019 this reduced to around 100, **a 97 per cent reduction**.

Figure 4 Average monthly NO<sub>2</sub> concentration at available roadside monitoring sites with/without ULEZ, central and inner London, 2010-2020.



Source: TfL City Planning, based on London Air Quality Network.

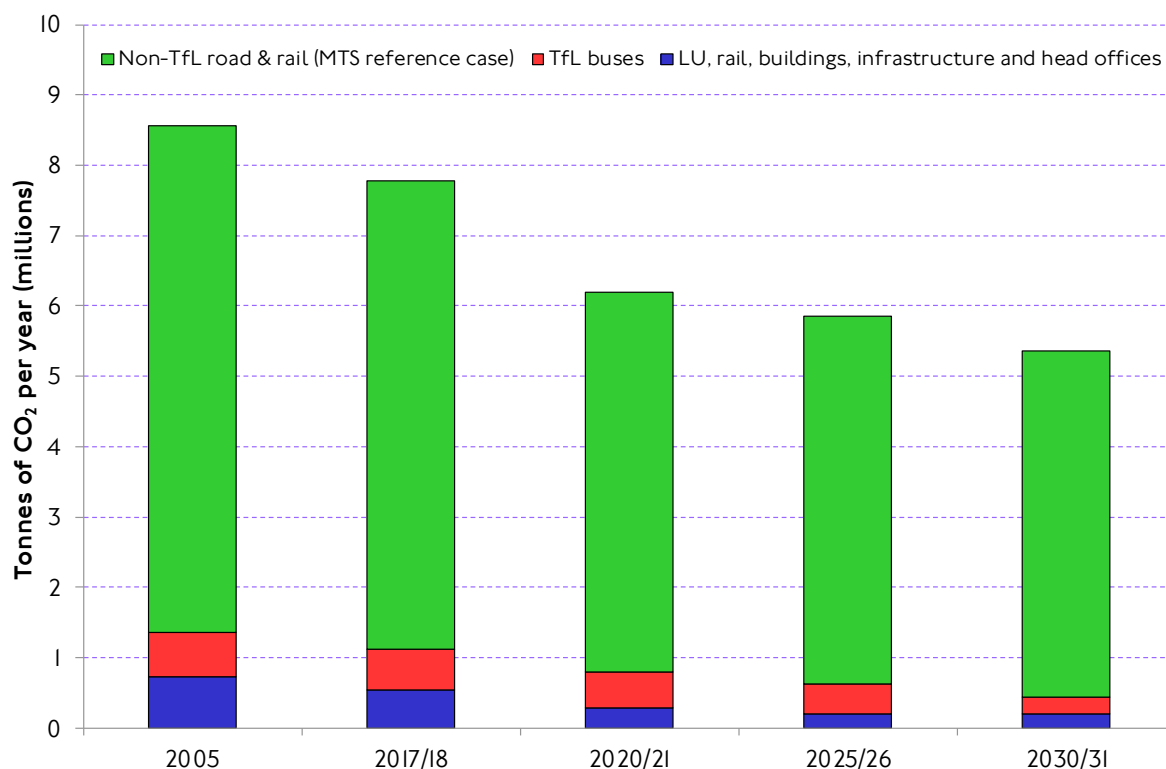
The evidence suggests that the most significant improvements in London have been **driven by local, as opposed to national, policy**. Dramatic improvements for

NO<sub>2</sub> in central London, reflecting the introduction of the ULEZ, and more locally for Low Emission Bus Zones, are demonstrated in this report. Figure 4 shows the trend in NO<sub>2</sub> at roadside sites in central and inner London. The figure shows actual averaged measurements for NO<sub>2</sub> (darker lines) as well as the long-term or 'background' trend, projected as if there was no ULEZ. The gap between the dark and light blue lines is the estimated specific impact of ULEZ in central London.

### Reducing CO<sub>2</sub> emissions

The Mayor's Transport Strategy sets a target for London to be a zero-carbon city by 2050, and the Mayor has recently announced his ambition to bring this date forward to 2030. Transport contributes 26 per cent of the Capital's greenhouse gas emissions. Many of the Mayor's core transport aims will contribute to reducing CO<sub>2</sub> emissions – for example the aim for an 80 per cent active, efficient and sustainable mode share. Figure 5 shows the expected trajectory, given our current plan, for reducing CO<sub>2</sub> emissions related to transport in London.

Figure 5 Baseline and forecast CO<sub>2</sub> emissions from transport in London.



Source: TfL Safety, Health and Environment.

Note: Forecasts use grid average emissions. Future attributable emissions will reflect TfL's ongoing energy procurement.

### Supporting electric vehicles for London

In May 2018, the Mayor established the Electric Vehicle Infrastructure Taskforce. The Taskforce published the London Electric Vehicle Infrastructure Delivery Plan in June 2019. Key findings showed that by 2020, the Capital would need 200 to 400 rapid charging points and 3,400 to 4,700 slow or fast charging points. By 2025, this could rise to between 2,300 to 4,100 rapid charging points and 33,700 to 47,500 slow or fast charging points. TfL committed to installing 300 rapid charging points by the end of 2020, using funding from the Office for Low Emission Vehicles (OLEV). The first annual monitoring report was published in October and indicates



that London has already exceeded the levels of infrastructure that the Delivery Plan projected would be needed by the end of 2020, with over 5,500 charging points installed in total, including 450 rapid charging points. Initial data, reviewed later in this report, are providing important feedback about how this infrastructure is being used, helping to guide future infrastructure delivery priorities.

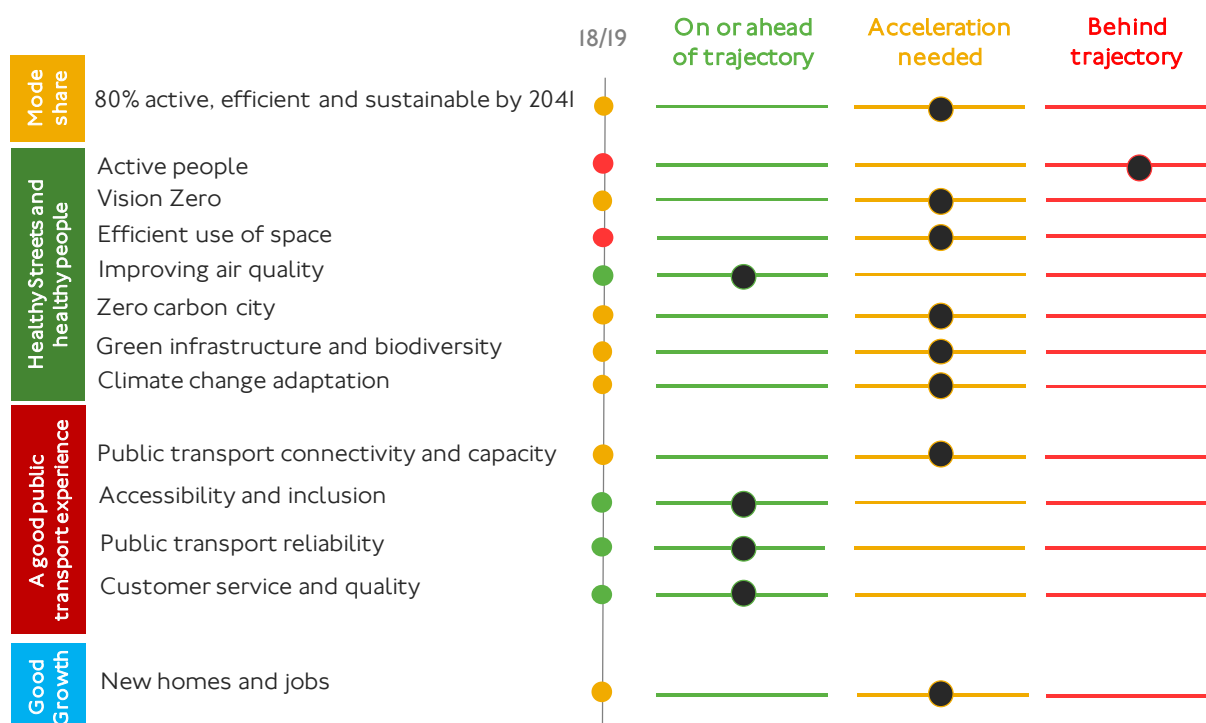
### New homes and jobs for London

Between 1997 and 2019 the number of jobs in London grew by 46 per cent and the number of people by 28 per cent, but the number of homes grew by only 19 per cent. This means that new housing supply has failed to keep up with demand. The GLA sets housing delivery targets for London and the boroughs. Across London there were more than 36,000 housing completions in 2018/19. Of these, 6,500 were affordable homes. This is below the adopted London Plan target of 42,000 but is an increase in housing delivery from the previous year. The 2018/19 figure is a 16 per cent increase on 2017/18 and is the second highest figure recorded in this series, behind the peak of 40,600 net completions recorded in 2016/17.

### Summary of progress towards the Mayor’s Transport Strategy aims

Figure 6 is a visualisation of the state of play in relation to the key outcomes sought by the strategy based on the data and trends described in this report up to a point just before the coronavirus pandemic. The categorisation should be interpreted as a periodic and indicative ‘health check’ on the progress of our journey from a retrospective viewpoint. As would be expected, the visualisation highlights several key achievements – for example the dramatic improvements to air quality referred to above – as well as areas where further attention is required.

Figure 6 Progress towards Mayor’s Transport Strategy aims to end of 2019.



Source: TfL City Planning.

## Overview

The **coronavirus pandemic** has however sharply interrupted the picture of incremental progress of the past few years – bringing a host of short and longer-term challenges to these aims, as well as some opportunities, for example around embedding active travel. The second part of this report reviews and assembles emerging evidence about the impacts of the coronavirus pandemic on travel in London so far, focusing on those topics which will be of relevance to progressing London’s transport recovery in the context of the Mayor’s transport aims.

## Part 2: Impact of coronavirus on travel in London during 2020

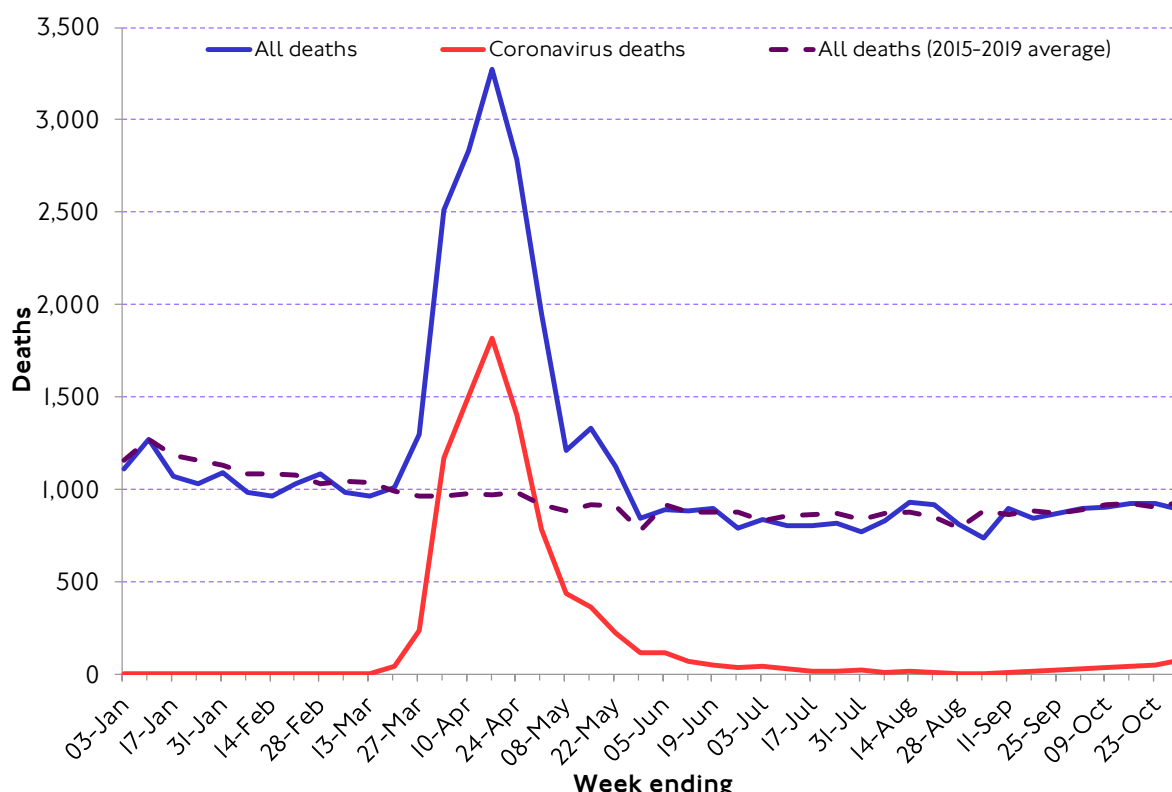
### Coronavirus: high-level impacts

The coronavirus pandemic has disrupted normal daily life in London to an extent that is unprecedented in modern times. These impacts are shared – to differing degrees – in cities across the globe although, ultimately, they are expected to be temporary, albeit with the possibility of some lasting changes. The remainder of this Overview includes a review of **top-level trends and developments** across the range of travel-related indicators of interest, which give a sense of scale to these events and inform and underlie thinking about our future transport recovery.

### Coronavirus: morbidity, mortality and inequality

The first UK deaths from coronavirus were reported at the beginning of March 2020 and rose rapidly to a peak of 1,074 deaths in the UK on 8 April and in London a peak of 225 deaths on 4 April. The number of deaths then began to decline as the impacts of strict lockdown measures helped to slow the spread of the virus. At the time of writing England is entering a second lockdown period, following a sharp rise in new cases and hospitalisations from the virus, and there is the potential for significant continuing disruption over the winter of 2020/21. Figure 7 shows pandemic related deaths in London in the context of all deaths and the five-year running average for all deaths.

Figure 7 Weekly deaths in London, Jan 2020–Oct 2020.



Source: Office for National Statistics.

The region with the highest proportion of deaths involving coronavirus has been London, with 8,536 deaths, making up 30.6 per cent of all deaths. London had the highest age-standardised mortality rate of deaths involving coronavirus between

March and July 2020. Across all age groups in England, males had a higher rate of coronavirus related deaths than females. The age-specific mortality rate increased consistently with age, with those aged 90 years and over making up the largest proportion of coronavirus related deaths.

Data from the ONS shows that the **virus does not have the same impact on all demographic groups**. In England, all ethnic groups other than Chinese females were at higher risk of coronavirus related mortality than the White ethnic population, with Black African men and Black Caribbean women having the highest risk. Although some existing health problems put people at greater risk of being seriously ill and dying from coronavirus, that could not explain differences in death rates among ethnic groups. Instead, the differences were more likely to be explained by demographic and socio-economic factors, such as where people live and the kind of jobs they do. In turn, this offers important lessons for the recovery and equality in London more generally, and the role of transport in facilitating it.

### The pandemic and the economy

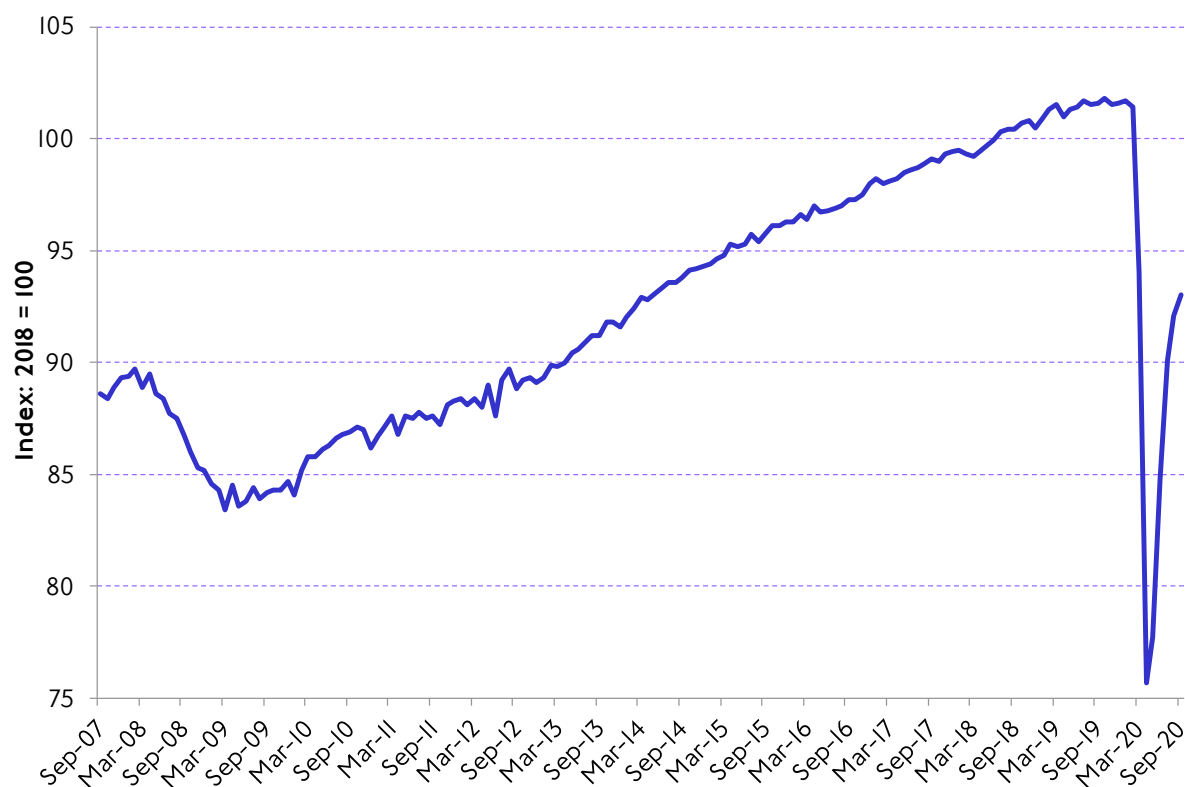
The **UK's economy contracted by 20 per cent in the quarter from April to June 2020**, making it the hardest hit of all 37 OECD nations, and two consecutive quarters of economic decline resulted in the first recession since 2008/09.

The monthly decline in GDP in April 2020 was **three times greater than the fall experienced during the 2008/09 recession** (figure 8). However, the fall in GDP was largely concentrated in April, during the peak of lockdown, and GDP has since grown month on month. In September, GDP was 22.9 per cent higher than in April, although it remains 8.3 per cent below February 2020 levels. Recovery of GDP is, however, slowing. The impacts of the 2008/09 recession which, it is believed, were still affecting travel demand in London in 2019, show that **economic shocks of this scale can take many years to work through**, although the 2008/09 recession had very different causes.

In other indicators of economic impact:

- **Unemployment** impacts continue to emerge as the economic outlook remains uncertain. Lags in reporting, the eventual end of the furlough scheme and new coronavirus measures affecting businesses mean that significant further reductions in employment are expected in the coming months.
- **Retail spending**, however, largely returned to pre-pandemic levels in late summer. Recovery of retail spending has not been directly comparable to the return to retail footfall, as the **proportion spent online continues to be around 10 percentage points higher than in 2019**, and there may also be an element of lagged purchases following the spring lockdown.
- The **financial impact of the pandemic has not been equal across income groups**. Lower income groups are more likely to have had to use savings or take out loans during the lockdown period. Additionally, the expected rise in unemployment is likely to disproportionately impact those on lower incomes, all of which may compound existing pressures on discretionary activities and trips.

Figure 8 UK's Gross Domestic Product (GDP) monthly index, 2007-2020.



Source: Office for National Statistics.

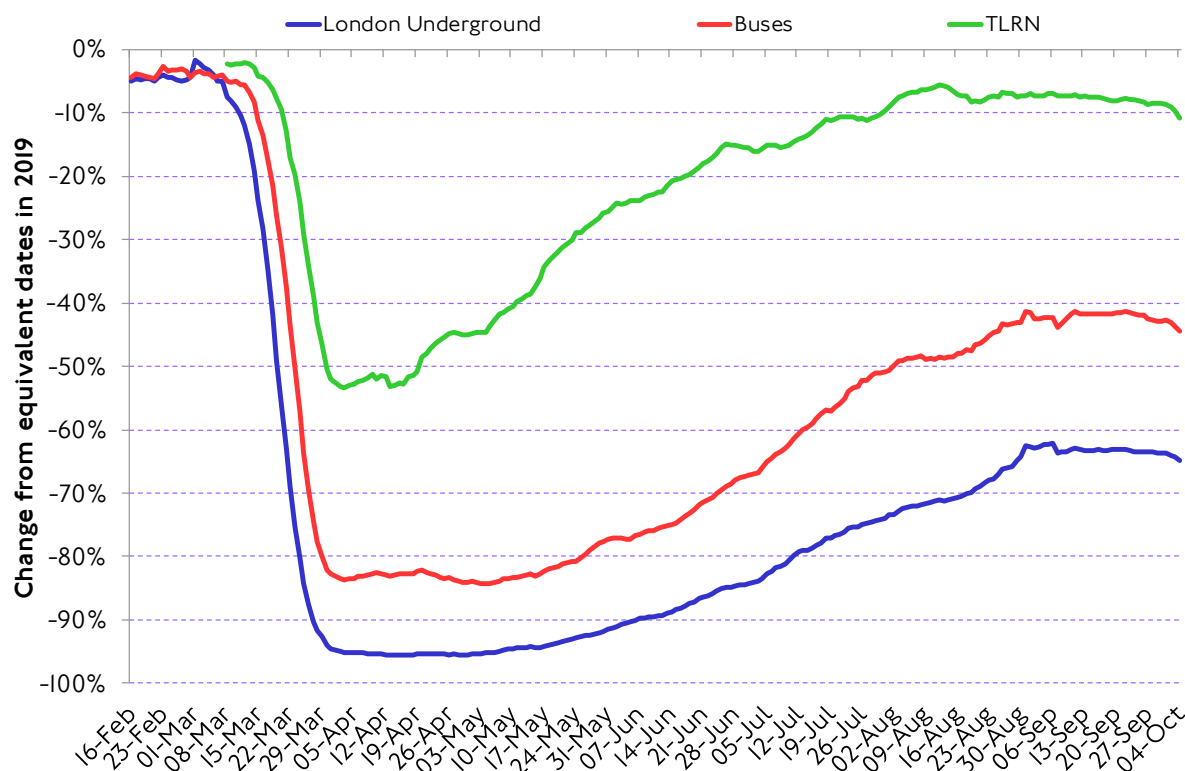
### The pandemic and travel demand

The pandemic has had large-scale effects on travel demand in London. These large-scale reductions have however played through differently on different networks, different modes and in different parts of London.

It is important to recognise at the outset that pandemic related changes to travel largely reflect **factors extrinsic to the transport networks themselves**. A combination of government regulation and economic impacts – and business and individual responses to these, have been the primary drivers of travel change. However, it is also the case that each of the networks and travel modes have unique characteristics that have shaped travel trends within this overall context, for example the obvious attraction of active travel as a ‘permitted activity’ during the spring lockdown and during the favourable summer months of 2020, as well as differing perceptions of the virus transmission risk.

Figure 9 shows actual travel demand on the principal modes, arising from public transport ticketing and automated road traffic counts.

Figure 9 Change in demand on the main transport networks, 7-day moving average, 2020 vs 2019.



Source: TfL Data and Analytics.

Note: No bus data available 20 April – 28 June due to middle-door boarding. The values provided are estimates.

In the week of the lockdown announcement in mid-March 2020, demand on all networks fell rapidly, but the scale and timing of the reduction was different for each mode.

- **London Underground** saw the biggest and quickest drop in demand, which at the lowest point, in the days following the lockdown announcement, reached a maximum of 97 per cent (ie only 3 per cent of normal patronage remained).
- **Bus** demand also fell sharply, with up to an 86 per cent drop at the lowest point.
- The fall was smallest and latest for motorised road traffic on the **TLRN strategic road network**, which at the lowest point only saw a maximum 65 per cent reduction with respect to 2019 at the London-wide level.

While the overall scale of reduction relates to the general factors restricting mobility, the difference between the modes reflects a range of second order factors – for example, the widespread closure of many workplaces in central London, particularly affecting rail demand, the greater utility of buses for local travel and for non-office based workers who could not always work from home. A further factor for road traffic was the relative resilience of freight and servicing traffic, especially in terms of supporting essential activities and increased e-commerce.

The networks also showed different recovery profiles over the summer. **Road traffic** began to recover relatively quickly from mid-April. The pace of recovery then slowed down through July and August, flattening at just above 90 per cent of

normal. **Bus and Underground** demand however remained very subdued through April and only began to recover slowly from late May, with the tentative lifting of some lockdown restrictions. At the end of August, bus demand had reached almost 60 per cent of its pre-pandemic baseline but Underground patronage remained under 40 per cent. The development of a second wave of the pandemic over the autumn is reflected in a general flattening of the trajectory for all three modes.

