

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.

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

Howard Carter, General Counsel
Tuesday 1 June 2021

**Agenda
Board
Wednesday 9 June 2021**

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 16 March 2021

(Pages 1 - 16)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 16 March 2021 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority

(Pages 17 - 24)

General Counsel

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

5 Commissioner's Report (Pages 25 - 62)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 16 March 2021 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operational Readiness and Crossrail Update
(Pages 63 - 66)

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

The Board is asked to note the paper.

7 2021/22 Funding Agreement (Pages 67 - 96)

Chief Finance Officer

The Board is asked to note the paper and appendices.

8 Finance Report - Quarter 4, 2020/21 (Pages 97 - 120)

Chief Finance Officer

The Board is asked to note the Finance Report.

9 Mayors Transport Strategy - Annual Update on Delivery
(Pages 121 - 180)

Director of City Planning

The Board is asked to note the paper.

**10 Report of the meetings of the Audit and Assurance Committee held
on 17 March and 7 June 2021** (Pages 181 - 188)

Committee Chair, Anne McMeel

The Board is asked to note the report.

**11 Report of the meetings of the Elizabeth Line Committee held on 18
March and 20 May 2021** (Pages 189 - 192)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

12 Report of the meeting of the Programmes and Investment Committee held on 19 May 2021 (Pages 193 - 198)

Committee Chair, Prof. Greg Clark CBE

The Board is asked to note the report.

13 Any Other Business the Chair Considers Urgent

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

14 Date of Next Meeting

Wednesday 28 July 2021 at 10am

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Transport for London

Minutes of the Meeting

Teams Virtual Meeting 10.00am, Tuesday 16 March 2021

Members

Sadiq Khan (Chair)
Heidi Alexander (Deputy Chair)
Cllr Julian Bell
Kay Carberry CBE
Prof. Greg Clark CBE
Bronwen Handyside
Ron Kalifa OBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Dr Nina Skorupska CBE (present up to Minute 16/03/21 and from Minute 18/03/21)
Lynn Sloman MBE
Ben Story

Government Special Representatives

Andrew Gilligan
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
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport
Shashi Verma	Chief Technology Officer and Director of Strategy
Alex Williams	Director of City Planning
Mark Wild	CEO, Crossrail Limited
Tricia Wright	Chief People Officer

Staff

Andrea Clarke	Director of Legal
Patrick Doig	Divisional Finance and Procurement Director
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Kate Keane	Chief of Staff to Commissioner
Shamus Kenny	Head of Secretariat
Tony King	Group Finance Director and Statutory Chief Finance Officer
Emma Lucas	Chief of Staff, Chief Finance Officer
Rachel McLean	Chief Finance Officer Crossrail and Finance Director London Underground
Clive Walker	Director of Risk and Assurance

12/03/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and on YouTube. An apology for absence had been received from Dr Alice Maynard CBE. Dr Nina Skorupska CBE had given an apology for absence for part of the meeting.

Ron Kalifa OBE, who would stand down from the Board in May 2021 due to other work commitments, was thanked for his substantial contribution to the Board. He had been an enormous source of support and good advice to the former Chief Finance Officer, Ian Nunn and had provided enormous support to TfL following Ian's sad and untimely death. Ron Kalifa OBE had continued to support and guide TfL on a range of complex finance issues, particularly during the unprecedented period in the last year where the strong financial position TfL had built up was so severely impacted by the coronavirus pandemic. The Deputy Chair, Commissioner and Members also expressed their gratitude to Ron Kalifa OBE for his input and support and the Board wished him every success for the future.

The Board also thanked Clare Moriarty DCB, a Government Special Representative, who was standing down from her role at the end of March 2021, as she was taking on a full-time role elsewhere. The Chair and Commissioner expressed their gratitude for her input into these meetings and her support over the last nine months and wished her every success in the future. The Department for Transport would announce a successor in due course.

The Chair congratulated Dr Lynn Sloman MBE on the deserved award of a Member of the British Empire for services to transport in the New Year's Honours. The award specifically related to her work on making the case for investment in active travel, which she also did so well as part of this Board.

As this was the last meeting of the Board before the Mayoral Election on 6 May 2021, the Chair thanked all Members of the Board for their support, challenge and scrutiny over the last five years. He considered that they added real value to TfL, which was appreciated by the Commissioner and his senior team. Andy Byford also commended the Board for the value that staff derived from its input, skill set and diversity.

The Chair thanked staff for their efforts during the pandemic and for the current work on planning for the recovery, which included the recent deployment of extra bus services to support children returning to school from 8 March 2021. TfL continued to support its staff and contractors. Since the last meeting, more staff and contractors had died from Covid-19, bringing a total of 89 deaths, of which 51 were bus drivers; the thoughts of the Board and all staff at TfL were with their families and friends. In relation to the impact on bus workers, phase two of the TfL commissioned study by the University College London Institute of Health Equity would be published shortly. That report addressed the pattern of infections to inform recommendations on any additional occupational health measures that should be put in place. Further information was included in the Commissioner's Report, elsewhere on the agenda (Minute 16/03/21), and a briefing would be held of Members in April 2021, after the report was published.

Members again thanked four senior staff for their contribution to TfL, before they left in March and April 2021: Staynton Brown, the Director of Diversity, Inclusion and Talent; Claire Mann, Director of Bus Operations; Brian Woodhead, Director of Customer Service,

London Underground; and Clive Walker, Director of Risk and Assurance. Recruitment to fill these key roles was ongoing.

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.

The Chair confirmed that under section 100B(4)(b) of the Local Government Act 1972, he had agreed that three items marked to follow on the agenda and published on 15 March 2021 would be considered as a matter of urgency. The items were the TfL Budget 2021/22, TfL Scorecard 2021/22 and TfL Prudential Indicators 2021/22 and 2023/24. They were accepted as urgent as Members had to approve the proposed Budget and the Scorecard and the Prudential Indicators, which drew on information in the Budget, before the start of the new financial year. The development of the Budget was impacted by the ongoing discussions with Government on securing further funding.

13/03/21 Declarations of Interests

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

Since the last meeting of the Board, Dr Nina Skorupska CBE had been nominated to be appointed to the Royal BAM Group Supervisory Board. Her declaration of interests, published on tfl.gov.uk, had been updated to reflect the potential appointment and would be updated again, along with her biography, following the decision of the Royal BAM Group AGM. TfL had robust processes in place to manage any potential conflicts and Dr Nina Skorupska CBE would not receive exempt papers, nor take part in any Committee or Board discussions, relating to members of the Royal BAM Group.

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

14/03/21 Minutes of the Meeting of the Board held on 3 February 2021

Howard Carter notified Members of a correction to Minute 11/02/21, Date of Next Meeting, which had the correct date but said Wednesday instead of Tuesday 16 March 2021. He also advised that, following the initial publication of the agenda on 8 March 2021, a printing error had been identified in the appendix to Item 9, Finance Report: the conversion of the PowerPoint document to pdf had erased text in the margins and so the agenda had been republished on 12 March 2021 with this text restored. No changes had been made to any of the text.

Subject to the correction of Minute 11/02/21, the Board approved the minutes of the meeting held on 3 February 2021 as a correct record. The minutes would be provided to the Chair for signature at a future date.

15/03/21 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. There had been no use of Chair's Action and no Mayoral Direction to TfL since the last meeting.

On 10 March 2021, the Finance Committee exercised specific authority delegated by the Board in July 2020 to approve the Treasury Management Strategy and related Treasury Management Policies and, subject to the Board approving a further delegation elsewhere on the agenda (approved at Minute 21/03/21), it approved the TfL Investment Strategy 2021/22 - Non-Financial Assets.

Under Standing Order 100(c)(iv), the appointment of the Director of Risk and Assurance was a matter reserved to the Board. A new appointment to that role was required following the retirement of Clive Walker, with effect from 9 April 2021. The position would initially be filled through an internal secondment of up to 12 months. To ensure a timely appointment, Members were asked to delegate authority to Anne McMeel to approve the appointment, in consultation with the Interview Panel. The details of the successful candidate would be notified to Members and reported to the next meeting.

Howard Carter thanked Clive Walker for the huge contribution he had made to TfL in almost 23 years, particularly as the Director of Internal Audit from 2009, and then as the Director of the broader Risk and Assurance directorate since 2018. He had worked tirelessly to deliver high quality audit and assurance for TfL and had overseen huge improvements in our project assurance, assurance planning, risk management and fraud investigation and deterrence. The Chair and the Board thanked Clive Walker and wished him well for the future.

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

The Board:

- (a) noted the paper and the use of delegated authority; and**
- (b) delegated authority to Anne McMeel, as Chair of the Audit and Assurance Committee, in consultation with the Interview Panel, to approve the appointment of the Director of Risk and Assurance.**

16/03/21 Commissioner's Report

Andy Byford introduced the report, which provided a review of the major issues and developments since the last meeting, and updated Members on significant projects and initiatives.

The key issues arising from the overview and discussion were:

- 1 As reported by the Chair, 89 colleagues had died as a result of Covid-19, including 51 bus drivers. TfL continued to offer any support it could, including through the Employee Assistance Programme and the Sarah Hope Line.
- 2 The first major milestone of the roadmap published by the Government to ease the current lockdown was the return of schools on 8 March 2021. TfL had supported this by laying on dedicated school bus services to get children back into the classroom safely.
- 3 Staff and contractors continued to work, as they had throughout the pandemic, in extremely challenging and difficult circumstances to deliver reliable and safe

services. The Commissioner and Members were very proud of the staff and contractors who had kept TfL going throughout the pandemic. coronavirus-related absences, which were running at around 12 per cent in London Underground and with bus drivers, were being monitored. Most absences were due to shielding or self-isolation as a result of government guidance changes, rather than infection.

- 4 Good progress continued to be made on the Four Lines Modernisation Programme on the London Underground. Since the publication of the report, the third signalling section of the project had gone live, between Monument, Euston Square and Stepney Green. This was the largest and most complex area commissioned to date.
- 5 The Commissioner was focussed on securing a funding agreement for TfL, supporting the recovery of London and rebuilding the morale of TfL so that it emerged from the impact of the coronavirus pandemic as a better organisation.
- 6 On funding, TfL's H2 funding agreement was due to expire on 31 March 2021. Despite daily dialogue with the Department for Transport, there had been no indication of the proposed quantum, length or conditions to a funding package and no response to the Financial Sustainability Plan (FSP) TfL had provided on 11 January 2021, at the request of Government to support funding discussions. The FSP set out how TfL could contribute to key government objectives, including decarbonisation by 2030 and levelling up, by investing in services. TfL risked receiving another last-minute proposal, without adequate time for consideration, or starting the new financial year on 1 April 2021 with no certainty on its budget and cash position. Several stakeholders, including London Councils, were making the case for TfL to have certainty on its funding.
- 7 The Crossrail team continued to make great headway, despite the complexity of the remaining work and the challenges of a third national lockdown. Farringdon station had been handed over to TfL following the successful completion of testing and integration work. Tottenham Court Road and Paddington were not far behind. All three stations were spectacular and would be a symbol of London's resurgence.
- 8 On road safety, the completion of work at Dalston Junction marked the end of the Safer Junctions Programme. Following the experience of work on the first 41 junctions, the Safer Streets Programme would incorporate the remaining junctions and expand the remit wider to cover the links between junctions. The enforcement of the Direct Vision Standard, from 1 March 2021, would also play an important role in reducing the risks to vulnerable road users at junctions. Speeding was also being targeted by the Metropolitan Police and seemed to be having an effect with the number of incidents going down. London Councils was also keen that the Policing Bill included action to address speeding motorists, including better enforcement and training.
- 9 Members would be briefed on the second phase of the University College London report on Covid-related deaths for bus drivers, once published. TfL had commissioned an independent review following concerns raised by unions on remote sign-on locations and procedures, and updates on this and other fatigue and safety issues would continue to be made to the Safety, Sustainability and Human Resources Panel.

- 10 TfL had written to the Royal Borough of Kensington and Chelsea about its decision to remove the temporary cycle lane on Kensington High Street and was pushing for it to be reinstated. The borough was considering a range of options and once a decision had been taken, TfL would consider its response, including recovering TfL's contribution of costs for the original scheme if it was not reinstated.
- 11 The inquest into the tragic tram overturning incident at Sandilands in November 2016 was about to commence and the victims and their families were not forgotten. Three potentially serious incidents on the tram network had been reported to and considered by the Safety, Sustainability and Human Resources Panel. When notified of the incidents, the response of TfL staff had been immediate and robust. Discussions had also been held with FirstGroup at the highest level to ensure lessons were learnt. Further updates would be provided to the Panel.
- 12 TfL's network was safe, clean and orderly and ridership was growing as travel restrictions were lifted. The TfL Go app had been successfully launched and had received a positive response. TfL was working closely with the business community and the City of London on the options and timing for reopening the Waterloo and City line, though its drivers were currently fully utilised to maintain Central line services, which remained a higher priority. Plans to reopen the line, as demand increased on other services from Waterloo, were being kept under review.
- 13 Members and staff noted reports of recent hate crimes and fully supported TfL's zero-tolerance approach. TfL also had a focus on tackling sexual harassment on all its services. TfL was working with the Rail Delivery Group on a national campaign to encourage reporting and to ensure that reports were followed up. Members also supported TfL's other initiatives to address hate crime and its anti-racism charter.
- 14 TfL had introduced virtual recruitment events, including for graduates and apprentices, which was a new and innovative approach. The initial results were positive, with a wider and more diverse uptake from hard to reach groups. Further updates would be provided as things progressed.
- 15 Members also commended: the introduction of the new innovative Crane Trains, which would improve safety and represented good value for money; and the work that would secure new homes at the Elizabeth line over-station development at Tottenham Court Road station and the site next to Bow Church DLR station.

The Board noted the Commissioner's Report.

17/03/21 Elizabeth Line Operational Readiness and Crossrail Update

Andy Byford introduced the item, which provided an update on the status of the Crossrail project and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from Crossrail. A more detailed update on the project would be provided to the meeting of the Elizabeth Line Committee on 18 March 2021.

There was a huge focus on progressing to the next key milestone to start trial running and ultimately to trial operations, and determination to safely achieve the best possible opening date.

Mark Wild provided an update on progress. Safety performance remained high with a focus on zero harm; a tripping incident reported at Bond Street was the first incidence since early December 2020. Typically, nine out of 2,300 people on the project were impacted by coronavirus at any time and staff remained vigilant.

An extensive safety countdown process was underway to prepare for transition into trial running, with increased intensity in the number of trains running to simulate the timetable and shake down the system. There were 360,000 assets in the routeway in the final stages of safety accreditation. Trial running would lead towards a software blockade in August 2021 to synchronise and configure the system to the highest possible standard.

Another critical path was completing the nine central stations. Farringdon station had been fully integrated into the London Underground network and Custom House station was brought into use and integrated into the software systems. Tottenham Court Road station was due to transition in early May 2021, followed by Paddington and Liverpool Street stations.

Andy Lord reported that London Underground taking over Farringdon station was a significant milestone; it was an impressive station with a feat of engineering and architecture that would be transformative for the customer experience. Trial running preparation and certification was underway to transition from a construction rule-based railway to an operational rules railway. TfL Rail continued to be one of the top three performers in the country and full-length trains continued to perform well on the western side of the network. The second drop of software was performing well and the reliability of trains was good, with the focus on increasing the mileage and assuring reliability through the central section. Network Rail continued to make good progress with its infrastructure works. Dynamic testing continued to deliver well and improve familiarisation and testing in running the railway in operational conditions.

In response to questions by Members, consideration would be given to the possibility of using urban art and murals in the outer east and west stations to define them as local and pertinent to the area. **[Action: Andy Lord / Vernon Everitt]**

The Board noted the paper.

18/03/21 TfL Budget 2021/22

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair agreed that the item would be considered as a matter of urgency. Members had to approve the TfL Budget 2021/22 before the start of the new financial year. The development of the Budget was impacted by the ongoing discussions with Government on securing further funding.

Simon Kilonback introduced the item. In December 2020, the Board approved TfL's submission to the Greater London Authority (GLA) budget process, which updated the 2020/21 and draft 2021/22 Budget, with a forward view to 2022/23. This set the basis of the first two years of TfL's Financial Sustainability Plan (FSP), which was submitted to Government on 11 January 2021, as required in the H2 funding agreement.

The Budget before the Board had been adjusted as part of the final GLA budget process, which were now written into the GLA budget for 2021/22 and provided a guide on the range of demand and revenues scenarios going forward. TfL's H2 funding agreement

was due to expire on 31 March 2021 and there had been no funding proposal from Government to replace this. Once a funding agreement for 2021/22 was reached, the Budget would be updated again and resubmitted to the Board for approval.

The revised Budget assumed continued government funding support and considered the impact on TfL's revenue and service demand of the Government's roadmap to ease all coronavirus pandemic restrictions by 21 June 2021. There was therefore a significant degree of uncertainty and so the Budget reflected best estimates, recognising that reality may well be different.

The Budget also presented the first two years of the FSP and so reflected the context of a longer-term plan. The FSP was aligned with a wide range of government priorities, including its 10-point Green Industrial Revolution and ambitious plan to decarbonise transport by 2030, levelling up across the UK and supporting post-pandemic recovery. Wider UK green investment relied on investment in London, given its market position, particularly with bus operators and electrifying the bus garages. TfL was committed to making necessary organisational changes to ensure its financial sustainability with a view to break even on an operating account basis by 2023/24 and recognised it would need ongoing support in the short term until then. Beyond 2023/24, TfL anticipated it would only need support for major capital investment. TfL would not only achieve financial sustainability but also sustainability in environmental, equity and inclusion terms. The FSP had been carefully considered and sought similar investment to TfL's first 20 years, consistent with requests by other major city transport authorities across the world, and less than the National Infrastructure Commission had recommended. Members and staff were therefore very disappointed that despite its submission on 11 January 2021, as a condition of the H2 funding settlement to inform a long-term funding settlement, TfL had received no feedback on the FSP from Government and how it aligned with the Government's own objectives.

There had been a conscious move away from major projects, with Crossrail 2 and the Bakerloo Line Extension paused, to allow for a focus on green projects which supported the Government's wider objective. This also supported the levelling up agenda, as two-thirds of its supply chain was outside of London.

Simon Kilonback set out how TfL planned to deliver its FSP, recover demand and generate new sources of income, which included the need to secure recurring income of around £500m per year. TfL had asked to retain London's contribution to Vehicle Excise Duty as all road spend was currently generated from public transport revenue and other revenue streams. TfL was also conducting a feasibility study on a Greater London Boundary Charge.

TfL was also focussed on making recurring savings of £730m over the period 2019/20 to 2024/25, as updated from the 2019 Business Plan for the FSP. This was in addition to the £1bn recurring savings already made from 2015/16 to 2018/19. The savings included a phased four per cent reduction of the bus network by 2024/25, largely in central London. TfL continued to look for further opportunities for efficiencies to de-risk its existing plans. It was also developing and refining its capital structure options to raise commercial funding for future investment in its Commercial Development programme, thereby generating significant future value and delivering up to 50,000 new homes.

To be an efficient and economic operator, TfL's capital programme required the same sort of long-term funding model as Network Rail and Highways England. That certainty would enable TfL to plan and enter long-term contractual commitments with its supply

chain, in turn giving its supply chain across the UK certainty to enable it to invest in jobs and equipment. The short-term nature of the current funding agreements was impacting the efficiency of contracts and planning and damaging for TfL's supply chain.

Members noted how the Budget aligned with government objectives and the assumptions that underpinned it, including the revenue scenarios based on the return of ridership to date and diminished tolerance for crowding. They stressed the importance of maintaining service levels to ensure the recovery of London and its knock-on impact on the rest of the UK.

Pre-pandemic, TfL was forecasting its net cost of operations in 2019/20 to be a deficit of around £200m. The expected net cost of operations, before the extraordinary revenue grant, was estimated to be a deficit of £3.8bn in 2020/21, £2.9bn in 2021/22 and £1.2bn in 2022/23. Passenger income was expected to increase year on year, but not fully recover to pre-pandemic levels even by 2022/23. After considering the addition of new Elizabeth line services, bringing the Northern line extension into service, expanding the Ultra Low Emission Zone in October 2021, and continuing the enhanced cleaning and social distancing measures, the like for like operating costs only increased by around one per cent, compared to 2019/20 levels. This reflected the savings programmes and tight cost control went some way to offsetting inflation. The revenue plans for the next two years reflected the need to catch up on works deferred while safety critical works were prioritised.

The budget for capital renewals and enhancements recognised the need to address the effects of deferring works, while tightly managing costs and cashflow in response to the financial challenges. Deferrals and under-investment in renewals and maintenance built a backlog that had to be addressed for safety, reliability and operability reasons and to avoid the higher costs of emergency repairs. TfL had already paused projects such as the Rotherhithe to Canary Wharf crossing, several Healthy Streets initiatives and Croydon five ways, as well as a change of strategy for office accommodation. The budget also expected a catch up in asset sales originally planned for 2020/21, and we maintain our assumption that there will be no new borrowing from 2021/22 onwards.

The Crossrail account reflected the latest P50 forecast including the £825m of funding from the Greater London Authority, announced in December 2020.

The Budget included measures to support London's recovery, including an additional 200 buses to help schools reopen. To avoid a car led recovery, it was important not to reduce services as this reduced confidence in public transport and impacted revenues with little impact on fixed costs. London Underground services generated revenue that was used to cross-subsidise other services.

Members noted the baseline capital position. TfL's priority was to provide a safe economic network. Thereafter, it would contribute to other non-critical works, active travel, and air quality priorities; and continue to deliver existing major projects, such as opening the Elizabeth line, the Northern line extension, Bank station upgrade, Barking Riverside and Silvertown tunnel. It was also intended to start to introduce new trains on the Piccadilly line and the DLR.

TfL also had ambitions to increase the frequency on the Jubilee line and the East London Line over the course of the decade, assuming that demand returns. TfL's Growth Fund had successfully unlocked new homes and jobs and attracted third party funding to improve stations and connectivity for new housing around London.

As part of the agreement with Government, a capital prioritisation framework had been agreed. Over 75 per cent of the planned investment was to maintain the safety of existing assets and run day-to-day public transport services. A further 22 per cent met the most important policy outcomes, such as meeting the green recovery, delivering new homes, supporting active travel and Healthy Streets, and bus electrification.

As a condition of the H2 funding agreement, TfL had set out scenarios showing the impact of reducing its capital investment over the next four years by up to 30 per cent. Capital investment has been repeatedly reduced over recent years reflecting significant affordability challenges and lack of long-term funding certainty. Consequently, the baseline investment plans, before any further reductions, were focused on critical investments to maintain safety and operability. The enhancements on top of this were focused on the shared priority with Government to decarbonise the transport network and encourage more active travel.

The scenarios had been sent to the Department for Transport. The first scenario was aligned to the settlement Network Rail received in the Spending Review, where renewals were protected but enhancements cut by 10 per cent. The third scenario met the requirements of the funding agreement to consider a scenario of 30 per cent of all capex but was considered unacceptable. The second scenario was between these two at around 15 per cent of the total. Each scenario represented investment levels far below those set out in TfL's Long-Term Capital Plan and would undermine the shared priorities of an economic recovery based on active travel and decarbonisation. TfL continued to recommend the Decarbonise by 2030 scenario set out in the FSP as the right level of investment for the next 10 years. Members noted the summaries of the key output changes that would be necessary to achieve the level of savings in each scenario and that many of the assumed savings would be eroded by lost revenue, higher maintenance and lost third-party funding. Scenario 1 would delay recovery and lead to a car-based recovery. Scenario 2 would cut renewals and enhancements and reduce the operability of the networks and impact the green recovery. Scenario 3 was not tenable and disproportionate as it would result in commercial agreements being broken, impacting the supply chain and related jobs, and would result in no active travel investment nor growth schemes.

Simon Kilonback outlined that there were more risks than opportunities in the Budget, especially in 2021/22. The downside risk, by 2022/23, was £1.3bn, compared to opportunity of just under £1bn. Key risks were associated with revenue streams including passenger income. TfL intended to maintain a full turn up and go service to encourage people back on to the network, as part of the strategy to get back to a position of operating financial sustainability by 2022/23. There were also risks around business rates retention, due to the impact on London's businesses of the pandemic and uncertainty around Ultra Low Emission Zone compliance, and market conditions on the level of success in property investment and sale targets. There were also pressures in operational expenditure. TfL would continue to need investment of £1.5bn to £1.6bn per annum in order to deliver the capital outcomes and the replacement of heavy items like fleet and signalling.

Members recognised the huge amount of work that had gone into the FSP, the funding discussions with Government and the preparation of the Budget in December 2020 and the revised Budget before it. Board Members shared the frustration of staff with the inefficiencies and distractions of short-term funding arrangements, that was also having an impact on the ability of staff to take forward other work. While the financial support provided by Government was appreciated, there was a frustration that there was no

active negotiation or discussion of options. Members wanted the Government to commit to meaningful discussions ahead of the comprehensive spending review on how TfL could help deliver the Government's own ambitious long-term plans. Ideally TfL would be offered a long-term settlement with the Government specifying the outputs it wanted for its investment, in a similar way to how Network Rail and Highways England were funded.

The Board note the paper and:

- 1 approved the adjustments described in the paper as the 2021/22 Budget; and**
- 2 noted the update on the funding negotiations with Government and that a revised Budget would be presented to the Board for consideration in July 2021.**

19/03/21 TfL Scorecard 2021/22

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair agreed that the item would be considered as a matter of urgency. Members had to approve the Scorecard for 2021/22, which drew on information in the Budget, before the start of the new financial year. The development of the Budget was impacted by the ongoing discussions with Government on securing further funding.

Simon Kilonback introduced the item, which set out the 2021/22 TfL Scorecard. Like the H2 Scorecard agreed for the second half of the financial year 2020/21, it supported the recovery of TfL and London from the coronavirus pandemic. It maintained a focus on the key priorities that were critical to TfL as a business in the current environment: prioritising safety across its network and setting out a path to financial sustainability. TfL was determined to do this while continuing to provide travel services to support London's public health and economic recovery, encouraging customers back on to the network and pivoting capital investment to green recovery.

The targets in the Scorecard were aligned to the assumptions in TfL's 2021/22 Budget. As there was currently no detailed funding agreement in place with Government for 2021/22, the Budget assumptions were subject to change. If the assumptions were materially different, then it may be necessary to return to the Board and seek approval for changes to relevant targets.

The Board noted the paper and:

- 1 approved the 2021/22 TfL Scorecard; and**
- 2 noted the approach to managing changing assumptions through 2021/22.**

20/03/21 Finance Report

Simon Kilonback introduced the report, which set out TfL's financial results to the end of Period 11 2020/21 – the year-to-date period ending 6 February 2021. Year-to-date financial performance was shown against the Revised Budget and the previous year. On 9 December 2020, the Board reviewed and approved the new Budget for 2020/21 and 2021/22 (the TfL Budget), which replaced the Revised Budget. The TfL Budget reflected

updated passenger journey and income modelling, as well as cost savings and changes to capital programmes. It also reflected the new funding and financing agreement with Government for H2 2020/21.

Financial performance was ahead of predicted revenue, and costs were being driven down and controlled in line with the TfL Budget. The Finance Report had been discussed in detail at the meeting of the Finance Committee on 10 March 2021. There were no significant issues raised by the Committee for the attention of the Board.

The Board noted the report.

21/03/21 TfL Investment Strategy 2021/22 - Non-Financial Assets

Simon Kilonback introduced the paper, which sought a delegation of authority from the Board to the Finance Committee to approve the Investment Strategy – Non-Financial Assets for 2021/22 and future years.

The strategy set out how TfL planned to manage and grow its various commercial assets, including property, retail, media and telecoms. Statutory guidance required the strategy to include reference to other non-financial assets held primarily for or partially to generate profit. The strategy sat alongside TfL's Treasury Management Strategy, which addressed financial investments. There were no substantive changes to the proposed strategy.

Each year, the Finance Committee considered the strategy in detail, using the knowledge and expertise of its Members. It then recommended its approval to the Board. In line with the authority previously delegated to the Committee to approve the Treasury Management Strategy and related Treasury Management Policies, it was proposed that the decisions on the strategy should be taken by the Committee as it had the required knowledge and expertise to provide the challenge and scrutiny to the proposals.

The Committee supported the proposed delegation and, at its meeting on 10 March 2021 had reviewed the strategy for 2021/22 and approved it, subject to the delegation of authority from this meeting of the Board.

The Committee noted that TfL took its responsibilities as a landlord seriously and was supporting its tenants through the coronavirus pandemic by focussing on protecting income on its existing estate in the short-term. Good progress was being made in early discussions with the Ministry of Housing, Communities and Local Government on longer-term financial sustainability and ambitious property and housing plans to deliver more affordable homes on TfL land, invest in jobs and growth in London's town centres, and rebuild recovery and communities. The Committee would monitor future progress and an update would be brought back to the Committee. In relation to the Grenfell Tower fire tragedy, Members had also requested consideration at the Programmes and Investment Committee, or another relevant forum, of the implications for TfL in relation to cladding and its tenants.

The Board noted the paper and:

- 1 delegated approval of the Investment Strategy for Non-Financial Assets (IMS) for 2021/22 and future years, and any changes to the IMS during the course of any year, to the Finance Committee; and**

- 2 noted that, subject to the delegation of authority above, the Finance Committee on 10 March 2021 had approved the Investment Strategy 2021/22 – Non-Financial Assets.**

22/03/21 TfL Prudential Indicators 2021/22 and 2023/24

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair agreed that the item would be considered as a matter of urgency. Members had to approve the Prudential Indicators, which drew on information in the Budget, before the start of the new financial year. The development of the Budget was impacted by the ongoing discussions with Government on securing further funding.

Tony King introduced the item, which set out the proposed TfL borrowing limits and other Prudential Indicators under the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code (the Code), which were consistent with the Treasury Management Strategy for 2021/22 and the principles underpinning the long-term TfL Capital Strategy. These limits and indicators were based on figures in TfL's Budget and Business Plan, as approved by the Board on 9 December 2020, adjusted for changes in assumptions relating to revenue, cost and funding where relevant, and which were subject to assumptions on future government funding.

Under the Prudential Code, TfL was required to adopt Prudential Indicators that supported decision making on planned capital expenditure, borrowing and treasury management activities. Under Capital Finance regulations, the paper also set out the TfL Policy Statement on Minimum Revenue Provision.

TfL's Extraordinary Funding and Financing Agreement with the Department for Transport (DfT), expired on 31 March 2021. TfL's Budget and Business Plan had been prepared using assumptions in respect of levels of future government support that may not, in the event, prove accurate. Any future financing agreement from the DfT could, in addition, contain conditions attached to further funding which may impact more widely on TfL's operations and capital investment activities. If a new funding agreement for 2021/22 materially impacted the assumptions underlying TfL's approved Budget and Business Plan, a revised Budget and Plan would be presented to the Board in July 2021, to reflect the implications of any funding agreement reached. Amendments to the prudential indicators would be submitted for approval accordingly.

Capital structure options were being explored in relation to TfL's commercial development programme, including whether there was potential to raise commercial funding for future investment in housing. Any future capital structure agreed would require a separate approval of TfL's borrowing limits at the appropriate time.

TfL operated a structure of parent company guarantees across most companies within the Group, which had the benefit of allowing the accounts of guaranteed companies an exemption from audit. To allow for the proposed capital structuring outlined above to be undertaken, and for any debt drawn down within subsidiary companies to be non-recourse to TfL, for the financial year 2021/22, the guarantees of TTL Properties Limited and, possibly, its subsidiaries which enter into development-specific joint ventures would not have their guarantees renewed. This meant that their accounts for 2021/22 would be audited. The position would be reviewed and further described when the TfL Group accounts were brought to the Board for approval in July 2021.

The Board noted the paper and:

- 1 approved the TfL Prudential Indicators, as set out in Appendix 1 of the paper;**
- 2 approved the Treasury Management Indicators for 2021/22 and the following two years, as set out in Appendix 2 of the paper;**
- 3 approved the annual TfL Policy Statement on Minimum Revenue Provision, set out in section Error! Reference source not found. of the paper; and**
- 4 noted the update on the funding negotiations with Government and that a revised Budget and amended Prudential Indicators will be presented to the Board for consideration in July 2021.**

23/03/21 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 10 February 2021

The Chair of the Panel, Kay Carberry CBE, introduced the item. As recommended by the previous external Board Review of Effectiveness, the meeting had been extended to ensure there was dedicated time for the Panel to discuss environmental and Human Resource issues, in addition to its usual focus on safety.

Among the items discussed, the Panel considered the recent operational incidents on the tram network. It also received an update on the Elizabeth line, which would also be discussed by the Elizabeth Line Committee on 18 March 2021.

Bus driver welfare was discussed, along with a separate item on the bus safety programme and driver health and wellbeing. As reported earlier in the meeting, all Members of the Board would be offered a briefing, following the publication of phase two of the study by the University College London Institute of Health Equity into the pattern of Covid-19 infections of bus drivers. The Panel also discussed sustainability in TfL buildings, TfL's carbon reduction priorities, the TfL Viewpoint (staff) Survey Results 2020 and the Enterprise Risk relating to the inability to support new ways of working (ER10).

The Board noted the summary report.

24/03/21 Report of the meeting of the Customer Service and Operational Performance Panel held on 24 February 2021

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel considered the quarterly reports and congratulated staff on their hard work which saw a continued improvement in the customer care metric even during the coronavirus pandemic.

The Panel discussed communication and stakeholder engagement, as well as insights from TfL's data, during the pandemic and the progress with assisted transport services. It also discussed the annual update on the strategic overview of cycling in London, alongside lessons learned from the public engagement and consultation on the London Streetspace programme and the implementation of revised guidance from Government.

The Panel considered three Enterprise Risks: major service disruption (ER3); loss of stakeholder trust (ER6); and disparity leading to unequal or unfair outcomes (ER11).

On behalf of the Board, the Chair of the Panel thanked the Mayor for his role as Chair of TfL for his leadership, good governance, support for openness, transparency and accountability and his drive to ensure the Mayor's Transport Strategy was delivered.

The Board noted the summary report.

25/03/21 Report of the meeting of the Programmes and Investment Committee held on 3 March 2021

The Chair of the Committee, Prof. Greg Clark CBE, introduced the item. He highlighted the good progress on the Investment Programme and the work of all three lines of assurance, including the proposals to strengthen and renew the membership of the Independent Investment Programme Advisory Group.

The Committee noted the progress of and approved Programme and Project Authority requests for the London Underground Renewals Programme, London Underground Fleet and Access Programmes and Surface Transport Asset Renewals Programme. It also approved Programme and Project Authority for the Surface Technology Programme 2021/22 and 2022/23 and the Technology and Data Programme 2021/22 and 2022/23, and unbudgeted Financial Authority for the latter, relating to anticipated income. All approvals included commitments that extended beyond the period of the Business Plan and Budget approved by the Board on 9 December 2020 and provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

The Board noted the summary report.

26/03/21 Report of the meeting of the Finance Committee held on 10 March 2021

The Chair of the Committee, Ron Kalifa OBE, introduced the item.

Several items on the Committee's agenda had already been covered at this meeting. As part of the Finance Report and budget discussions, the Committee noted the impact of the higher than expected passenger numbers and savings target, in addition to the substantial costs that had been taken out of TfL since 2016. It also exercised the use of delegated authority in relation to the Treasury Management Strategy and related Treasury Management policies and the Investment Strategy 2021/22 - Non-Financial Assets.

The Committee approved the issue of an intragroup interest-bearing loan by London Underground Limited to Transport Trading Limited to facilitate the investment in newly issued share capital of TTL Properties Limited, which would support the provision of affordable homes and income for TfL. It also approved Procurement Authority to enter into a Delivery Partner Agreement with London Marathon Events to deliver the annual RideLondon cycling event from 2022 to 2031 and an increase to Procurement Authority for the Capita Access and Wide Area Network contract.

The Committee noted the progress on the Collaborative Recruitment Services Contract, and would shortly be asked to approve by Chair's Action, the award of a contract for the supply of contingent labour to TfL over the next four years by means of a collaborative framework agreement across the Greater London Authority Group. The Committee also discussed the Enterprise Risk on changes in customer demand (ER9).

As this was his last meeting, Ron Kalifa OBE commended the Committee for the rigour and quality of its discussions during his time at TfL. He thanked all Members for their engagement, particularly Heidi Alexander in her role as Deputy Chair of TfL and the Commissioner Andy Byford, former Commissioner Mike Brown MVO and all staff. He had thoroughly enjoyed being part of the organisation.

The Board noted the summary report.

27/03/21 Report of the meeting of the Remuneration Committee held on 11 March 2021

The Chair of the Committee, Ben Story, introduced the item. The Committee discussed its previous difficult decision to defer the payment of performance awards for 2019/20 until June 2021 and to suspend awards for 2020/21 due to the financial impact of the coronavirus pandemic on TfL's finances. The operation of the scheme for 2021/22 would be considered once TfL's financial position was clearer. Members acknowledged the efforts and contribution of staff over the last year and noted the recent departure of several key senior staff.

The Committee considered the new approach to talent management. It also discussed the pay outcomes from its approvals of salaries of £100,000 or more for non-permanent labour (NPL), noting that the number of NPL roles had decreased significantly since 2016 and two-thirds of current roles were technical and data specialists.

The Board noted the summary report.

28/03/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

29/03/21 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 9 June 2021 at 10.00am.

The meeting closed at 1.20pm.