### Key developments relating to travel demand during the pandemic

Within these overall travel demand trends there are several clear features which reflect aspects of London's geography, the emerging economic impacts of the pandemic, and features intrinsic to individual modes. Some of the more significant in terms of our recovery thinking are that:

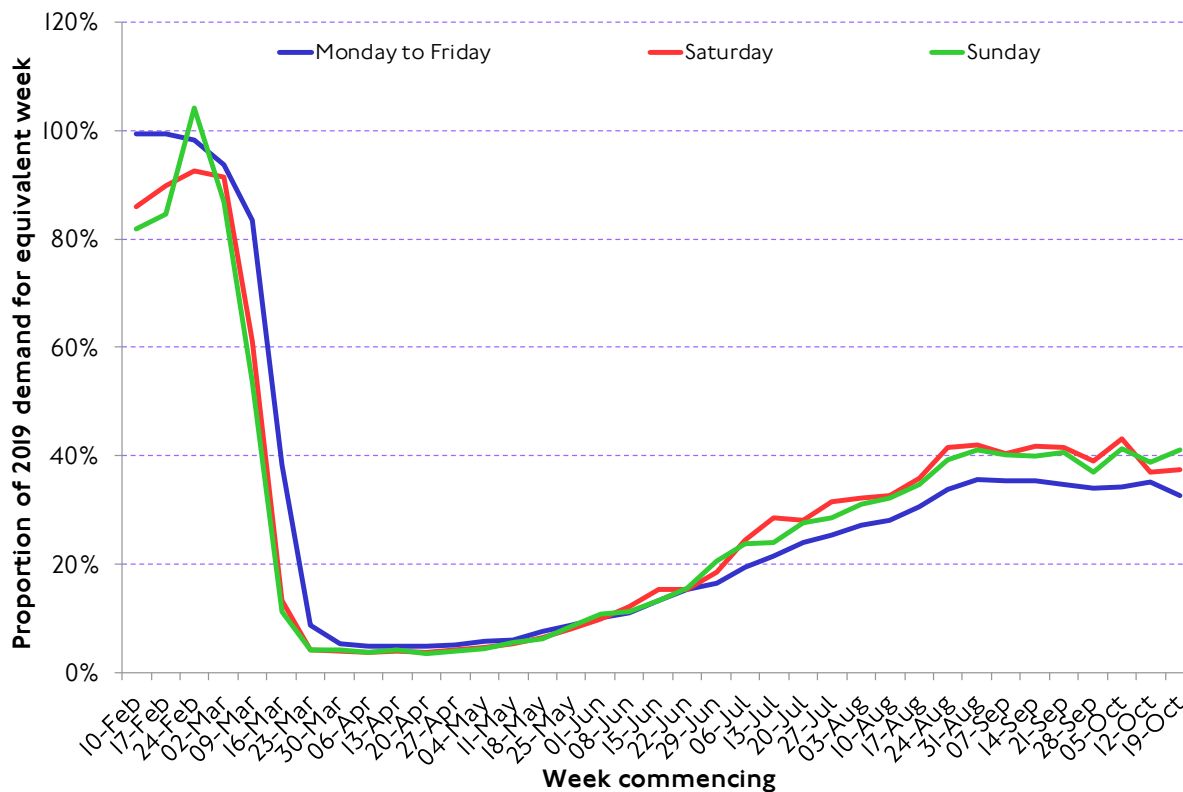
- Travel to and within **central London** reduced to very low levels and remains such – reflecting an ‘agglomerative’ economy based on office employment and ‘discretionary’ leisure activities. This has led to comparatively low travel demand on radially orientated rail networks while both office and leisure activities remain suppressed.
- On the other hand, with enforced stays close to home for many, the value of local town centres and services has been rediscovered. With this comes opportunities for active travel, but in the context of many other challenges.
- **Car travel** has been more resilient in terms of the smaller initial comparative reduction in traffic, and faster and more complete recovery to ‘normal’ levels over the summer, than public transport. The potential risk of a ‘car led’ recovery, with weekday traffic during autumn at near normal levels in inner and outer London, raises concerns about the ability of London's limited road capacity to cope as activity returns, as well as the negative externalities (congestion, pollution, road danger) that would be contrary to the aims of the Mayor's Transport Strategy.
- Pandemic conditions have however **brought active travel to the fore** and have created opportunities to further embed walking and cycling into the daily fabric of London. The opportunity has been taken to support this transition, through the **Streetspace for London programme** (see further below).
- **Societal trends such as working from home and e-commerce and e-leisure**, that were evident pre-pandemic, may have become further embedded. Many people and businesses have adapted successfully to the new conditions – although such opportunities are only available to some workers, and it is important to recognise that current conditions are far from ideal for many. Nevertheless, with what will ultimately be more than a year of disruption, it seems increasingly likely that there will be longer-term effects arising from these developments affecting travel demand.

### The pandemic and London Underground

The general trend in **London Underground** demand since the beginning of the pandemic was one of a dramatic fall in demand from mid-March 2020 to a low point of 3 per cent of normal, followed by a recovery at a slower pace than other modes, reaching typically 35 per cent of normal during October, prior to the emergence of a second wave of coronavirus.

Within this overall trend one feature has been the **re-balancing of demand across the days of the week** (figure 10), with weekend travel being more resilient than weekdays – a reflection of the faster return of discretionary travel over the summer compared to the continuing large-scale absence of weekday office based commuter traffic.

Figure 10 London Underground recovery by day of week, 2020 vs 2019.



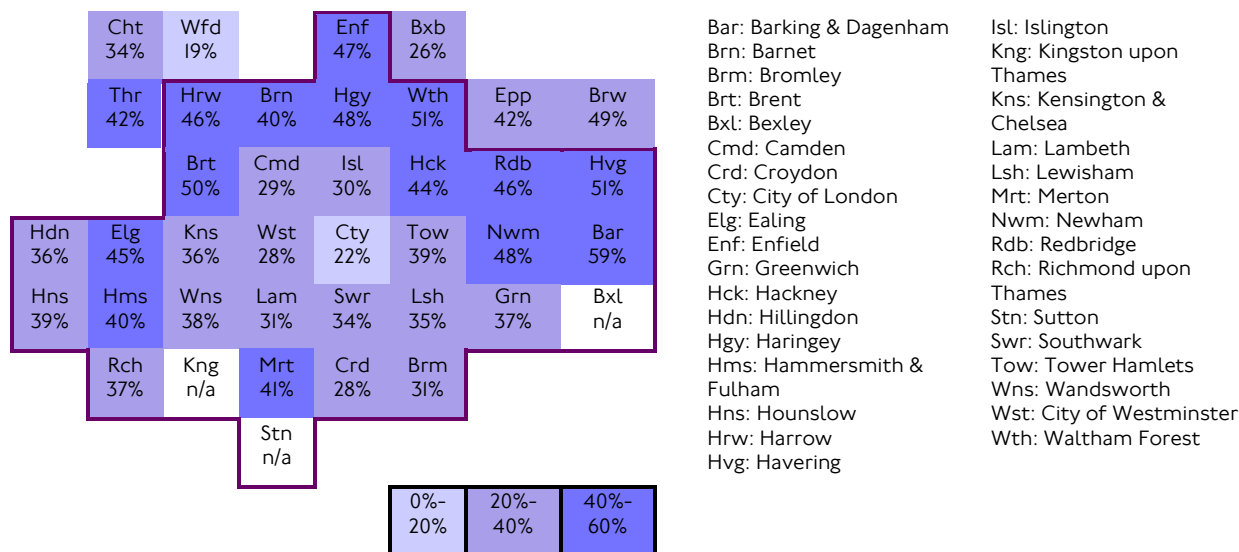
Source: TfL Data and Analytics.

Another feature is the changed balance of Underground travel across the hours of the day, again reflecting changed demand patterns. For example, in mid-October the morning peak happened around 15 minutes earlier and was only about 30 per cent as busy as before the pandemic (and quieter than the evening peak, which was not the case before). This reflected the spreading of demand more evenly throughout the day, reflecting advice to travel at quieter times, and assisted the management of crowding under social distancing protocols.

**Spatially**, in terms of all TfL rail networks, the height of the spring lockdown period saw Underground demand in central areas fall to between just 2 and 4 per cent of normal, while outer London saw demand fall to typically between 5 and 10 per cent of normal. During October 2020, activity started to recover but this spatial disparity remained. Within the overall context of about 35 per cent of rail demand having returned, central and inner London station entries were typically around 30 per cent of normal, rising to around 50 per cent in outer areas (figure 11).



Figure I2 Change in London Underground, London Overground and DLR weekday entries by local authority, week commencing 12 Oct 2020 vs autumn 2019 baseline.



Source: TfL Public Transport Service Planning.  
 Note: Boroughs in the Greater London Authority (GLA) are enclosed within purple borders. Please note that some do not have any London Underground, London Overground or DLR stations and therefore there is no data available for them.

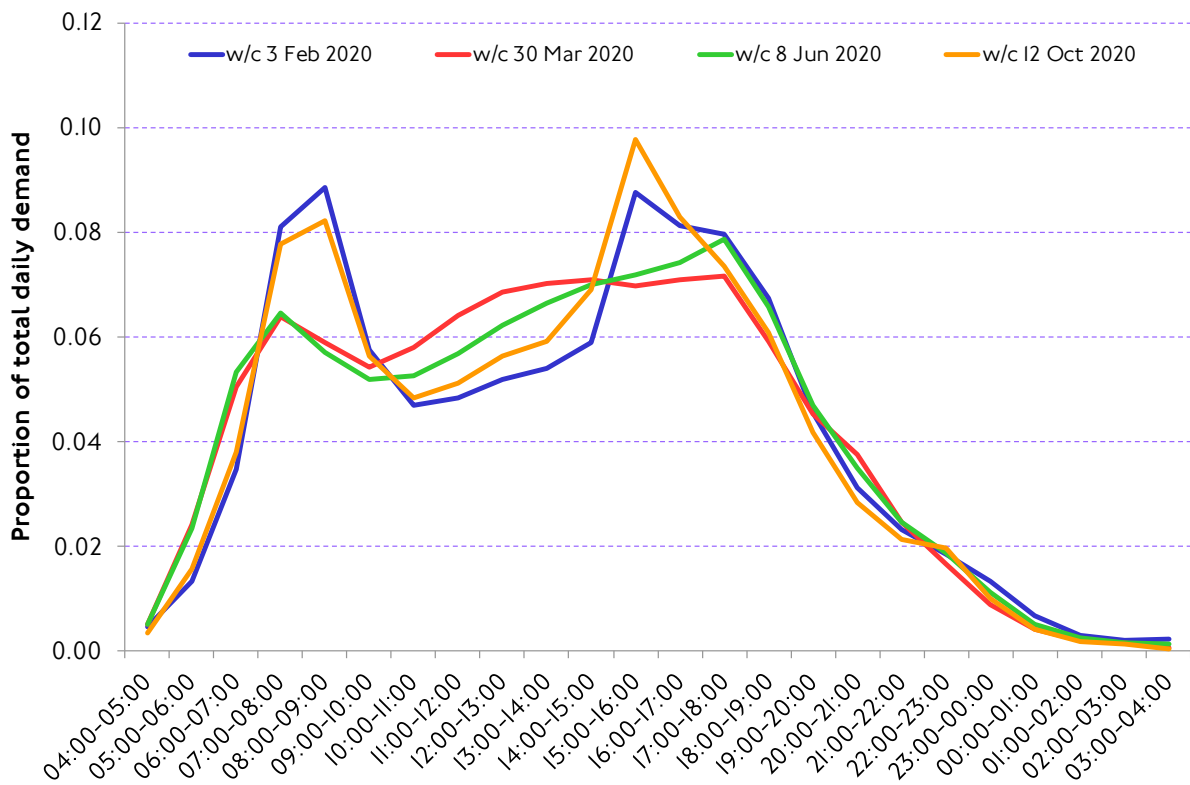
In terms of **Underground service provision**, trains operated were over 90 per cent of normal by late spring and throughout the summer, with demand during late summer being typically around 35 per cent of normal, albeit under social distancing protocols.

**The pandemic and London’s buses**

The general trend in **bus demand** since the beginning of the pandemic was of a sudden drop after lockdown, to a minimum of 14 per cent of normal, followed by a slow recovery, to approximately 55 per cent of normal by early October.

In terms of the **demand profile across the day**, figure I2 shows that, at the height of the spring lockdown, the relative demand in the traditional morning and evening peaks was substantially reduced in relative terms. There was also a shift to an earlier morning peak, and a relative increase in demand during the middle part of the day.

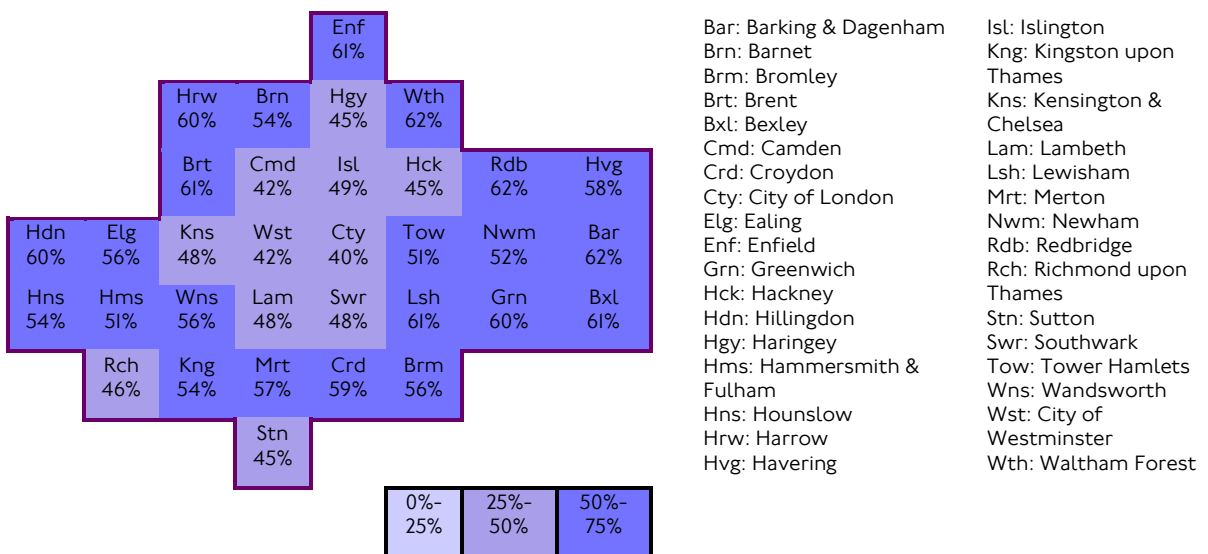
Figure I2 Relative daily bus demand profile, representative weeks in 2020.



Source: TfL Data and Analytics.

In terms of the **spatial pattern** of bus demand, figure I3 shows the proportion of bus demand in each borough for a representative week in late September (ie following the easing of lockdown restrictions and the return of some activity, but before the development of a second wave), compared to a 2019 autumn baseline.

Figure I3 Change in bus demand by borough, week commencing 28 Sep 2020 vs autumn 2019 baseline.



Source: TfL Public Transport Service Planning.

At that point in the pandemic the overall spatial pattern of bus use was similar to Underground, with again a relatively greater shortfall in central and inner London

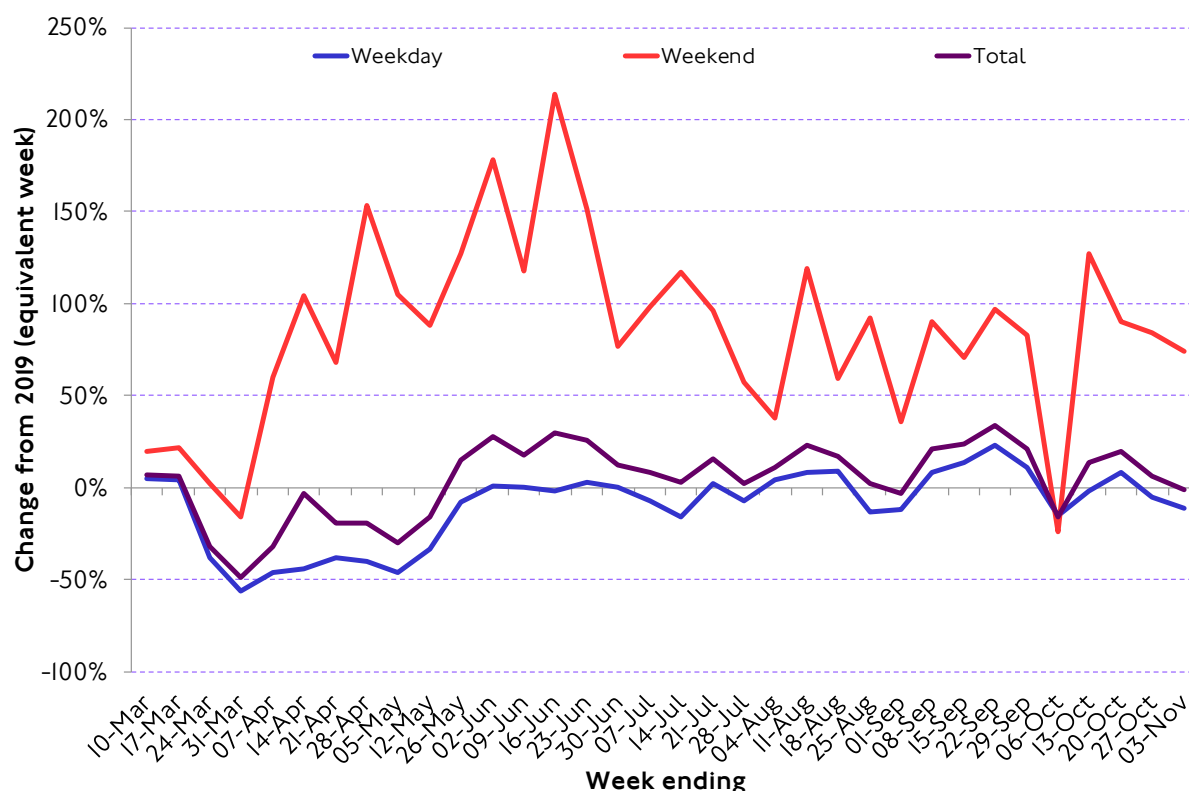
boroughs. Overall however, bus demand was around half of normal, and all central/inner boroughs saw bus demand at 40 per cent or higher compared to normal levels. Around this same time in September, bus travel to school by pupils was only 70 per cent of pre-pandemic levels.

In terms of **bus service provision**, following reductions of up to 15 per cent during the spring lockdown, the pattern since late June has been for a full, and in some cases, enhanced, service to operate.

### Cycling and the pandemic

During the pandemic, commuter cycling during the weekday peaks, previously the dominant trip type, drastically reduced as many employees started to work from home. On the other hand, leisure cycling increased, particularly on weekends, as cycling was one of the few permitted exercise activities during lockdown, and this continued in the context of generally favourable weather over the summer. Despite lower cycling in the initial lockdown period, reflecting dramatically lower overall mobility, the weekday and weekend trends broadly balanced each other, and from early summer total cycling, as recorded by a (non-representative) sample of permanent counters in central and inner London, was comfortably above the pre-pandemic baseline (figure 14).

Figure 14 Change in cycle flow on the automatic cycle counters, 2020 vs 2019.



Source: TfL Traffic Data.

Note: Week ending 6 October was affected by particularly bad weather.

### Walking and the pandemic

**Walking** in 2019 was estimated to account for 25 per cent of all travel in London, on a trip basis. The impacts of the pandemic on walking in London will have varied; however, few data sets are available currently to allow this to be quantified. Our

central London pedestrian survey provides one source, although it is certainly not to be regarded as representative of London as a whole, since central London was uniquely affected by the pandemic. This survey did however graphically capture the **dramatic effect of reduced activity in central London** over the summer of 2020. Daytime pedestrians were down overall by 72 per cent compared to the equivalent quarter in 2019, with the beginnings of a pandemic effect also seen in Q4 2019/20. Initial data from the 2020/21 LTDS suggests an increase in walk mode shares by London residents over the August to October 2020 period.

### Streetspace for London: the programme

TfL has developed the Streetspace for London programme to **urgently reconsider the use of street space in the light of the challenges and opportunities presented by the pandemic**. The programme will provide safe and appealing spaces to walk and cycle as an alternative to car use in the context of reduced capacity on the public transport network, as London recovers from the impacts of the pandemic. The aims of the programme are to enable Londoners to travel safely and to support economic recovery by:

- Making it easier and safer for people to maintain social distancing.
- Helping people walk and cycle safely and more often.
- Avoiding a sharp increase in car use.
- Keep London's air as clean as possible.

TfL is introducing Streetspace schemes on London's red routes as well as providing funding to boroughs to make walking and cycling safer and easier on their roads. Interventions include temporary cycle routes to extend the strategic cycle network and footway widening to make additional space for people walking in town centres and at transport hubs. TfL is also working with boroughs to support the delivery of **Low Traffic Neighbourhoods** and **School Streets** in order to reduce traffic on residential streets and outside schools, enabling more people to walk and cycle safely as part of their daily routine.

The Streetspace programme focuses on rapidly rolling out cycling infrastructure, bus priority, neighbourhood improvements and lower traffic speeds, using an accelerated approach and temporary materials. Streetspace locations have been targeted using an evidence-led approach to ensure the greatest benefits for mode shift and safety, and currently include:

- **Strategic movement schemes**, including 89km of new or upgraded cycling infrastructure (66km of which was delivered by boroughs) and 86km of bus lanes upgraded to 24/7 lanes.
- **Social distancing schemes**, with 22,516m<sup>2</sup> of TLRN highway reallocated to pedestrians, in addition to 181 borough-led schemes.
- 88 funded **Low Traffic Neighbourhoods** (delivered by boroughs) focusing on reducing road danger, addressing health inequality and encouraging active travel.
- 322 borough-led **School Streets** schemes to reduce road danger, promote active travel and reduce pollution exposure.
- 6 new Cycle Hire stations.

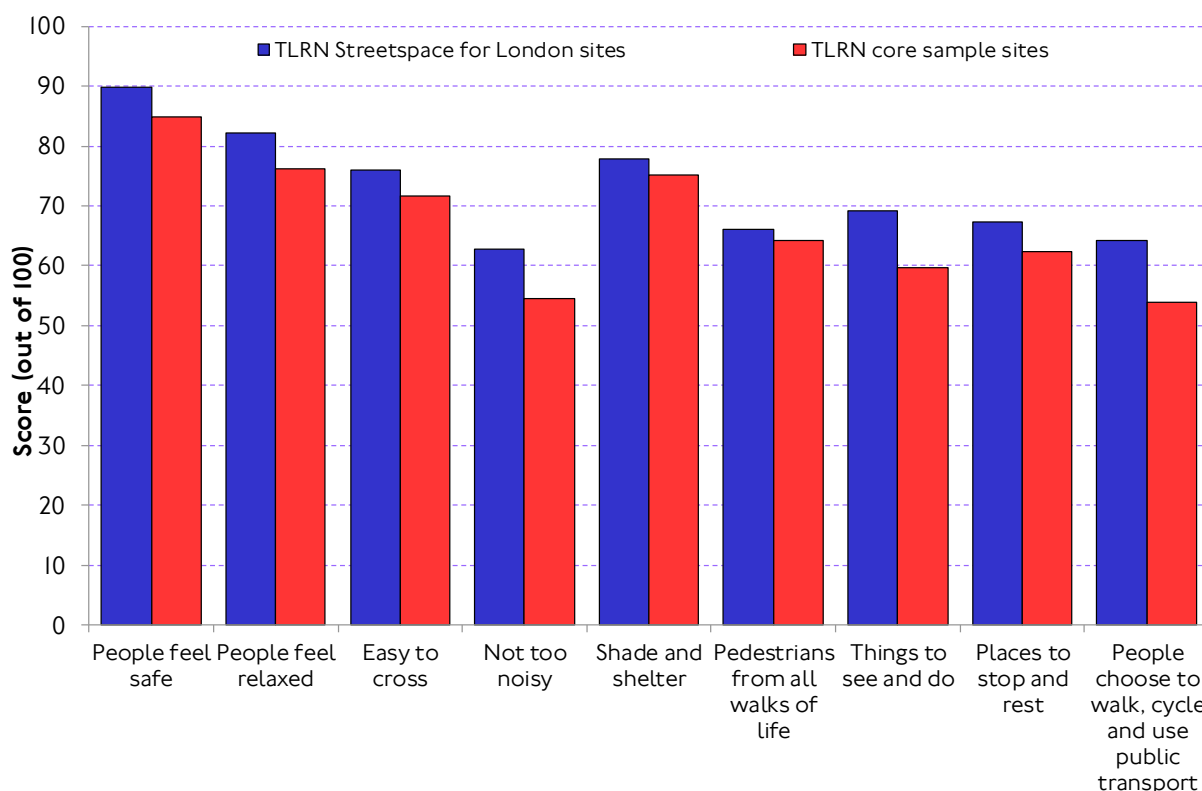
The Streetspace for London programme targets a range of benefits, including:

- **Restored confidence in public transport**, by providing sufficient space for social distancing for those who need to travel most, such as key workers and those who are unable to travel by alternative modes, for example those with reduced mobility.
- **Economic benefits from reduced congestion** as well as supporting recovery of local high streets and town centres by enabling Londoners to access local shops safely by walking and cycling.
- **Improved health and wellbeing**, by enabling all Londoners to achieve the 20 minutes of walking or cycling each day recommended for good health and wellbeing as well as reducing exposure to air pollution and road danger.

### Streetspace for London: initial impacts

The programme has been developed and deployed rapidly, but there are positive indications of initial impacts. We have used TfL’s Heathy Streets Mystery Shopper survey, described in previous Travel in London reports, to objectively assess the performance of treated streets. The results (figure 15), **show consistent improvements across the range of healthy streets indicators** that have been formulated to underpin the Mayor’s street improvement plans.

Figure 15 Healthy Streets Mystery Shopper survey indicator scores, Streetspace for London sites completed to date (Aug-Oct 2020) vs sites in core TLRN sample (Jun-Sep 2020).



Source: TfL City Planning.

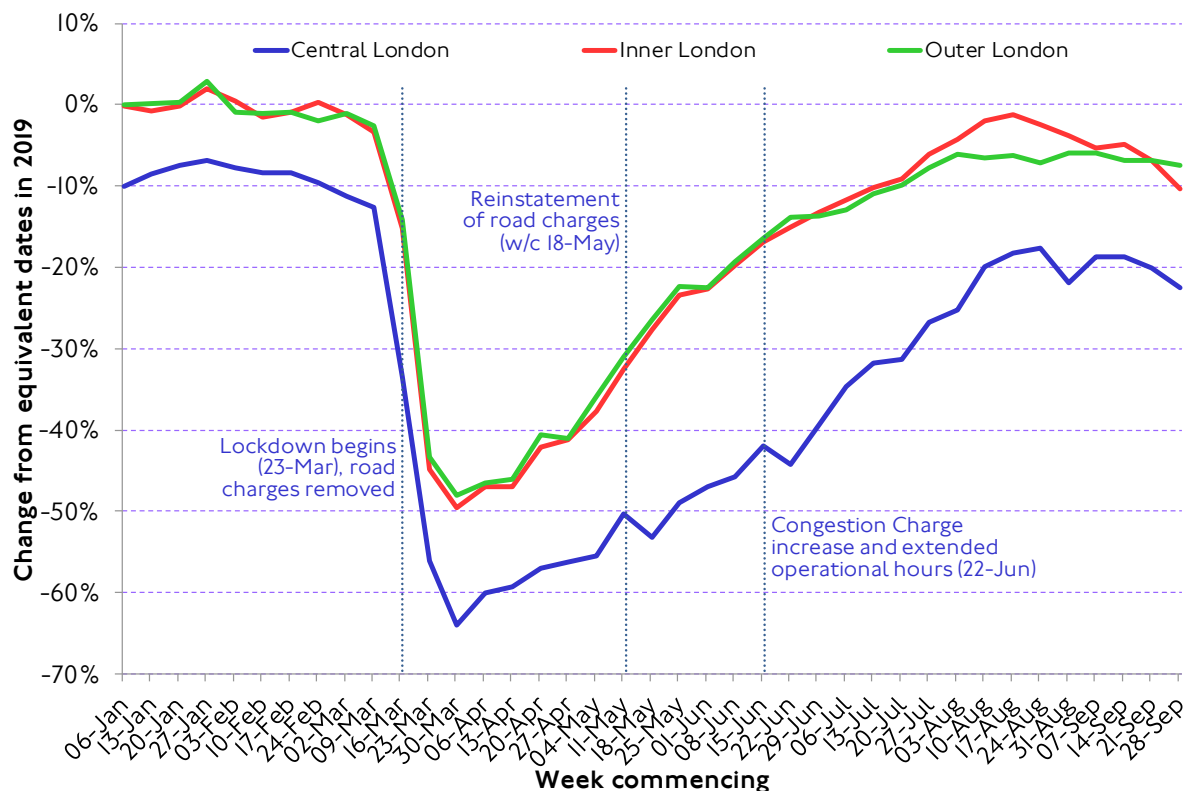
Results from a pilot survey, conducted in the **Railton Road Low Traffic Neighbourhood** in Lambeth, implemented in July 2020, suggest encouraging changes in the travel behaviour of residents, compared to the wider population.