Chair: _____

Date: _____

Board



Date: 9 June 2021

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, Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 16 March 2021.
- 1.2 The Chair of the Finance Committee and then the Chair of the Board exercised Chair's Action in relation to extending the funding arrangements with government. The Chair of the Finance Committee approved an extension of the H2 2021/22 settlement from 1 April to 18 May 2021. The Chair of the Board agreed a further extension from 19 May for a further 10 days to 28 May 2021. Chair's Action was exercised to approve a new funding arrangement up to 11 December 2021.
- 1.3 The Chairs of Committees had exercised Chair's Action in relation to staff appointments that are reserved to the Board. On 23 March 2021, the Chair of the Audit and Assurance Committee, under specific authority delegated by the Board, approved the interim appointment of the Director of Risk and Assurance. On 26 April 2021, the Chair of the Finance Committee approved the interim appointment of the Statutory Chief Finance Officer (CFO) and an updated list of staff that could deputise for the role in the absence of the statutory CFO.
- 1.4 There has been one Mayoral Direction to TfL in relation to the station zoning for the Northern Line Extension since the last meeting of the Board.
- 1.5 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

- 2.1 **The Board is asked to note the paper, the use of delegated authority and the Mayoral Direction to TfL.**

3 Use of Chair's Action and Delegated Authority

- 3.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf. Any use of Chair's Action is reported to the

next ordinary meeting. The Board on occasion will also make specific delegations to its Committees which, when exercised, are reported to the next ordinary meeting of the Board, as well as the next meeting of the relevant Committee.

- 3.2 Since the last meeting of the Board, Chair's Action had been used on five occasions on matters reserved to the Board, three of which relate to funding.

Funding Arrangements

- 3.3 On 21 March 2021, the Chair of the Finance Committee, following consultation with the Board, agreed to an extension of the H2 funding arrangement, which was due to expire on 31 March 2021, to 18 May 2021.
- 3.4 On 17 May 2021, the Chair of TfL, following consultation with the Board, agreed to a further extension of the H2 funding arrangement, which was due to expire on 18 May, to 28 May 2021.
- 3.5 On 31 May 2021, the Chair agreed to a revised funding arrangement of £1.08bn up to 11 December 2021, with a trajectory to financial sustainability no later than April 2023.
- 3.6 The use of Chair's Action to approve the funding arrangements have been published on tfl.gov.uk and will also be reported to the meeting of the Finance Committee on 23 June 2021.

Director of Risk and Assurance

- 3.7 The appointment of the Director of Risk and Assurance is a matter reserved to the Board. On 16 March 2021 (Minute 15/03/21), the Board delegated authority to Anne McMeel, as Chair of the Audit and Assurance Committee, in consultation with the Interview Panel, to approve the appointment of the Director of Risk and Assurance. The interview panel comprised Audit and Assurance Committee Members Anne McMeel, Lynn Sloman MBE and Dr Nelson Ogunshakin OBE and two Executive Committee members, the General Counsel and also the Group Finance Director and statutory Chief Finance Officer.
- 3.8 On 23 March 2021, following the recommendation of the interview panel, Anne McMeel appointed Lorraine Humphrey as Director of Risk and Assurance, on an internal secondment of up to 12 months.
- 3.9 The use of Chair's Action for this appointment has been reported to the meeting of the Audit and Assurance Committee on 7 June 2021.

Statutory Chief Finance Officer

- 3.10 The appointment of the statutory CFO is a matter reserved to the Board. Following the announcement that Tony King would leave his position as Group Finance Director and statutory CFO on 21 May 2021, the Board was informed of the arrangements to cover the Group Finance Director role and consulted on interim arrangements for the statutory CFO role. A decision was

required under Chair's Action to ensure arrangements were put in place prior to the departure of the post holder.

- 3.11 On 26 April 2021, the Chair of the Finance Committee, following consultation with available Members of the Board:
- (a) agreed that Patrick Doig take on responsibility for the statutory CFO functions with effect from 22 May 2021;
 - (b) noted that approval will be sought in due course for a permanent appointment to the role of Group Finance Director and statutory CFO;
 - (c) agreed that any one of Patrick Doig, Joanna Hawkes and Rachel McLean are authorised to undertake the statutory CFO responsibilities if the postholder is unavailable; and
 - (d) authorised any of the Commissioner, Chief People Officer and the General Counsel to take any steps necessary or consequential to implement the matters approved above.
- 3.12 The use of Chair's Action for this appointment will also be reported to the meeting of the Finance Committee on 23 June 2021.

4 Actions List

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

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>. As reported to the Audit and Assurance Committee on 7 June 2021, the list of Directions on the website was refreshed in May 2021 to remove Directions that are completed or where no further action is required.

5.7 There has been one Direction issued to TfL since the last meeting.

(a) **Zonings stations for Northern Line Extension (MD2810)**. On 11 May 2021, the Mayor directed TfL to implement zoning decisions in relation to Nine Elms station and Battersea Power Station station (Zone 1) and the re-designation of Kennington station (from Zone 2 to Zone 1/2), of the charging zones that apply on London Underground services, with effect from 16 May 2021.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

Chair's Action Papers: (issued) published on tfl.gov.uk

- Funding Update (21 March 2021)
- Funding Update (17 May 2021)
- Funding Agreement (31 May 2021)
- Statutory Chief Finance Officer (22 April 2021)

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

Board Actions List (to be reported to the meeting on 9 June 2021)

Actions from the meeting held on 16 March 2021

Minute No.	Item/Description	Action By	Target Date	Status/Note
17/03/21	<p>Elizabeth Line Operational Readiness and Crossrail Update</p> <p>Consideration would be given to the possibility of using urban art and murals in the outer east and west stations to define them as local and pertinent to the area.</p>	Andy Lord / Vernon Everitt	April 2021	A meeting was held with TfL, Network Rail and Councillor Bell in Ealing on 27 April 2021.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/01/19 (1)	<p>HSE Annual Report – Reducing Road Injuries</p> <p>Members suggested that the Safety, Sustainability and Human Resources Panel (SSHR Panel) look at how local borough strategies were performing against the Mayor’s Transport Strategy.</p>	Gareth Powell	September 2021	On the forward plan for the SSHR Panel as part of the next update on Vision Zero.
07/01/19 (2)	<p>HSE Annual Report – Waste Strategy</p> <p>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.</p>	Lilli Matson	September 2021	This will be included in an item on sustainability, to be presented to the SSHR Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
79/09/19 (1)	<p>Tram Overturning at Sandilands, Croydon on 9 November 2016 - Update – pan-TfL Lessons Learnt</p> <p>Members 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.</p>	Gareth Powell	September 2021	In June 2021, the SSHR Panel will consider a further paper on recent operational incidents on the tram network. A paper including pan-TfL lessons learned from the bus fatigue study is scheduled for a future meeting of the Panel.
05/01/20 (2)	<p>Commissioner's Report – Bus Safety Standard Visit</p> <p>Members would be offered a visit to see a bus that met the new Bus Safety Standard.</p>	Gareth Powell	Impacted by lockdown	A visit will be arranged once lockdown measures are relaxed.
05/01/20 (6)	<p>Commissioner's Report – Corporate Environmental Plan</p> <p>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.</p>	Lilli Matson	September 2021	On the forward plan for the SSHR Panel.
05/01/20 (7)	<p>Commissioner's Report – Northern Line Extension Visit</p> <p>Members would be offered a visit to view the Northern Line Extension work.</p>	Stuart Harvey	Impacted by lockdown	A visit will be arranged once lockdown measures are relaxed.
05/01/20 (8)	<p>Commissioner's Report – Future Affordable Homes</p> <p>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.</p>	Simon Kilonback/ Graeme Craig	TBC	On the forward plan for Finance Committee, date to be scheduled.

Minute No.	Item/Description	Action By	Target Date	Status/Note
19/06/20 (1)	<p>Commissioner's Report – Response to Covid-19 – UCL 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.</p>	Lilli Matson	April 2021	Completed. Updates were provided to the Board (via the Commissioner's Report) and to the SSHR Panel. The SSHR Panel considered an update on 4 November 2020 and the Board was briefed on the phase two study in April 2021. The Panel will be kept informed of actions to address the recommendations.
31/07/20 (2)	<p>Commissioner's Report – Changes to work patterns 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	June 2021	An update on the planned return to offices was considered by the SSHR Panel on 9 September 2020. An update on the impact of the coronavirus pandemic on future work and accommodation will be considered by the Panel in June 2021.
38/07/20	<p>Slavery and Human Trafficking Statement 2019/20 – Update 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	June 2021	A paper on Responsible Procurement is on the forward plan for the SSHR Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
70/12/20	<p>Annual Travel in London Report – Central London Activities Zone Greater London Authority commissioned research into the future of the central London activities zone would be informative and illuminating, with Prof. Greg Clark CBE on the steering group. The research report would be shared with the Board in March 2021.</p>	Alex Williams	March 2021	Completed. The report was shared with the Board on 20 March 2021.
07/02/21	<p>Finance Report – Emerging Risks Consideration would be given to the inclusion of more detail on emerging risks, such as the consequences of Brexit and recession, in future Finance Reports to the Board.</p>	Simon Kilonback	From March 2021	Agreed.

Board



Date: 9 June 2021

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 16 March 2021.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – 9 June 2021

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

9 June 2021

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I Introduction

This report provides a review of major issues since the Board meeting on 16 March 2021

Firstly, I would like to congratulate the Mayor of London on his re-election. I look forward to continuing to work with him, the Deputy Mayor for Transport and their team to help London bounce back stronger than ever, to deliver the Mayor's Transport Strategy and build on TfL's successes to ensure environmental and financial sustainability. The Mayor announced that his main priority is on the post-pandemic recovery of London and this work closely aligns with my own priority of leading TfL through and beyond the coronavirus crisis.

Following the most recent easing of restrictions, passenger demand across the network has grown steadily and we are seeing an increase in passenger numbers across the network. This is down to the hard work of my colleagues who have been able to reassure customers that our network is clean, safe and reliable. We continue to issue information to customers on the quietest times to travel and encourage the use of other modes of transport such as walking and cycling, to help maintain social distancing on our services. In addition to this key messaging, we are also helping to promote the reopening of leisure activities such as museums, other cultural attractions and indoor dining to support London and the UK's economic recovery.

As we hopefully move through the final phases in the Government's roadmap out of lockdown, we must all remember that coronavirus remains a part of our lives. Now more than ever, we must continue to follow the guidelines outlined by the Government to keep ourselves and others

safe. Our focus remains on protecting our people and our customers, and ensuring that services run for those who need them.

It is a superb achievement that the Crossrail project is now trial running four trains an hour, as part of the major railway trials taking place throughout this year. The Tottenham Court Road Elizabeth line station has also become the third of the new central London stations to be handed over to TfL. These milestones are a crucial moment in the project, with the railway set to open in the first half of 2022.

On 1 June, we reached an agreement with the Government that extends its financial support until 11 December 2021. This agreement provides £1.08bn in base funding and further support, should our passenger revenue income be lower than forecast until 11 December 2021, to enable us to continue to run near full levels of service to stimulate London's recovery and deliver a host of improvements, including the Elizabeth line, Northern Line Extension and expansion of London Overground. It is vital that we also use this period to agree a longer-term settlement so that we can effectively plan for London's future and deliver maximum value for money through our contracts and supply chain.

Finally, I would like to thank everyone across the organisation for their continued hard work to support London and its people when it has been needed the most. Brighter times are on the horizon, and we will all be instrumental in kick-starting the capital back into life.



My priority is to lead TfL through the pandemic crisis and beyond

2 Safety and security

Deaths in service

Our sincere condolences remain with the families and loved ones of the 90 colleagues who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role they played in our fight against the pandemic. 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. As Commissioner, the safety of all our staff and customers continues to be my top priority, and I am absolutely committed to doing everything in my power to keep everyone safe on our network.

Bus driver deaths from COVID-19

On 19 March, we published the second phase of the research conducted by University College London's (UCL) Institute of Health Equity. This is the second phase in a two-part study looking at the impact of coronavirus on London's bus drivers.

We have led the way in the transport industry by commissioning pioneering research so the latest expertise is being used to keep drivers and passengers safe, and to ensure we learn any lessons about further actions we can take to protect our bus drivers.

The first phase of the report was published last July and looked into deaths due to COVID-19 among London bus drivers, between March and May 2020. This research found that many of these drivers had underlying health conditions and characteristics which contributed to their risk to COVID-19, such as being from a

Black and minority ethnic background and living in areas of deprivation. Crucially, it showed the first national lockdown was an effective measure in saving lives, with most of the drivers who tragically passed away in this period having stopped work 10 days either side of 23 March 2020. It concluded that more lives would have been saved if lockdown had happened earlier.

For the second phase, all London bus drivers were invited to complete a questionnaire which gathered information on their demographics and other known risk factors for COVID-19, such as underlying health conditions, and whether they thought they had COVID-19 themselves. The research found that bus drivers suffer from the same level of pre-existing conditions as the general population, but there is some evidence of earlier onset of some conditions.

The report made several recommendations, which includes:

- Bus drivers need continued protection, by reducing exposure to COVID-19 as long as it persists in the community
- In the longer term, early interventions on ill-health prevention are needed to reduce obesity in the population as a whole, with responsible employers playing their part
- Fatigue is a pre-existing issue for certain bus drivers, with some evidence showing that COVID-19 infection and lockdown has exacerbated this. Any action already being taken, following previous research

into factors contributing to tiredness, should be enhanced to address any new issues arising from the pandemic, following a short-term review of shift lengths, patterns and rotas

- Drivers who have clinically verified ongoing symptoms of COVID-19 infection, known as 'long COVID', will continue to need financial, psychological and clinical support from both bus companies and the NHS. This will need to be the case for all drivers who are working for responsible employers
- Some bus drivers reported an increase in perceived passenger aggression and non-compliance during the pandemic. The report recommends enhanced enforcement and communication
- Monitoring the health of London bus drivers is a priority, following the ongoing presence of COVID-19 infection in the community, as well as consistent recording of bus drivers' ethnicity
- In the longer term, air quality on London roads, to which bus drivers have particularly high levels of exposure, needs to be a priority for the Government and the Mayor

We have moved quickly to ensure the bus operators have taken extensive action across the network to stop the spread of coronavirus. This has included a relentless focus on cleaning with long-lasting, anti-viral cleaning fluid and limits on the number of customers on buses at any one time. Staff facilities have been reconfigured

to enable better social distancing and temporary 'portacabin' facilities have been constructed so that staff can spread out over a larger area. Throughout the pandemic, we have worked closely with bus operators, and continued to follow Public Health England and Government advice as it has evolved.

Rapid COVID-19 testing pilot scheme

We have been at the forefront of rolling out asymptomatic rapid testing to staff to help control infection outbreak. Testing has continued and expanded during this process, with new testing facilities opened at Hammersmith, Baker Street and Endeavour Square. This is in addition to the testing sites located at King's Cross, Palestra and Pier Walk. By the end of May, we tested more than 5,500 employees with the number testing positive at less than 0.6 per cent. We have also rolled out the distribution of home test kits from all our testing sites, as well as 15 additional locations, including depots, stations and service control centres.

In addition to this work, we are continuing to operate a pilot scheme to deliver daily contact testing to staff in the Network Management and London Underground control centres, helping reduce absence rates by enabling regular testing as an alternative to self-isolation, under the terms of the pilot scheme. To date, this service has been used by 23 staff who were flagged as having a close positive contact, none of whom subsequently tested positive themselves.



We tested more than 5,000 employees by the end of May

On 4 March, we started a pilot programme across 10 depots for home testing specifically for Tube, fleet and maintenance train drivers and trainer communities to enable in-cab training to begin. The lateral flow home test kits were used in conjunction with PCR tests and the driver training programme is now back on track.

On April, we introduced the Home Testing – Work Collect scheme at all testing sites in conjunction with a nationwide roll-out by the Department of Health and Social Care. This enables staff access to carry out COVID-19 testing at home. To help aid this scheme, we set up collection points at all our testing centres and are now rolling these points out to crew depots, service control centres and some Tube stations.

During April and May, we also assisted the boroughs of Lambeth, Tower Hamlets and Hackney in the distribution of PCR kits to TfL workplace locations in the borough, as part of a surge testing initiative to trace COVID-19 variants that were impacting the local community. We continue to work closely with the boroughs to help support them in any way during this pandemic.

Imperial College London sampling

Sampling of customer areas by Imperial College London continues, with no trace of coronavirus found on our network. Sampling of staff areas started at Stratford and Acton Tube stations in April, with more sites planned. Our Occupational Health team continues to liaise with academic institutions and other transport networks across the world to ensure our approach is at the cutting edge. As a result of our work,

the Prague public transport network has started sampling on their travel network.

University College London sampling

We are also working with UCL on its VIRAL COVID-19 research programme. This includes sampling of air and surfaces on buses for the presence of SARS-CoV-2, with negative results produced to date. In the coming months, the UCL research team will be collecting similar data on air and surfaces on carriages on the Tube network and other bus models.

Croydon tram overturning

On 9 November 2016, seven people tragically died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The Coroner's Inquests began on 17 May 2021 and are expected to last until 13 August. We will never forget those who lost their lives – Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith. The grief their families have suffered is unimaginable and I want to reiterate my support to everyone affected. Our Sarah Hope Line remains available to provide help with counselling and other support to anyone who needs it.

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. All of the TfL-specific recommendations have now been actioned and confirmed as implemented by the Office of Rail and Road (ORR).

We are supporting the Inquests in every way we can. Ahead of the Inquests commencing we provided the Senior Coroner with further witness evidence, giving an update on the implementation of the RAIB recommendations, and incidents on the tram network that occurred between August and October 2020 as well as disclosure of documents. TfL staff will be giving witness accounts and attending throughout, either in person or remotely, to comply with current coronavirus guidelines. Safety remains our number one priority and we keep our network under constant review. We will take into account any further learnings that may come out of these Inquests.

Operational incidents on the tram network

As mentioned in my last two reports, we noted with concern that there were three operational incidents across the tram network in a short period of time. These took place on 5 August 2020, 14 September 2020 and 21 October 2020 and all were reported to the ORR. A full paper and discussion on the incidents were included as part of our Safety, Sustainability and HR Panel meeting on 10 February.

Due to the potential serious nature of these incidents, we entered a three-way dialogue with Tram Operations Ltd and the ORR with regards to jointly working through the incidents to address causal factors.

The four recommendations identified by the joint working group highlighted the need to address reporting arrangements with regards to legal requirements,

verifying existing data, assessing the risk model around operations and looking at opportunities for continuous improvement of the Tramway through the development of a Joint System Safety Improvement Plan.

These recommendations have been completed and findings have been sent to the ORR for review. This included the submission of the Joint System Safety Improvement Plan, ahead of the required March 2021 deadline, which has since received positive feedback from the ORR.

The plan uses the Trams Safety Risk Model as a basis for the identification of the areas of focus for 2021/22, with a priority on improving the overall Total Collective Risk rating for the tramway. This will be achieved by focusing on the pre-cursors for the top 10 hazardous events contained within the model and identifying areas of new or enhanced preventative controls. The four headline areas of focus are Operations, Customer, Infrastructure Risk and Fleet Risk. There are 24 planned activities in relation to these streams of focus which have now started, with various completion dates ranging from April 2021 to March 2022. These activities are on schedule with the ones due in April now completed.

Upcoming inquests

We are assisting the Coroner in relation to the tragic deaths of a mother and her three-year-old daughter on 18 February 2019, when they were struck by a train at Taplow station. A pre-inquest review hearing will take place on 1 July 2021 and the inquests are likely to be heard in November 2021.

We are also assisting the ORR and the British Transport Police (BTP) with their investigations following the tragic death of an engineer who was fatally injured while working on a traveller at Waterloo station in the early hours of 18 September 2019. The inquest is currently adjourned, pending the outcome of the investigations by the ORR and the BTP.

In addition, we have provided information to the Coroner investigating the death on 9 December 2019 of a person who was seen to walk into the tunnel at Tooting Bec station and was subsequently struck by a train. The inquest will take place between 30 June and 2 July 2021.

On 26 May 2020, a passenger fell between the platform and the train at Waterloo Station and was struck by a train while trying to get back onto the platform. On 29 October 2020, the ORR issued London Underground with an Improvement Notice. This focused on how we identify the risks at this platform, how we document the risk and controls, and our justification for these controls being appropriate. We responded to the Improvement Notice on 15 December 2020, with the ORR noting that it was very happy with our proposed approach and the seriousness with which we were treating this issue. The ORR confirmed it had closed the Improvement Notice on 22 December 2020. The RAIB investigation is ongoing. A pre-inquest review hearing will take place on 22 June 2021.

We have also been assisting the Coroner with their enquiries into the death of a passenger who was injured while trying to

board a bus on 15 July 2020. The inquest is adjourned pending the outcome of the police investigation.

We are also assisting the Coroner with their enquiries in relation to the death of a passenger who fell backwards out of a train onto the platform at Bank/Monument station on 28 September 2020. A date for the inquest is awaited.

On 2 October 2020, a passenger was struck by a train at Fenchurch Street station. Prior to this, the passenger had interacted with TfL staff at Bank station and we have provided information regarding those interactions to the Coroner. A date for the inquest is awaited.

In February 2021, we were contacted by the Coroner who is investigating the death of a person who fell while alighting a bus in October 2020. The bus operator is assisting the Coroner with their enquiries and we are awaiting further details. The incident is being investigated as part of our Notification and Investigation of Major Incidents process.

Ella Adoo-Kissi-Debrah

On 15 February 2013, Ella Adoo-Kissi-Debrah, aged nine, suffered a severe asthma attack and tragically died shortly after. Ella lived 25 metres from the South Circular Road in Lewisham. The original inquest into her death, which took place in September 2014, was quashed by the High Court and a fresh inquest was ordered. At the fresh inquest, which took place between 30 November and 11 December 2020, TfL and the Mayor were Interested Persons. The fresh inquest

considered whether air pollution caused or contributed to Ella's death, how air pollution levels were monitored in 2013 and what steps were taken to reduce air pollution.

The Coroner concluded that Ella died of asthma, contributed to by exposure to excessive air pollution. There had also been a recognised failure to reduce levels of nitrogen dioxide to within EU limits during 2010 to 2013, which possibly contributed to her death.

On 20 April 2021, the Coroner issued a Prevention of Future Deaths report and raised three areas of concern, one of which was addressed to the Mayor (as well as central Government and the London Borough of Lewisham) which related to low public awareness of the sources of information about national and local pollution levels. The Coroner considers greater awareness would help individuals reduce their personal exposure to air pollution. The Mayor must provide a response to the Prevention of Future Deaths report by 17 June 2021. The Coroner did not address any concerns at TfL.

Crime and antisocial behaviour on public transport

Unacceptable abusive behaviour towards our passengers and staff is the most serious form of anti-social behaviour that occurs on our network. Our new campaign includes anti-social behaviour messaging that targets staff abuse, drunken behaviour towards our staff and hate crime towards our customers and staff.

A robust stakeholder engagement programme focusing on hate crime in London took place from November 2020 to April 2021. We are planning to launch an integrated plan and Serious Worrying Incidents campaign to further support this work on 7 June 2021. The campaign will include a press event and customer relationship management featuring the Mayor, as well as print and digital posters across the network.

We also used paid media and integrated channels such as social media, blog posts, podcast sponsorship, print and online press editorial, and employee communications to promote our message to those who use our network.

Work-related violence and aggression

We have completed the first-phase rollout of body-worn cameras, delivering cameras to 302 sites across London Underground, Buses, and Compliance, Policing, Operations and Security (CPOS) hubs, Victoria Coach Station and Woolwich Ferry. More than 6,000 colleagues now have access to a body-worn camera while on duty. Working with our policing partners, we are now able to digitally share evidence with the BTP and will soon be able to do so with the Metropolitan Police Service (MPS). Sharing evidence digitally is key to ensuring footage captured using body-worn cameras can support police investigation. This will also make it easier to bring those who commit crimes against our staff to justice.

While crime remains low on the public transport network, there have been 15.3 crimes in every 1,000,000 journeys during

2020/21, reported robbery has continued to increase each year across most modes, particularly from 2017/18 onwards. This rising trend was suppressed during the first national lockdown but when lockdown conditions eased in September 2020, reported robbery quickly rose to pre-pandemic levels. The lockdown introduced at the end of 2020 meant that levels fell slightly, again.

As more passengers return to the transport network following the easing of restrictions in April, the BTP carried out a number of operations during the months of April and May to combat robbery and violent crime on the rail and Underground network. Finsbury Park and Seven Sisters were the focus of proactive policing to disrupt gangs, and showed excellent results including a total of 78 arrests.

These operations have been successful in disrupting organised, criminal, gang activities on our network.

Hate crime external stakeholder engagement

On 9 March, our Stakeholder Advocacy and Engagement and CPOS teams ran a virtual roundtable discussion with a number of stakeholders to discuss hate crime and how we can deal with it on our network. The discussion was themed around education, raising awareness and support for victims, with attendees including Tell MAMA, Community Security Trust, the Shomrim neighbourhood watch group, COVID-19 Anti-Racism Group, Transport for All and Galop the LGBT+ anti-violence charity.

The roundtable generated insightful conversations with our stakeholders and resulted in a number of useful recommendations, such as providing clear information about hate crime, how to report it and what to expect from us and our policing partners if you are a victim of a hate crime on our network. Our Customer Marketing and Behaviour Change team have also started working on a creating a dedicated page on our website to provide our customers with important information about hate crime. We are also reviewing what other recommendations from the roundtable can be implemented across the business to stamp out hate crime on our network and reinforce our message of zero tolerance.

Tackling unwanted sexual behaviour on the transport network

With our police partners, we have reviewed our activity to keep women and girls safe as they travel in the Capital. The review was triggered by the tragic murder of Sarah Everard and the huge public outcry that followed – not because violence against women and girls is so rare, but because it remains so common. Our work to improve the safety of women and girls and tackle unwanted sexual behaviour is well-established. We launched Safer Travel at Night in 2003, to tackle sexual offences in illegal minicabs, and Project Guardian in 2013, a partnership initiative between the BTP, MPS, City of London Police (CoLP) and us that focused on tackling sexual offences on London's public transport. This work with our police partners is ongoing and, despite significant progress being made, there is still more to do.

We are currently working with the BTP, Rail Delivery Group, academics and experts in the area of sexual violence on a national approach to tackling sexual offences and harassment on the rail network. The work includes research, a new communications campaign, training for transport staff, new ways to report including confidential reporting to the police, improvements in police investigation and training, and active monitoring of offenders. We will expand this work to cover all of our public transport networks.

We are also working with the MPS and CoLP to improve the safety of women and girls travelling in taxis and private hire vehicles. This includes customer messaging to encourage reporting, improvements in police investigations, licensing action and guidance to drivers. In addition to this work, we are stepping up our action to improve the safety of women in our workplace. We are signatories to the Women's Night Safety Charter and are working in collaboration with the urban design team at UCL and other partners to make public spaces feel safer at night. We are also entering into a partnership with UN Women UK on its Safe Spaces Now campaign to make public spaces safe and inclusive for all.

Face-covering enforcement

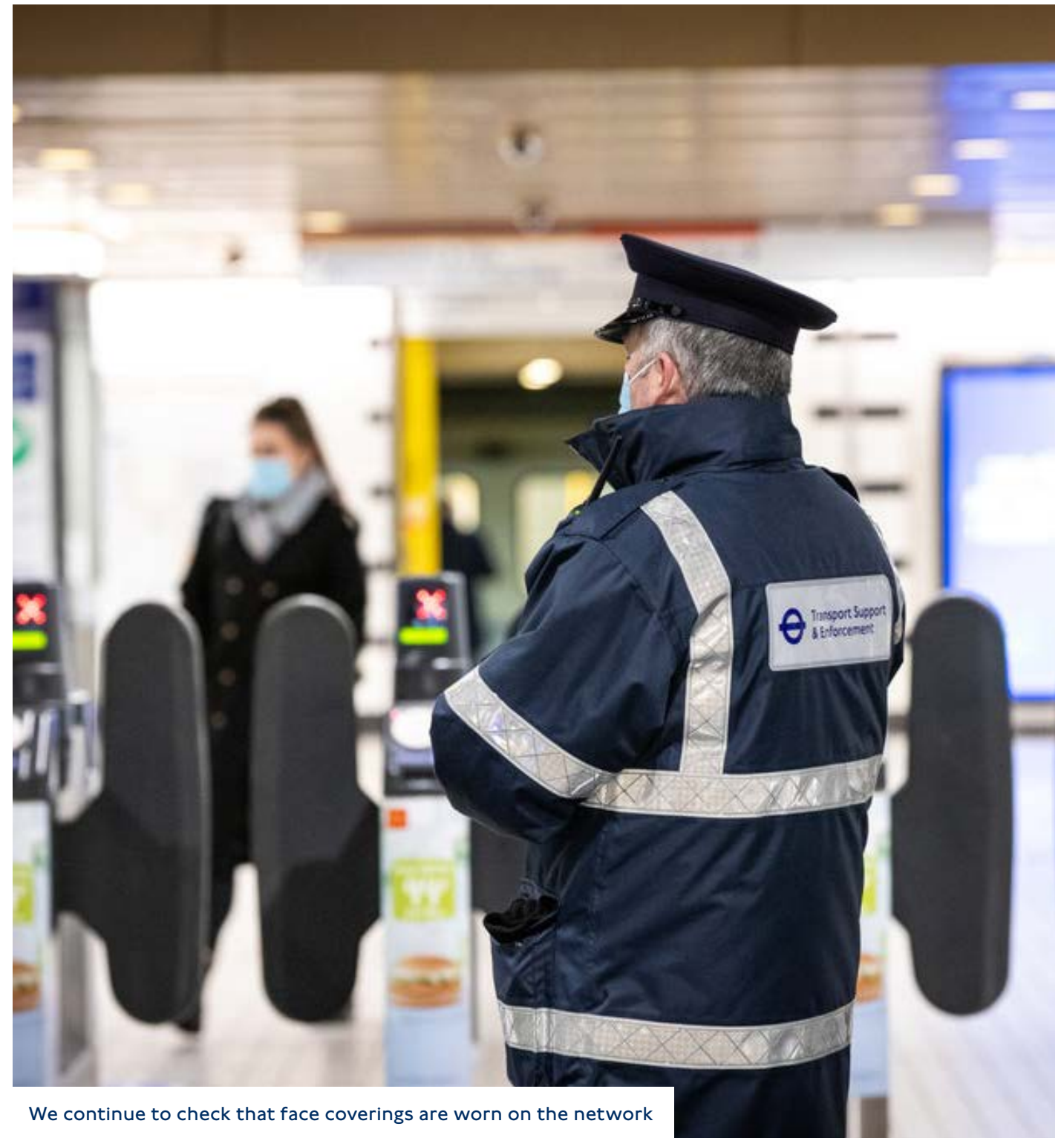
Our enforcement officers continue to enforce the mandatory wearing of face coverings on all public transport modes, unless a passenger is exempt, using powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020. This work is being supported by the BTP and

the MPS's Roads and Transport Policing Command (RTPC).

Customer compliance remains very high in general, particularly during peak travel times. Customer research findings show that 90 per cent of customers say they are wearing a face covering at all times while using our transport services. Of those not wearing a face covering more than half claim to have an exemption or valid reason for not complying.

Up until 31 May 2021, our enforcement officers have intervened with 188,324 passengers not wearing a face covering or not wearing it correctly. Of these, 12,176 have been refused travel and 3,647 Fixed Penalty Notices have been issued by our Investigations and Prosecutions team. A Fixed Penalty Notice starts at £200 for a first offence. A total of 1,448 of these have been paid within 14 days (at a reduced fee of £100 for early payment) and 121 were paid within 28 days. Where these remain unpaid, we pursue offenders through the courts.

Since 16 March, 214 cases have been listed in court, with 30 defendants pleading guilty to the offence of not wearing a face covering, resulting in fines averaging £516. The amount fined depending on the individuals' circumstances, which the court needs to take into consideration. Of those 214 cases, 144 defendants had their case proved in their absence due to not responding to the court summons. In sessions for those overdue, the court listed 34 face covering cases have been adjourned to the 15 July 2021. Significantly, in one case listed in April, a defendant was found guilty and ordered



We continue to check that face coverings are worn on the network

to pay a fine of £1,730, prosecution costs of £450 and a victim surcharge of £173 – a total of £2,353. The defendant was also ordered to pay his own legal costs.

Police activity to support Vision Zero

Together with the MPS, we continue to prioritise the Mayor's Vision Zero target to eliminate all deaths and serious injuries on London's roads by 2041, with a range of initiatives to make our roads safer.

From 16 March until 25 April, the MPS RTPC tackled the key behaviours that contribute to serious and fatal collisions on London's roads, with the following Traffic Offence Reports (TORs) issued:

- 2,410 for speeding
- 837 for not wearing a seatbelt
- 1,452 for not having insurance
- 361 for mobile phone use
- 248 for drink driving

Tackling speeding on the Capital's roads remains a priority and the command has continued to respond to concerns raised by local residents on borough roads. Working with the local council, officers have been deployed to a number of locations and captured over 210 speeding vehicles.

From 22 March to 14 April, officers were deployed to the A10, A11, A25, A118, A205, A214, A408 and A1055/Meridian Way to crack down on some of the key causes of road danger, such as speeding, drink or drug

driving and using a mobile phone while driving. This work resulted in 314 traffic offence reports being issued for these and other dangerous behaviours.

Between the 5 and 18 April, the RTPC ran a two-week operation targeting power two-wheeler riders as the vulnerable road users most likely to be involved in collisions. During the two weeks:

- 221 arrests were made for offences including drug and drink driving, and disqualified driving
- 779 TORs were issued for speeding
- 292 TORs were issued for riders running red lights
- 104 TORs were issued for mobile phone use
- 434 vehicles were seized

The RTPC ran a road safety operation between 17 and 23 May in support of the National Police Chiefs Council's Global Road Safety week. This was followed by a two-week uplift focused on drivers not wearing seatbelts, set to take place from 31 May to 13 June.

On 23 April 2021, we re-launched our Vision Zero: watch your speed campaign aimed to encourage drivers to drive slower. The campaign uses social proofing (wherein people will adapt their behaviour according to what other people are doing) to influence drivers by showing them that they are driving too fast, as seen through

the perspective of their friends and family. The TV advert that we used when the campaign originally launched in 2019 was adapted to the Government guidance on social distancing. In addition to video on demand and broadcast TV advertising, the campaign also ran across posters on the road network.

Bus Safety Standard

As of 1 June, the number of buses meeting the Bus Safety Standard is approaching the 500-mark. The London fleet now has 488 vehicles fitted with the latest safety technology, including intelligent speed assistance and better design features which can help avoid or reduce casualties on the bus network. The standard has also been toughened so buses entering service from later this year will be required to feature second-generation technology like camera monitoring systems in place of side mirrors, offering a wider field of view and clearer visibility in low light. Other new requirements include toggling to help drivers identify the brake pedal and its relative position from their feet, and new brake system safeguards to prevent buses rolling away without a driver in the cab. The standard will be further toughened in 2024, to help us implement everything we can to help eliminate all deaths and serious injuries from London's roads by 2041. Of the buses that meet the first and some of the second generation of the safety standard, 348 are equipped with the Acoustic Vehicle Alerting System (AVAS) to alert vulnerable road users to much quieter buses such as battery-powered electric vehicles, which would otherwise be virtually silent in busy traffic. Our AVAS system will automatically

adjust its volume to be heard over noisier city sounds and be less intrusive in quieter suburban districts.

Work continues to reduce customer slips, trips, and falls on buses. While these incidents are not a new occurrence, they have become more frequent since the start of the pandemic, relative to the number of people travelling. In the short term, we are trialling posters on stairways and new announcements to encourage passengers to hold on to rails and poles inside the buses. We have also reissued guidance to drivers reminding them to give customers enough time to settle on board after calling at a bus stop. A longer-term strategy is being developed to continue this work and will consider vehicle improvements, such as to flooring and lighting, and outcomes from predictive technology being trialled that warns a driver of hazards to help ensure they have enough time to brake smoothly. We are also reviewing research, evidence and best practice from other transport authorities in other large cities/around the country/world.

Front-door boarding on buses

We have completed the removal of more than 3,000 card readers from around 1,000 New Routemaster buses. The readers were installed by the centre and rear doors on New Routemaster buses to facilitate open boarding and enable customers to touch in at any door.

Prior to the pandemic, work had started to remove these as the routes were converted to front-door boarding to address revenue loss. This work was halted and reversed during the pandemic as part of the measures we put in place to keep our drivers safe while they worked. In October 2020, we restarted our work to remove readers with updated working practices to ensure social distancing could be maintained. This work was completed in March, so that all buses now operate front-door only boarding.

Safe track access

Working on the track environment is an area of potentially significant high risk. There have been a number of tragic incidents on the mainline railway, including the tragedy at Margam in July 2019 where two Network Rail track workers were killed, and the more recent tragedy near Surbiton in February where a 30-year-old man died.

While the risks for TfL employees differ from Network Rail employees, we want to improve how our colleagues access the track environment to ensure it is done in the safest possible way. Our Safe Track Programme has been established to deliver safety improvements which will make it safer for those accessing our track environment during engineering hours and ensure that no one is killed or seriously injured. This will be achieved through process improvement, cultural change and the building of new infrastructure and technology to reduce the main risks when accessing the track.

We will start to install new, permanent, signs at key locations on the London Underground track in June 2021. The signs will show areas of live current clarify local track layouts in complex areas to help those accessing the track environment to understand key areas of risk.

We reviewed the key learnings from the RAIB report into the tragedy at Margam, which was published in November 2020, and have shared that knowledge with all relevant teams internally as part of the ongoing conversation we are having around safety in the workplace.