TfL is undertaking further comprehensive monitoring of the impacts of the Streetspace changes across London, to be reported in due course.

### The pandemic and road traffic

Motorised road traffic fell rapidly from mid-March 2020, as businesses and individuals adapted to the pandemic. At the lowest levels, in the week following the lockdown announcement, TLRN road traffic vehicle kilometres fell to around 50 per cent of pre-pandemic levels on weekdays and 35 per cent on weekends. From mid-April traffic began to recover at a rate of around 5 percentage points per week until June, when recovery began to level off at around 90 per cent of pre-pandemic levels on weekdays and 85 per cent on weekends. However, as figure 16 shows, recovery has not been the same across London. At the end of September, weekly traffic volumes in central London were 78 per cent of pre-pandemic levels, compared to 90 per cent in inner London and 92 per cent in outer London. Note in the figure that traffic had already fallen in central London relative to early 2019 prior to the pandemic as an impact of the introduction of the ULEZ in Spring 2019.

Figure 16 Change in weekly motorised traffic volumes by area, 2020 vs 2019.



Source: TfL Surface Transport.

Weekly **goods vehicle volumes** fell the least compared to all motorised modes, with volumes compared to 2019 falling 51 per cent for LGVs and 47 per cent for HGVs in the week following the lockdown announcement. From mid-April goods vehicle activity recovered relatively quickly, with LGV traffic recovering more quickly than HGVs, likely due to a growth in online shopping while construction activity remained subdued. Recovery began to level off at the end of June at around 18 per cent below pre-pandemic levels for LGVs and 27 per cent below pre-pandemic levels for HGVs. In mid-August volumes for both HGVs and LGVs began

to decline. At the end of September HGV and LGV volumes were, respectively, 23 and 20 per cent below pre-pandemic levels.

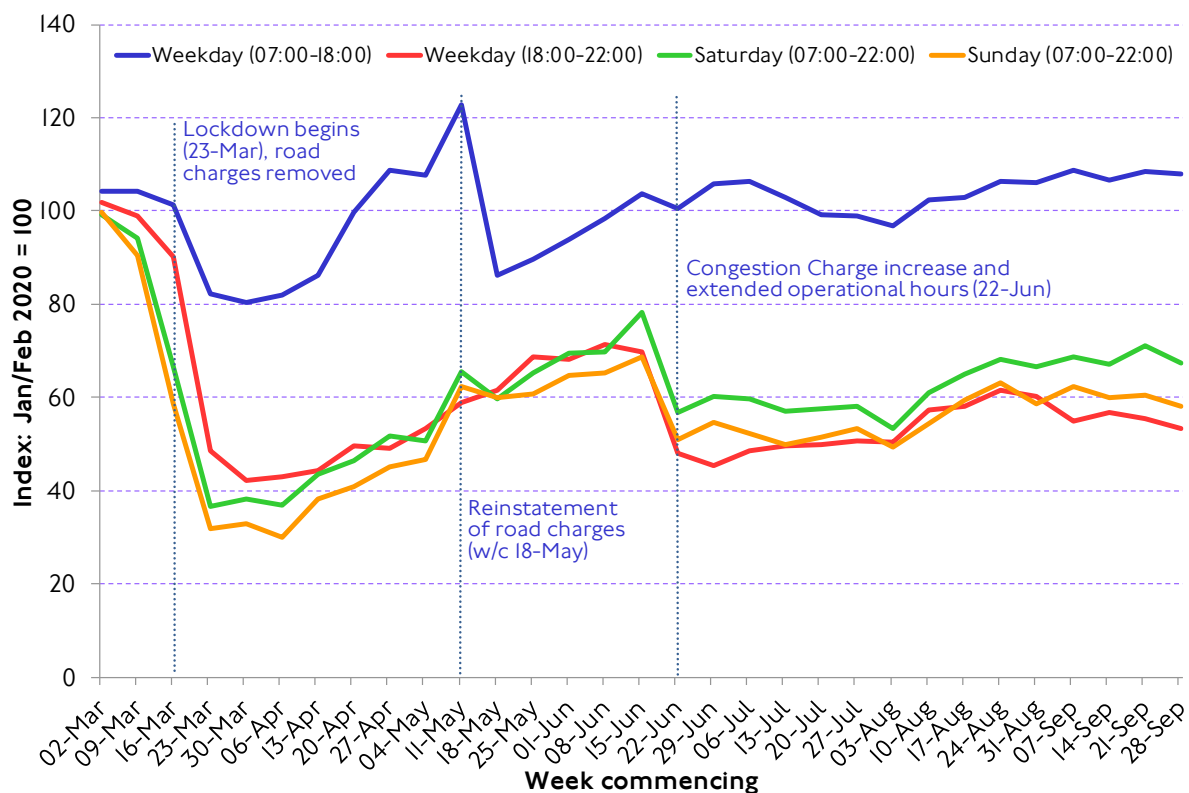
Across London, the **falls in road traffic seen in early spring were comparatively less than for public transport, and the rate of recovery subsequently has been much faster** – weekday volumes returning to near normal in inner and outer London. While explicable in terms of the changes to people's daily activities and relative risk perception, this relatively rapid recovery, given the restrictions still in place in autumn 2020, raises concerns about the ability of London's roads, and wider urban environment, to accommodate any overall increases in road traffic that may arise as activity returns.

### **Temporary changes to the Congestion Charge scheme**

Recovery of traffic in **central London** has been slower than in other areas, in part reflecting changes to activity patterns, but also influenced by the reinstatement of the Congestion Charge on 18 May 2020, following temporary suspension, and the temporary increase in charge level and extension of charging hours on 22 June.

The recovery of traffic in central London should be viewed in the context of wider travel behaviour patterns as a result of the coronavirus pandemic, however the data suggests that **the temporary charge increase and extension is having the expected effects on demand**. Overall, weekly traffic volumes (all motorised modes) fell by around 6 per cent following the reinstatement of the charge and also fell by 3 per cent following the temporary changes on 22 June. In line with expectations, weekly car entries to the Congestion Charge zone (CCZ) fell by 11 per cent following the temporary changes introduced on the 22 June. As shown in figure 17, traffic during pre-pandemic charging hours reduced by about 5 per cent. Car entries fell by 30 per cent during weekday evenings, and 27 per cent during the newly charged hours at the weekend. Following the easing of restrictions over summer, traffic has steadily increased. However, without the temporary changes in place it is likely that this increase would have been greater. Traffic in the evenings and weekends, not previously liable for the charge, remains noticeably lower than typical 2019 values.

Figure 17 Daily unique CCZ car entries by day of the week and extended charging hours, Mar-Sep 2020 vs Jan-Feb 2020.



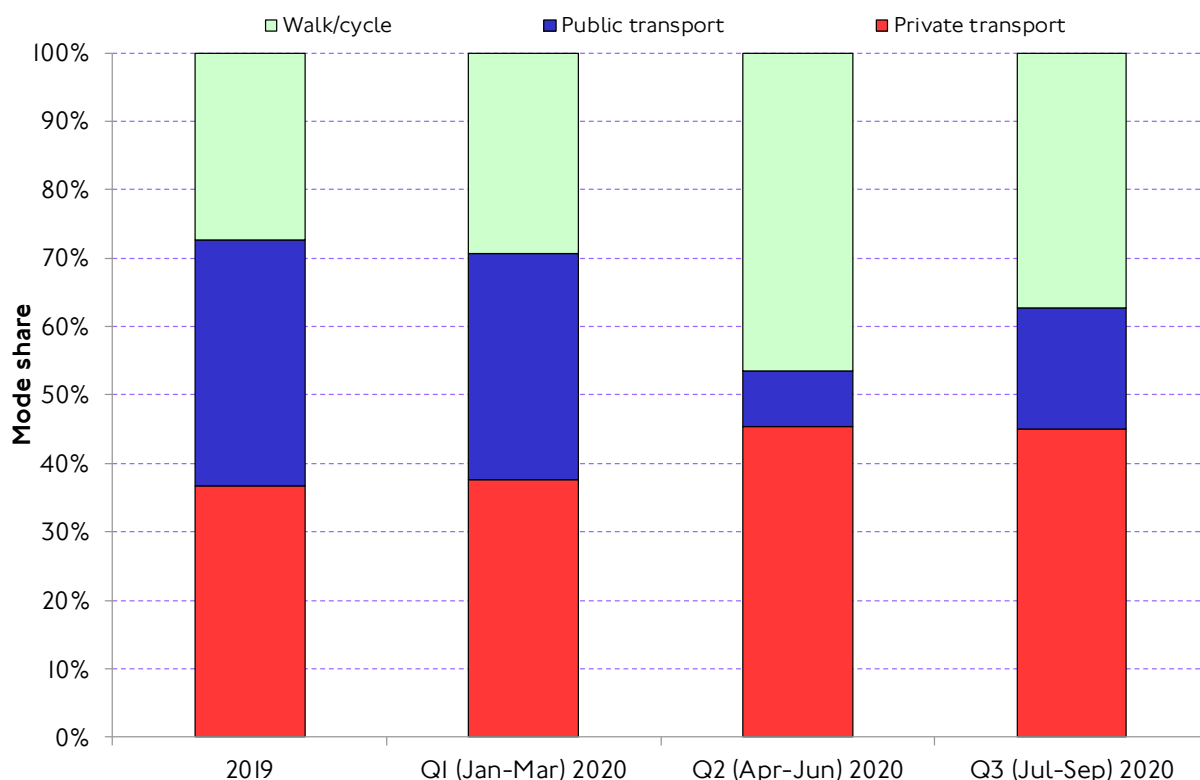
Source: TfL Surface Transport.

### The pandemic and mode shares

Unsurprisingly, estimates of **mode shares during the pandemic** reflect the short-term changes to travel demand across the modes. During lockdown in spring, we estimate the active, efficient and sustainable mode share in quarter 1 to have been 54.6 per cent. Over summer, as activity started to return, this increased slightly to 54.9 per cent (figure 18). All of these, importantly, in the context of a smaller overall 'travel demand pie' and seasonal variations, but nevertheless consistently short of the 63.2 per cent which was seen during 2019.



Figure I8 Estimated mode shares, 2020 vs 2019.



Source: TfL City Planning.

Note: The total amount of travel in London to which these shares apply varies between periods in 2020 but is always substantially smaller than in 2019.

### The pandemic and air quality

The pandemic saw changes to travel and other polluting activity across London, and this in turn reduced emissions and improved air quality, on top of the benefits delivered by ULEZ (above). Nitrogen dioxide (NO<sub>2</sub>) concentrations at some of London’s busiest roads **reduced by around a half** during March and April 2020 when lockdown measures were in full effect. However, this was a temporary effect and, as road traffic has returned (estimated at above 90 per cent of normal levels in late summer), NO<sub>2</sub> concentrations are returning towards levels that might otherwise be expected. However, it should be recognised that NO<sub>2</sub> concentrations were on a steep downwards trajectory irrespective of the pandemic, reflecting the initiatives described earlier in this report, and this is seen most clearly in central London, where concentrations remained about 40 per cent lower at roadside sites than in early autumn 2019. The pattern for other pollutants was however complicated by seasonal and other factors this year, which is to be expected, leading to several episodes of elevated particulate matter (PM<sub>10</sub>) and ozone (O<sub>3</sub>) over summer, despite the reduced activity. This highlights that poor air quality is not just the result of traffic pollution and further action is required on other sources.

### Road danger and the pandemic

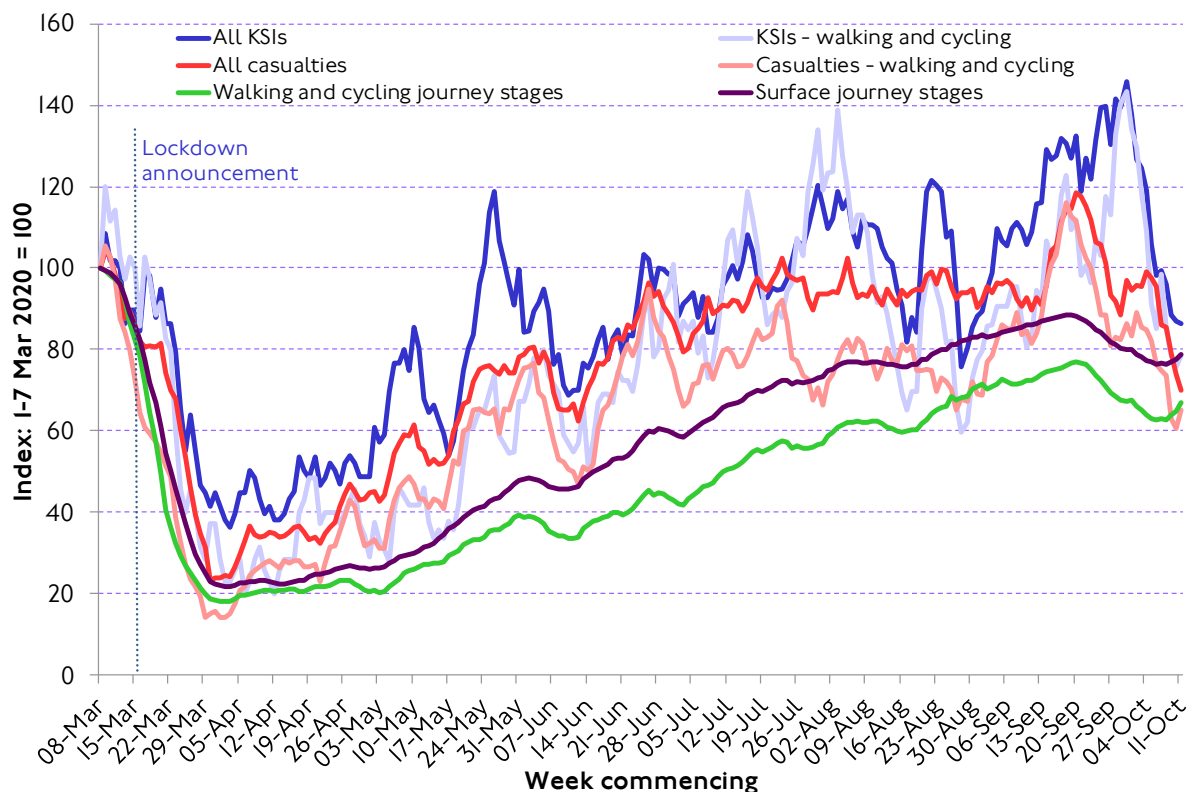
The pandemic has seen changes to the use and configuration of London’s streets, and these changes have affected – and continue to affect – both the absolute number of casualties from road traffic collisions and the **relative risk profile of road users**. The short-term picture over spring/summer 2020 was that, while the

## Overview

absolute number of casualties reduced, following reduced overall travel demand, travel on streets in London in practice became riskier.

Figure I9 shows trends in terms of the absolute number of recorded casualties. The impact of the marked reduction in travel over spring/summer is clear, as is the more recent trend for casualties to return towards pre-pandemic levels, as traffic has returned. Relative risk, however, shows the opposite pattern, with a **substantial increase in risk per journey over spring/summer** – casualty indices being higher than the traffic index.

Figure I9 Relationship between casualties and journeys in London over the pandemic period. Mar-Oct 2020.



Source: TfL Safety, Health and Environment.

Note: These data are provisional. Collision records are subject to change and are amended based on revised collision details and further investigation. This review currently occurs c. 4 months in arrears and typically ~25 per cent of serious collisions are 'downgraded' to slight through this process. Consequently, KSI data in the graphic after June 2020 in particular are subject to significant revision and therefore should be regarded as indicative only\*. (This note was added to the graph after the original publication of the papers on 1 December 2020).

1. The journey stages in the graph are estimated from proxy data and may not correspond with other data in this report.

The figure also shows a higher relative risk for those casualties killed or seriously injured, as distinct from all injuries (blue/red lines). The **average severity of casualties from collisions also therefore increased** over the spring/summer. Contributory factors to this are thought to be an increase in average traffic speeds, as traffic levels and congestion fell, as well as changes to the road user population, including an increase in 'non-regular' drivers.

### Coronavirus: behavioural perspectives on activity and travel

An immediate challenge in terms of planning for our contribution to London's recovery is to understand the extent to which the impacts and exigencies of the pandemic are likely to have changed what individuals will need and choose to do.

\*This note was added to the graph after the original publication of the papers on 1 December 2020.

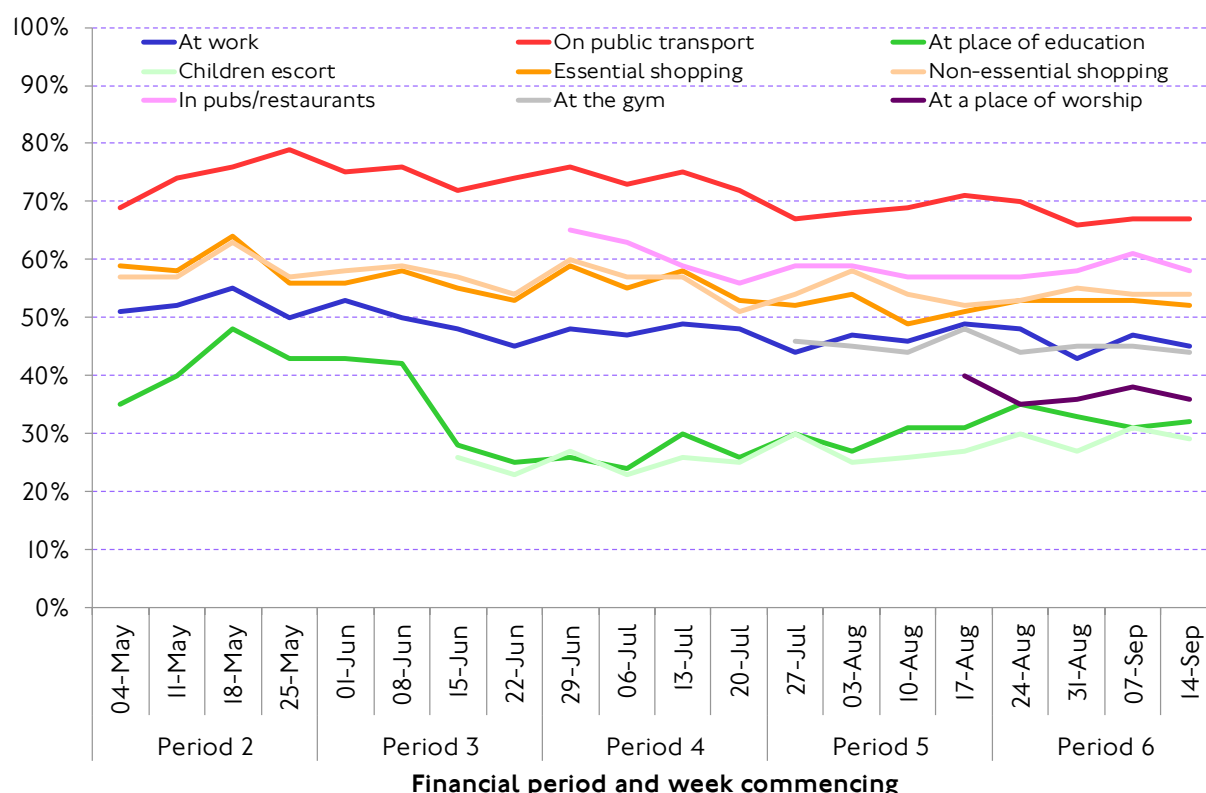
This includes changes in activities such as employment and travel, in the medium term future, and how their own personal evaluation of the pandemic and post-pandemic world, including those of businesses, is likely to affect the travel choices they make in the future.

### Perceptions of virus transmission risk and personal safety

Although public transport demand in London has been dramatically reduced by the pandemic, to a much greater degree than observed on London’s roads, this primarily reflects the fact that there has simply less need to travel, particularly for those trips more usually made by public transport, rather than factors intrinsic to the transport networks themselves.

Results from TfL’s Customer Pulse survey (run weekly between May and September) show that Londoners’ level of concern about catching coronavirus varies considerably for different activities, with the greatest concern when travelling on public transport, despite stringent efforts to sanitise the networks and manage social distancing (figure 20). However, between 40 and 60 per cent of Londoners report similar concerns around the risk associated with a range of daily activities, these collectively having a compounding effect in terms of individual risk assessment of ‘making a trip’.

Figure 20 Concern about catching coronavirus by activity, Customer Pulse, May-Sep 2020.



Source: TfL Customer Insight, Strategy & Experience.  
 Note: Sample size is 500 respondents per week.

Survey results also show that agreement with the statement ‘TfL is communicating well with Londoners during the coronavirus crisis’ increased from 64 per cent to 66 per cent between July and September and agreement with the statement ‘TfL provides a reliable service everyday’ increased from 63 per cent to

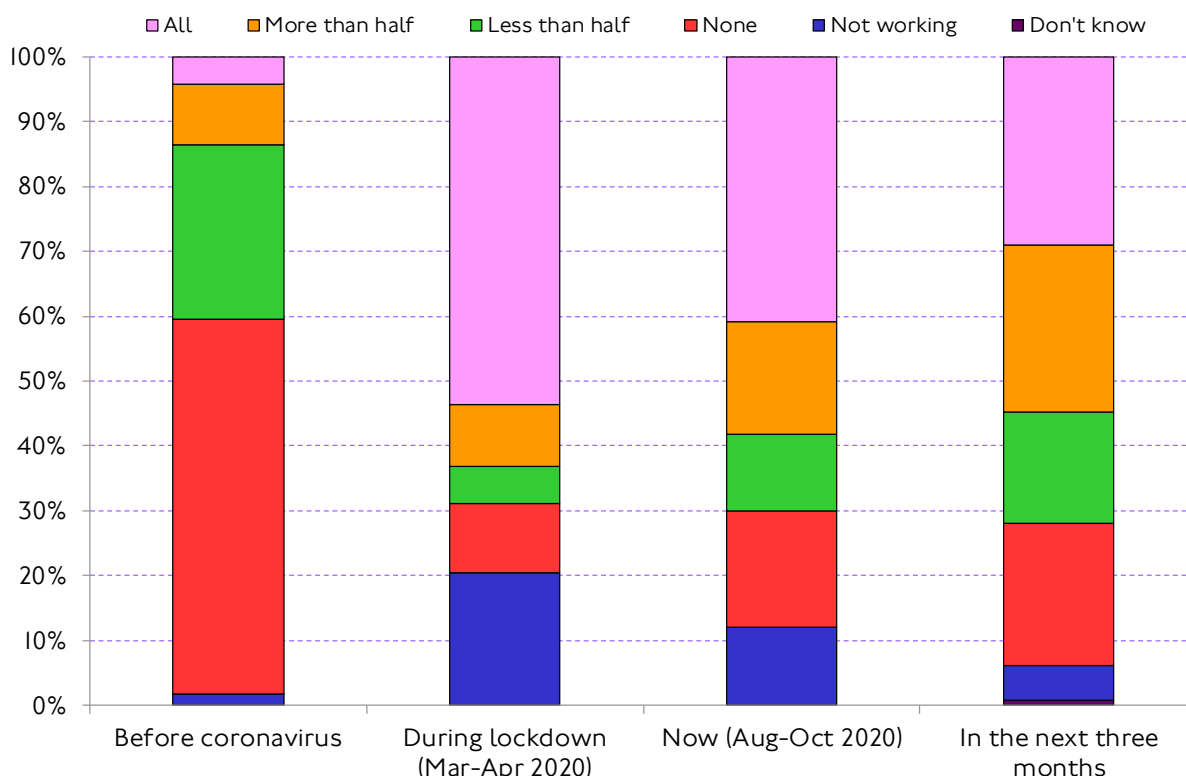
66 per cent over the same time period. However, we can maximise our potential role in the recovery by **understanding our customer priorities** and making public transport as ‘fit as possible’ in the circumstances. Three clear themes emerge from research undertaken in September 2020 with customers: face coverings and enforcement, cleanliness and cleaning, and capacity control and social distancing. All three have been prioritised so far, and there is a need to continue to visibly deliver across each of these three themes to help improve the trust of customers during the remainder of the pandemic.

### Travel for work

The national lockdown and advice to **work from home** had an immediate impact on travel to work. By May, **1.07 million jobs had been furloughed** (around 18 per cent of jobs in London) and **79 per cent of businesses stated that almost all employees were working from home**, compared to 3 per cent of businesses before the pandemic. Reductions have been most apparent in central London where commuter demand fell earlier and faster than the rest of London and the GLA has estimated that the ongoing absence of office-based workers has led to a **£1.9bn loss in expenditure** from commuters to central London in 2020.

Figure 2I shows results from our adapted LTDS this year relating to the impact of coronavirus and travel restrictions on commuting.

Figure 2I Proportion of work done or expected to be done from home, LTDS unweighted results, Aug-Oct 2020.



Source: TfL City Planning.

Note: The ‘next three months’ is relative to when each respondent completed the survey between August and October.

Before the pandemic, almost 60 per cent of London workers did not work from home at all and few (4 per cent) worked from home full-time. The picture changed entirely during the national lockdown in March and April 2020, where 20 per cent

of workers stopped working altogether and the proportion who travelled to work dropped to just 11 per cent. Some 54 per cent of workers began to work from home full-time and a further 15 per cent worked from home part-time.