London Underground fire safety

In May last year, we launched a Fire Safety Programme which continues to go from strength to strength, as it approaches its first anniversary.

London Underground has more than 1,000 buildings and we are ensuring each of these buildings is part of a rolling programme of inspections that specifically reviews fire safety. Despite the financial impact of the pandemic, we have ensured this programme continues with pace and recommended improvements receive adequate funding.

We have refreshed the training to our teams including making use of technology solutions so we can continue to deliver training while many of our staff have been working from home. Working together, the Fire Safety Programme team and our Technology and Data team have created innovative solutions to monitor our fire safety data, including the use of apps and

newly-available reporting systems. Our fire safety data can now be visualised in real time which enables us to respond quickly to any fire safety concerns identified by our fire engineering experts.

We continue to share the progress of this programme with the London Fire Brigade which offers us the opportunity to hear their views on our approach and make any amends necessary.

Taxi and private hire

United Trade Action Group v TfL

On 6 November 2020, the United Trade Action Group (UTAG) made an application for permission to judicially review our 9 August 2020 decision to grant a London private hire vehicle (PHV) operator's licence to Transopco UK Ltd (trading as Free Now). Free Now is named as an Interested Party. Although the High Court initially refused permission for the claim to proceed, UTAG renewed its claim at an oral hearing on 20 April 2021 and the Court granted permission for judicial review. UTAG updated its grounds of challenge which are (i) that Free Now enables PHV drivers to ply for hire in London using the app which is unlawful because plying for hire is an activity reserved to hackney carriages, and (ii) that following the Supreme Court decision in *UBER BV v Aslam*, Free Now's terms and conditions are incompatible with the Private Hire Vehicles (London) Act 1998, and therefore drivers are committing a separate offence of accepting bookings without a PHV operator's licence.

UTAG seeks a declaration from the court on both these grounds.

Uber London Limited v TfL and UTAG

In *Uber BV v Aslam*, the Supreme Court upheld an Employment Tribunal ruling which classed drivers undertaking bookings for private hire operator Uber London Limited (ULL) as 'workers'. In that ruling, the Supreme Court also commented on the contractual relationship between operators and drivers as set out in ULL's terms and conditions, and compliance with the Private Hire Vehicles (London) Act 1998 (the 1998 Act). ULL has requested a declaration from the court as to whether the 1998 Act requires an operator who accepts a booking from a passenger to enter into a contract with that passenger to provide the journey. Both TfL and UTAG have been named as defendants. We will assist the court with any points of law. UTAG has suggested that this claim and its claim concerning Free Now should be heard at the same time, and directions from the court are awaited.

BBC-exposed licensing appeals

On 19 November 2019, the BBC broadcast a programme exposing fraudulent practices of some colleges offering BTEC qualifications in London. Vista Training Solutions Ltd was featured by the BBC facilitating the provision of fraudulently obtained qualifications including topographical qualifications required for a private hire driver's licence. In light of this, we reviewed the licences of all 422 drivers who obtained their qualifications via Vista and 143 previously licenced drivers had their licences revoked and 279 applicants had their applications refused. Following this action, 80 affected applicants and drivers appealed the decisions to the Magistrates' Court and the hearings of those appeals



We have been able to increase the number of Knowledge of London assessments

have now been listed for eight separate days between 16 April to 12 July. A total of 41 appeals have since been dismissed or withdrawn and the remaining 39 appeals are awaiting court determination in the next couple of months.

Taxi operator compliance

On 3 October 2020, Ola UK Private Limited (Ola) was notified that it would not be granted a new London private hire vehicle operator's licence at the expiry of its licence on 3 October 2020. We concluded that Ola was not fit and proper to hold such a licence after discovering a number of failures that could have risked public safety. Ola has appealed the decision and the hearing will take place between 13 and 17 December 2021. Pending the outcome of the appeal, Ola may continue to operate, and we will closely scrutinise Ola and its compliance with the conditions for the duration of the appeal process.

Ola has also been charged with 21 offences for failing to comply with statutory record keeping obligations, allowing drivers to be in charge of a private hire vehicle without a private hire driver's licence, and causing or permitting drivers to use a private hire vehicle on a public road without the required motor vehicle insurance. Summonses have been issued and the first hearing is listed for 18 June 2021.

Taxi and private hire driver assessment centre

As the national lockdown restrictions continue to ease, we have increased the number of Knowledge of London assessments and resumed topographical

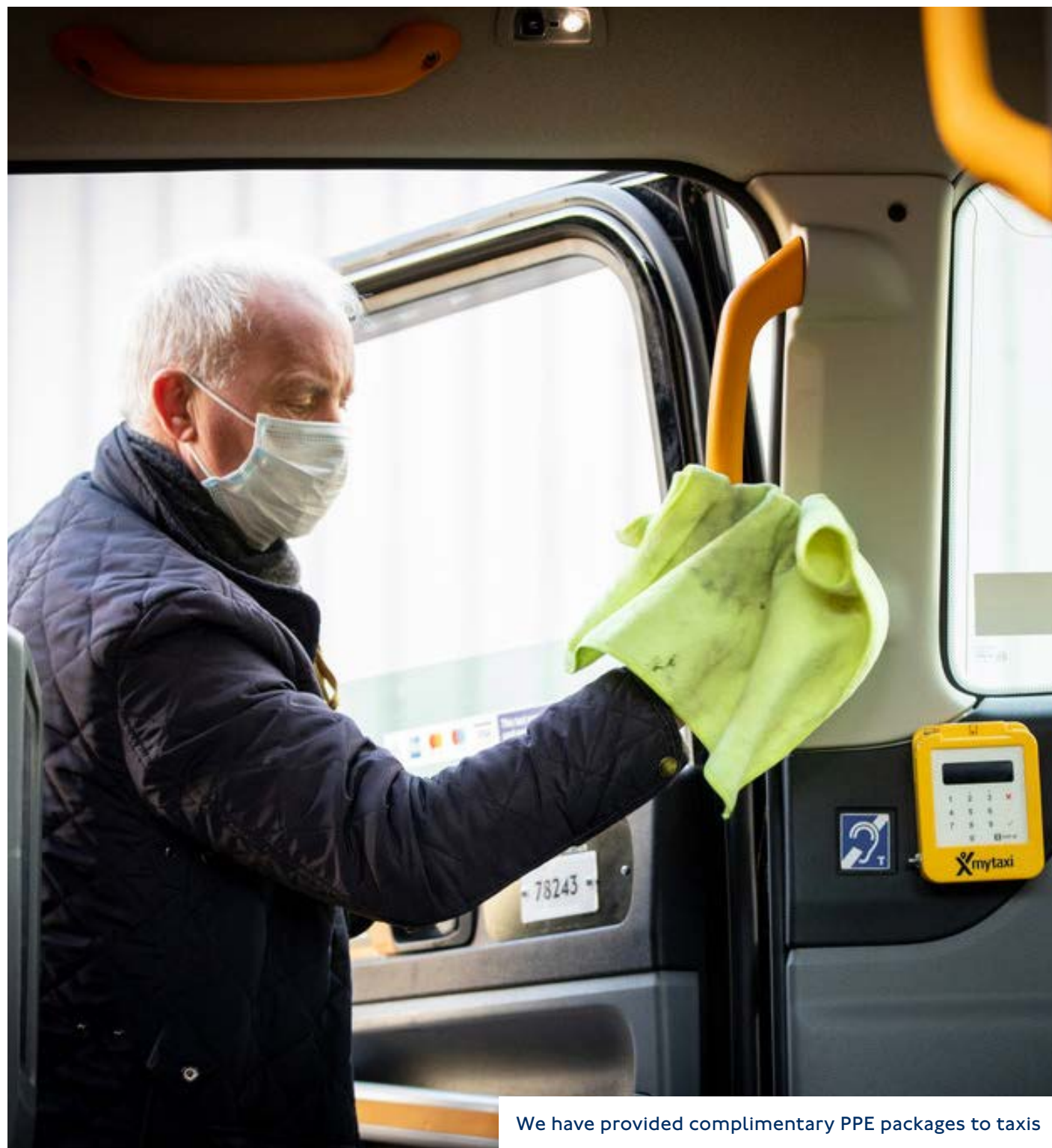
assessments for candidates on 12 April. As before, several measures have been implemented to reflect Public Health England guidance and reduce the risk to staff and candidates presented by coronavirus. These include the installation of social distancing markers, hand sanitiser units and the wearing of face coverings while in the centres. As a result, our assessment centre capacity has been significantly reduced. We have been contacting candidates to re-book their assessment and assure them that appropriate measures are in place to ensure their safety.

Planned closures of NSL vehicle inspection sites

During 2020, because of the closure of our vehicle licensing inspection centres due to the pandemic, some taxis and private hire vehicles remained licensed for an additional six-month period. As a result, we anticipated that the demand for vehicle inspections in April would be considerably lower than normal.

In recognition of this significant reduction, while still meeting the forecasted demand for vehicle inspections, we closed three vehicle inspection centres (Staples Corner, Crayford and Enfield) for the first half of April. These centres then re-opened and the other centres (Canning Town, Coulsdon and Heston) were closed for the second half of April.

When opened, the sites continued to operate in line with Government guidance with appropriate safety measures in place, including social distancing markers, hand



We have provided complimentary PPE packages to taxis

sanitiser stations, personal protective equipment (PPE) for staff, ventilation of vehicles and limits on contact between staff and customers who are asked to wear face coverings.

Health, Wellbeing and Safety forum for the trade

On 22 April 2021, we hosted an online Health, Wellbeing and Safety forum for the taxi and private hire trade with support from the Samaritans and our Occupational Health team. The first half of the forum focused on mental wellbeing and physical health. It also provided useful information on COVID-19 and financial support services as well as stretching and posture advice. The second half of the forum focused on driver safety and security, was led by our CPOS team and included speakers from the Suzy Lamplugh Trust and the MPS.

Distribution of Personal Protective Equipment

To aid the recovery of London's transport services, we have continued to provide complimentary PPE packages of 50 medical-grade face masks, bottles of Dettol hand sanitiser and stickers with coronavirus-specific information to be displayed in taxis and PHVs. Licensees can collect a PPE pack from one of our designated sites at Coulsdon, Canning town, Enfield, Staples Corner, Heston and Heathrow airport. We continue to review what future activities will be appropriate and of benefit to the trade as we support them throughout the easing of the Government's restrictions.

CCTV consultation

As part of the published statutory taxi and private hire vehicles standards, the Department for Transport (DfT) has highlighted its expectation that all licensing authorities should consult on whether the installation of CCTV in both taxi and private hire vehicles will have a positive or an adverse net effect on the safety of passengers, including children and vulnerable adults. This should also take into consideration potential privacy issues. In accordance with this standard, we launched a consultation on 9 February 2021 seeking views on in-vehicle CCTV in taxis and private hire vehicles in London and to gather evidence from respondents. The consultation closed on 22 March 2021, with all responses now being considered before we decide on the next steps.

3 Supporting the recovery

Supporting the recovery of London following the Government's roadmap for coming out of lockdown

Step 2 of the Government road map has allowed the return of some social events and there has been a focus on supporting the Government's plans around spectators attending venues. This work is in anticipation of major events that will take place in London throughout the year, such as the Euro 2021 tournament and the eight games England will be hosting at Wembley Stadium from mid-June. We worked closely with our stakeholders on the Carabao Cup Final and the FA Cup final to ensure proper planning was in place for fans to attend the games and our ability to cope with increased passenger numbers. These trials have helped us develop our transport plans for the Euros and other major sporting events. We have also been working closely with the GLA and other partners to understand the impact of events through the summer, coordinating our plans and ensuring the transport network is safe for customers to travel to and from the different venues across London.

On 12 April 2021, retail, leisure and hospitality sectors started to re-open in line with the Government's roadmap. To support businesses as they welcome back customers, we have been promoting our safer travel campaign to reassure and remind customers of the measures we have put in place to keep them safe. Additionally, we continue to encourage Londoners to walk and cycle wherever possible.

The campaign uses staff and customers to reinforce key safety measures such as social distancing directions around stations, bus capacity limits and enhanced cleaning regimes. As restrictions have continued to ease, we have also been promoting safer travel behaviours, including the wearing of face coverings, social distancing and hand washing, and targeted travel demand management activity at hotspots to better manage capacity. The campaign is running across London through digital posters on and off the network, radio and paid social media coverage.

On 17 May, we issued updated travel information to help customers make the most of the increased leisure activities that will be available, including the reopening of museums and other cultural attractions, and indoor dining.

Following consultation with the DfT, and in line with bus services across the country, the capacity of buses was doubled on 17 May. From this date, most seats on buses can be used, with the capacity of double-deck buses increasing to around 60. This will enable more people to travel on the bus network as Government restrictions continue to ease. Rear-facing seats in bays will be blocked off to continue to reduce the risk of transmission.

On the London Overground, the planned cancellations on the West Anglia routes have also been withdrawn. Services on the North London line were increased on the 17 May, although roughly one train per hour is still cancelled on the Stratford to Richmond branch. A full service is not expected to



We are supporting businesses as they welcome back customers

operate on the North London line until 21 June. From this date, London Overground services will operate at full pre-pandemic capacity, supporting London's recovery.

The introduction of new rail timetables in May also saw some minor changes to train times on TfL Rail, London Overground and Bakerloo line services, and customers who use these services are advised to check before they travel.

We continue to run near-normal levels of services across the public transport network, with a wide range of active travel options also available, including Santander Cycles and protected cycling and walking routes, especially in central London and the West End.

Customers must continue to wear a face covering at all times, unless they are exempt. Free face coverings have been distributed at key locations across the transport network for those who need them. Our staff and Enforcement Officers are working closely with our policing partners to enforce this requirement.

In addition to this, customers will also have the support of Travel Ambassadors at key locations to welcome people back to the transport network and to help everyone travel safely. One-way systems and extensive signage on trains, trams, buses and stations will help to maintain social distancing.

As always, we are encouraging customers to make journeys at quieter times to help spread demand across the day. These are

currently between 08:15 and 16:00 and after 17:30 during the week, and before noon and after 18:00 at weekends. The latest service information will be available online and through TfL travel tools including the free TfL Go app. TfL Go enables customers to access live updates and train times for every station, as well as information on the quieter times to travel.

We are also continuing to engage with the construction sector about staggering start and end times and have seen positive outcomes as a result of this work.

Passengers continue to return to the public transport network with each stage of unlocking. During the end of the May bank holiday weekend, Tube traffic averaged 57 per cent of normal levels seen in 2019. Bus traffic averaged 71 per cent. Overall, the number of people travelling stood at 70 per cent of normal levels.

Extensive cleaning regime

Over the past year, we had more than 11,000 applications of the antimicrobial agent Zoono on our Tube and TfL rail trains. This product is sprayed via an electro-static gun which allows the product to go further and last longer, killing any virus or bacteria that lands on it and so helping reduce the spread of coronavirus on our network. Our stations are continually being treated with antibacterial spray, with a focus on touch points, handrails and help points. More than 1,000 Dettol hand sanitiser units have been installed across the network for everyone to use, with 33,885 litres of hand sanitiser used to date.

Business sector and recovery support

We have continued our engagement with business, leisure and hospitality sectors, attending more than 25 industry forums, roundtable discussions and conferences throughout March and April. This work will continue as the Government roadmap out of lockdown moves along, including joint work with industry partners at Network Rail and the Rail Delivery Group.

On 25 March, our Commercial Partnerships team hosted the second series of their Inside Track webinar. This was a joint initiative with our media partners Global and Metro to help encourage and drive the media's recovery across commercial venues on the London Underground. The session covered our groundbreaking Wi-Fi data capabilities, how much we know about the network being used and how we see the recovery panning out. More than 400 external attendees joined the webinar, which was hosted by LBC's Shelagh Fogarty and featured panellists including our own Shashi Verma, Ted Young from Metro and Sarah Gale from Global. The third webinar series for Inside Track has been scheduled for 9 July 2021.

4 Our people

COVID-19 special recognition awards scheme

The COVID-19 recognition scheme launched on 30 November 2020. This scheme recognises those who have made exceptional contributions, with a significant impact, to London's response to the coronavirus pandemic. Those nominated for the existing Make a Difference award also had the opportunity to be nominated for the special award, with the final decision made by diverse business panels, representing our workforce.

From the launch of the scheme to mid-April 2021, there have been around 410 individual staff nominations and around 70 team nominations.

This scheme has been fully integrated with the 'thank you' campaign to all staff, to celebrate the contribution of all our staff efforts during the pandemic. We created special editions of On the Move and Upfront magazines, which included thank you messages from the senior manager leadership team, and showcased employees' different contributions to the business and the surrounding communities.

Stay Learning

In March 2021, we refreshed the Stay Learning development platform and re-launched it as the central hub for learning and development – enabling colleagues to take ownership of their own personal development. Previously, Stay Learning worked only as a regular feed of useful external learning resources to support colleagues working remotely and also those on furlough.

In this first phase, two new sections have been launched:

- A dedicated leadership and management knowledge centre
- Your development journey – a dedicated personal development knowledge centre

Through Stay Learning, we aim to promote all learning options from online eLearning courses, research and reading, to trainer-led learning.

Over time, new dedicated sections for specific subject areas will be added to help people from all areas of the business find something applicable to their role. The Stay Learning hub is accessible to all staff from devices including tablets, mobile phones and laptops.

Welcoming new graduates and apprentices

On 19 April, we were delighted to welcome a further 87 graduates and apprentices to Engineering, London Underground, Major Projects and Rail for London Infrastructure. They join the 56 graduates and apprentices who started in January this year.

The majority of assessment centres for 60 graduate and 48 higher level apprenticeship positions are complete, with those joining starting in September 2021. The remaining assessment centres are currently under way and are scheduled for completion by the end of June 2021. This campaign introduced virtual assessment centres for graduates for the first time, building on the success of the 2020-21 apprentice campaigns

which moved away from competency- to scenario-based assessments with the purpose of improving fairness.

Outreach activity has also begun to support the recruitment of level 3 apprentices, due to start with us in January 2022, and higher-level apprentices due to start in September 2022. We have created a virtual Enterprise Advisor Community for our volunteers who work with careers advice leads in target schools and colleges to create a way of updating opportunities and feeding back on what schools need.

Employability and Schools Outreach Programme – supporting a sustainable recovery

On 22 March 2021, the Executive Committee endorsed plans to adapt the current Employability and Schools Outreach activity and introduce new activities to support those facing barriers into employment which have been made worse by the pandemic. We are designing and procuring a provider for a new 12-week intervention and implementing a new strategic partnership framework. This work is being delivered in collaboration with teams across our human resources, procurement and supply chain, commercial development and London Transport Museum teams.

In May 2021, 16 of our Steps in to Work students started their third and final placement across the business, in a virtual format. We are thrilled to announce that one of the students has been successful in securing a permanent role within the business, further demonstrating how

successful this scheme is in helping young people enter the workforce. In July 2021, students and placement managers will attend a graduation event to celebrate their learning and provide guidance of the ongoing support into employment for the following 12 months.

A new, integrated approach to talent

In April 2021, we began implementation of a new, integrated approach to talent management. This fresh approach is focused on how our organisation will identify talent, develop our people and create a more inclusive culture. This will allow us to develop a workforce with the skills and experience we need to deliver our current and future business priorities. To develop our approach, we have used employee feedback from the Diversity & Inclusion team's listening sessions which outlined our current employees' strengths and contributions to the organisation. We have also carried out a benchmarking exercise with other organisations.

As a result, we have now launched a new Conversation Matters model. This model provides staff with the relevant toolkits for discussions on development, and provides coaching and training for managers to ensure these conversations are had in a way that encourages further development of our staff.

In addition, we are introducing a new Readiness Model for talent to help line managers identify and develop the talent in their teams. This model focuses on how to strengthen our people to be the best they can be, help them build new skillsets and

identify those people for future roles to move within the organisation.

Accessibility and digital inclusion

Throughout the month of May, the Digital Workplace team promoted accessibility and digital inclusion to all staff through a series of accessibility-focused virtual training sessions, being delivered by specialist trainers from Microsoft and Apple. These sessions covered a range of topics, from the latest accessibility features in Microsoft 365 to making Apple iOS devices easier to use without sound or a screen. In addition, the team supported our Steps into Work programme by delivering tailored Microsoft training and TfL achievement certificates.

The team also launched a Teams-based accessibility bot, a new tool that provides users with instant chat-based guidance for hearing, mental health, mobility, neurodiversity and vision-related questions that Microsoft 365 tools and Windows 10 can support. This work is part of our mission to become a more digitally inclusive organisation.

Schools work experience week

From 19 to 23 April, our construction skills team along with four of our property developments partners, held our first virtual work experience week with Fulham Cross Academy in west London. Students learnt about what is involved in the process of building a home – using our Earls Court development as an example. Fulham Cross is the first school to be ‘adopted’ as part of our Schools Outreach Programme which aims to address the skills challenge facing the property and construction sectors and encourage 11-to-18-year-olds to seek a career in the built environment industry.

Kaido challenge

On 10 May, the Health & Wellbeing team launched our second Kaido challenge (following a successful run last year). The challenge is designed to encourage our employees to be more active, mentally calmer and to eat more healthily – all while participating in a fun team activity with colleagues. Kaido is an inclusive challenge that rewards all types of improvement rather than just fitness. Points are earned by completing physical tasks such as gardening, DIY and walking, and wellbeing tasks such as meditation. The theme for this year’s challenge is The Space Race, so those taking part will also learn more about our solar system.

Mental Health Awareness Week

From 10 to 16 May, we held our Mental Health Awareness Week. Every year, the Mental Health Foundation sets the theme for the week and this year’s theme was ‘nature’. Access to nature is crucial for good mental health, as millions have people have discovered during lockdown. However, there are often barriers to accessing nature and clean air, especially in inner-London or in deprived areas. We have focused on highlighting all the mental health resources available to our staff and are encouraging them to try a ‘mindful walk’, tuning into the environment while walking and focusing on the present moment. In addition, several talks have been made available to employees, including a session on mental health from the perspective of minority groups, a presentation from Able Futures and a talk from mental health campaigner Hope Virgo.

Bowel cancer awareness

Bowel cancer is one of the most common types of cancer diagnosed in the UK and is currently the fourth most common cancer in England. To highlight this disease and to provide information on the signs and symptoms, we invited the charity Bowel Cancer UK to give two talks, open to all employees, on 29 April. The talks were recorded and have been added to the internal Wellbeing channel, to ensure that anyone unable to attend the live talks can easily catch up with these informative sessions in their own time.

Musculoskeletal health

New guidance has been developed by the physiotherapy team in Occupational Health & Wellbeing to help our train operators and instructors look after their musculoskeletal health while working in train cabs. Good musculoskeletal health means muscles, joints and bones working well together. This guidance includes leaflets and videos with advice and tips on how to reduce the risk of pain and discomfort. It covers everything from adjusting the train cab seat to simple stretches that can be done when the operator change ends.

Virtual health assessments

We have just launched a trial of virtual health assessments to operational staff. These have been available to staff from 17 May and gives employees the opportunity to speak to a health professional about their physical and mental health. The sessions will also provide employees with the chance to discuss lifestyle factors that can impact on health, as well as glucose and cholesterol readings, with a healthcare professional. Where appropriate, they will be referred to a GP or have internal TfL services and support suggested to them. Employees will also receive an individual report with recommendations. As part of this work, we will be supplied anonymised and aggregated data to help us better understand the health of our staff.

5 Improving transport and generating growth

Hammersmith Bridge

We completed the pedestal casing removal and blast cleaning of the bridge pedestals in early March, after which Hammersmith & Fulham's technical consultants undertook detailed inspections to inform the next stages of work. We have also been working with Cadent, the gas utility company, to develop our methodology for the bridge repairs which involves moving the gas supplies from the bridge. Our proposed plans for the next stages of refurbishment have been shared with the DfT and the Hammersmith Bridge Taskforce who are advising on how the works will be funded.

Hammersmith Ferry

On 30 March, we announced the appointment of Uber Boats by Thames Clippers as the operator to provide and run the new temporary ferry service taking pedestrians and cyclists across the river while the repairs to Hammersmith Bridge are undertaken.

It is proposed that the boats will take passengers between piers, located near to Queen Caroline Street in Hammersmith and the Hammersmith Bridge approach in Barnes. There will be a full programme of engagement with the local community and other river users ahead of any planning application being submitted.

The ferry will have a minimum capacity of 800 passengers an hour at peak times, with services running daily from 06:00 to 22:00.

Fares are expected to mirror bus fares, at £1.55, subject to necessary approvals. This would include a Hopper fare and

the acceptance of the same concessions, including freedom passes and free travel for children. The Hopper fare will allow people who arrive at the ferry by bus to change onto the ferry at no further charge, as long as they change within an hour of starting their original journey.

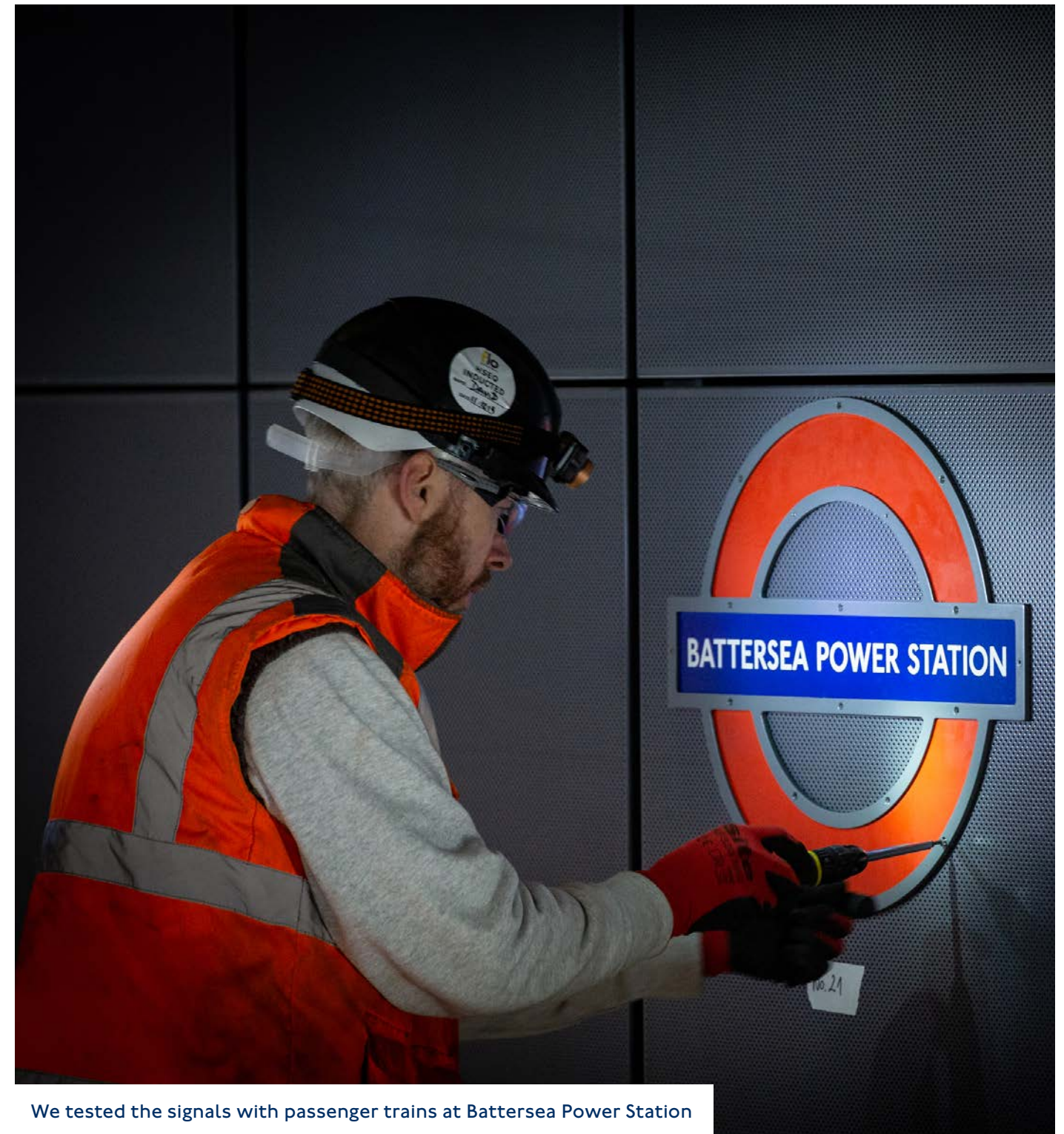
Following detailed discussions with Uber Boats by Thames Clippers, it is expected that boats will be taking passengers across the river at the end of the summer subject to consents. We continue to work with the DfT and Hammersmith Bridge Taskforce to agree a long-term solution that would fully reopen the bridge to all road users.

Northern Line Extension

The Northern Line Extension project is 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 scheduled for completion this autumn.

At Battersea station, we completed a 24-hour test run of the escalators that will take customers between the ticket hall and the platform. The central roof and western side of the eastern head house are now complete, enabling handover of another section of the site to the Battersea Power Station Development Company.

Over the Easter weekend, we carried out signal testing with passenger trains. We tested track-to-train CCTV and the tunnel ventilation fans, with both static and moving trains, to check air flow.



We tested the signals with passenger trains at Battersea Power Station

At Easter, we also opened the four new cross passages at Kennington station. These will make changing between different branches of the Northern line at Kennington much quicker and easier for our customers to do.

The commissioning of gateline equipment is progressing well at both Battersea Power Station and Nine Elms stations and ticket vending machines have also been installed at both sites.

Testing and commissioning of key systems, such as escalators, lifts and CCTV, continues across all sites. We are now focused on the work and resources required for the start of trial operations in the summer. On 21 May, the Mayor and Deputy Mayor for Transport visited the new ticket hall and gateline at Nine Elms station before taking an escalator down to the platform. The Mayor also met with some of the team who have been working tirelessly through the pandemic to keep the programme on track and on time.

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

The Four Lines Modernisation programme has made considerable progress, with two new sections successfully upgraded over a period of seven weeks. On 7 March, the new signalling system went live in Signalling Migration Area (SMA) 3, a significant and complex area between Monument, Euston Square and Stepney Green. A further milestone was achieved on 24 April when the signalling went live in SMA4. This extended the section of new

signalling on the District and Circle lines from Monument to Sloane Square, paving the way for frequencies to be increased and service reliability to be further improved as soon as the rest of the route has been similarly automated.

The next section of signalling, between Sloane Square, Paddington, Fulham Broadway and Barons Court, will go live later this year. This phase will involve upgrading the complex junction at Earl's Court. Once delivered, it will mean that the entire Circle line will have been upgraded to the new signalling.

Following challenges linked to software development, installation and the impact of the pandemic, an extended programme and cost review are currently under way and will also accommodate the outputs and lessons learnt from delivering SMA3 and 4 into revenue service. We are planning to complete this review by June 2021, which will result in a revised schedule and cost re-forecast.

We continue to make good progress across the entire programme and have successfully completed a number of key works undertaken during closures, including system testing of future signalling migration areas 5, 6, 7 and 8. Additional key works have also been completed during closures, including dynamic testing of the east end at the District line and the remaining migration areas that will, in future, complete the Circle line. On the Metropolitan line, significant work in the Neasden area has also advanced readiness for testing of the first section, extending future operation beyond Finchley Road.

Once the upgrade is complete, we'll be able to run trains more frequently and reliably. This will mean faster journeys, reduced waiting times and fewer delays thanks to modern computerised signalling systems.

Piccadilly line upgrade

Phase one of our upgrade of the Piccadilly line will introduce 94 new generation, high-capacity, walk-through, air-conditioned trains and supporting infrastructure. These will replace some of the oldest trains on our network and will enable a peak frequency increase from 24 to 27 trains per hour.

On 4 March, we unveiled the design for the new Piccadilly line trains in a joint webcast with Siemens. Manufacturing is planned to begin in December. In March, Siemens erected the first steelwork of the train manufacturing plant in Goole, East Yorkshire, where up to 50 per cent of the new trains will be assembled. Site construction is due to be complete in 2022 in readiness for rollout of the first train in 2023.

Over the Easter period, we started decommissioning conductor rail in the sidings at South Harrow and installing new driver walkways. This is a key enabler for the upgrades of our main depots at Northfields and Cockfosters.

We have had constructive feedback from our Independent Disability Advisory Group on accessibility improvements to the design of the new passenger train seat moquette. We also completed heating and ventilation air cooling tests which provided assurance on passenger comfort within the saloon.

We have issued the invitation to tender for the design and build of the high-voltage power upgrades, which are needed due to the increase in the number and frequency of trains that will run on the Piccadilly line after fleet replacement.

The first signalling works began at Gloucester Road. This is a major milestone for the programme, as over 200 existing assets will require modification before the new trains arrive.

Central line upgrade

Reliability on the Central line is set to improve thanks to our £450m improvement programme. This work will include replacing the existing direct current traction system with a modern alternating current traction system and replacing the 20-year-old data transmission system.

The alternating current traction systems are intrinsically more reliable, and the new data transmission system will improve drivers' control and their ability to monitor systems on the train, boosting the reliability of those systems by 90 per cent.

We are also creating new wheelchair spaces to improve accessibility for customers, installing CCTV, LED lighting and an improved passenger information system, and making structural repairs.

The first train with CCTV on the Central line is targeted for delivery in spring 2022. All Central line trains will have CCTV, as well as the accessibility and reliability improvements associated with the project, by 2025.

Enhancing the Victoria, Jubilee and Northern lines

Our programme to deliver service capacity increases on the Victoria, Jubilee and Northern lines is currently focused on optimising train system improvements on the Jubilee and Northern lines.

Much of the work over the past two years has been on signalling and infrastructure interventions to enable a peak service increase to 31 trains per hour on the Morden branch of the Northern line. On 21 February, we successfully commissioned the signalling software which improved running time between stations and introduced a number of reliability improvements.

We have also made improvements to track conditions in the Kennington area, which will enable improved run times and the introduction of services on the Battersea branch, following the opening of the Northern line extension in autumn 2021.

New wheel lathes at Morden and Stratford Market depots have also been delivered and commissioned. These will improve turnaround times for wheelset maintenance and release trains for higher frequency, resulting in more reliable services for our customers.

The next stage of the programme is to complete further Northern line power supply works to provide system capacity for reliable services during planned or unplanned outages following service enhancements.

Work is also due to restart on modifications to Jubilee line rolling stock to enable an increase in entry and exit speeds at Neasden depot. This is to ensure compatibility with adjacent Metropolitan line services following the introduction of new signalling on the Circle, District, Hammersmith & City and Metropolitan lines.

The Jubilee line elements of the programme, including enhanced signalling and fleet improvements to enable a peak service of 32 trains per hour, remain paused until 2022/23 as a result of our ongoing funding discussions and reduced demand due to the pandemic.

Victoria line overhaul

Once our train fleets reach a certain mileage, a more intensive overhaul is required rather than the day-to-day maintenance our teams carry out. In April, we completed the overhaul of our 47 Victoria line train stock from 2009. This work involved replacing vital components associated with the air system and work on the undercarriage of the trains, including replacing the wheels, motors, brakes and gear boxes. This vital work enables us to run a more reliable service without the ongoing threat of trains not being available for service.

Bakerloo line

On 16 May, we introduced a new off-peak Bakerloo line timetable to improve the reliability of both the Bakerloo line and the London Overground Watford to Euston service, which share the same tracks between Queen's Park and Harrow & Wealdstone. Services between Queen's Park

and Elephant & Castle will now be reduced from 19 to 16 trains per hour outside of peak time on weekdays and in the evenings. Services between Stonebridge Park and Queen's Park will be reduced from nine to eight trains per hour, and services between Harrow & Wealdstone and Stonebridge Park will be reduced from six to four trains per hour at all off peak periods, including Saturday and Sunday. Four trains per hour will continue to run on London Overground services between Watford Junction and Euston at all times, sharing the tracks with the Bakerloo line between Queen's Park and Harrow & Wealdstone.

There has been no change to the 20 trains per hour service between Queen's Park and Elephant & Castle on Saturdays. On Sundays, there will be 16 trains per hour between Queen's Park and Elephant & Castle all day.

The service during peak periods has not been changed.

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. This work is due for completion by the end of 2022.

With most of the new cable management systems installed throughout the new station and tunnel areas, cabling of the

new subsystems for electrical, fire and telecommunication systems is now progressing. The manufacture of the 12 new escalators and two new moving walkways has also been completed. Preparatory works and installation have now started on the site.

Having delivered the new rail sections through a small delivery tunnel between the new and existing southbound running tunnels, we have poured and laid more than half of the new southbound track, with only track sections at the north and south 'tie ins' left to be completed during the temporary closure of the Northern line, for which planning and stakeholder engagement are now progressing.

King's Cross

We are continuing discussions with the developer Precis Group (on behalf of Eelam Properties) on its proposed demolition of Belgrove House, the Access Storage Solution building on Euston Road opposite King's Cross station. The development, which proposes to replace the existing structure with a new specialised office and laboratory building for the life-sciences sector, was granted planning consent at Committee in February. The local authority has asked the developer to make provision for a new entrance to King's Cross St Pancras Tube station within the ground and basement floors of the new development, including stepped access and a lift providing step-free access to the northern ticket hall.

With the new entrance 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 pedestrians and improve the look and feel of the public realm.

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

Kennington station

As part of preparations to open the Northern Line Extension this autumn, Kennington station was changed from a Zone 2 station to a Zone 1/2 station on 16 May 2021.

This change, which was a condition of the funding agreement for the Northern Line Extension, will ensure that once the new step-free stations at Battersea Power Station and Nine Elms are open, customers travelling to and from central London will only pay a Zone 1 fare. Customers who currently travel between Kennington and central London will also see their single pay as you go fare reduced to £2.40 regardless of what time they travel. The fare zone change also means that those traveling from the station towards Balham, Tooting and Morden will not pay any extra as a result of the extension.