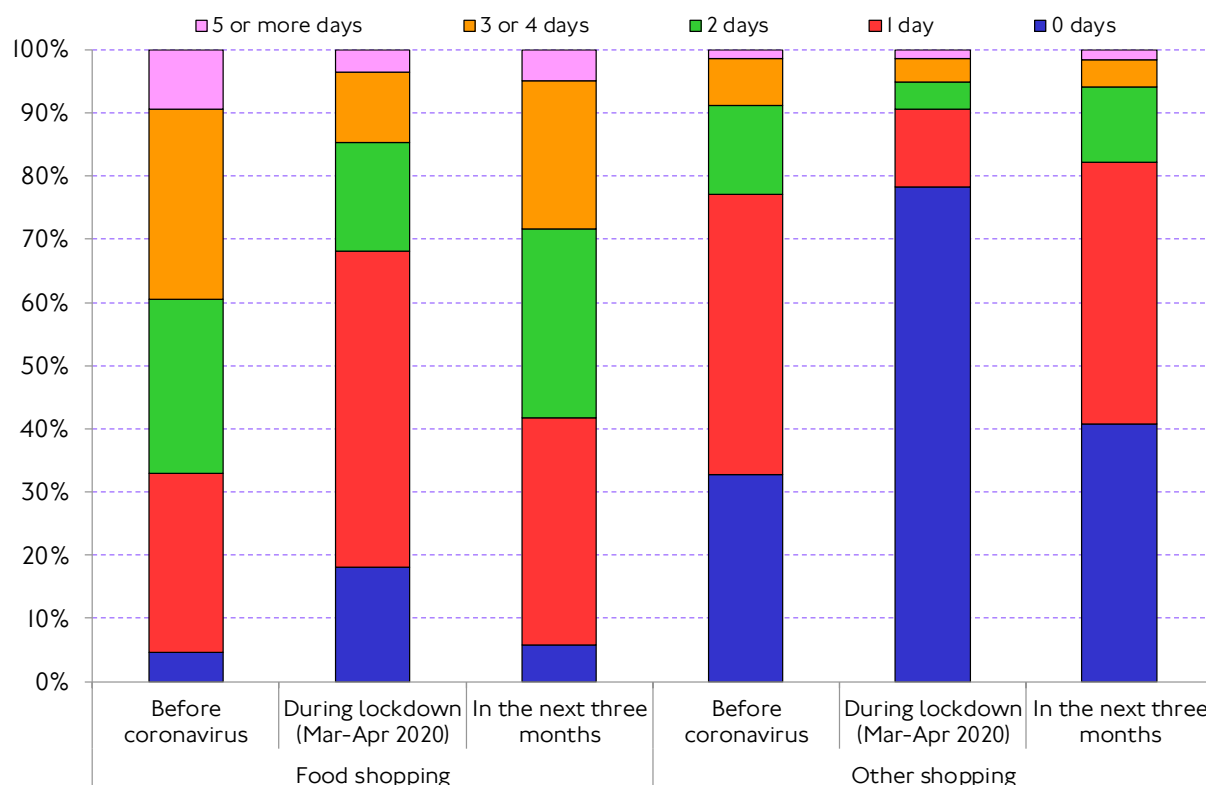
Businesses are expecting a great deal of **change to working practices** in the future as a result of the pandemic, particularly around working from home, flexible working and ongoing social distancing. A GLA survey in September found that almost three-quarters (72 per cent) of the workforce in central London office-based businesses are predicted to work from home for the next two years, compared to 50 per cent of workforce across all London businesses, and 40 per cent of central London office-based businesses think they will downsize their office accommodation in the next six months, although most plan to stay in central London. Many employees have a **desire to work remotely in the long term**, at least part-time, although it must be recognised that this is not possible or ideal for some; results from LTDS show that almost three-quarters (72 per cent) of London workers expect to do some work from home in the next three months and 29 per cent of workers expect to work from home full-time.

The potential longer-term persistence of remote working, social distancing on public transport and more general economic damage from coronavirus could have significant impacts on the spatial distribution and overall demand for commuting trips in the future. The number of Londoners looking for work outside London was up 27 per cent on last year and those looking to buy properties outside of London was up by 42 per cent. The **balance of residents and workers inside and outside London** could therefore be quite different as a result of the pandemic, with implications for demand at terminal stations and the mode share of travel to work, with the possibility of a higher proportion of long-distance commuters and a shift in demand away from central London destinations.

### **Travel for shopping and leisure**

The closure of non-essential shops and leisure venues in March and advice to limit the frequency of shopping for essential items led to a significant fall in travel demand for discretionary activities. Figure 22 shows findings from LTDS on the impact of the pandemic on Londoners' **shopping habits**, showing how many days on an average week Londoners made, or anticipate making, a shopping trip. Some 68 per cent of Londoners shopped for food once a week or less during the lockdown in spring – this compares to a third of people who shopped at this frequency pre-pandemic. For non-food shopping, around three-quarters of Londoners shopped once a week or less pre-lockdown; during lockdown this rose to 91 per cent, likely due to the closure of non-essential retailers. Londoners anticipate continuing to shop less frequently than they did pre-pandemic over the coming three months.

Figure 22 Weekly shopping frequency at representative periods, LTDS unweighted results, Aug-Oct 2020.



Source: TfL City Planning.

Note: The 'next three months' is relative to when each respondent completed the survey between August and October.

During the lockdown in spring, **online shopping** rose as non-essential shops closed and people avoided spending time in public places to limit their exposure to the virus. In May, online shopping comprised a third of all retail sales, compared to 20 per cent in 2019. Even as shops reopened over summer, home delivery volumes remained high; figures from Metapack show that in August home delivery volumes were 30 per cent higher than in 2019. A survey undertaken by the University of Leeds shows demand for online shopping is likely to continue, as around a third of Londoners said they would continue to do more shopping online following the lockdown in spring. Initial findings from our adapted LTDS survey showed that over half of Londoners received more **deliveries** than usual on a typical week since August, in comparison to pre-pandemic.

The government's **Eat Out To Help Out** scheme provided a welcome boost in seated diners to some struggling businesses, however continuing concern about virus transmission risk, a significant reduction in tourism and changing travel patterns due to greater working from home has led to a slow recovery of **evening travel demand**, even before the introduction of the 22:00 curfew in September. This has also been impacted by **social distancing** rules meaning it remains unviable for many leisure venues, such as theatres and clubs, to re-open.

### Active travel

During the spring lockdown, as people were permitted to leave the house for **daily exercise**, many took the opportunity to walk, cycle or run for leisure more frequently. Research undertaken by the University of Leeds showed that

Londoners increased how often they walked for pleasure or exercise by 33 per cent and the amount they cycled for leisure by 25 per cent. However, much of the increase in exercise could have been undertaken by Londoners who were already active. Results from LTDS showed that although the proportion of Londoners exercising on five or more days a week increased during lockdown, the proportion who did not exercise at all on an average week also increased.

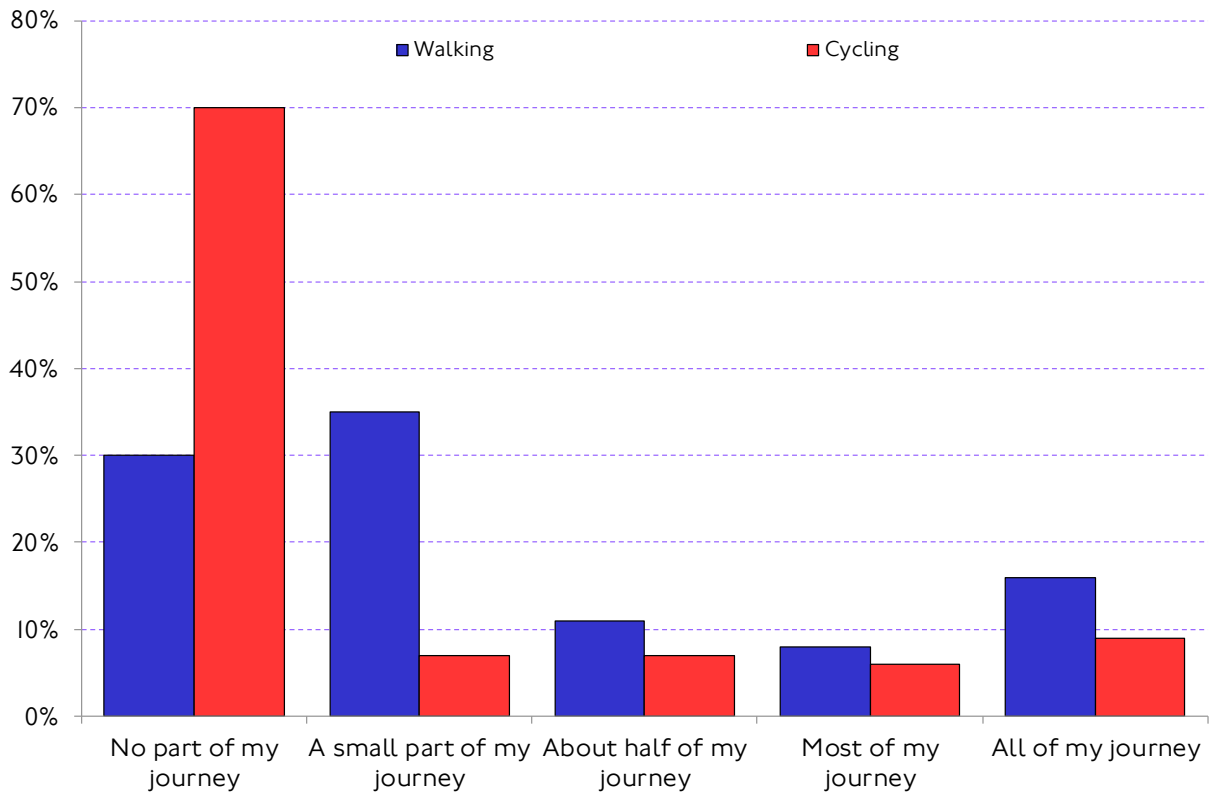
TfL's cycle counts showed that **weekend cycle flows were significantly higher** in lockdown compared to the 2019 baseline, although weekday flows were lower. This reflects an increase in leisure cycling, which was one of the few permitted outdoor activities during lockdown. Results from LTDS also show that a greater proportion of London residents are **cycling more frequently** since lockdown. Despite a decline in walking associated with commuting trips, 31 per cent of Londoners say they are walking to places where they used to travel by a different mode and 57 per cent say they now go on **more walks for exercise or walk for longer than they did before**.

For the journey to work, figure 23 shows results from TfL's Customer Pulse survey, revealing that **30 per cent of respondents would consider cycling to work**, and, of those, **1 in 3 would consider cycling all the way**. For walking, although 30 per cent would not consider walking any part of their journey, around half (54 per cent) would consider walking some of their journey and 15 per cent of respondents would consider walking all the way.

### **Travel distance and mode choice**

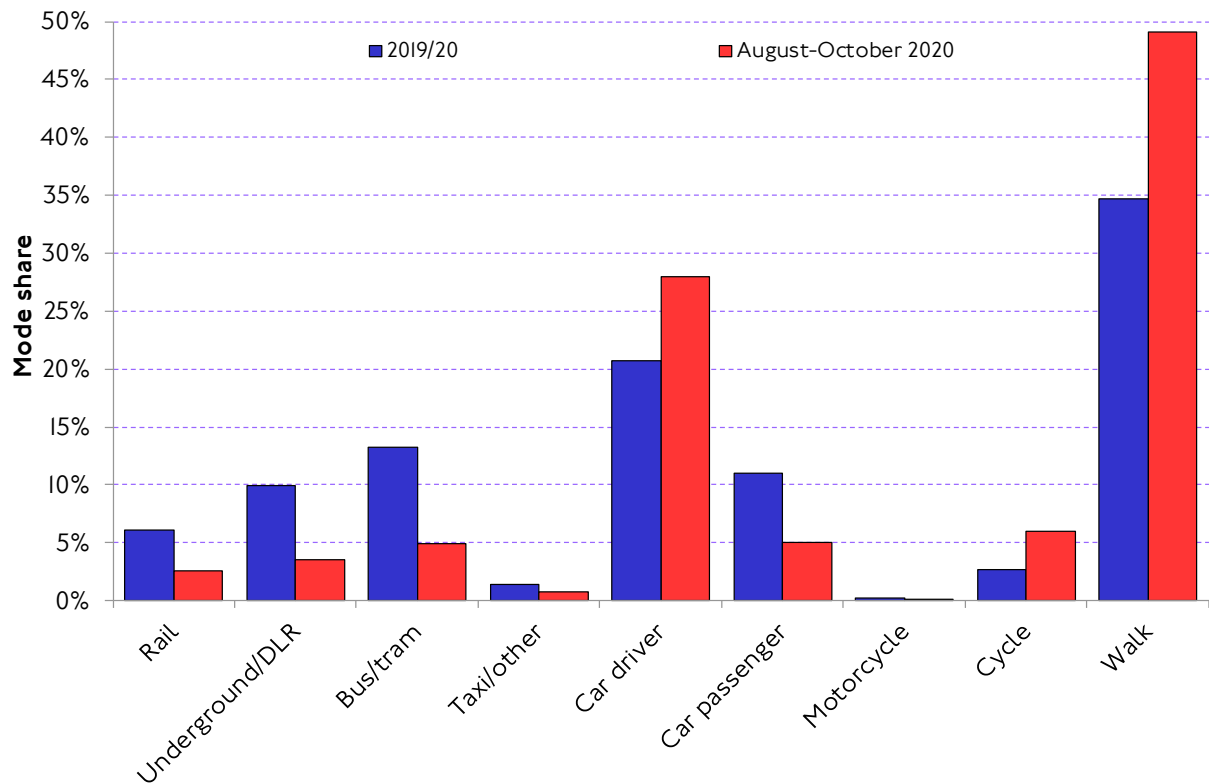
The modes used by London residents during 2020 primarily reflect changes to activity patterns. A second factor relates to changes to travel distance, with mode shares reflecting a preponderance of more local trips (figure 24).

Figure 23 Respondents who would consider walking or cycling as part of their journey to work when they return, n=498, Customer Pulse, Jun 2020.



Source: TfL Customer Insight, Strategy & Experience.

Figure 24 Trip-based mode share, LTDS unweighted results, Aug-Oct 2020 vs 2019/20 financial year average.



Source: TfL City Planning.

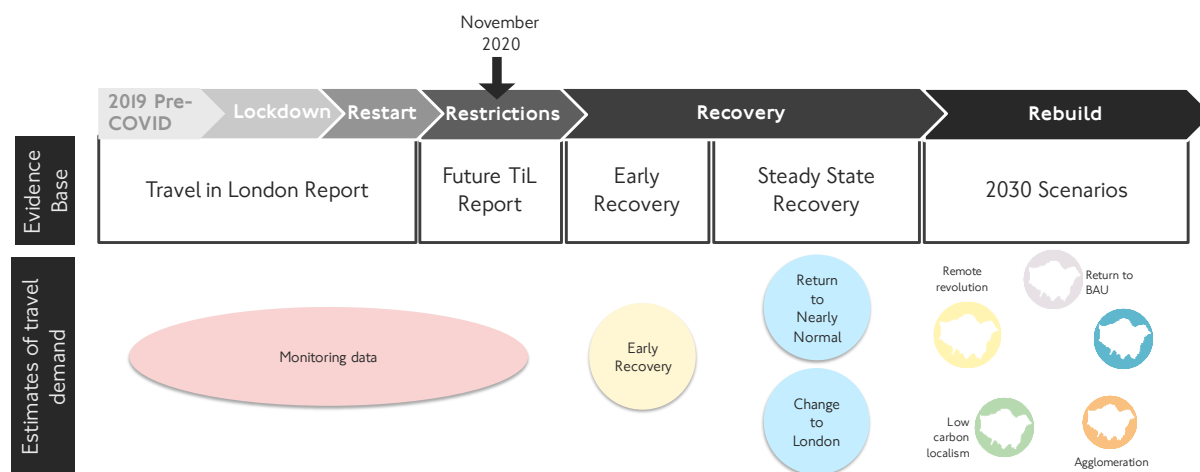


### Coronavirus recovery: an analytical framework for recovery planning

There could be significant changes in travel behaviour in London going forward, and we have developed an **analytical framework** to support TfL’s recovery planning. The framework is structured around the different phases of London’s recovery from the pandemic and provides an analytical and interpretative evidence base to understand the main challenges and develop plans that are robust in the face of ongoing uncertainty. The analytical framework is based around the following phases, shown by figure 25:

- A review of current evidence to understand **lockdown** and **restart**, and the current period of **restrictions**.
- A forecast to represent the **Early Recovery** – a time when the virus is controlled sufficiently to allow restrictions to be relaxed enough for offices to function in a ‘near-normal’ state.
- A pair of forecasts to reflect the uncertainty of how a **Steady State Recovery** may develop once restrictions are fully lifted and all parts of the economy are open to full capacity.
- A set of five longer term scenarios for London’s future as we **rebuild**.

Figure 25 Indicative phases and timelines of the analytical framework.



Source: TfL City Planning.

To understand the resulting travel impacts of these changes we have used TfL’s strategic travel demand model, MoTiON, and supporting tools, to estimate how travel demand might change across the city – for different purposes and for different demographic groups.

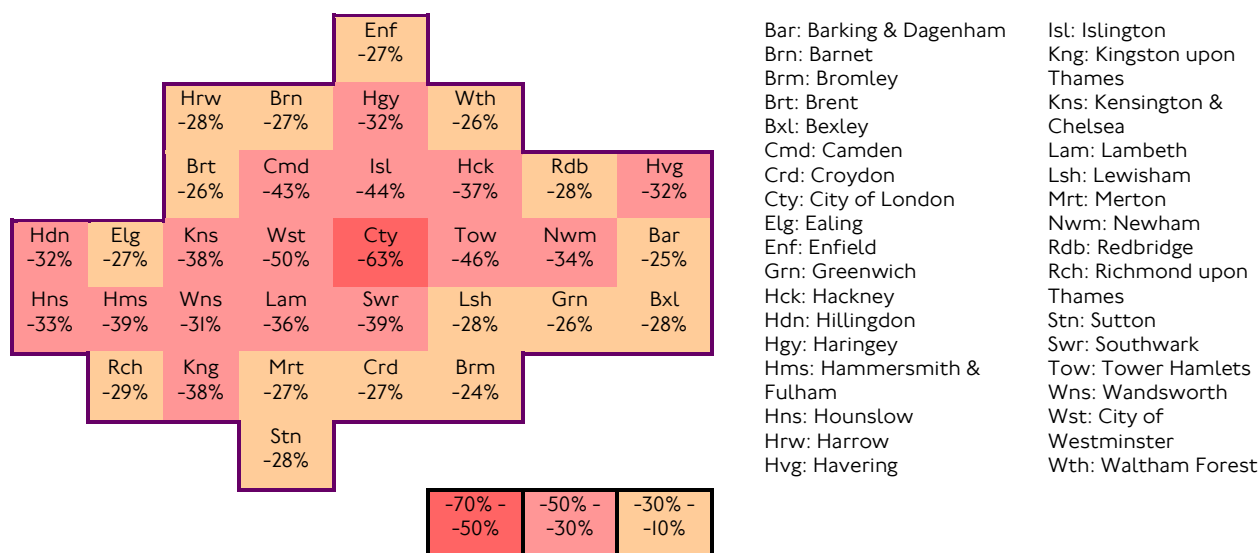
### Coronavirus recovery: the Early Recovery phase

Within the broad envelope of uncertainty, the Early Recovery phase is characterised by a return of commuting and leisure activities, although the risk of contracting coronavirus remains. During this time, it is likely that public transport demand will return to around 50-60 per cent of pre-lockdown levels, although this figure drops to 40-50 per cent for trips to central London. It will be essential to build peoples’ trust in returning to the public transport system and support active travel to avoid embedding a car-led recovery during this phase.

## Overview

During the Early Recovery phase there would be a rebalancing of activity towards suburban areas and smaller centres; a continuation of trends seen during lockdown and subsequent easing. This means that travel demand recovery would be greater in outer London boroughs, and remains low in central London (figure 26).

Figure 26 Change in travel demand by borough, Early Recovery phase vs 2016.



Source: TfL City Planning.

Generally, the return of travel during the Early Recovery phase will be higher for those with access to cars, as some Londoners remain cautious about using public transport. While total trip making remains below pre-lockdown levels this may not lead to higher car use than before lockdown, but it does foreshadow a potential 'car-led' recovery as overall mobility increases.

### Coronavirus recovery: the Steady State Recovery phase

The Steady State Recovery phase represents a period where the threat of the virus diminishes, either due to the availability of a vaccine or a sustained reduction in cases, but travel behaviour adaptations made during the pandemic continue to significantly affect people's travel choices.

Trips to central London have still to return to pre-pandemic levels, with fewer weekday workers continuing to negatively affect central London's leisure and hospitality industry. People may still have a sense of needing 'enhanced personal space' but this is now a preference rather than a requirement for health. While productivity in the economy is returning, employment levels are lagging and are still not back to pre-lockdown levels, disproportionately affecting already disadvantaged groups: part-time workers, low income and younger age groups.

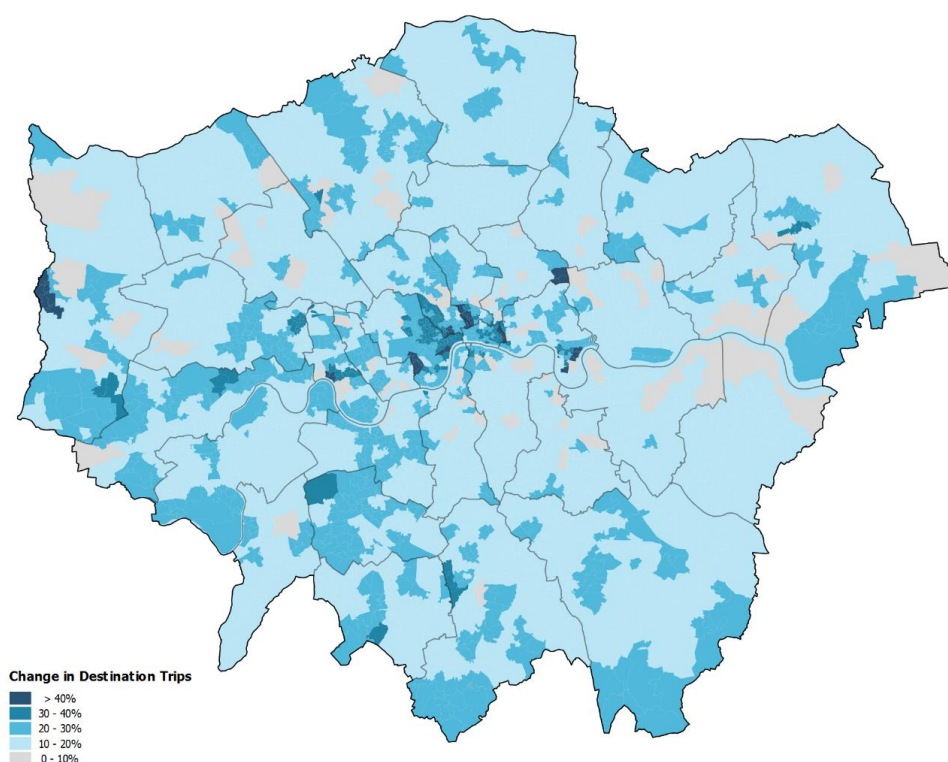
There remains uncertainty in how Londoners will choose to travel after the actual public health risk posed by coronavirus has diminished. To reflect this uncertainty two forecasts have been produced for the Steady State Recovery phase:

- In the first **Return to Nearly Normal** scenario there has been a gradual return of employment activity in central London but still not at the same levels as experienced pre-lockdown. Things are slowly returning to 'business as usual'

but people are still spending more time in their local areas than they did pre-pandemic. Tourism is also likely to remain below pre-pandemic levels.

- In the second **Change to London** scenario the return to central London has not materialised due to continued and extensive working from home and a shift in attitudes to public transport. People are spending more time in their local areas and buses, pedestrians and cyclists compete for space alongside an increased number of car users in inner and outer London. Figure 27 illustrates the potential scale of these residual impacts on travel demand.

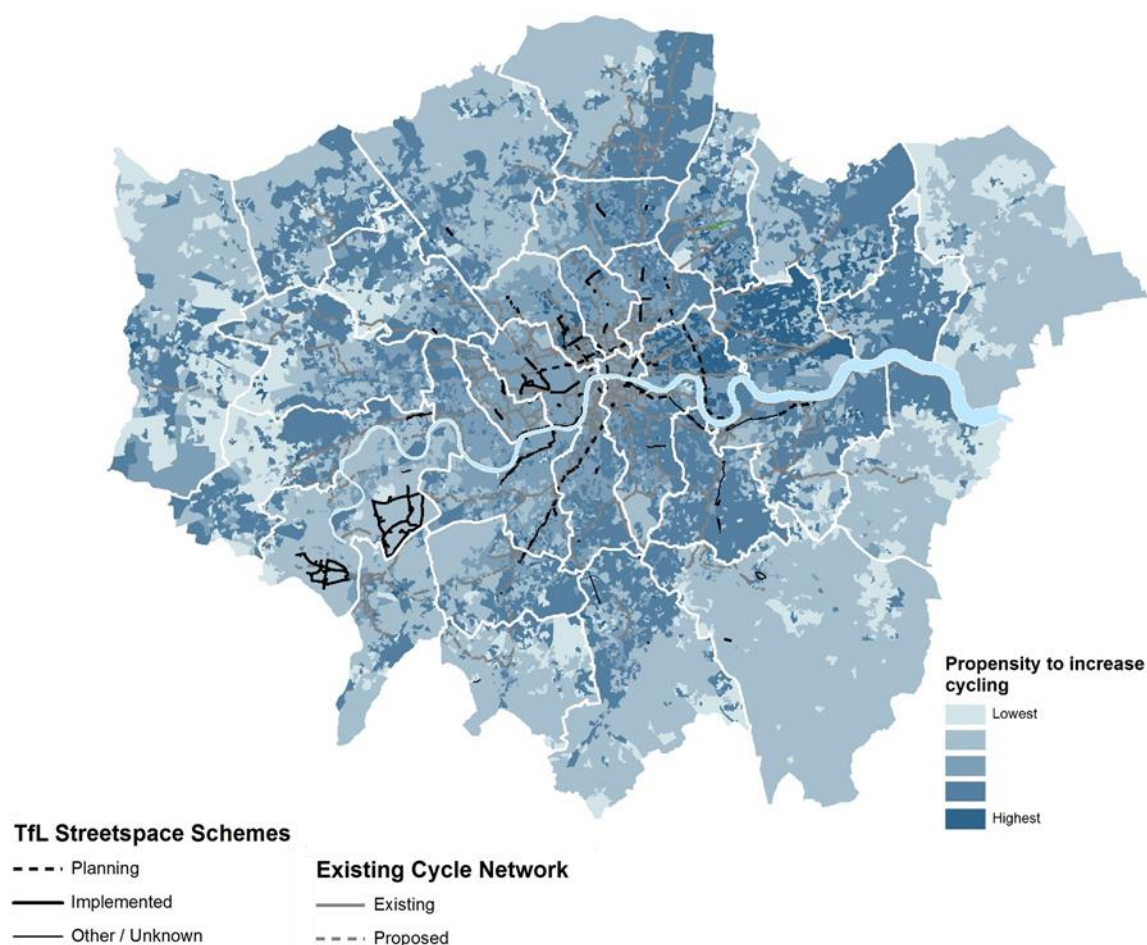
Figure 27 Change to London scenario: morning peak public transport trip destinations change vs 2021 base.



Source: TfL City Planning.

However, alongside the need to support recovery in central London, there are significant opportunities to increase active travel, given the potential for increased home working longer-term and local service use. This is particularly the case in inner London, where our Streetspace for London schemes are being progressively delivered (see above). However, much potential also exists in outer London, as shown by figure 28.

Figure 28 Propensity to increase cycling, existing cycle network and TfL Streetspace for London schemes.

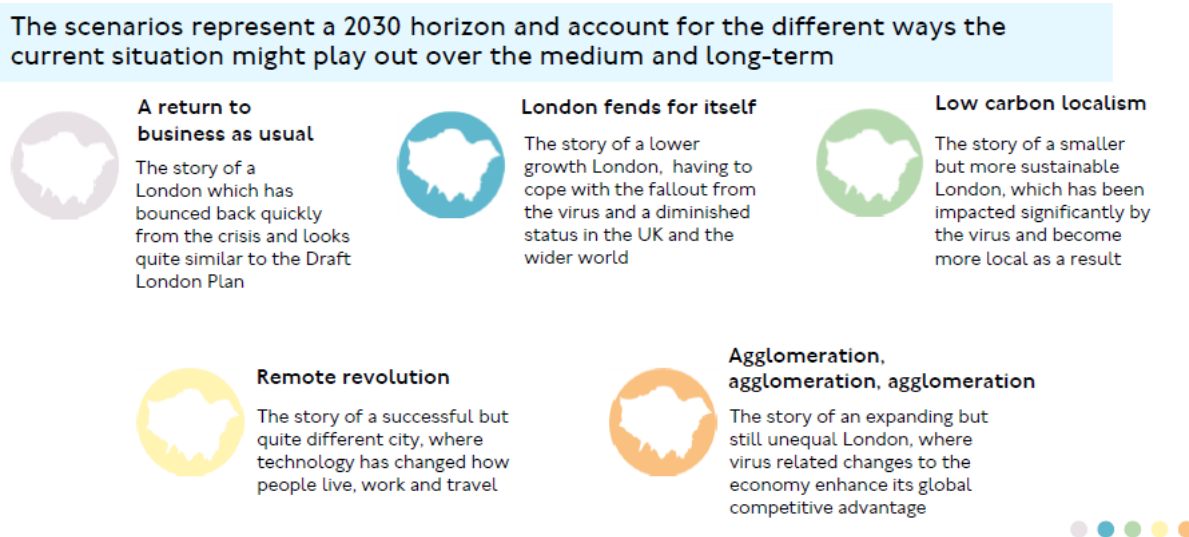


Source: TfL City Planning.

### Coronavirus recovery: our longer-term scenarios for London

Travel in London report 12 described how, pre-pandemic, TfL was using scenario planning as a way of ensuring that our plans were robust in the face of what – in 2019 – was perceived to be a climate of growing uncertainty. We have recently developed **five scenarios** for the future of travel in London post pandemic, with a nominal time horizon of 2030. These five scenarios are now being used to inform our medium- and longer-term plans, by reviewing emerging evidence as the pandemic progresses that might identify possible ‘directions of travel’ more clearly as time progresses. Figure 29 summarises the five scenarios. While they represent a range of potential futures, all five could currently be considered to be plausible – given the extent of present uncertainty about the longer-term implications of the pandemic – and in this way they ‘bound the envelope of uncertainty’ within which our planning must take place.

Figure 29 Five post-coronavirus scenarios for London.



Source: TfL City Planning.

Against this backdrop, we continue to provide high levels of service and reliability to support London’s key workers and to facilitate a full resumption of normal activity in due course. Our networks are being made as safe as possible in terms of the virus transmission risk. Large-scale investment is being made, with more planned, in London’s streets to make them more attractive for walking and cycling over the long term, and the Elizabeth line will soon provide a step change in public transport connectivity to, from and within London.

[page left intentionally blank]

**Board**



**Date: 9 December 2020**

**Item: Surrey Quays Station Upgrade (SQSU) –  
Compulsory Purchase Order Authorisation**

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 The Surrey Quays Station Upgrade (SQSU) Project is part of wider programme on the East London Line (ELL) which will unlock approximately 14,000 new homes. It is funded by both the Ministry of Housing, Communities and Local Government (MHCLG) and a Section 106 Agreement with the developer of the Canada Water property development.
- 1.2 SQSU will provide a new station entrance and ticket hall adjoining the planned Canada Water property development. This Compulsory Purchase Order (CPO) is necessary to support the acquisition of the land required at Surrey Quays for the SQSU.
- 1.3 SQSU requires the acquisition of a triangular section of land to the north side of Lower Road between 181 Lower Road and the railway line (Property), which is shown edged red on the plan in Appendix 1. The Property is owned by Wandle Housing Association (Wandle). It is also subject to a number of third-party interests.
- 1.4 Development of the SQSU design has shown that acquisition of this Property presents the best option for achieving the requirements for the upgrade. The scheme provides a new ticket hall connecting to a passenger overbridge, which provides stair and lift platform access. The installation of this new structure necessitates the acquisition of the Property.
- 1.5 Whilst discussions continue with third-party interfaces, it is necessary to make a CPO to ensure the timely acquisition of the land and to ensure that the removal of third-party interests from the Property can be dealt with through compulsory purchase powers should that prove necessary.
- 1.6 The information in this paper was shared informally with Members on the Programmes and Investment Committee. No issues were raised for the attention of the Board.
- 1.7 A paper is included on Part 2 of the agenda which contains exempt supplementary information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and other parties. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

## **2 Recommendations**

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

- (a) note the paper and the supplementary information on Part 2 of the agenda; and**
- (b) approve the principle of the making of a Compulsory Purchase Order for the acquisition of the Property, shown edged red in the plan at Appendix 1 to this paper, to enable the timely implementation of the Surrey Quays Station Upgrade.**

## **3 Background**

- 3.1 The SQSU is part of a wider programme of works on the ELL and is funded by both the MHCLG and a Section 106 Agreement with the developer of the Canada Water property development. In August 2019, MHCLG approved an £80.84m bid by TfL and the Greater London Authority (GLA) to the Housing Infrastructure Fund (HIF) for a programme of works on and along the ELL including SQSU. On 30 June 2020, the Programmes and Investment Committee approved, via Chair's Action, a request to enter into a Grant Determination Agreement (GDA) with the GLA and MHCLG and this was entered on 19 August 2020. This supplements an agreed £10m planning contribution from the Section 106 Agreement.
- 3.2 Most of the scope of the work under the ELL HIF works is for infrastructure upgrades on the London Overground network. It includes the construction of a new London Overground station at Surrey Canal Road, new stabling and preparation facilities, additional signalling that will enable a future train service uplift on the ELL from 16 to 20 trains per hour and an upgrade to Canada Water bus station. It further includes an upgrade to Surrey Quays station with the provision of a new station entrance. The CPO necessary to support the acquisition of the land required at Surrey Quays for the SQSU is the subject of this request.
- 3.3 The new station entrance at Surrey Quays will be on the opposite side of Lower Road to the existing entrance, to serve the new Canada Water property development. In addition to the new station entrance, the scheme will provide a new ticket hall, passenger overbridge with stairs leading down to the platforms, a lift to each platform for passengers of restricted mobility and platform lengthening to accommodate connection with the new station entrance.
- 3.4 A design process selected a Single Preferred Option for Surrey Quays station in July 2019 from an initial longlist of six designs, which was further shortlisted to three schemes. The development process for SQSU identified the following scheme requirements:
  - (a) capacity within the station to accommodate background demand growth and the major redevelopment adjacent to the station (resulting in 2041 am peak demand increasing by around 240 per cent);
  - (b) improved accessibility to the north side of Lower Road, to and from the station, particularly the site of the major development; and



- (c) provide step-free access between the street and the platform.
- 3.5 From these requirements the design process determined that a new entrance on the north side of Lower Road is required as this is the only solution that can deliver all the above objectives. Option 6A the scheme selected is shown in Figure 1 below.

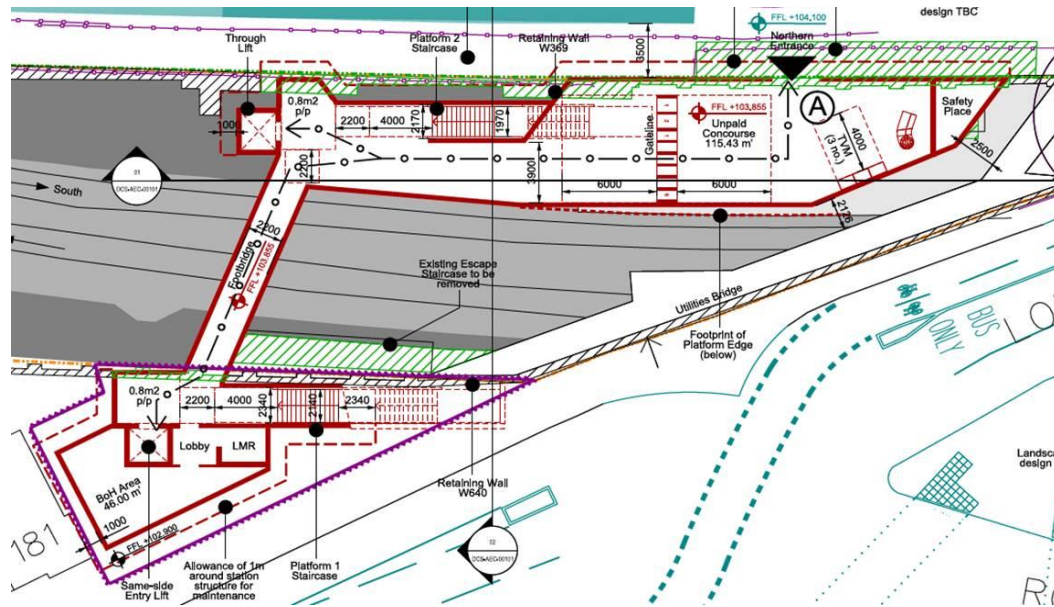


Figure 1 – Surrey Quays Option 6A

- 3.6 The new station entrance can be observed on the left-hand side of the diagram orientated towards the new Canada Water development on the north side of Lower Road. (The existing station is on the right-hand side, which is planned to be retained.)
- 3.7 Passengers using the new entrance would pass through the ticket gates and access the platforms via staircases. The northbound platform would be accessed via a footbridge. Lifts would be provided to both platforms. This scheme requires the entrance area to be constructed above the southbound platform and supported by a cantilever structure.
- 3.8 The new station ticket hall is to be integrated with the Canada Water Master Plan, opening onto a new pedestrianised square. External materials used in the station design shall be specified to integrate with and be architecturally complementary to those used in the adjoining Canada Water development scheme. Figure 2 provides an early stage visualisation of the new station ticket hall.



Figure 2 – Surrey Quays New Ticket Hall

- 3.9 The existing station entrance and associated facilities are planned to be retained to serve customers to/from the south/western side of Lower Road with demand forecast to be split 60/40 per cent between the new and existing ticket halls. The SQSU project scope for the existing station mainly comprises the provision of additional ticket gates into the gateline and ticket hall redecoration.
- 3.10 An integrated design consultant, WSP, was appointed on 7 September 2020 to undertake the overall ELL programme including SQSU. The consultants are in the process of undertaking survey works and reviewing the existing station design to reduce costs and improve deliverability. For SQSU the next project stage involves developing the scheme to Approval In Principle Concept Design (Pathway Stage Gate 3), which is programmed for completion by October 2021. This development stage will be used to further refine and optimise the station design.
- 3.11 To construct the new station facilities, the Property is required. The design development work described above shows that the acquisition of the Property is required to meet the requirements of the SQSU. The preferred station development option balances the project requirements against minimising the impact on third party land and buildings in the surrounding area.
- 3.12 The Property is owned by Wandle but is also subject to some third-party land interests. The land currently provides 3-4 car parking spaces for Wandle's housing association residents under informal arrangements. This functionality will be lost with the acquisition of the Property and construction of the SQSU. Proposals to relocate this parking elsewhere are under discussion. In addition, the Property has an unauthorised advertising hoarding on it and efforts are underway to remove it, although the success of those efforts cannot be guaranteed at this stage.
- 3.13 Government guidance for compulsory purchase states that acquiring authorities must take reasonable steps to acquire all the land and rights included in the CPO by agreement. Positive discussions have been had with Wandle as landowner since the beginning of 2020, however they have been complicated by the third-party interests of their tenants over the land and the unauthorised advertising hoarding. Those discussions remain ongoing particularly around the removal of

the third-party interests. Should it be possible to successfully acquire the land with vacant possession and free of third-party interests, then TfL will either not make the CPO or not pursue confirmation of the CPO from the Secretary of State if the CPO has been made.

- 3.14 Government guidance for compulsory process also states that compulsory purchase is intended as a last resort to secure the assembly of all the land needed for the implementation of projects. However, if an acquiring authority waits for negotiations to break down before starting the compulsory purchase process, valuable time will be lost. Therefore, depending on when the land is required, it may often be sensible, given the amount of time required to complete the compulsory purchase process, for the acquiring authority to plan a compulsory purchase timetable as a contingency measure and initiate formal procedures. Accordingly, TfL is initiating formal procedures for the compulsory purchase process in order to ensure the timely delivery of the land required for the SQSU by October 2021.
- 3.15 As a result, it is necessary to seek the approval from the Board for the principle of the making of a CPO for the purposes described above.

#### **4 Public Sector Equality Duty and human rights**

4.1 The Equality Act 2010 places a duty on TfL as follows:

(1) A public authority must, in the exercise of its functions, have due regard to the need to –

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristics and persons who do not share it.

4.2 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

4.3 TfL has considered the Equality Act 2010 and how the proposals for this project are designed to improve access to SQSU as well as improve capacity.

4.4 An Equality Impact Assessment has been undertaken for the SQSU including implications from the acquisition of the Property and a copy is annexed at Appendix 2. It contains a detailed assessment of whether the proposals have a direct or indirect impact on groups with protected equality characteristics.

4.5 It considers the impact on parties affected by the compulsory purchase and in particular the effect of the relocation of neighbouring resident cars that use the Property for parking.

- 4.6 As the SQSU continues to develop, the Equalities Impact Assessment will be kept under review and TfL's obligation under the public sector equality duty considered. Any new issues that we are made aware of that may impact protected characteristics will be reviewed and assessed.
- 4.7 The Human Rights Act 1998 requires (amongst others) that every public authority acts in a manner which is compatible with the Convention for the Protection of Human Rights and Fundamental Freedoms ("the Convention"). Articles 1 and 8 of the First Protocol are relevant to the exercise of compulsory purchase powers in this instance and are respectively the right to peaceful enjoyment of possessions and the respect for private and family life and home.
- 4.8 A decision to make a CPO must strike a fair balance between the public interest for the SQSU and the interference with private rights. Taking into account the exercise of compulsory purchase powers as a statutory process requiring confirmation from the Secretary of State, the provision for compensation to be paid to those affected, the limited private interests affected by the proposed CPO and the compelling case in the public interest for the SQSU to support new housing, it is considered that the interference with private property rights is necessary, proportionate and strikes a fair balance towards meeting TfL's objectives.
- 4.9 Those affected by the CPO will be informed and advised of their right to make representations to the relevant Secretary of State, to be heard at a public inquiry and of a fair entitlement to compensation (where applicable) thus ensuring compliance with Article 6 of the Convention and a right to a fair hearing.

## **5 Legal Implications**

- 5.1 The approval in principle of the making of a CPO is a matter reserved for the Board under Standing Order 99(j).
- 5.2 The making, withdrawing and/or amending of a CPO, including settling the detailed boundaries of the land to be acquired and doing all things necessary to implement the CPO is delegated to the Commissioner and the Managing Director to which the project relates. In this case it is the Managing Director – Surface Transport.
- 5.3 Under paragraph 19, Schedule 11 of the Greater London Authority Act 1999, the Secretary of State may authorise TfL to purchase compulsorily any land which is required by TfL or a subsidiary of TfL for the purposes of the discharge of any function.
- 5.4 Paragraph 19 also requires that the Mayor give his consent before a CPO is submitted to the Secretary of State for approval. That approval will be sought in addition to the approval of the Board sought by this paper.
- 5.5 Legal support will be sought to assist in the making of the CPO and the required supporting documents associated with the CPO.

## **6 Financial Implications**

- 6.1 Programme and Project Authority was approved by the Chair of the Programmes and Investment Committee under Chair's Action on 30 June 2020. This includes the acquisition of the Property, the support needed for the making of the CPO and for confirmation to be sought from the Secretary of State after that. In addition, Land Authority for the acquisition of the Property will also be sought.

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

Appendix 1 – Land Required for CPO

Appendix 2 – Equality Impact Assessment

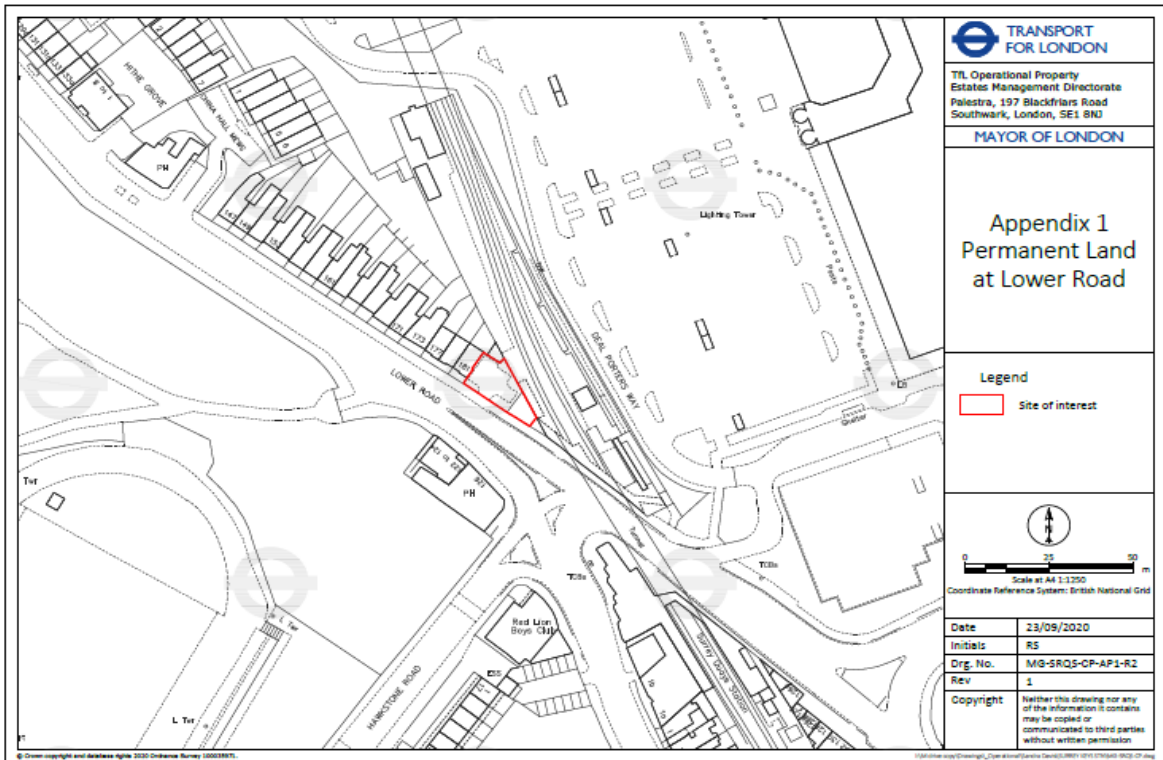
A paper containing exempt supplemental information is included on Part 2 of the agenda

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

East London line Housing Infrastructure Fund paper to 30 June 2020 Programmes and Investment Committee

Contact Officer: Alexandra Batey, Director, Investment Delivery Planning  
Email: Alexandrabatey@tfl.gov.uk

# Appendix 1 Land Required for CPO





FI457 AI


Equality Impact Assessment (EqIA) form

N.B: the completed form should be emailed to the [Diversity and Inclusion team](#)

Project	London Overground Station Capacity Improvement Programme (LOSCIP) – Surrey Quays Station Enhancement <b>LR23-TFL-ZZZ-E029-ASM-ZZ-0001</b>
---------	--

Accountable	Name: Max Cooper	Job Title: Project manager
	 Signature	Date: 06/11/2020

Produced By	Name: Lorraine Hinds	Job Title: Assistant Project Manager
	 Signature	Date: 06/11/2020

Reviewed By	Name: Hazel Jessett	Job Title: EqIA Superuser
	 Signature	Date: 06/11/2020

Document History	Version	Date	Summary of changes
	0.1	17/06/2019	First Draft
	0.2	28/08/2019	Second Draft following review by representative of the EQiA Superusers Group
	0.3	30/10/2020	Third draft following start of Approval In Principle Concept Design
	0.4	05/11/2020	Changes incorporated following review by TfL Diversity and Inclusion Team

Printed copies of this document are uncontrolled.

Page 1 of 26

To be used in conjunction with: G1060

## Step 1: Clarifying Aims

### Q1. Outline the aims/objectives/scope of this piece of work

#### Strategic Context:

The London Mayor's Transport Strategy (MTS) covers various aspects of transport issues which will be addressed under his tenure. The MTS covers various key elements of policy such as improving rail services, (p83, Policy 16), improving public transport accessibility and inclusivity (p72, Policy 14), and unlocking new homes across London (p102, Policy 21).

As the population of London grows, it is inevitable that commuters will become increasingly reliant on the rail network, more so than any other city in the UK. It is therefore essential that overcrowding issues are dealt with. The Mayor has developed a policy which seeks to "transform London's rail-based services to provide safer, modern, reliable, integrated, accessible and user friendly services, with improved journey times and an increase in capacity of at least 80 per cent by 2041 to tackle crowding and facilitate mode shift to rail".

As the demand and use of transport, especially on the rail network, grows, it is imperative that all users are considered to ensure that issues concerning accessibility and inclusivity are also tackled. The Mayor seeks to deliver a better whole journey experience for all Londoners, including those with disabilities and the growing number of older people. Policy 14 further addresses the need to provide "accessible to all" so everyone can travel independently. Currently 45% of disabled Londoners find planning and making trips by public transport stressful, one of the main reasons being having very few alternative options if the chosen service is delayed.

As London grows the demand for housing will also increase. It is estimated that 65,000 homes will be required to be built before 2041. The MTS seeks to "ensure that new homes and jobs in London are delivered in line with the transport principles of good growth for the current and future Londoner" of which two of these principles are inclusive, accessible design and good access to public transport.

#### Problem Statement:

Surrey Quays station sits within the Canada Water Opportunity Area (OA). The draft London Plan policy expects the OA to deliver over 20,000 new jobs, 5,000 new homes and a vibrant new high street, although on the basis of schemes approved or in the pipeline the actual amount of development is likely to exceed this capacity.





**Figure 1: Location of Canada Water Opportunity Area**

The OA is in a prime location for re-development. Served by Cycleway 4, Canada Water has the potential to be an exemplar for the Healthy Streets Approach. There are several development sites within the OA which are at different stages of maturity. However, the proposed British Land (BL) Masterplan development represents the largest development and accounts for almost all the new jobs and 60 % of new homes identified in the draft London Plan. Consequently, it is expected to have the biggest impact on existing transport infrastructure and services within the OA.

Canada Water and Surrey Quays stations are the main points of access to the London Underground and London Overground networks for the OA. Surrey Quays station already suffers from congestion caused by the sub-standard width of the north bound staircase in the morning peak. Similarly, on the south bound platform crowding is experienced particularly in the PM peak due to the narrow platform width. The station is not currently step free, and the delivery of passenger lifts is deemed too costly and complex within the footprint of the existing station layout.

Work by TfL City Planning to determine the impact the proposed developments (alongside background growth) within the OA has been undertaken. The main conclusion of the assessment was that Surrey Quays station, in its existing configuration, will become increasingly congested as passenger numbers increase due to background growth, development in the area and the attraction of the Elizabeth Line to which the London Overground East London Line provides a direct link. By the mid 2020's there is expected to be a significant risk of frequent station closures despite crowd management procedures being put in place by station staff to ensure that passengers using the station can remain safe. Without improvement, Surrey Quays station will not be able to meet the demands of disabled people and others with reduced mobility such as those with buggies or carrying heavy/bulky items.

At the time of writing with the onset of Covid-19 demand for public transport has declined significantly. On

the East London Line weekday demand is currently running at approximately 50% of the level prior to the Lockdown that started in March 2020. TfL have a planning assumption that by Spring 2022 travel demand for London Overground will return to circa. 75% of the level pre-Covid-19. In addition, TfL have developed a range of future planning scenarios for 2030 featuring different levels of passenger demand on our rail networks, depending upon changes to travel habits and the health of the wider economy. In comparison to 2016 these generate changes in demand from -23% to +55% (the assumption pre-Covid-19 was that demand would grow by an overall 23% by 2030). Whilst these scenario-based forecasts are generic for our rail modes, at Surrey Quays the high level of property development planned in the station catchment area results in forecast future growth in passenger demand of 240% by 2041. Nearly all of this would be achieved in the early 2030s as the property developments planned in the Canada Water area are completed. Given that the level of demand growth forecast at Surrey Quays is an order of magnitude higher than the worst-case travel demand effects of Covid-19, the requirement for Surrey Quays Station Upgrade remains unchanged given the constraints of the existing station layout. Surrey Quays Station Upgrade forms a constituent part of the East London line Upgrade additionally providing for a new station at Surrey Canal Road and an increase in train frequency from 16 trains per hour (tph) to 20tph in the core section of the route between Surrey Quays and Dalston Junction. The scheme is funded from the Ministry of Homes, Communities and Local Government (MHCLG) Housing Infrastructure Fund. The overall scheme is projected to unlock the delivery of over 14,000 homes in LB Southwark and LB Lewisham.

**Business Objectives and Outcomes:**

Business Objectives:

The Strategic Aims/ Key Business objectives for this project are as follows (also included in the Pathway Initial Proposition Document for the project.

Area	Strategic Aim/Key Business Objective	Link to Mayors Transport Strategy
Transport	Provide sufficient capacity to accommodate existing and future forecasted demand within the Canada Water Opportunity Area up to 2041.	Aligns to MTS Proposal 71 and 82
Transport	Provide step free Access to support a more accessible and inclusive transport network.	Aligns to MTS Proposal 55
Transport	Improve the accessibility of the Canada Water Masterplan development site by providing a new entrance on the north side of Lower Road.	Aligns to MTS Proposal 82
Transport	Promote Healthy Streets principles within the Canada Water Opportunity Area.	Aligns to MTS Proposal 50 and Policy 2
Transport	Promote use of the public transport network through providing a high-quality passenger experience of Surrey Quays station, the London Overground network and interchange with other public transport modes.	Aligns to MTS Policy 10 and 13
Constructability and Operability	Improves (or at least not degrades) London Overground's ability to operate and maintain its infrastructure and train service.	N/A
Development	Enhances the development and regeneration benefits that the Canada Water Masterplan will bring to the Canada Water Opportunity Area.	Aligns to MTS Policy 21
Development	Unlocks the delivery of new homes forecasted within Canada Water Opportunity Area.	Aligns to MTS Policy 21
Commercial	Deliver improvements at Surrey Quays Station which are value for money and meet funding requirements.	N/A



Objectives Area	Main benefits by stakeholder group
Transport	<ul style="list-style-type: none"> <li>Passengers will benefit from increased station capacity providing a safe and pleasant user experience of the station. They may also benefit from reduced overall journey times due to more efficient time spent at the station.</li> <li>Persons with reduced mobility (PRM) will also benefit from an improved experience of the station, and in some cases will be able to use the station when they were unable to do so previously.</li> <li>TfL is expected to benefit from an increase in revenue with more people choosing to use the station due to sufficient capacity and facilities.</li> <li>TfL is also expected to benefit from improved customer satisfaction from customers using the enhanced station.</li> </ul>
Constructability and Operability	<ul style="list-style-type: none"> <li>Potential improvements to London Overground's ability to operate and maintain its infrastructure and train service.</li> </ul>
Development	<ul style="list-style-type: none"> <li>The British Land development will benefit from a brand-new station entrance which provides direct access to their development. The scheme will also provide additional capacity needed to mitigate the impact of the many more passengers going to/from the new homes and jobs and the planned town centre. Passengers will benefit from using the station to access their homes and places for work and other shops and leisure facilities in the OA.</li> </ul>
Commercial	<ul style="list-style-type: none"> <li>TfL expected to benefit reputationally and financially from delivering improvements at Surrey Quays Station which are value for money and meet funding requirements (in particular external funding).</li> </ul>

Outcomes:

Measures of Success	Measure / Baseline / Expected Value
Capacity	Increased station capacity at Surrey Quays station which meets future forecasted demand within the Canada Water Opportunity Area up to 2041.
Passenger Experience	Increased customer satisfaction for those using Surrey Quays station both in terms of station capacity and accessibility.
Demand and Revenue	Increased demand at Surrey Quays station and for the East London Line service creating additional TfL revenue as a result.