Landscaping is progressing well at Kennington, where two ventilation shafts are located, with new road and pavement surfacing at the Green, trees planted, and work to install fencing at the park underway. We are on track to open the reinstated park areas in late summer.

The public areas around the new stations are also now being completed, with work on new walking and cycling access through the railway arch by Nine Elms station, which will create a link to the Embassy Gardens area, due to open in advance of the new extension. We have also recently opened up four new customer passageways between platforms within Kennington station, making changing between different branches of the Northern line at the station much quicker and easier for customers.

Step-free access

On 18 March, Acton Main Line became the latest TfL Rail station to be made step-free after lifts and a new ticket hall opened to customers. The work has been completed by Network Rail in preparation for the Elizabeth line.

Step-free access works at West Ealing were also completed on 26 March. Newly-built lifts provide step-free access to platforms served by TfL Rail and Great Western Railway services. Network Rail also built an accessible footbridge with lifts to all platforms, and a new bay platform for Greenford Branch trains was created by widening platform 4.

At Ealing Broadway, step-free access came into use on 27 May, with access via a new ticket hall and lifts to platforms for TfL Rail, Great Western Railway and London Underground services (District and Central lines).



Step-free access work at West Ealing was completed in March

On 9 April, Debden Underground station became step-free, enabling those with accessibility needs to use the station and the wider transport network with greater ease.

The accessibility scheme at Debden includes two new lifts and a pedestrian bridge linking the platforms, giving customers step-free access within the station. Manual boarding ramps are also available to assist customers who require level access from platform to train, in addition to tactile paving along the full length of both platforms.

High Speed 2

High Speed 2 (HS2) is a new high-speed railway connecting London to the West Midlands and the North of England. The new railway has a number of interfaces and implications for TfL networks and our work consists of assuring the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, and protecting operational networks and services.

HS2 Limited's construction activity has continued across all sites in London as we have moved out of lockdown. At Euston, clearance of the site is progressing. This includes preparatory works for the new London Underground substation and ventilation building, and utilities diversions along Hampstead Road and across Euston Road. HS2 works to prepare for the interim taxi rank are also continuing, and enabling works are also progressing well at Old Oak Common in readiness for piling and excavation for the main station box.

We are working closely with HS2 Ltd, Network Rail, the London Borough of Camden and Lendlease, under the umbrella of the Euston Partnership, to refine designs for the Euston campus and have provided input into the affordability workstream to ensure investment delivers best value.

Our work on the Euston Healthy Streets project, which is taking a strategic view of the highways surrounding Euston to inform future aspirations in line with the Mayor's Healthy Streets principles, has included developing a joint vision with stakeholders and initial work to identify short-term improvements for pedestrians.

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.

Barking Riverside Extension

We are delivering a new rail link that will unlock and support 10,800 new homes planned for the Barking Riverside development area. We will build a spur on the London Overground east of Barking to extend the Gospel Oak to Barking service to a new station at Barking Riverside with a four-carriage service running at 15-minute intervals. This extension also includes modifications to the existing Network Rail infrastructure and new lines running on a viaduct of around 1.5km.

Construction of the ramp and viaduct north of Choats Road that links into the existing Network Rail infrastructure is nearing completion. The final steel beams

and deck spans were lifted into position during weekend possessions of Network Rail infrastructure and closures of Choats Road during March and April 2021. These major milestones for the programme mean there is now a continuous viaduct structure, running south from the existing railway through the Barking Riverside development to the terminus station near the Thames. We have also completed waterproofing, drainage and handrails on the southern viaduct, the installation of railway systems and started work on overhead line masts and welding of rails into working lengths. All slab track units have also now been delivered to site ahead of installation along the viaduct.

At the new station, we have completed the main roof and platform canopy cladding and glazing. We are also progressing with the installation of mechanical and electrical equipment, including the lifts and permanent power supply to the station. In addition to this, we have also completed station concourse paving and commenced installation of internal finishes. During April and May, there were several successful weekend possessions to deliver further track, signalling, telecoms and overhead line works. In May, we completed Stage 13 of the 16 signalling commissioning stages that will eventually enable the viaduct and track to the new station to be brought into use.

Following the disruption and re-planning required as a result of the pandemic, the delivery programme has stabilised, and we continue to work with Network Rail to confirm the additional possessions needed to complete the works. Our most likely start of service remains autumn 2022.

Rotherhithe Tunnel refurbishment

The project to refurbish the 112-year-old Rotherhithe Tunnel will bring it in line with current safety standards and ensure its continued use for decades to come. The concept design has continued as planned and is due to be formally completed in early June 2021. This keeps the project on track for the recommendation to award the contract for detailed design and build later in November this year. Works to replace equipment within the tunnel that required renewal before the main refurbishment, such as the tunnel approach lighting, is progressing as planned.

DLR

Our new DLR rolling stock programme will manufacture and supply 43 new trains – 33 to replace the expired B92 fleet and 10 to increase capacity. It will also include an expanded depot at Beckton to stable and service the new fleet, and signalling modifications to the Thales automatic train operation system to work with the new trains and functionality. There will also be a telecoms system modification to provide enhanced customer information and traction power capacity works.

Rolling stock manufacturing is underway with Construcciones y Auxiliar de Ferrocarriles. On 30 April, the tenth train bodysell was completed, with our first inspections successfully completed remotely, in lieu of in-person visits to the manufacturer. Signalling software development to accommodate the new trains is progressing on schedule and is due to be completed in March 2022.

The Beckton Depot northern sidings contract has been awarded and works have started onsite. The Beckton Depot site compound enabling works are also complete.

In addition to this work, we have now signed the grant agreement with the Government's Housing Infrastructure Fund for 14 more trains and stabling. There is a break clause in this agreement in July 2021 in case we do not have the financial certainty needed from Government to enable us to proceed with this vital project.

On 21 March, the Vehicle Control Centre borders signalling project was successfully completed following full commissioning and operational testing at both Beckton and Poplar Control Centres. This work helps to simplify our operation and reduces train control risk.

During the month of April, Depot Conductor Rail replacement works were completed. Site surveys were undertaken, and design is currently under way for key high-voltage projects to replace the East Route Ring Main Units and other vital DLR power substation equipment such as VMX switchgear and HSNP DC circuit breakers.

Poplar station lighting upgrade was also completed, and Beckton Depot shore supply equipment was successfully replaced and commissioned into service. The lift system upgrade project continued to make good progress with eight lifts completed in April. Site surveys and designs have commenced for escalator replacement works at Custom House and London City Airport stations.

Structural expansion switches and re-railing works have commenced, and the Canning Town 1306 points were successfully replaced during the May Bank Holiday closure.

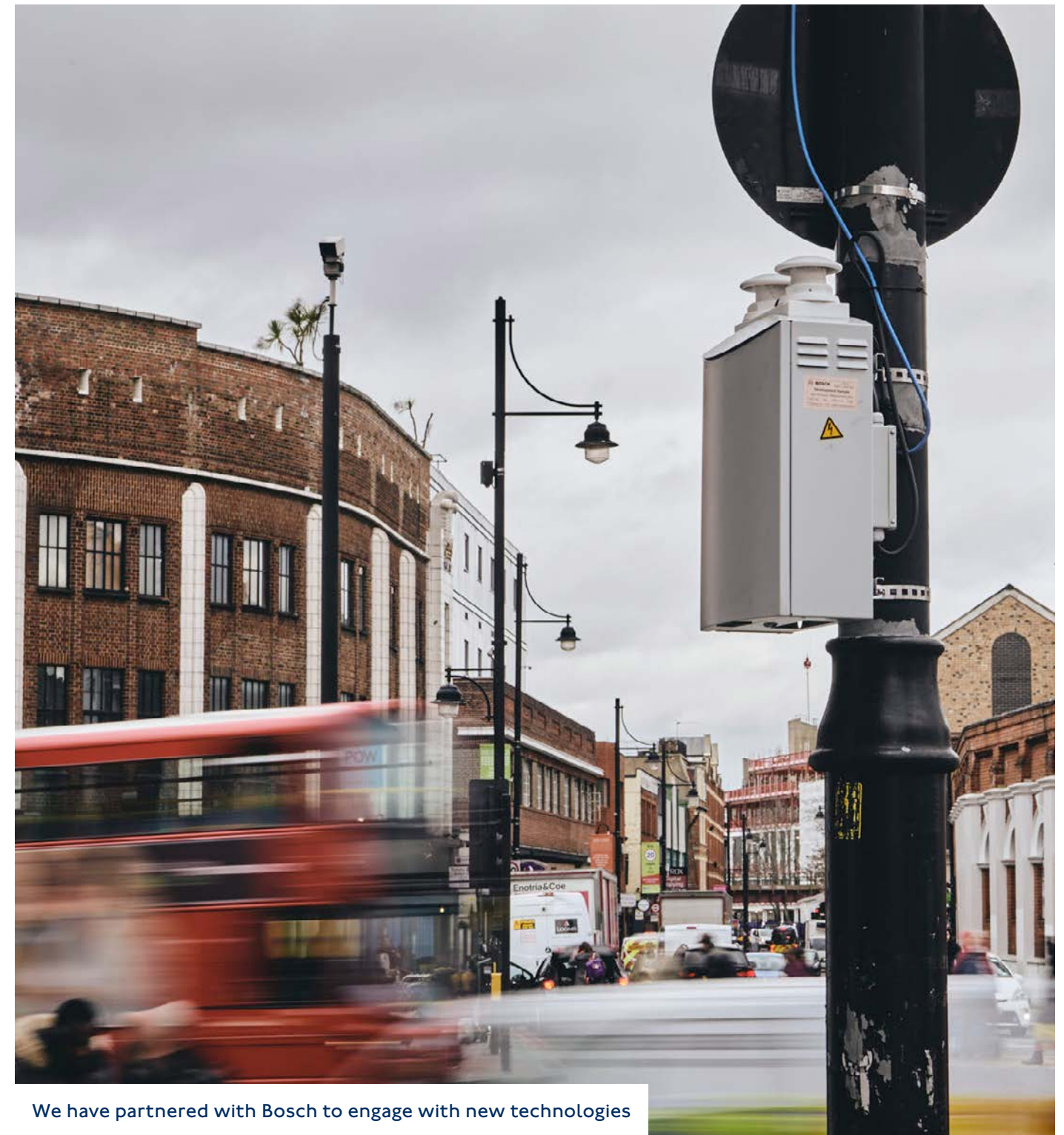
In May, works commenced on platform stairs and station surfaces. We also started work at Woolwich Arsenal and Limehouse Arches to address water seepage issues. Additionally, we completed waterproofing works at Woolwich Arsenal station in January 2021.

Partnership with Bosch

On 18 March, we outlined how our innovative partnership with Bosch has helped improve transport in the capital. Including the use of artificial Intelligence to improve road safety, new approaches to tackling Tube noise, optimising traffic signalling and greater insight of how smoothing traffic flow can improve air quality.

The pilot partnership, which began in November 2018, has seen both companies work together on several innovative projects across London. We are renowned for having a strong track record in world-leading innovation in transport and mobility, from the use and provision of open data, contactless ticketing, the implementation of world-leading road congestion and air quality measures and the development of advanced Tube signalling.

Building on this, we wanted to collaborate with a private sector innovator to help further address key transport issues within London. Bosch's commitment to collaboration to shape a new era of mobility that is sustainable, safe and



We have partnered with Bosch to engage with new technologies

exciting aligned well with both the Mayor's plans and ours to engage with new technologies and ideas to help solve specific challenges.

We partnered with Bosch's dedicated Mobility Solutions team, which allowed for new ways of working and innovative ideas to flourish. Among several achievements made during the collaboration were:

- Better analysis of traffic flows and their impact on air quality: We used data to define, implement and evaluate a new traffic signalling timing strategy to improve localised air quality in Lambeth. 'Floating car data' automatically recorded traffic flow and vehicle fleet data, while Bosch air quality monitors and modelling capabilities gave clear evidence that enabling a smoother flow of traffic can help reduce harmful emissions across the capital
- Using AI to improve road safety: In a small-scale trial in Lambeth, artificial intelligence and digital imaging was used to help identify near-miss incidents at a pedestrian crossing
- Working with innovative start-ups and small businesses
- Identifying and trialling new ways to address Tube noise

This partnership was instrumental in the establishment of the 'urban mobility lab', which small businesses and innovative start-ups are able to use. It was designed as a forum for innovative idea sharing, guidance and mentoring, and for working

on projects, all with the common goal of using technology to drive innovation in mobility with a focus on improvements to London's transport system. Members also had full use of our Open Data platform and access to bespoke datasets to help investigate specific problems.

TfL Go app

On 27 April, we launched the marketing campaign around our new TfL Go app, following a soft launch last summer. The app is now available on both IOS and Android platforms.

As part of our improvement works ahead of the launch, we added nearby bus stop maps to the IOS app and rolled out new navigation that makes it easier to access live bus arrival times. We also added more features and functionality to the Android app to bring it in line with the IOS experience.

To help customers plan their journeys as lockdown restrictions have eased, we launched a new campaign to promote the app's functionality, including quiet times to travel, real-time bus arrivals, tube map, step-free access and walking and cycling functions. More than 100,000 people have now downloaded the TfL Go app since its launch last summer.

We are now focusing on integrating account and payment functionality so that customers can plan, pay and travel in one place, providing an even more improved customer experience.

New Homes

Southwark Over Station Development

On 17 March, we received a resolution to grant planning permission for one of the most sustainable office buildings in the UK. Situated above Southwark Tube station, our proposals will provide 26,500 square metres of commercial office space in a 17-story tower, as well as more than 230 square metres of retail space on the ground floor, including affordable workspace for small and medium sized businesses.

This innovative design is set to be heated by recycling the heat generated from the station directly below. The cross-laminated timber structure we are proposing will also result in a significant reduction in carbon emissions. Importantly, by developing this site and working closely with the neighbouring landowners, we have enabled Southwark Council's development of Styles House which will be redeveloped to provide 25 new council homes for the borough.

Nine Elms

On 20 April, we were delighted to receive planning permission from Lambeth Council for a new development at Nine Elms station as part of our joint venture with Grainger plc. It will deliver 479 new rental homes, 40 per cent of which will be affordable, across three buildings and provide new amenities for the local community, such as a new public square in the middle of the site and play spaces for children. The new commercial space will complement the retail opportunities being built as part of the station, and will help support and bolster the local economy.

Old Brompton Road

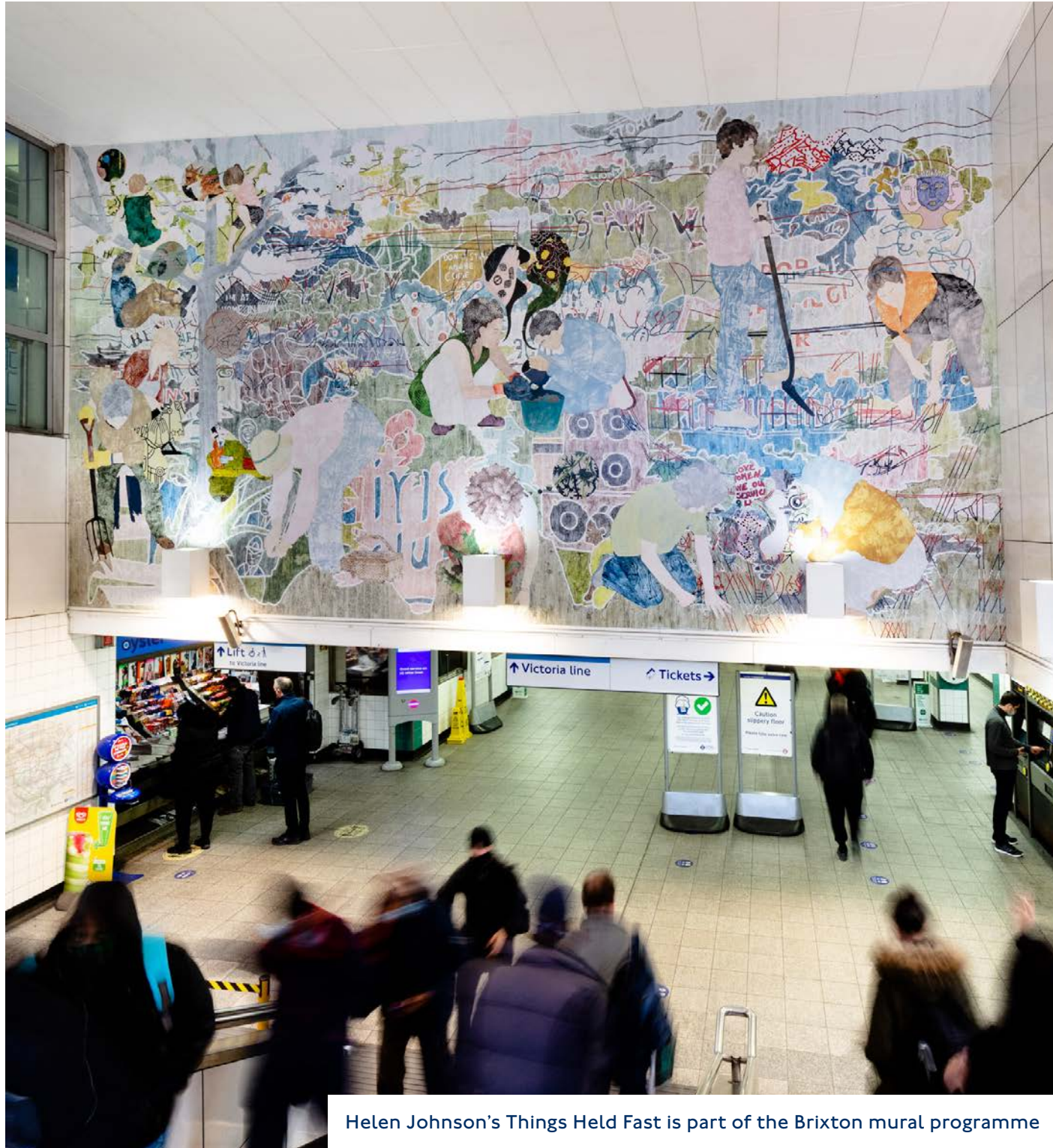
On 29 April, our application to build 51 new homes for rent – 45 per cent of which will be affordable, received approval from The Royal Borough of Kensington and Chelsea Planning Committee. These new homes will be located opposite West Brompton station as part of our redevelopment of the Earls Court site. The all-electric building will use no fossil fuels and features a range of sustainable innovative measures, such as air source heat pumps and solar panels on the rooftops.

Landmark Court

After receiving planning permission last year, we are now moving towards the first stages of development of Landmark Court, near London Bridge Tube station. Over the next few months, we will start our archaeological surveys on the site, enabling us to begin construction of new offices, affordable workspace, homes (50 per cent of which will be affordable), shops, restaurants and a small marketplace. This also enables us to preserve the memorial Crossbones Gardens which will neighbour the new development.