**Scope of Works:**

The key scope of the project covers both providing a new station entrance in the north east side of Lower Road and works within the existing station building.

New Station Entrance:

- Provision of a new station entrance and unpaid concourse area to enable direct access to the station from the British Land Canada Water Masterplan site.
- New compliant staircases to both Platforms with landings parallel to platform edge (from new entrance).



- New passenger footbridge (connecting Platform 1 and 2) that complies with the Static Analysis Standards and LEGION Modelling.
- New 16-person lifts to serve each platform (2 no. in total).
- A new gateline, consisting of 6 automatic ticket gates and 2 wide access gates.
- Provision of a customer support zone - the customer support area is split into two zones; the Information Zone, and Ticket Zone, and is where passengers will be able to locate information to assist them with their journey and purchase tickets to allow them to make that journey.
- Opportunity for new staff welfare facilities at Concourse level on Lower Road.
- A place of safety adjacent to the main entrance for staff working in the Customer Support Zone. This is based on the existing project assumption that a ticket office will not be provided at the new station entrance.
- Platforms 1 and 2 will require extensions towards the north to accommodate the new lifts and staircases arrangement.
- Land acquisition will be required of a brownfield site on Lower Road currently (although only partially) used as a resident's car park for adjoining properties.

Works Within Existing Station Building:

- Two new additional automatic ticket gates and one additional wide access gate (5 + 2 in total).
- Potential opportunity to open the public space at the southern frontage of the station by removing the existing retail unit which will improve aesthetics and passenger experience.
- Potential opportunity to improve the passenger flow at Platform 2 by relocating the staff WC & Lockers Room behind the eastern intermediate bridge pier.
- Repairs to the existing finishes will be required to accommodate the new gateline. Existing furniture at both Concourse and Platform levels may require relocation.

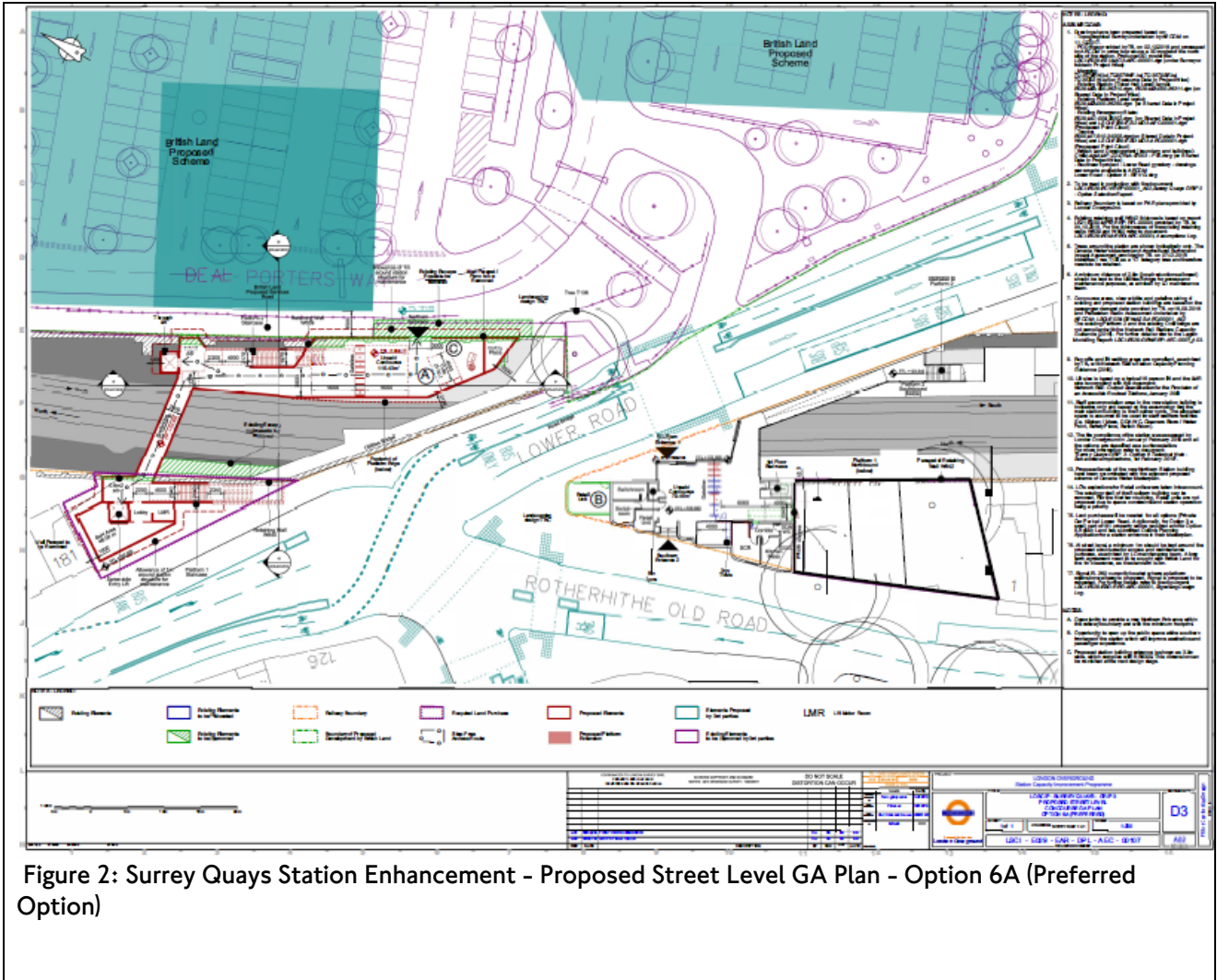


Figure 2: Surrey Quays Station Enhancement - Proposed Street Level GA Plan - Option 6A (Preferred Option)



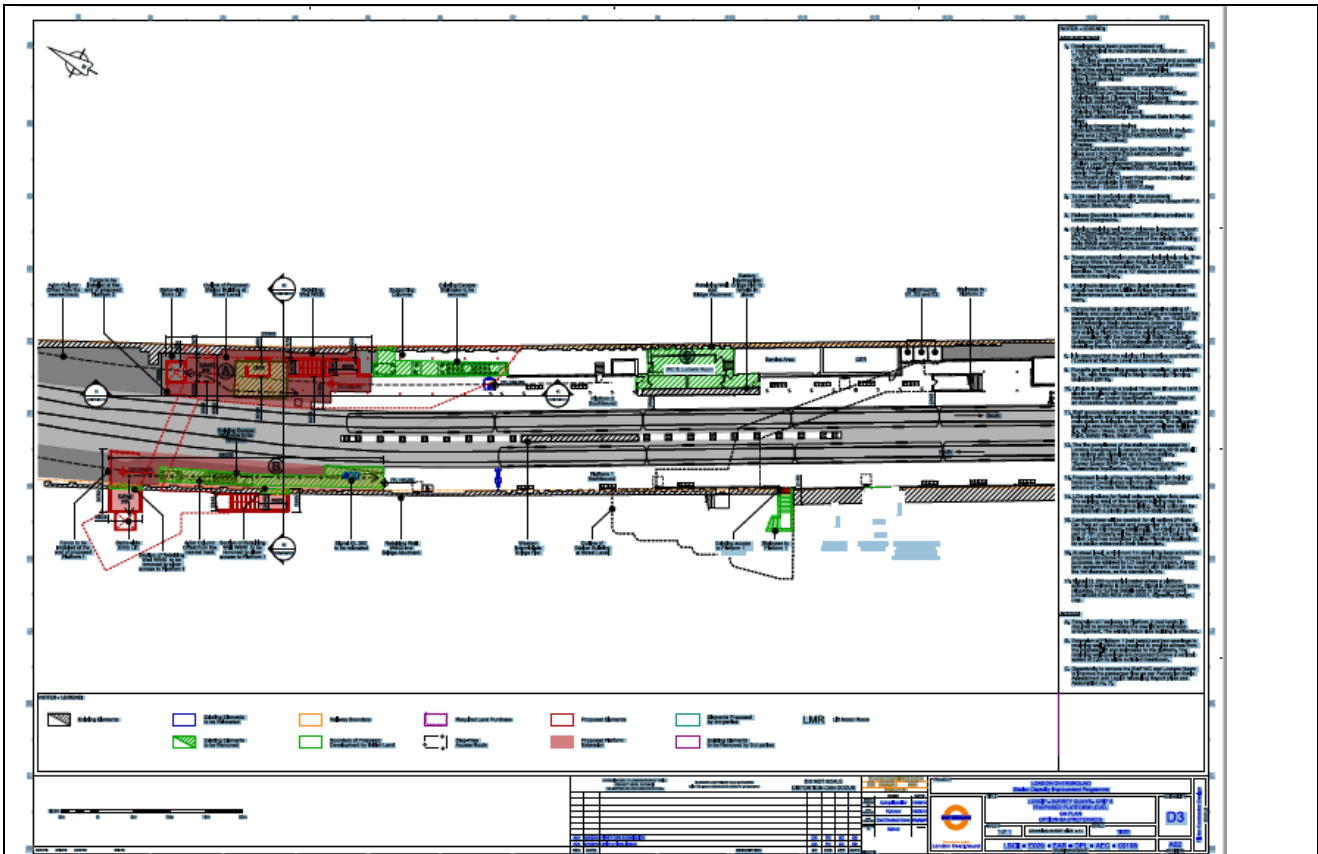


Figure 3: Surrey Quays Station Enhancement - Proposed Platform Level Concourse GA Plan - Option 6A (Preferred Option)

**Design Development to Date and Current Scheme Status:**

The project has completed the Option Selection stage of design, in which three options were assessed against a set of predetermined assessment criteria. A single preferred option was selected, (Option 6A), following a stakeholder workshop in March 2019. The scheme is currently being developed to an Approval in Principle Concept Design, which is scheduled for completion by Autumn 2021. Following this, a Design and Build contract will be tendered in early 2022.

The project is entirely third party funded through contributions from:

- British Land, as part of a proposed commitment in their planning conditions (set out in a section 106 agreement).
- A successful TfL bid to the MHCLG’s Housing Infrastructure Fund (HIF) for the East London Line Upgrade which will fund infrastructure that unlocks new housing.

At the time of writing, the scheme is fully funded to the end of Approval In Principle (AIP) Concept Design (GRIP 4/Pathway Stage 3) with the remaining HIF monies to be confirmed once the affordability exercises for the overall the East London Line Upgrade are confirmed (planned Autumn 2021).



**Q2. Does this work impact on staff or customers? Please provide details of how.**

As per the stated objectives of the project set out in Section 1, it is anticipated that upon delivery of these objectives the project will have the following impacts:

**Station Staff**

The new entrance will include an additional gateline and it is therefore expected additional staff will be required to operate the station, although the final number cannot yet be confirmed by the Station Facility Operator Arriva Rail London (ARL). Additional staff welfare facilities will to be provided by the project and provision for these facilities within the proposed part of the station are included in the design.

**TfL Customers – London Overground**

London Overground customers will benefit from a greatly improved passenger experience both through the additional station capacity the project will bring and the passenger lifts at Surrey Quays station for which there are currently none. Through the provision of the new entrance, the project will also provide a direct access to/from the Canada Water Masterplan site which will benefit those customers who are travelling to/from that site.

**TfL Customers - Bus**

Additional bus service provision is proposed to ensure that the public transport offering can cater for additional demand generated from the development site. British Land will also be contributing to this as part of their planning conditions which is set out in a section 106 agreement with the local authority and TfL. The additional bus provision is not part of the scope of this project.

During the construction stage of the project there could be negative impacts on bus services such as diversions, cancellations or additional journey times. At the time of writing, this cannot be confirmed until a main works contractor has been appointed and detailed construction plans/impacts are known and available.

**Step 2: The Evidence Base**

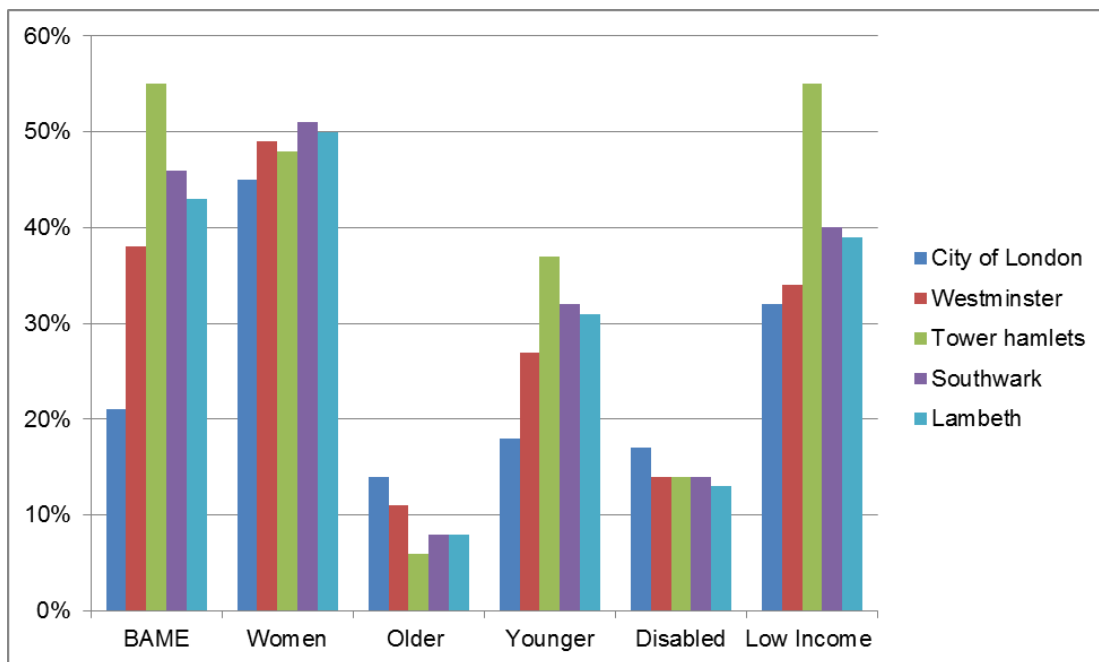
**Q3. Record here the data you have gathered about the diversity of the people potentially impacted by this work. You should also include any research on the issues affecting inclusion in relation to your work**

Consider evidence in relation to all relevant protected characteristics;

- Age
- Disability including carers<sup>1</sup>
- Gender
- Gender reassignment
- Marriage/civil partnership
- Other – refugees, low income, homeless people
- Pregnancy/maternity
- Race
- Religion or belief
- Sexual orientation

This section of the assessment will cover the demographical evidence available on various portals provided by the EqIA guidance document.

The chart below provides information on various groups of people with the listed London boroughs. The proposed project scheme is located within the London Borough of Southwark.



**BAME (Black, Asian and minority ethnic) Londoners:**

BAME in London account for 40% of the population out of which around 75% use London Overground on weekly basis. Among the BAME group: 60% percent of BAME Londoners use National Rail whereas, around 60% use DLR.

The most likely mentioned barrier relevant to the proposed works of using public transport for BAME groups are cost (53%), slow journey times (50%) and unreliable services (43%).

<sup>1</sup> Including those with physical, mental and hidden impairments as well as carers who provide unpaid care for a friend or family member who due to illness, disability, or a mental health issue cannot cope without their support





### Women:

According to the 2011 Census data, 51 per cent of Londoners are women. Women tend to complete more weekday trips on average than men (2.8 for women compared to 2.6 for men).

The most significant obstacles preventing women using public transport are the cost of tickets, journey times, unreliable service and risk of accidents.

### Older People:

The most frequently stated obstacles for older people were overcrowded services and antisocial behaviour from others on public transport. Due to the construction works, public transport within the proposed scheme may be disrupted during the construction phase and this may trigger older people to take alternative public transport routes.

### Younger People:

Overcrowding, slow journeys and cost are the three most common barriers to greater public transport use cited by younger Londoners.

### Disabled People:

14 percent of Londoners consider themselves to have a disability and 90 percent of disabled Londoners report that their disability limits their ability to travel.

According to TfL survey in 2014, the main barriers that affect the ability of disabled Londoners to make frequent public transport journeys can be summarised as:

- Accessibility related (44 per cent)
- Cost (21 per cent)
- Comfort (20 per cent)

The land acquisition required for the works includes an area currently used as a car park by adjoining residents. Enquiries of the landowner and adjoining residents have been made to try to establish which residents are parking there, what rights they have to park there and to understand any issues that may occur if the parking were removed or relocated elsewhere. Those enquiries have revealed:

- no evidence that the adjoining residents have a formal right to park in the area;
- only one resident has specifically responded to the enquiries made to date and that resident has indicated there may be issues associated with relocating the car parking to another location further away from their residence due to disability.

Further engagement is being made with the landowners and this resident to better understand the impact and how this could be mitigated. In addition, further engagement will continue to take place with other residents to establish whether there are any other impacts caused by the removal or relocation of this parking. The EqlA will be updated on this when further information is available.

### Low income

Thirty-six percent of Londoners live in a lower income household where the earning is less than £20,000 per year.

The barrier relevant to these project proposed works is the cost of tickets (39 percent), slow journey times (35 percent) and fear about the risk of accidents (13 percent). Some of these barriers may be experienced by Londoners with low-income households during construction.

A wide range of studies and research has been undertaken in support of the proposals. These range from public realm studies, research into issues affecting those with specific impairments and extensive data collection.

Accessibility and Inclusiveness was considered at the option selection design stage.



Step 3: Impact

Q4. Given the evidence listed in step 2, consider and describe what potential short, medium and longer term negative impacts this work could have on people related to their protected characteristics?

Protected Characteristic		Explain the potential negative impact
Age	Y	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be a risk of negative impacts on various age groups being able to access the station when there may be a need to close/divert access routes to and from the station during the works. This may lead to a longer travel time as a result which could impact some ages more than others. This cannot be confirmed until the construction methodology is clearer.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage for all groups if necessary, during their works.</p> <p><b>Long Term:</b></p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p>There is a risk that the new station design could create barriers for older customers with poor wayfinding and signage, lack of seating, inaccessible ticket machines, poor lighting, insufficient blue badge parking, inaccessible drop off points and routes into the station. Customers also tell us that without more accessible toilets on the network, improvements to step-free access on the network are much less useful.</p> <p>There is a risk that the station will not provide a fire evacuation lift which would greatly assist older people and prevent them from walking up stairs in the event of a station evacuation. The flow of people during an evacuation also poses a threat to older people. The use of a fire lift in isolation by vulnerable groups is thought to be of great benefit with the ensured isolation of power to those lifts to avoid inaccessibility.</p> <p>There is a risk the new station entrance and proposed adjacent development do not possess a changing places toilet, which would greatly benefit older people.</p> <p>There is a risk the station will not provide platform humps which could mean older people are reliant on the help of station staff and/or others for assistance on/off the train.</p>



<p>Disability including carers</p>	<p>Y</p>	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be a risk of negative impact on those with a disability including their carer(s) being able to access the station when there may be a need to close/divert access routes to and from the station during the works. This may lead to a longer travel time as a result which could impact those with some disabilities and their carer(s) more than others. This cannot be confirmed until the construction methodology is clearer.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage lighting/signage for all groups if necessary, during their works.</p> <p>During works, those who are visually and mobility impaired need to have adequate aids that will ensure safe navigation around the station. Raised platform humps and associated ramps both during and after construction to help those who have these issues.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p><b>Long Term:</b></p> <p>The removal or relocation of adjoining residents' car parking spaces from the land required for the project to a location further from their existing car park may have an impact on disability. Further information is being sought to fully understand the potential impact and possible mitigation that could be put in place. These will be added to this EqlA.</p> <p>There is a risk that the new station design could create barriers for disabled customers with poor wayfinding and signage, lack of seating, inaccessible ticket machines, poor lighting, insufficient blue badge parking, inaccessible drop off points and routes into the station.</p> <p>There is a risk that the station will not provide a fire evacuation lift which would greatly assist those with a disability and their carer(s) and prevent them from walking up stairs in the event of a station evacuation. The flow of people during an evacuation also poses a threat to those with a disability and their carer(s). The use of a fire lift in isolation by vulnerable groups is thought to be of great benefit with the ensured isolation of power to those lifts to avoid inaccessibility.</p> <p>Evacuation modelling needs to be completed to consider those who are visually impaired, blind or have mobility issues – both during the construction stage of the project and once works are complete. IDAG are keen to receive this information to be satisfied that this</p>
------------------------------------	----------	---



		<p>group have been carefully considered.</p> <p>There is a risk the new station entrance and proposed adjacent development do not possess a changing places toilet, which would greatly benefit those with a disability and their carer(s). Customers also tell us that without more and accessible toilets on the network, improvements to step-free access on the network are much less useful.</p> <p>There is a risk the station will not provide platform humps which could mean those with a disability and their carer(s) are reliant on the help of station staff and/or others for assistance on/off the train.</p>
Gender	Y	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be an increased risk of negative impacts for women should the construction reduce sight lines or lighting levels which increase fears in relation to personal security.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage and after of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage lighting/signage for all groups if necessary, during their works. Personal security will be considered.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p><b>Long Term:</b></p> <p>There is no negative impact anticipated on gender in the long term due to this project.</p>
Gender reassignment	Y	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be an increased risk of negative impacts for women should the construction reduce sight lines or lighting levels which increase fears in relation to personal security.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage lighting/signage for all groups if necessary, during their works. Personal security will be considered.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p>



		<p><b>Long Term:</b></p> <p>There is no negative impact anticipated on gender reassignment in the long term due to this project.</p>
Marriage/civil partnership	N	<p>There is no negative impact anticipated on marriage/civil partnership in the short, medium or long term due to this project.</p>
Pregnancy/maternity	Y	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be a risk of negative impacts on pregnant customers and/or those with small children if there is a need to close/divert access routes to and from the station during the works. This may lead to a longer travel time. This cannot be confirmed until later in the project when full construction staging/diversions and relative impacts are clearer.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage lighting/signage for all groups if necessary, during their works.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p><b>Long Term:</b></p> <p>There is a risk that the station will not provide a fire lift which will greatly help pregnant customers and those with small children and prevent them from walking up stairs in the event of an evacuation. The flow of traffic during an evacuation also poses a threat to pregnant women and/or those with small children. The use of a fire lift in isolation by vulnerable groups is thought to be of great benefit with the ensured isolation of power to those lifts to avoid inaccessibility.</p> <p>There is a risk the new station entrance and proposed adjacent development do not possess a changing places toilet, which would greatly benefit those with infants and/or young children.</p> <p>There is a risk the station will not provide platform humps which could mean pregnant women and/or those with children are reliant on the help of station staff and/or others for assistance on/off the train.</p>



<p>Race</p>	<p>Y</p>	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be an increased risk of negative impacts for women should the construction reduce sight lines or lighting levels which increase fears in relation to personal security.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage lighting/signage for all groups if necessary, during their works. Personal security will be considered.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p><b>Long Term:</b></p> <p>There is no negative impact anticipated on race in the long term due to this project.</p>
<p>Religion or belief</p>	<p>Y</p>	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be an increased risk of negative impacts for women should the construction reduce sight lines or lighting levels which increase fears in relation to personal security.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage lighting/signage for all groups if necessary, during their works. Personal security will be considered.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p><b>Long Term:</b></p> <p>There is no negative impact anticipated on religion or belief in the long term due to this project.</p>



Sexual orientation	Y	<p><b>Short Term:</b></p> <p>During the construction stage of the project there may be an increased risk of negative impacts for women should the construction reduce sight lines or lighting levels which increase fears in relation to personal security.</p> <p>Adequate lighting and signage will have to be in place at all times during the construction stage of the project to ensure that the station can continue to operate safely and efficiently. The works contractor will need to provide sufficient temporary lighting/signage for all groups if necessary, during their works. Personal security will be considered.</p> <p>Lack of information and communication about the changes before, during and after could also have a negative impact on customers.</p> <p><b>Long Term:</b></p> <p>There is no negative impact anticipated on sexual orientation in the long term due to this project.</p>
--------------------	---	---





Q5. Given the evidence listed in step 2, consider and describe what potential positive impacts this work could have on people related to their protected characteristics?

Protected Characteristic		Explain the potential positive impact
Age	Y	<p>The proposed works at the station will have the following potential positive impacts for older people in the long term by:</p> <ul style="list-style-type: none"> <li>- Providing step free access from the street down to the platforms and visa versa.</li> <li>- Providing the capacity required at the station to cope with long term demand forecasted at the station and remove issues of congestion at the station which could impact certain ages more than others.</li> <li>- Providing sufficient lighting and wayfinding to/from the new concourse and entrance to the proposed Canada Water development site.</li> <li>- Providing accessible urban realm improvements to integrate the new station entrance with the proposed Canada Water development site for seamless and safe travel between the two.</li> <li>- Providing raised platform humps to provide unhindered access to/from the train.</li> </ul>
Disability including carers	Y	<p>The proposed lifts at the station will have the following potential positive impacts for those with a disability and their carer(s) in the long term by:</p> <ul style="list-style-type: none"> <li>- Providing step free access from the station concourse/gateline down to the platforms and visa versa.</li> <li>- Providing the capacity required at the station to cope with long term demand forecasted at the station and remove issues of congestion at the station which could impact certain ages more than others.</li> <li>- Providing sufficient lighting and wayfinding to/from the new concourse and entrance to the proposed Canada Water development site.</li> <li>- Providing accessible urban realm improvements to integrate the new station entrance with the proposed Canada Water development site for seamless and safe travel between the two.</li> <li>- Providing raised platform humps to aid those with a disability</li> </ul>



		and their carer(s) unhindered access to/from the train.
Gender	N	There is no positive impact anticipated on gender in the short, medium or long term due to this project.
Gender reassignment	N	There is no positive impact anticipated on gender reassignment in the short, medium or long term due to this project.
Marriage/civil partnership	N	There is no positive impact anticipated on marriage/civil partnership in the short, medium or long term due to this project.
Other – e.g. refugees, low income, homeless people	N	This project does not impact the existing fare structure on the London Overground network. London Overground Concessionaire Arriva Rail London (ARL) is currently undertaking an initiative to promote LO customers making direct donations to the Whitechapel Mission to help homeless rather than providing them with change on LO services.
Pregnancy/maternity	Y	<p>The proposed lifts at the station will have the following potential positive impacts for those who are pregnant and/or have children in the long term by:</p> <ul style="list-style-type: none"> <li>- Providing step free access from the station concourse/gateline down to the platforms and visa versa.</li> <li>- Providing the capacity required at the station to cope with long term demand forecasted at the station and remove issues of congestion at the station which could impact certain ages more than others.</li> <li>- Providing sufficient lighting and wayfinding to/from the new concourse and entrance to the proposed Canada Water development site.</li> <li>- Providing urban realm to integrate the new station entrance with the proposed Canada Water development site for seamless and safe travel between the two.</li> <li>- Providing raised platform humps to aid those who need assistance accessing to/from the train.</li> </ul>
Race	N	There is no positive impact anticipated on race in the short, medium or long term due to this project.



Religion or belief	N	There is no positive impact anticipated on religion or belief in the short, medium or long term due to this project.
Sexual orientation	N	There is no positive impact anticipated on sexual orientation in the short, medium or long term due to this project.



Step 4: Consultation

Q6. How has consultation with those who share a protected characteristic informed your work?

List the groups you intend to consult with or have consulted and reference any previous relevant consultation? <sup>2</sup>	If consultation has taken place what issues were raised in relation to one or more of the protected characteristics?
Station Facility Operator (SFO) (Arriva Rail London – ARL)	The SFO has been consulted throughout the design process and has indicated its support for the scheme. Impact on staff and high-level requirements for welfare facilities have been discussed and adopted as the design progress. An operational concept will be finalised and signed off during the next design stage (GRIP 4).
Independent Disability Assessment Group	<p>Surrey Quays Station Upgrade was presented to the Independent Disability Assessment Group (IDAG) meeting on September 18<sup>th</sup> 2019 to seek views from representative of the key disability groups.</p> <p>A series of recommendations were made that included key advice to the project team of ensuring inclusivity within designs for disabled people. The project team has taken these recommendations on board and will seek to investigate all requirements and incorporate them as much as possible within designs, which is taking place at this current stage of the project. The list of actions arising are set out in Step 6 below. The outcomes will be discussed with IDAG following the completion of further design work.</p>
Landowners and occupiers affected by acquisition of land	Consultation and discussion with affected landowners and occupiers have highlighted a potential issue with the relocation of adjoining resident’s car parking space(s) from the required land to another location. An adjoining resident has highlighted a disability which may impact the relocation of their car parking space to a location further away from the current location. Work continues to explore the impact of this and possible mitigation that can be put in place to minimise potential impact.
Faith groups	Consultation with all places of worship within the vicinity of the proposed new station will take place within the concept design stage to ensure their views are captured.
Older people groups	Consultation with all older people groups within the vicinity of the proposed new station will take place within the concept design stage to ensure their views are captured.

<sup>2</sup> This could include our staff networks, the Independent Disability Advisory Group, the Valuing People Group, local minority groups etc.



**Q7. Where relevant, record any consultation you have had with other projects / teams who you are working with to deliver this piece of work. This is really important where the mitigations for any potential negative impacts rely on the delivery of work by other teams.**

Extensive engagement has been undertaken with British Land, the property developer for the Canada Water Masterplan, to ensure the Surrey Quay Station Upgrade is fully integrated into the overall scheme. The new station entrance is planned to open onto a pedestrianised square and the development process shall ensure changes in level are avoided.

The Station Facility Operator and Asset Owner and Maintainer continue to be engaged as design work develops.

In addition there has been engagement with TfL Streets with respect to the surrounding road layout and in particular 'Cycleway 4' which is being introduced along Lower Road and goes past Surrey Quays Station.

There has also been significant engagement with other teams engaged in other upgrade work to support East London Line improvements.

Step 5: Informed Decision-Making

Q8. In light of the assessment now made, what do you propose to do next?

Please select one of the options below and provide a rationale (for most EqlAs this will be box 1). Please remember to review this as and when the piece of work changes

<b>1. Change the work to mitigate against potential negative impacts found</b>	As a number of risks of negative impacts have been identified we will continue to work with IDAG and the D&I team to ensure that our action plan mitigates these.
<b>2. Continue the work as is because no potential negative impacts found</b>	
<b>3. Justify and continue the work despite negative impacts (please provide justification)</b>	
<b>4. Stop the work because discrimination is unjustifiable and no obvious ways to mitigate</b>	



## Step 6: Action Planning

**Q9. You must address any negative impacts identified in step 3 and 4. Please demonstrate how you will do this or record any actions already taken to do this. Please remember to add any positive actions you can take that further any positive impacts identified in step 3 and 4.**

Action	Due	Owner
Project presented at IDAG and the previous version of this EqlA reviewed.	18 September 2019 - complete	David Buttigieg (Project Manager)
Project team to review the usage of the term 'acceptable accessibility' so that the documentation better reflects the project team's desire to maximise accessibility, as recommended by IDAG.	November 2020	Max Cooper (Project Manager)
Project team to review congestion / flow modelling for visually impaired and mobility impaired passengers, as recommended by IDAG.	February 2021	Max Cooper (Project Manager)
Project team to encourage the developer and/or the shopping centre to install a changing places toilet close to the station, as recommended by IDAG.	February 2021	Max Cooper (Project Manager)
Project team to ensure electronic signage is consistent throughout station, as recommended by IDAG.	February 2021	Max Cooper (Project Manager)
Project team to review the provision of fire lifts and the isolation of power to the lifts, as recommended by IDAG	March 2021	Max Cooper (Project Manager)
Project team to review the provision of raised platform humps to aid visually impaired passengers and associated ramps, as recommended by IDAG.	March 2021	Max Cooper (Project Manager)
Further information to be gathered and assessed concerning the relocation of car parking spaces from the land to be acquired to mitigate impacts.	June 2021	Max Cooper (Project Manager)

Step 7: Sign off

Signed Off By	<b>EQIA Author</b>	Name: Lorraine Hinds Job Title: Assistant Project Manager
	<i>Lorraine Hinds</i>	
	Signature:	Date: 06/11/2020
	<b>EQIA Superuser</b>	Name: Hazel Jessett Job Title: Senior Engineer Built Environment
	<i>Hazel Jessett</i>	
	Signature	Date: 06/11/2020
	<b>Senior accountable person</b>	Name: Lee Blakeman Job Title: Lead Sponsor Rail & Sponsored Services
	<i>Lee Blakeman</i>	
Signature	Date: 06/11/2020	
<b>Diversity &amp; Inclusion Team Representative</b>	Name: Staynton Brown Job Title: Diversity & Inclusion Lead	
<i>Staynton Brown</i>		
Signature	Date: 06/11/2020	





**Board**



**Date Issued: 9 December 2020**

**Item: Statutory Chief Finance Officer**

---

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

### **1 Summary**

- 1.1 Under Standing Orders, the appointment and removal of the statutory Chief Finance Officer (CFO) and anyone that deputises in that role is a matter reserved to the Board.
- 1.2 On 2 June 2020, the Board appointed the Group Finance Director, Tony King, as statutory CFO and agreed the individuals that were authorised to undertake the statutory CFO responsibilities if the statutory CFO is unavailable.
- 1.3 Following the departure of one of the individuals authorised to undertake statutory CFO responsibilities, authority is sought to update the list of staff that can undertake that role.
- 1.4 The names of the proposed postholders are on the related paper included on Part 2 of the agenda. The information is exempt from publication, by virtue of paragraphs 1 and 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to an individual(s) and the financial and business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting. Once the decision has been taken, the names of the person appointed as statutory CFO and the names of those that may deputise will be made public.

### **2 Recommendations**

- 2.1 **The Board is asked to note the paper and to:**
  - (a) **agree that any of the individuals named in the paper on Part 2 of the agenda, are authorised to undertake the statutory Chief Finance Officer (CFO) responsibilities if the statutory CFO is unavailable; and**
  - (b) **authorise any of the Commissioner, Chief People Officer and the General Counsel to take any steps necessary or consequential to implement the matters approved above.**

### **3 Appointment of Chief Finance Officer**

- 3.1 The Greater London Authority Act 1999 requires the appointment by TfL of an appropriately qualified person as statutory CFO. This role is required to ensure that TfL has made arrangements for the proper administration of its

financial affairs. Under Standing Orders, the appointment and removal of the statutory CFO is a matter reserved to the Board.

- 3.2 Given these requirements, it is important that TfL has appointed a suitably qualified person or persons to act as TfL's CFO, both in the management position and as the statutory CFO.
- 3.3 The list of staff that are authorised to undertake the statutory CFO responsibilities, if the statutory CFO is unavailable, has been reviewed. It is proposed that the list be amended, as one person on that list has now left TfL.
- 3.4 Any decisions taken by staff authorised to undertake statutory CFO responsibilities are reported to both the statutory CFO and Simon Kilonback, TfL's Chief Finance Officer.

**List of appendices to this report:**

A paper containing exempt supplemental information is included on Part 2 of the agenda.

**List of background papers:**

Statutory Chief Finance Officer paper considered by the Board on 2 June 2020.

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

**Board**



**Date: 9 December 2020**

**Item: Board Effectiveness Review 2020**

---

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

### **1 Summary**

- 1.1 In line with good corporate governance practice, we review the effectiveness of our Board and its decision-making structure periodically. The 2020 review was led by the Deputy Chair of TfL. The review considered the progress made against the recommendations from the externally led review in 2019. It then assessed the Board's performance and contribution to TfL during one of, if not the most, challenging year's in its history, given the impact of the coronavirus pandemic on staff, services and finances. The review report is attached as an Appendix.
- 1.2 The Board is invited to consider the review and the issues raised and to suggest any further actions.

### **2 Recommendations**

- 2.1 **The Board is asked to:**
- (a) **note the Board Effectiveness Review 2020 and discuss the key findings and areas for the Board to consider; and**
  - (b) **appoint Cllr Julian Bell to the Audit and Assurance Committee.**

### **3 Background**

- 3.1 In line with good corporate governance practice, we review the effectiveness of our Board and its decision-making structure periodically, including regularly commissioning an external review. The review reports are submitted to the Board for discussion.
- 3.2 The last review, in 2019, was externally led and the full report was submitted to the Board in September 2019. The authors recognised the substantial improvements across all areas of the review, compared to the previous external review in 2015. The report highlighted further areas for consideration to seek to achieve ever better practice; the response to the issues raised for consideration and the progress against them was reported to the Board in November 2019. A small number of the proposed actions have not yet been completed, as they were impacted by the organisation's focus on delivery and financial sustainability during the ongoing coronavirus pandemic or due to the related deferral of the May 2020 Mayoral Election.

3.3 The 2020 review was internally led by the Deputy Chair of TfL and used the same themes as the 2019 review. That review recognises the significant impact that the pandemic has had on TfL's staff, services and finances.

## **4 Outcome of the 2020 Board Effectiveness Review**

4.1 The review covered the following themes:

- (a) the role of the Board – particularly its engagement and focus in a time of national and organisational crisis caused by the coronavirus pandemic;
- (b) Board composition;
- (c) Board culture and relationships; and
- (d) Board committees, panels and reporting.

4.2 A copy of the review report is attached as an appendix to this paper.

4.3 The review concludes that the Board is operating effectively and has added real value to TfL during the year. Like all reviews, it seeks to identify areas where further improvements could be made. For the most part, these relate to issues raised in the 2019 Review: Board composition, which were not progressed due to the Mayoral elections in May 2020 being deferred; and a sharper focus on stakeholder engagement, which was impacted by staff time and resource being focussed on managing the impact of the coronavirus pandemic, managing finances and engaging in negotiations on funding.

4.4 The Board is asked to consider the response and agree or amend the actions to be taken.

4.5 It is also proposed that Cllr Julian Bell be appointed as a member of the Audit and Assurance Committee, following discussions with the Deputy Chair of TfL and the Chair of that Committee.

### **Appendices to this paper**

Appendix 1: Board Effectiveness Review Report 2020

### **Background Papers**

None.

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

## Board Effectiveness Review 2020

### 1 Introduction

- 1.1 In line with good corporate governance practice, we review the effectiveness of our Board and our decision-making structure periodically, including regularly commissioning an external review. The last review, in 2019, was conducted by Deloitte's Board Advisory team; it recognised positive changes in the Board's effectiveness across all areas of review scope, particularly in contrast to the external review in 2015. The report highlighted further areas for consideration to seek to achieve ever better practice. An update on that report was provided to the Board in November 2019.
- 1.2 2020 has been one of, if not the most, challenging year for our organisation. given the impact of the coronavirus pandemic on staff, services and finances. Some of the key issues occurring during the year have been:
- (a) managing the impact of the coronavirus pandemic on staff and services. TfL took a decision at the start of the first national lockdown to ensure connectivity of services was retained, albeit with some reduced frequency, to ensure that NHS and other key workers were able to get to work. Many of TfL's frontline staff were directly impacted by the virus, with a number of deaths particularly on the buses, and staff having to self-isolate. Considerable work went into the rapid provision of PPE and other safety measures, as well as wider support for vulnerable staff. Non-operational staff were impacted by the Safe Stop of most of the investment programme projects and Crossrail, apart from safety critical matters, and the furloughing of a significant number of staff as part of the funding discussions with Government;
  - (b) managing the impact of the coronavirus pandemic on TfL's finances. Prior to the lockdown in late March 2020, our net cost of operations (our net deficit after considering financing and capital renewals costs) was on track to be £100m better than our revised budget for 2019/20 and almost £220m better than 2018/19. We had also built up our cash reserves to just over £2bn to enable us to be more agile in our investment programme spend and to strengthen our financial resilience against the challenges we faced from a continued subdued economy and uncertainty around the final terms of the UK's exit from the European Union. Most of our income is from the farebox, with additional revenue from advertising and leasing. The lockdown, combined with the right decision to continue running as wide a range and as many services as possible, meant our revenue almost entirely vanished, while our cost of operation remained substantially the same. Considerable time and effort was then invested in negotiating short-term support packages from Government in May and October 2020, to ensure we remained a going concern;

- (c) managing decision-making and Board engagement remotely, particularly initially when we were not included in the flexibility of meetings regulations that enabled some local authorities to meet remotely; and
- (d) managing the smooth transition of the change of Commissioner from Mike Brown CBE MVO to Andy Byford.

1.3 I have conducted this review through:

- (a) personal observation of Board meetings and briefings;
- (b) discussions with Members, particularly in May 2020 when seeking their agreement to extend their appointments and with the Chairs of the Committees and Panels;
- (c) discussions with the most senior staff; and
- (d) a desktop review of key Board governance documentation, which included minutes and papers for meetings of the Board, committees and panels and their Terms of Reference.

1.4 The 2020 review covered the following themes, which reflect the themes of the previous review:

- (a) the role of the Board – in particular, its engagement in relation to the coronavirus pandemic and funding;
- (b) Board composition;
- (c) Board culture and relationships; and
- (d) Board committees, panels and reporting.

## **2 Role of the Board**

2.1 The 2019 review suggested we consider more opportunities for the Board to provide strategic guidance and to have a wider stewardship role. This was to be addressed through more specific time set aside for informal briefings and open discussions, which were included in the 2020/21 meeting calendar, and more opportunities for site visits.

2.2 Lockdown and the focus on staff, services and finance meant opportunities for informal briefings were limited and site visits were completely put on hold. The Board did, however, have a series of briefings on the initial response to the first lockdown, support for frontline staff and on finance discussions on how to reduce costs and engage with the Government to secure a funding solution. Opportunities for wider strategic discussions and the development of the next Business Plan were also limited due to the pandemic, though the number of briefings has increased since September 2020.

- 2.3 Despite the reduction in informal discussions on planned topics, the Board's impact and engagement has added considerable value to the organisation's work during this difficult year. Members engaged very early on the proposed response to the lockdown and supported the need to continue to provide services to support key workers and to engage with the Greater London Authority, London businesses and the Government on transition and recovery issues. Members also recognised the impact on frontline workers and helped drive the initiatives to improve safety for staff and customers and to get University College London to undertake a fact-based review of the impact of the pandemic on bus drivers.
- 2.4 Considerable work was undertaken by the Board and individual Members to support the executive's review of our finances, reduce costs and engage with the Government on two separate and resource intensive negotiations that resulted in short-term funding settlements. The Board recognised from the start the importance of considering our long-term sustainable funding position and recommended that the Mayor commission an independent review to assess the options. An Independent Panel was commissioned and has undertaken a wide-ranging review which has helped inform the funding discussions with Government in October 2020 and will help inform TfL's future. The outcomes from the review will be considered by the Board and will play a key role in the discussions with the Government on a long-term funding settlement.
- 2.5 Upon his appointment as the new Transport Commissioner, Andy Byford made delivering the Crossrail project a top priority, alongside managing TfL through the pandemic and recovery. Members of the Board proactively engaged in the work that saw the governance of the Crossrail project transition to TfL on 1 October 2020. That transition will enable the Commissioner to have clear oversight and responsibility for the delivery of the project, with a clear focus on opening a safe and reliable Elizabeth Line service at the earliest opportunity.
- 2.6 In addition, the Board has also engaged in other key issues, including a review of the investment programme to reflect the new financial position and a review of our Enterprise Risks.
- 2.7 The Board has actively engaged in and supported the transition to the new Commissioner for Transport. I am grateful to Greg Clarke, Ron Kalifa and Anne McMeel for their assistance in the Commissioner recruitment process. The former Commissioner, Mike Brown CBE MVO, generously agreed to delay his departure from TfL in May until the start of July to help see TfL through the first lockdown stage and to ensure an orderly handover. Andy Byford started in post at the end of June 2020 and has quickly established good relations with the Board, staff and key stakeholders.
- 2.8 The outstanding issues from the 2019 review are set out below, as they were all impacted by the lockdown and social distancing measures:
- (a) time will again be allocated in the 2021/22 meeting calendar for informal engagement, including on the Business Plan. How soon we can do this

will depend upon how the Government's management of the coronavirus continues and on achieving a long-term sustainable funding settlement. Engagement on both of those issues will take priority as the outcomes will impact on our ability to give informed short, medium or long term consideration to strategic matters;

- (b) a review of buddying/lead member roles will take place in 2021, following any changes to the Board; and
- (c) Members will be invited to TfL stakeholder engagement events once they restart and investment programme approval papers (and papers more generally) will include more information on engagement with and the view of stakeholder to TfL's proposals and services.

### **3 Board composition**

- 3.1 Following the 2019 review, Cllr Julian Bell was appointed to the Board as a nominee of London Councils, to help represent the views of the London boroughs and London Councils on the Board. Cllr Bell was initially appointed to the Safety, Sustainability and Human Resources Panel. It is proposed that Cllr Julian Bell now also be appointed as a member of the Audit and Assurance Committee, following discussions with me and Anne McMeel as the Chair of that Committee.
- 3.2 As part of the first funding package, the Government nominated two Special Representatives to attend meetings of the Board and one to attend all meetings of the Finance Committee and the Programmes and Investment Committee. As reflected in the public Board discussions before they were nominated, we welcome their attendance as we are confident that we are a well governed organisation and it should bring greater Government understanding of our work and the seriousness with which we take our responsibilities.
- 3.3 The other matters for consideration in that review were to be implemented following the May 2020 Mayoral election. The pandemic meant the election was rescheduled to May 2021 and the Mayor's term of office was extended by a year.
- 3.4 Following discussions with my fellow Board Members, all agreed to extend their appointments as they recognised the importance of continuity for the organisation. As a result, all of the issues below are carried forward into 2021:
  - (a) Following the 2021 Mayoral Election, the Mayor will review the membership of TfL with a view to:
    - (i) further improving the progress made on ethnic diversity;
    - (ii) maintaining the progress made on gender diversity;
    - (iii) improving age diversity on the Board and how to better involve young people in the Board's decision-making; and
    - (iv) using staggered terms of appointment to facilitate this and future succession planning; and



- (b) the Deputy Chair and Chairs of the committees and panels will review ways in which the role of a Vice Chair could be enhanced.

## **4 Board culture and relationships**

- 4.1 The 2019 review commended the improvement in the Board's culture since the 2015 external review. The evidence and value of the better working relations and focus was demonstrated in the Board's response and support to staff on the pandemic and consequential impact on staff, services and finances.
- 4.2 The key issue for the Board in 2020 has been adjusting to not being able to meet in person. This impacted both decision-making and the informal engagement and discussions that help to build and maintain relationships.
- 4.3 Despite intense lobbying, we were omitted from regulations introduced in March 2020 that allowed some local authorities to meet remotely and take decisions. We took a decision to act, as far as was reasonably practicable, as if the regulations did apply to us. The roll out of Microsoft Teams to Board Members and key staff was prioritised as this offered a secure means of conducting video-conference meetings on TfL's networks. As the "meetings" could not take decisions, they were used to consult Members on issues, with the Chair of the meeting then taking the decisions by exercising Chair's Action.
- 4.4 Except for Board meetings, which are webcast from City Hall, initially we did not have the capability to contemporaneously webcast our other meetings. We could not use City Hall to host our webcasts as clashes with existing Greater London Authority meetings and broadcast capability issues would have required us to reschedule all of our meetings, which would have affected Member availability. We are committed to transparent decision-making and so, while working on a contemporaneous streaming solution, we provided press and public access to our meetings by uploading a full copy of the public discussions to our YouTube channel on the same day that any meeting was held.
- 4.5 From August 2020, we have been included in revised regulations on the flexibility of meetings. All meetings since then have been broadcast contemporaneously.
- 4.6 In addition to the technical challenges posed by meeting remotely, the Board has missed out on the informal engagement before and after meetings and at briefings or site visits.
- 4.7 In preparation for holding meetings where a limited number of Members and staff would be able to attend in person, with other attendees joining by videoconference (hybrid meetings), a significant amount of planning and infrastructure work in our Palestra building has been undertaken. It was planned to trial hybrid meetings in November 2020, but this was prevented by the second lockdown. Work on this will resume as soon as practicable.

- 4.8 As lockdown restrictions are lifted, we will seek to incorporate greater use of technology and remote access into our meeting arrangements.
- 4.9 Technical guidance was provided to Members on remote meetings when they were first introduced. Further guidance has since been issued on how to make the best use of virtual meetings and additional guidance will be issued once we move to hybrid meetings.
- 4.10 From the 2019 review, we had started to help further strengthen Board debate by making more time for discussion by reducing the amount of time spent presenting papers and encouraging Members to submit general information type requests offline or in advance of meetings. Progress on this has been hampered in part by discussions on service and finance issues requiring late papers to provide the most up to date information on fast developing situations. Further work is also required to improve the executive summaries in reports to signpost the key issues for consideration.
- 4.11 Issues to address are:
- (a) To incorporate greater use of technology and remote access into our meeting arrangements as social distancing restrictions are lifted;
  - (b) a continuous focus on reducing the time spent “presenting” papers (particularly at the Board) to allow more time for discussion, including Members submitting general information type requests offline or in advance of meetings; and
  - (c) the summaries in reports will aim to provide better signposting of key issues.

## **5 Board committees, panels and reporting**

- 5.1 While our initial omission from the flexibility of meetings regulations meant some meetings became informal briefings, all committees and panels have continued to meet regularly and transparently. Only three scheduled meetings did not take place in some form and these were all for good reason:
- (a) Programmes and Investment Committee: the May 2020 meeting was not held as the uncertainty over our financial position meant the investment programme needed to be reviewed. All but one item on the agenda was for information; the one decision item was deferred and considered at the meeting in July 2020, as the delay did not impact on any project delivery milestones;
  - (b) Remuneration Committee: we always schedule meetings of the Committee in June and July, so that any performance award issues requiring further information at the June meeting can be resolved in July. At the June 2020 meeting, our financial situation meant we made the difficult but prudent decision to defer the payment of all 2019/20 performance awards for a year and to suspend the performance award

scheme for 2020/21. As there were no issues for the Committee to discuss in July 2020, the meeting was cancelled.

- (c) Panel meetings: given the focus on staff safety, it was decided to combine the meetings of the Customer Service and Operational Performance Panel and the Safety, Sustainability and Human Resources Panel. A joint meeting was held on 1 July 2020, with a clear focus on safety and recovery.
- 5.2 All meetings have operated well during the year, with the Finance Committee holding additional meetings and briefings, as necessary, to support work on our funding negotiations.
  - 5.3 As part of the transition of Crossrail governance into TfL, we also established a special purpose Elizabeth Line Committee, to provide Board oversight of the project. In addition to Members of the Board, the Committee includes a former TfL nominee and a former Department for Transport nominee to the Board of Crossrail Limited. The first meeting of the Committee was held on 26 November 2020 and it will meet, initially, every two months. The first meeting of the Committee had been scheduled for 29 October 2020 but was deferred to free up key staff to discuss the negotiations with Government ahead of a further funding agreement secured on Saturday 31 October 2020.
  - 5.4 As requested in the 2019 review, papers have increasingly provided a balance between an overview of progress and the key issues and emerging risks facing the organisation. The work on defining our Enterprise Risks and improving their reporting was reported to the Audit and Assurance Committee in March 2020, including lessons learned and all risks have been allocated to a committee or panel for oversight.
  - 5.5 The only outstanding issue from the 2019 review is for the Safety, Sustainability and Human Resources Panel to dedicate more time to the consideration of HR issues. The first extended meeting is scheduled for February 2020 and considerable work has been undertaken by both the Chief Safety, Health and Environment Officer and the Chief People Officer to review the forward plan for the Panel to ensure it is considering strategic issues.
  - 5.6 The only proposal for further consideration from this section of the review is
    - (a) to ensure that the new Elizabeth Line Committee is quickly embedded to provide effective oversight of the delivery of the Crossrail project.

## **6 Conclusion**

- 6.1 The impact of the coronavirus pandemic on TfL has been significant. The robustness of our decision-making structure and clarity of our role, along with the calibre and diversity of our Members and the strength of our culture, has enabled the Board to step-up to the challenges posed.

- 6.2 While a small number of issues from the 2019 review have not been addressed, this has been due to the need for the Board and staff to focus on delivering in the face of the pandemic. All issues will be taken forward as we adjust to the ongoing situation and new financial reality.
- 6.3 The Board has added tremendous value to TfL during this most difficult of years. The Mayor and I would like to acknowledge and thank each Member for their contribution, as well as the staff and our contractors.

Heidi Alexander  
Deputy Mayor for Transport and Deputy Chair of Transport for London  
December 2020

**Board**

**Date:** 9 December 2020

**Item:** Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 4 November 2020

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 4 November 2020.

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

- 3.1 The papers for the meeting of the Panel held on 4 November 2020 were published on 27 October 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.
- 3.2 The main matters considered by the Panel were:
- (a) Quarterly Safety, Health and Environment Performance Report;
  - (b) Update on Response to the findings of the UCL research into Covid-19 Bus Driver Fatalities;
  - (c) Human Resources Quarterly Report;
  - (d) Diversity and Inclusion Update;
  - (e) Climate Change Adaptation Update;
  - (f) Electric Vehicle Infrastructure Update;
  - (g) Enterprise Risk Update - Major Health, Safety or Environmental Incident or Crisis (ER1); and
  - (h) Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2).
- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 10 February 2021.

## **4 Issues Discussed**

### **Quarterly Safety, Health and Environment Performance Report**

- 4.1 The Panel noted an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 2 2020/21 (28 June – 19 September 2020).
- 4.2 Since the last update to the Board in October 2020, another member of staff had tragically died as a result of Covid-19 infection. The thoughts of the Panel Members and staff were with all those affected.
- 4.3 There had been an increase in the level of workplace violence and aggression, which could be attributed in part to the capacity restrictions and actions to manage the situation.
- 4.4 Injury rates on buses had increased from the previous quarter, mainly in the category of slips, trips and falls. Communications and information would be enhanced to increase customer awareness of safety measures.
- 4.5 The Panel was updated on the Chiltern Railways incident, where a train ran past a signal at danger and on through two sets of points on 21 June 2020.

### **Update on Response to the findings of the UCL research into Covid-19 Bus Driver Fatalities**

- 4.6 The Panel noted the update on the action TfL and the bus operators had taken in response to the findings in the first part of the University College London (UCL) study examining the deaths of 29 bus drivers as a result of Covid-19 in the period March to May 2020. The data showed that differences in mortality involving Covid-19 were most strongly associated with demographic and socio-economic factors. There were five recommendations in the report focused on enhancing protection for bus drivers. The response from TfL and its bus operators to implement the recommendations was now more co-ordinated and all parties were following national guidelines.
- 4.7 UCL had also released its Report on Scientific advice to TfL on bus driver assault screen modifications due to the Covid-19 pandemic. TfL had responded to the recommendations in the report.

### **Human Resources Quarterly Report**

- 4.8 The Panel noted the overview of key Human Resources-led activities and statistics for Quarter 2 2020/21 (28 June – 19 September 2020).
- 4.9 The Scorecard for 2020/21 was primarily focussed on restarting services, stabilising the current situation and building for the future. Safety and wellbeing of staff would continue to be a priority. Activities had taken place to celebrate Black History Month and World Mental Health day had been embraced. The

Viewpoint staff survey had taken place and analysis of the results was underway.

### **Diversity and Inclusion Update**

- 4.10 The Panel noted an update on the work on Diversity and Inclusion across TfL for both customers and staff and how this has been adapted in response to the challenges posed by Covid-19 and the response to the killing of George Floyd. A significant amount of work had been undertaken to address structural inequality and disparity of outcome across TfL. There was a desire from staff within TfL for it to be a genuinely anti-racist organisation.

### **Climate Change Adaptation Update**

- 4.11 The Panel noted TfL's existing climate change related risks; the work already underway to mitigate them; activity still to be commissioned or completed on climate change adaptation; and the risk posed to TfL's future work on adaptation if the decision-making processes did not account for the longer term safety and other benefits it would bring. Resilience activities would assist recovery from incidents and adaptation activities would underpin a preventative approach. Members recommended that the case for funding for adaptation should be pursued notwithstanding the current financial situation.

### **Electric Vehicle Infrastructure Update**

- 4.12 The Panel noted an update on electric vehicle charging infrastructure. The Electric Vehicle Infrastructure Taskforce Delivery Plan published in June 2019 set out infrastructure targets to support the increase in numbers of electric vehicles in London. The One Year On review was published on 13 November 2020.

### **Enterprise Risk Update - Major Health, Safety or Environmental Incident or Crisis (ER1)**

- 4.13 The Panel noted how TfL managed the risk associated with the failure to sufficiently identify and manage safety, health or environment risks which could result in injuries, deaths, poor health and wellbeing of staff, customers, contractors or the wider population or harm to the environment and will impact TfL's reputation, financial capacity and operational resilience.

### **Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2)**

- 4.14 The Panel noted how TfL managed risk related to ensuring it had the right skills and talent management to mitigate disproportionate allocation of work, non-delivery of objectives and the negative impact it would have on staff.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Safety, Sustainability and Human Resources Panel on 4 November 2020

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)



**Board**

**Date:** 9 December 2020

**Item:** Report of the Meeting of the Customer Service and Operational Performance Panel held on 18 November 2020

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Customer Service and Operational Performance Panel at its meeting on 18 November 2020.

## **2 Recommendation**

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

## **3 Panel Agenda and Summary**

- 3.1 The papers for the meeting of the Panel held on 18 November 2020 were published on 10 November 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Panel were:
- (a) Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19;
  - (b) Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12);
  - (c) Customer Insights for the Post Covid-19 Recovery; and
  - (d) Assessing the Effectiveness of Social Media.
- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 24 February 2021.

## **4 Issues Discussed**

### **Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19**

- 4.1 Members noted an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from Covid-19.
- 4.2 Since the last meeting of the Panel, TfL had taken further measures to: make the network cleaner than ever; run continuous campaigns on safety, cleanliness, face coverings and running a full service, which had reached millions of people; continued to promote 'quiet times' to enable social distancing; and promoted active travel.
- 4.3 Of the approximately 500 escalators across London Underground, 110 had been fitted with UV light sanitising devices. Compliance with face covering rules was 90-95 per cent, which was calculated through a combination of staff observations, compliance officer reports and customer insight work. It was acknowledged this was not the same number across all of London, all the time.
- 4.4 Deployment and tasking of compliance officers had been focussed on areas where compliance was lowest and in support of frontline staff, who did not have responsibility for enforcing social distancing measures, such as bus drivers.
- 4.5 Members thanked staff for their efforts that had resulted in TfL scoring well on customer satisfaction metrics.

### **Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)**

- 4.6 Members noted an update on how this Enterprise Risk was managed across its business units.
- 4.7 TfL appraised every asset and prioritised investment on asset condition, information from engineers and the outcome TfL sought to achieve. TfL looked to optimise its investment in renewals to achieve a 'steady state'.
- 4.8 The Panel suggested that consideration be given to how the Board and other Committees and Panels were kept informed of the management of this risk.

### **Customer Insights for the Post Covid-19 Recovery**

- 4.9 Members noted an update on the most recent insights regarding the expectations of customers using or considering a return to the public transport network.
- 4.10 The key factors that would encourage those customers not currently using the network to return were, in order of importance: face covering enforcement, cleanliness of the network and the ability to social distance.

- 4.11 The key factor that would encourage more use of the network by those customers already using it was face covering compliance but more traditional factors, such as value for money and reliability of service were also identified.
- 4.12 TfL was looking at different models that could be introduced to encourage greater use of the network, including options to reward customers for more use and offering better value for money.

### **Assessing the Effectiveness of Social Media**

- 4.13 Members noted an update on the effectiveness of TfL's social media campaigns in supporting customers.
- 4.14 As social media was part of an overall campaign that included other mediums such as radio and posters, it was impossible to definitively determine the extent to which a social media campaign impacted upon customer behaviour. TfL set benchmarks, based on previous response, to determine what impact social media might have had.
- 4.15 Different social media platforms were used to deliver different messages, to different audiences. For example, Snapchat had been used to deliver key messages for school aged customers returning to school.
- 4.16 When deciding to use a certain platform, TfL considered the reputation of the channel, how controlled the content was and the demographics that used the platform.

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

None

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

Papers submitted to the Customer Service and Operational Performance Panel on 18 November 2020

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

[page left intentionally blank]

**Board**



**Date:** 9 December 2020

**Item:** Report of the Meeting of the Remuneration Committee held on 23 November 2020

---

**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 23 November 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 23 November 2020 were published on 13 November 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) Compliance Training;
- (b) Individual Performance 2020-21;
- (c) Senior Management and +£100k Data 2016-2020;
- (d) TfL Remuneration 2018-19; and
- (e) Pay Outcomes of +£100k Approvals.

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 11 March 2021.

## **4 Issues Discussed**

### **Compliance Training**

- 4.1 The Committee noted an overview of mandatory compliance training across TfL. Members welcomed and supported the proposed approach to compliance training going forwards. It recognised the work to ensure all

mandatory training material was available and easily accessible online and the proposals for a Faculties of Learning project using internal business area experts.

- 4.2 Members discussed the safety training elements and recommended that they be more prominent in the training plans and that core elements apply across the whole organisation, not just those in operational roles. They supported the use of internal experts volunteering to share their knowledge and suggested that consideration be given to including knowledge sharing as part of TfL's external consultancy offer.
- 4.3 A review of what training should be mandated was underway and would include consideration of how regularly learning should be refreshed and how completion of the training was monitored, encouraged and enforced.

#### **Individual Performance 2020-21**

- 4.4 The Committee noted the main approach to recognising individual performance for the year 2020/21. In June 2020, the Committee took the difficult but necessary decision to defer the payment of senior management performance awards earned in 2019/20 and to suspend the performance award scheme for 2020/21; this recognised that while many staff had and continued to work extremely hard, TfL's financial uncertainty meant the decision was prudent and necessary. The Committee considered how outperformance by staff in 2020/21 could be celebrated, including with the support of the Committee and Mayor as appropriate.

#### **Senior Management and +£100k Data 2016-2020**

- 4.5 The Committee noted the reduction in the number of senior management staff and overall salary costs for the period 2016-2020. This included a significant reduction in non-permanent labour, which now represented three per cent of the total workforce, against 15 per cent in comparable organisations. Graph 9 of the paper showed a 17 per cent reduction in employees earning £100,000 or more, with a consequent 14.5 per cent reduction in the pay bill. It was recognised that the figures for staff earning £100,000 or more in the Annual Report and Statement of Accounts included total staff remuneration, which included overtime or severance payments. It was clear that the measures introduced to reduce the headcount and salary costs, including enhanced approval measures for high earners, were having an impact.
- 4.6 The only area that showed an increase across the period was for Band 5 non-permanent labour; this was due to the need to bring in specific specialist expertise in Finance and Commercial Development that helped drive forward other savings. Work was underway to identify TfL's skills needs going forward and how this could be addressed to provide the best value for money. A paper on strategic workforce planning was scheduled for the next meeting of the Committee.

## **TfL Remuneration 2018-19**

- 4.7 The Committee noted the regular update on annual remuneration processes pan-TfL, including both base pay and performance awards. The paper set out more granular detail to the information included in the Annual Report and Statement of Accounts.

### **Pay Outcomes of +£100k Approvals**

- 4.8 The Committee noted the difference between the salary approved by the Committee and that given on actual appointment, for the period that the governance process for the Committee approving salaries of £100,000 or more had been operational.
- 4.9 The actual outcomes were all within the boundaries agreed by the Committee, with many lower than had been agreed. The Committee commended the management team for the provision of systematic and comprehensive information, that enabled it to make informed decisions when approving salaries. The business cases sought to balance setting an appropriate salary to attract and retain people against the need to achieve value for money for Londoners. Despite TfL working in a very competitive field, where people applying for the most senior roles could potentially earn far more in the private sector, the outcomes demonstrated the robustness of the approval process and the determination of management to secure best value.

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

None

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

Papers submitted to the Remuneration Committee on 23 November 2020

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

[page left intentionally blank]



**Board**



**Date:** 9 December 2020

**Item:** Report of the Meeting of the Finance Committee held on 25 November 2020

---

**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 25 November 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 25 November 2020 were published on 17 November 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) Use of Delegated Authority;
- (b) Finance Report;
- (c) H1 2020/21 Scorecard Results;
- (d) TfL Energy Purchasing: Crown Commercial Service and Power Purchase Agreements;
- (e) Capitalisation of TTL Properties Limited;
- (f) Procurement Transformation Update;
- (g) Maintenance and Management Contract for TfL Road Tunnels and Pumping Stations; and
- (h) Enterprise Risk Update – Supply Chain Disruption (ER5).

- 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 10 March 2021.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the paper on the use of delegated authority, since the meeting on 30 September 2020. There had been no use of authority delegated by the Board nor Chair's Action, and no use of Procurement and Land Authority granted by the Commissioner or the Chief Finance Officer. There had also been no Mayoral Directions to TfL.

### **Finance Report**

- 4.2 The Committee noted TfL's financial results to the end of Period 7, 2020/21 – the year-to-date period ending 17 October 2020.
- 4.3 On 29 July 2020, the Board reviewed and approved the Revised Budget for 2020/21, which reflected updated passenger journey and income modelling, as well as further cost savings and changes to capital programmes.
- 4.4 Overall net cost of operations, excluding extraordinary revenue grant from Government in the year-to-date, showed a deficit of over £2bn, an improvement on the Revised Budget of £304m. With the extraordinary revenue grant, the deficit stood at around £900m, an improvement on the Revised Budget of £366m. Year-to-date passenger and other operating income were £241m better than Revised Budget, and equated to around two thirds of the overall improvement. Operating costs were £35m lower than budget, driven by some one-off savings.
- 4.5 The period was covered by the H1 funding and financing agreement with the Government. The H1 agreement had been extended, from 17 October to 31 October 2020, as negotiations for H2 funding were finalised. The H2 funding and financing agreement was agreed on 31 October 2020. In line with the commitments in the new H2 agreement, TfL was making a further £160m of savings this financial year, delivered through a combination of income generation, operating and capital savings and deferrals.

### **H1 2020/21 Scorecard Results**

- 4.6 The Committee noted TfL's Scorecard results for H1 2020/21 compared to the targets approved by the Board in June 2020. The H1 Scorecard reflected TfL's response to the coronavirus pandemic, specifically targeting measures relevant to the timeframe of the initial crisis. It was deliberately targeted to kickstart the recovery to the pandemic, through an extremely challenging period.
- 4.7 The total Scorecard performance in H1 2020/21 was 98.75 per cent. All measures, except one, were better than target, with many showing improvement following an earlier and stronger recovery than assumed.

- 4.8 The H2 2020/21 Scorecard was approved by the Board in October 2020 and progress would continue to be reported to the Board in the Commissioner's Report.

### **TfL Energy Purchasing: Crown Commercial Service and Power Purchase Agreements**

- 4.9 The Committee approved the Procurement Authority and endorsed the proposed procurement process for the purchase of electricity through two Power Purchase Agreements (PPAs). The paper provided an update on the implementation of TfL's strategy to procure renewable energy through PPAs with the current energy purchasing arrangements and risk management strategy, in order to meet its ambition to operate a zero-carbon railway by 2030.
- 4.10 The approach would ensure the ongoing supply of cost competitive electricity supplies for TfL's operations in the near term, while also enabling the transition over coming years to renewable energy.

### **Capitalisation of TTL Properties Limited**

- 4.11 On 1 April 2019, the Committee approved, under Chair's Action, the consolidation of commercial and other property assets from across the TfL group into TTL Properties Limited. The consolidation of assets was a key component in the creation of a ring-fenced, self-financing property development company within TfL.
- 4.12 The Committee considered the capital requirement of TTL Properties Limited and the recommended structure to capitalise that company, with funds to manage the current capital-neutral business plan for developing TfL's property portfolio. It approved the capitalisation of the company and the establishment of the credit facility. The structure provided a strong capital base for the company and would support potential future funding options.

### **Procurement Transformation Update**

- 4.13 The Committee noted an overview and the background and context for the Procurement and Supply Chain Improvement Programme. The Programme managed estimating, procurement, contract and cost management across TfL, as well as supporting procurement related activities for the Greater London Authority. The Programme would transform the end to end procurement and supply chain process across all the organisational areas of TfL.

### **Maintenance and Management Contract for TfL Road Tunnels and Pumping Stations**

- 4.14 The Committee noted the paper, which set out information on the proposed award of the maintenance and management contract for TfL's road tunnels and pumping stations (T&PS Contract). The contract was required to enable TfL to fulfil statutory duties and ensure a safe, reliable and resilient service

was provided to customers across London. It included the essential maintenance of TfL's road tunnels and highway pumping stations located on and around the Transport for London Road Network.

- 4.15 As it was anticipated that approval of Procurement Authority to enter into the contract would be required before the next meeting of the Committee, Members agreed that authority could be sought under Chair's Action.

#### **Enterprise Risk Update – Supply Chain Disruption (ER5)**

- 4.16 The Committee noted an update on Enterprise Risk 5 – Supply Chain Disruption. The paper explained the current understanding of the status of the risk and the control measures that were kept under continuous review and formed a core part of the business planning process
- 4.17 Failure to sufficiently identify and manage supply chain disruption due to the coronavirus pandemic and a hard Brexit could result in an increase in TfL's cost base, delays to project delivery and interruption to operational services. Failure to identify poor supplier financial health could result in a further increase in the TfL cost base.
- 4.18 TfL currently monitored the financial health of suppliers who were critical to the running of TfL, as there was a rising risk of insolvency across its supply chain as the economic effects of the coronavirus pandemic and Brexit were seen. Preventative controls and processes had been implemented across all business areas to increase TfL's understanding and management of supply chain risks, issues and financial exposure.

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

None

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

Papers submitted to the Finance Committee on 25 November 2020.

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

**Board**



**Date:** 9 December 2020

**Item:** Report of the Meeting of the Elizabeth Line Committee held on 26 November 2020

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the Elizabeth Line Committee at its meeting on 26 November 2020.
- 1.2 A paper on Elizabeth Line Operational Readiness and Crossrail Update is provided elsewhere on the agenda for this meeting.

## **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 26 November 2020 were published on 18 November 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/elizabeth-line-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) Governance Transition Arrangements;
  - (b) Safety Update;
  - (c) Project Status Update;
  - (d) Finance Update;
  - (e) Elizabeth Line Readiness;
  - (f) Crossrail Programme Partner Incentive Scheme;
  - (g) Project Representative Report;
  - (h) TfL Audit and Assurance; and
  - (i) Enterprise Risk Update – Opening of the Elizabeth Line (ER14).

- 3.3 A summary of the items considered, and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 29 January 2021.

## **4 Issues Discussed**

### **Governance Transition Arrangements**

- 4.1 The Committee thanked the previous Chair and Deputy Chair of the Crossrail Limited (CRL) Board, Tony Meggs and Nick Raynsford, for the openness and transparency of the CRL Board during their tenure and thanked the staff of CRL, TfL and the Department for Transport (DfT) who had worked collaboratively to ensure the effective transition of governance to TfL.
- 4.2 The Committee noted an overview of the new governance arrangements for the Crossrail project and the Terms of Reference for the Committee (which were reported to the last meeting of the Board).
- 4.3 On 1 October 2020, the responsibility for the Crossrail project moved to sit directly with TfL, to ensure seamless and fully aligned decision-making during the critical final phases of the programme, as the operational testing is undertaken and the remaining parts of the railway are completed and transferred to the operational teams.
- 4.4 The initial phase of the transition was changes to top level governance to simplify decision-making and allow TfL greater control over its risk exposure. Safety, transparency and smooth decision-making were key priorities. Later transition phases would address achieving full passenger service and closing out the project.

### **Safety Update**

- 4.5 The Committee noted an update on safety on the Crossrail project. Health and safety remained the top priority and overall performance was kept under constant scrutiny.
- 4.6 There were no significant operational safety incidents during the periods covered by the report and performance remained stable. All incidents were investigated and the lessons learned were shared at the Safety and Health Leadership Team meetings attended by CRL's partners and suppliers and at the Learning Forum attended by the construction leadership team.
- 4.7 For the future, the focus was to ensure the resilience of the plans for continued safe working on the project during the coronavirus pandemic and campaigns counting down to readiness for safely commencing trial running were being promoted.
- 4.8 Proposals to engage Committee Members with Crossrail safety performance included the suggested allocation of Crossrail stations to individual Committee Members and Mark Phillips had agreed to be the safety champion of the Committee.

- 4.9 Information on the management of safety related interface risks between operational and construction teams, including lessons learned from the experience of London Underground, would be presented to the Committee.

### **Project Status Update**

- 4.10 The Committee noted an update on the status of the Crossrail project. The team was committed to ensuring that there was no further slippage of the schedule or further recourse to public funds beyond what had been identified and had taken on the challenge of safely improving on cost and budget.
- 4.11 Staff retention was being impacted by the financial uncertainty (see below) with some staff joining the High Speed 2 (HS2) project. It was agreed that the timing of staff moving between projects would be raised with the DfT.
- 4.12 It was agreed that the weekly Crossrail Dashboard would be circulate to Committee Members for information.

### **Finance Update**

- 4.13 The Committee noted an update from the Crossrail project Finance team. A new funding package was being negotiated following a review of the current cost and schedule forecast. The additional costs were estimated to be £1.1bn higher than the additional £2.15bn financing package agreed in December 2018.
- 4.14 The Committee noted that the delay in reaching a decision on a funding arrangement was having an adverse effect on productivity and the retention and recruitment of critical skills; the management of contracts with suppliers and making future commitments; and software funding commitments.
- 4.15 An update on Crossrail funding, which was resolved after the meeting of the Committee, is included elsewhere on the agenda.

### **Elizabeth Line Readiness**

- 4.16 The Committee noted the update on the performance of the TfL Rail operational service and the status of the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.

### **Crossrail Programme Partner Incentive Scheme**

- 4.17 The Committee noted proposals to revise the current incentive scheme in the Programme Partner Services Contract with a new incentive scheme that would better support the delivery of the close out of the Crossrail project. The proposed changes were supported by the DfT and were in line with the behaviour incentive mechanism also deployed with the Project Delivery Partner Services Contract, which was approved by the Programmes and Investment Committee on 17 July 2019.

- 4.18 At the request of Members, further information on the background to the proposals would be circulated and a decision would be taken by Chair's Action and reported to the next meeting.

#### **Project Representative (P-Rep) Report**

- 4.19 The Committee noted the periodic reports from the P-Rep on the Crossrail project for periods 2, 3, 4, 5 and 6 and the management responses to these reports. Copies were also available on the TfL website, with commercially sensitive material redacted. The period 7 report would be available shortly.
- 4.20 The key areas of concern highlighted by the P-Rep were in relation to the strategy for addressing resource shortfalls; the need for a definitive baseline scope from which to manage station works; the need for a functioning change management process for all scope and costs to be change controlled against the baseline; and the need for effective management of interdependencies. All these areas were being addressed by Crossrail.
- 4.21 The Committee requested that the P-Rep reports be more succinct and greater alignment between the issues raised and the management response, including performance data and highlighted areas for improvement.

#### **TfL Audit and Assurance**

- 4.22 The Committee noted an overview of the role of the Internal Audit function in relation to the Crossrail project, the activities planned to be carried out in 2020/21 and proposals for delivery of third line project assurance activities going forward. Discussions were ongoing on the Integrated Audit Plan and the plan would be presented at the next meeting of the Committee.
- 4.23 The Committee approved the proposal that the current TfL Independent Investment Programme Advisory Group undertake third line assurance for the Crossrail project. The Committee also requested more visibility of the second line assurance activities, which were being provided to the Elizabeth Line Delivery Group.

#### **Enterprise Risk Update – Opening of the Elizabeth Line (ER14)**

- 4.24 The Committee noted an update on the risks to opening the Elizabeth line and the controls and mitigations for these risks. A separate document, the Elizabeth Line Risk Landscape, described the key risks associated with bringing the railway into operation and how these were owned and managed. Following the transition of governance into TfL, the Risk Landscape was being updated and would be presented to the next meeting.



**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Elizabeth Line Committee on 26 November 2020.

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

[page left intentionally blank]

**Board**



**Date:** 9 December 2020

**Item:** Report of the Meeting of the Audit and Assurance Committee held on 2 December 2020

---

**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items to be considered by the Audit and Assurance Committee at its meeting on 2 December 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 to be held on 2 December 2020 were published on 24 November 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 to be considered by the Committee include:

- (a) Update on TfL's Approach to Delivering Value for Money Across the Investment Programme;
- (b) External Audit Plan TfL, TTL and Subsidiaries - Year Ending 31 March 2021;
- (c) EY Report on Non-Audit Fees for Six Months Ended 30 September 2020;
- (d) Risk and Assurance Quarter 2 Report 2020/21;
- (e) Independent Investment Programme Advisory Group Quarterly Report;
- (f) Elizabeth Line Audit and Assurance;
- (g) Enterprise Risk Update - Major Security Incident (ER4);
- (h) Finance Control Environment Trend Indicators;
- (i) Annual Tax Governance Framework Update;
- (j) Legal Compliance Report (1 October 2019 - 30 September 2020); and

(k) Register of Gifts and Hospitality for Members and Senior Staff.

- 3.3 A summary of the items to be considered and decisions to be taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 17 March 2021.

## **4 Issues Discussed**

### **Update on TfL's Approach to Delivering Value for Money Across the Investment Programme**

- 4.1 The Committee will consider a report on the approach TfL is taking to ensuring value for money is optimised in delivering the Investment Programme, what tangible progress has been made to-date, and what further work is underway to fully embed a cost-conscious mindset across the organisation.

### **External Audit Plan TfL, TTL and Subsidiaries – Year Ended 31 March 2021**

- 4.2 The Committee will consider EY's plan for the audit of the financial statements of TfL, Transport Trading Limited and its subsidiaries for the year ending 31 March 2021.

### **EY Report on Non-Audit Fees for Six Months Ended 30 September 2020**

- 4.3 The Committee will be asked to note the EY report on non-audit fees for six months ended 30 September 2020.

### **Risk and Assurance Quarter 2 Report 2020/21**

- 4.4 The Committee will consider the quarterly Risk and Assurance report 2020/21.

### **Independent Investment Programme Advisory Group (IIPAG) Quarterly Report**

- 4.5 The Committee will consider the quarterly IIPAG report.

### **Elizabeth Line Audit and Assurance**

- 4.6 The Committee will be updated on measures in place to provide assurance on the Elizabeth Line.

### **Enterprise Risk Update - Major Security Incident (ER4)**

- 4.8 The Committee will be asked to consider Enterprise Risk 4 – Major Security Incident, including how it is defined and the preventative and reactive controls and actions to improve risk exposure.

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

- 4.9 The Committee will be asked to note the first quarterly Financial Control Indicators report across Finance, Business Services and Procurement.

### **Annual Tax Governance Framework Update**

- 4.10 The Committee will be asked to note and endorse the key policies and documents that form TfL's Tax Governance Framework and to detail the steps being taken to ensure TfL is compliant with all relevant tax legislation.

### **Legal Compliance Report (1 October 2019 - 30 September 2020)**

- 4.11 The Committee will consider the Legal Compliance report for the period of 1 October 2019 – 30 September 2020.

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

- 4.12 The Committee will be asked to note the register of Gifts and Hospitality for Members and Senior Staff.

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

None

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

Papers submitted to the Audit and Assurance Committee on 2 December 2020.

Contact Officer: Howard Carter, General Counsel  
Number: 020 3054 7832  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

[page left intentionally blank]