London Overground

The East London Line Enhancements Programme is developing concept designs for enhancement works that support housing growth at several key development sites along the East London Line. These works are funded by the Housing Infrastructure Fund and developer contributions and include: a new accessible station entrance at Surrey Quays, an entirely new accessible station between Queens Road Peckham and Surrey



Helen Johnson's Things Held Fast is part of the Brixton mural programme

Quays called Surrey Canal station, a new train preparation and stabling facility, and an upgrade to the traction power and signalling system. The current stage of design work and planning approvals will complete by the end of 2021.

Art on the Underground

In May, Art on the Underground unveiled Things Held Fast, a new artwork at Brixton station by Australian artist Helen Johnson, and a new iteration of its poster campaign at Southwark station.

For her commission, Helen Johnson represents Brixton as a community garden – a shared space of growth, created by collective commitment over time. The painting explores the history of community activism, local identity and the ever-present legacies of colonialism – a common theme in Johnson's practice. Things Held Fast is the fourth commission in Art on the Underground's Brixton mural programme which invites artists to respond to the diverse narratives of local murals painted in the 1980s.

Image credit: Helen Johnson, 'Things Held Fast', 2021. Brixton Underground station. Commissioned by Art on the Underground. Courtesy the artist and Pilar Corrias, London. Photo: Angus Mill, 2021

Art on the Underground's poster campaign at Southwark station celebrates the artworks the programme has brought to the network over the past 20 years and the impact this work has had on staff and customers. Exploring Art on the Underground's rich artistic legacy, the campaign highlights how art can change the way people experience the city.

Return of Buskers on the network

As restrictions ease, buskers have returned to stations like Leicester Square, Oxford Circus and Tottenham Court Road. Buskers are performing in accordance with protocols developed with our health and safety and operations team to ensure the protection of our customers, staff and the buskers themselves. The scheme will expand to additional stations as restrictions ease further, helping to bring music and life to stations.

6 Healthy Streets

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures has continued to deliver at pace. So far, more than 91.8km of strategic cycle routes have been completed, with a further 18.3km under construction. Through the programme of temporary schemes, and in collaboration with the London boroughs, we successfully met our scorecard target as outlined in the Mayor's Transport Strategy, delivering 30km of new or upgraded cycling infrastructure between November 2020 and March 2021.

As we recover from the pandemic, we will continue to monitor the impact of these trial schemes on cycling and other modes, as well as engaging local communities and stakeholders, to inform which schemes could be made permanent. The final section of CS7 cycle route upgrade between Oval and Elephant and Castle was completed in mid-March and works commenced on the A23 scheme between Oval and Streatham at the end of March. This scheme will deliver improvements along a 5-kilometre stretch of the A23, including improvements at junctions for cyclists and widening bus lanes to improve the experience of cyclists using bus lanes. As part of Cycleway 4, works along Tooley Street were completed at the end of March, providing temporary segregation and improvements at junctions for cyclists. Temporary improvements for cyclists and pedestrians proposed on Mansell Street were placed on hold because of the Government's short-term funding deal. Construction is planned to start in June subject to the next funding settlement.

Borough delivery continues to make good progress, with construction of trial routes taking place across nine London boroughs. Then London Borough of Islington recently completed Cycleway 38 between Highbury Fields and Finsbury Park, connecting with the 'pop-up' cycle lane along Liverpool Road, completed during 2020. Further cycle routes have completed in Lambeth, Ealing and Camden.

Bishopsgate judicial review

We have been given permission to appeal the High Court decision in relation to a judicial review claim brought by two taxi organisations against a temporary traffic management scheme in Bishopsgate and against the interim Streetspace for London guidance that we issued to boroughs in May 2020. On 20 January 2021, the High Court quashed the Streetspace Plan, our interim borough guidance and the traffic management order implementing the Bishopsgate scheme, but has stayed the effect of these orders until 21 days after the final determination of our appeal. The appeal will be heard on 15 and 16 June 2021.

The plan, guidance and order remain in place pending our appeal. No findings were made about the lawfulness of other borough schemes, which can also remain in place for as long as boroughs consider appropriate. The judgment does not prevent any decisions on schemes being taken going forward and these will be taken with appropriate regard to the judgment.

Cycleways

Cycleway 4

The works that have re-started in Greenwich along Creek Road, from Deptford Church Street to Norway Street, have progressed well and will be completed by mid-June 2021. The next section of Cycleway 4 proposed for delivery is the Evelyn Street section in Lewisham. The project team is working closely with Lewisham colleagues, with the aim to start works in July 2021, subject to the next funding settlement.

Cycleway 9

On 31 March, we completed all construction works on the eastern and southern arms of Kew Junction, at Kew Bridge. A road safety audit was also conducted on 6 April 2021, with no issues raised. In April, we commissioned road signals for Wellesley Road and the road section of the track was opened to the public on the 13 April 2021. The finalisation of the design and preparation for the start of construction on the western arm of Kew Junction will commence once the next funding settlement has been confirmed.

R (OneChiswick) v London Borough Hounslow

We are an Interested Party in a claim for judicial review and associated statutory challenge against the London Borough of Hounslow, challenging Hounslow's decisions to implement the temporary C9 Cycleway. The hearing has been listed to take place on 16 and 17 November 2021

Santander Cycles

As more people have turned to cycling for general travel and exercise during the pandemic, our Santander Cycles scheme has played a crucial role. We have supported NHS staff and key workers by offering free cycle hire access codes since March 2020. More than 97,000 NHS and 15,000 key worker promo codes offering free hires have been redeemed. We are also exploring options for providing a long-term discount to this group of customers, in recognition of their extraordinary contribution during the pandemic.

In addition, membership registrations for 24-hour access have increased by 193 per cent in the year to April 2021, representing the largest increase in the scheme's 10-year history. Meanwhile, registrations for new annual memberships have also increased, by 22 per cent. The total number of cycle hires for 2020 was 10,434,167, an increase of around 6,000 from 2019, despite a significant overall reduction in journeys across London during the pandemic.

Over the course of last year, the previous maximum daily hire number of 50,000 was surpassed on 16 separate days as record numbers of people tried Santander Cycles for the first time. On 30 March, we saw more than 50,000 hires – the first time this milestone has been hit in 2021. The week commencing 29 March, also saw the busiest March week ever and the weekend of 17 and 18 April saw almost 80,000 hires, a 47 per cent increase on an average weekend. The most recent bank holiday weekend, from 29 May to 31 May, saw more than 150,000 hires made across the three days.



Santander Cycles have seen a significant increase in hires

We have ambitious plans to build on this success and modernise Santander Cycles. This initiative aims to broaden and increase Santander Cycles usage, ensure investment delivers value for money outcomes and adapt to the requirements of the latest applicable regulations. The scheme has continually expanded and we have installed 10 new stations in Southwark and Clapham over the last six months.

Santander Cycles will also look to benefit from the latest market functionality for bicycle sharing systems, including an upgraded back-office solution with the ability to offer more flexible fare options.

On 28 May, we reached an agreement with Santander that will see the financial services provider continue its sponsorship of London's flagship cycle hire scheme, Santander Cycles, for another three years until 2025. The extension of Santander's sponsorship will support our plans for future investment in cycle hire, ensuring the scheme keeps pace with its extraordinary growth in recent years. The next three years will see Santander Cycles expanded to new areas of London, and the introduction of e-bikes to the fleet for the first time. In partnership with Santander, we are working on plans to introduce around 500 e-bikes to the scheme from summer 2022, helping to break down the barriers that stop some people from cycling, including fitness, age and journey length. Planned modernisation will also include major updates to the Santander Cycles app, cycle hire terminals and back office systems that will enable us to deliver even greater flexibility for customers.

Santander's sponsorship renewal comes as our cycle hire scheme has enjoyed one of its most successful years. This success has been the result of efficiencies including the introduction of Beryl GPS technology to help locate missing cycles, and a significant increase in people hiring for longer during the coronavirus pandemic as more people turned to cycling for their exercise.

Air quality and the environment **Ultra Low Emission Zone expansion**

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has helped tackle air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide levels within its boundary. From 25 October 2021, the existing central London ULEZ will be expanded up to, but not including, the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions more Londoners. Cars, motorcycles, minibuses (up to five 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.

A key element of this expansion is to move the existing operational systems to a cloud-based platform, which will enable us to deal with the increased volumes of data. We have successfully migrated three of the four tranches of systems and applications to the cloud platform and are now testing the final tranche ahead of migration in July.

We have installed around 600 new cameras around the expanded zone, with more to follow. These have been positioned in a way that addresses privacy concerns while maintaining effectiveness. We have completed design and build of the new camera data processing system and are in the final stages of testing before it goes online in August. We are nearing the end of installation of foundation sockets for the new boundary signs and have started installing the signs and posts.

Work continues on the marketing campaign to raise awareness of the ULEZ expansion and educate drivers on how and where the scheme will operate, encouraging them to check their vehicles and plan their options ahead of October. This campaign includes posters, radio adverts, press and online advertising, leaflets for local residents, press activity and stakeholder engagement, and will run until the scheme launches.

On 1 March 2021, we started enforcing tougher emissions standards for heavy vehicles operating within the existing London-wide Low Emission Zone. This means that all heavy vehicles entering London must meet the cleanest Euro VI emissions standards or pay a daily charge. By the end of 2020, nearly 90 per cent of heavy vehicles in London were compliant, highlighting how effective the scheme has been in encouraging operators to upgrade to cleaner vehicles. The Mayor asked us to delay the introduction of the tougher standards for the Low Emission Zone from 26 October 2020 until 1 March 2021 in response to concerns about the impact of the pandemic on supply chains for newer

vehicles and retrofit equipment during the tightest lockdown restrictions in early 2020. This decision was reviewed in early September 2020 and we found that supply chains have now resumed and are able to meet the expected demand.

Direct Vision Standard

In March, in partnership with London boroughs, the freight industry and campaign groups, we delivered a radical improvement to road safety in the UK with the introduction of the pioneering Direct Vision Standard (DVS). Three months on, the data shows that this vital lorry safety scheme, which reduces lethal blind spots, is already helping to save lives and prevent life-changing injuries.

Our DVS scheme requires the owners of heavy goods vehicles (HGVs) weighing more than 12 tonnes to apply for a free permit that assigns vehicles a star rating based on how much the driver can see directly through their cab windows in order to be able to drive in London. It is now operating 24 hours a day, seven days a week and is enforced on all roads in London. The standards are set to tighten further in 2024, which will result in even safer lorries operating across the country.

To date, more than 136,000 permits have been issued, including more than 4,000 to five-star vehicles, which provide the highest levels of direct vision. Around 70,000 zero-star HGVs have now had safe systems fitted, improving protection for people walking, cycling or riding e-scooters or motorcycles and helping to prevent fatal collisions on roads.

Those without a permit face a penalty charge notice of up to £550, with around 7,000 notices having been issued since March. Our enforcement officers also carry out roadside inspections to check HGVs are safe and that safety measures are in place, resulting in some permits being revoked.

Scrappage schemes

We have continued to operate the Mayor's scrappage schemes to help drivers scrap their older, more polluting vehicles to meet required emissions standards. To date, the schemes have supported the scrapping of more than 9,000 vehicles, with more than £40m of grant payments issued.

Following the receipt of additional funding from the GLA, the Van and Charity Minibus Scrappage Scheme has been able to make new offers totalling £1.7m to a number of applicants who were held in a queue since the scheme was suspended in August 2020.

Funding for the ULEZ Car and Motorcycle Scrappage Scheme has also been increased by £2.5m. This scheme offers grants to any London resident who receives certain means-tested or non-means-tested disability benefits. The extra funding will enable the scheme to continue to offer support to these target groups who may be disproportionately affected by the expansion of the ULEZ.

Rapid charging

To support the growing number of zero-emission capable taxis and the wider take up of electric vehicles, we have invested £18m to build a network of electric vehicle rapid charging points. Despite delays

caused by the pandemic, we still achieved our original target of installing 300 rapid charging points by 31 December 2020, with this figure met by 17 December. We have now installed 311 rapid charging points, with work now complete on our single-site programme. Work continues on two multiple rapid charging point hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

While the pace of recent electric vehicle infrastructure delivery has been impressive, current public funding streams are coming to an end and we need to set out what should happen to move the agenda forward. The Government's intention to end new car sales for petrol and diesel cars and vans by 2030 will further accelerate the switch to electric vehicles and create more demand for infrastructure. We are developing a new strategy outlining our updated forecasts for the London's electric vehicle infrastructure needs by 2030, including how the public sector can further support this and remove barriers for the private sector and what Government funding or support is required in order to achieve this.

Electric vehicle infrastructure delivery

Having successfully installed more than 300 rapid and 3,000 residential electric vehicle charge points to date, we are now leading on developing a delivery model for the roll out of additional facilities to meet growing demand. The objective of this programme is to make use of GLA land to accommodate electric vehicle charging requirements and establish efficient mechanisms for delivery. Work is progressing well, with

outputs to be informed by feedback from stakeholders involved in electric vehicle infrastructure and our emerging Electric Vehicle Infrastructure Strategy. This work makes charging infrastructure available to a variety of users across London, which will enable the switch to zero-emission vehicles ahead of the ban on petrol and diesel sales from 2030.

Bus Priority Programme

The Bus Priority Programme delivered 1.7km of new bus lanes across London in the second half of the financial year, as well as several highway changes to reduce journey time delays at pinch points. Construction has started on the West End Gate (Edgware Road) scheme to create a new section of bus lane at a notorious delay point for buses, with completion scheduled in June 2021. Once completed, journey times are expected to be reduced by 30 seconds per passenger, with £80,000 of operational cost savings per year. We have also supported London's boroughs to deliver bus priority schemes and the London Borough of Harrow is now on site with Wealdstone Town Centre scheme. This scheme will improve bus journey times and improve the overall area for pedestrians and local people. A pipeline of schemes to deliver eight new bus priority corridors has now entered feasibility design, with the initial improvements planned for design and delivery in 2021/22.

Demand responsive bus trials

During 2019 and 2020, we launched two 12-month trials of demand responsive bus services in Sutton and Ealing. These trials enabled us to explore the potential for this

new form of transport to complement existing public transport and reduce car dependency in outer London. Customers could book a seat in real-time, using the app or over the phone, on fully accessible buses that met the ULEZ standards. The buses did not follow a fixed route, with users instead able to board at pre-determined safe stops within a defined service area.

Both services had to be suspended in March 2020 due to the pandemic and, as that continued, it was clear we could not resume them as planned at the beginning of the project. As a result of shortening the trials, there are certain aspects of the assessment that remain inconclusive and may require further evidence. Nevertheless, we gathered invaluable insights into some of the associated strengths and weaknesses and have summarised findings against the initial objectives. This research will soon be published in an external report and will help inform our longer-term policy position on demand-responsive transport.

Zero-emission buses

Work continues to update our bus fleet with more than 500 zero-emission buses currently in the fleet. We are on track to have more than 700 by the end of 2021, subject to no further national lockdowns, which would cause delays to vehicle delivery and roll out. We will seek continuity funding from central Government this spring to accelerate the electrification of the entire fleet, to further enhance air quality and tackle climate change. With robust policy support and funding from the Government, we believe

it would be feasible to bring forward our target for a fully zero-emission fleet from 2037 to 2030.

Dial-a-Ride fleet renewal

We have completed the renewal of all buses in our Dial-a-Ride fleet, to ensure compliance with Euro VI emission standards. All vehicles now meet the requirements associated with the ULEZ ahead of its planned expansion.

Limmo Peninsula ecological enhancements

While we prepare our site on the Limmo Peninsula in Canning Town for the development of hundreds of new homes and green space, we are working with a south London beekeeping organisation to install beehives on our land. Our partnership with Bermondsey Street Bees is helping to support ecological diversity around the site without competing with existing species. From this summer, the hives will start to produce honey, which will be sold to London's restaurants and catering businesses.

Safer Junctions

Works to make safety improvements have been completed at 41 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

We have introduced measures at all the sites to reduce road danger, such as dedicated cycle signals, footway improvements, side road closures, new and more direct crossings, and dedicated traffic signal stages for cyclists.

On 19 February 2021, we confirmed plans to make crossing Battersea Bridge safer. These proposed changes include a new signalised pedestrian crossing on the north side of the bridge, which will make it much safer for pedestrians to cross the road here. In March, we began engaging with the local community and plan to start work this summer, subject to funding. This work has been brought forward after a man was tragically killed on the bridge earlier this year following a collision with a vehicle.

In the coming year, further junctions will be upgraded, subject to funding, including Camden Road/Camden Street and Holloway Road/Drayton Park.

Old Street

Construction is progressing at Old Street Roundabout, where a new design will make it safer for cyclists and pedestrians 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 construction works are continuing with the new station entrance at Cowper Street. Installation of the precast concrete elements including the side walls, stairs,

landing and roof sections have all now been successfully lifted into position. Installation of the glass cladding is currently in progress and the new entrance is on track to be opened in August 2021.

Construction works are also continuing with both the highways, drainage and station roof strengthening elements. Demolition work to create the openings in the peninsula for the new main station entrance and the new goods lift was successfully completed and construction is now under way on the new main station entrance substructure and new goods lift shaft. In addition, the new main station superstructure works are scheduled to start in July 2021. Refurbishment works to the existing stairs at the northwest entrance to the station is also currently in progress, ahead of the adjacent ramp closure and passenger lift works starting from August 2021.

Installation of the critical fire safety systems in the below surface shopping arcade area, both public and retail areas, have commenced as planned and will continue with ongoing installation of new mechanical, electrical and communication equipment.

The project is scheduled for completion in autumn 2022.

Nine Elms

The highway changes to Nine Elms Lane will provide a 2km sustainable transport corridor in the middle of the largest central London regeneration zone. The former industrial estate will be transformed into a new mixed-use quarter through the delivery of 20,000 new homes and 25,000 new jobs, including new hotels, schools and leisure facilities.

There are around 40 development sites in the growth zone, all at different stages of delivery and development. Each developer is required to minimise the impact of their development on the transport infrastructure, including the road network. The proposed highway masterplan enables us to secure third party funding and ensures that the solution is cohesive, providing more benefit than if the developers delivered individual smaller interventions. The new highway proposals, funded fully by developer contributions, will make it safer, easier and more inviting to walk, cycle or use public transport at both current and future demand levels.

Battersea Power Station is the first developer to build out their site. In line with its planning permission conditions associated with the occupation of their buildings and the opening of the Northern line station, construction to deliver the first phase of the corridor improvements in spring 2020 has started. Construction work between Duchess Bridge and Sleaford Street will be completed in June 2021, delivering 300 metres of safer segregated cycle facilities, widened footway, new

pedestrian crossings and new interchange space outside the new Northern line Tube station. Future delivery phases of the highway are being coordinated with other developers.

Lane Rental

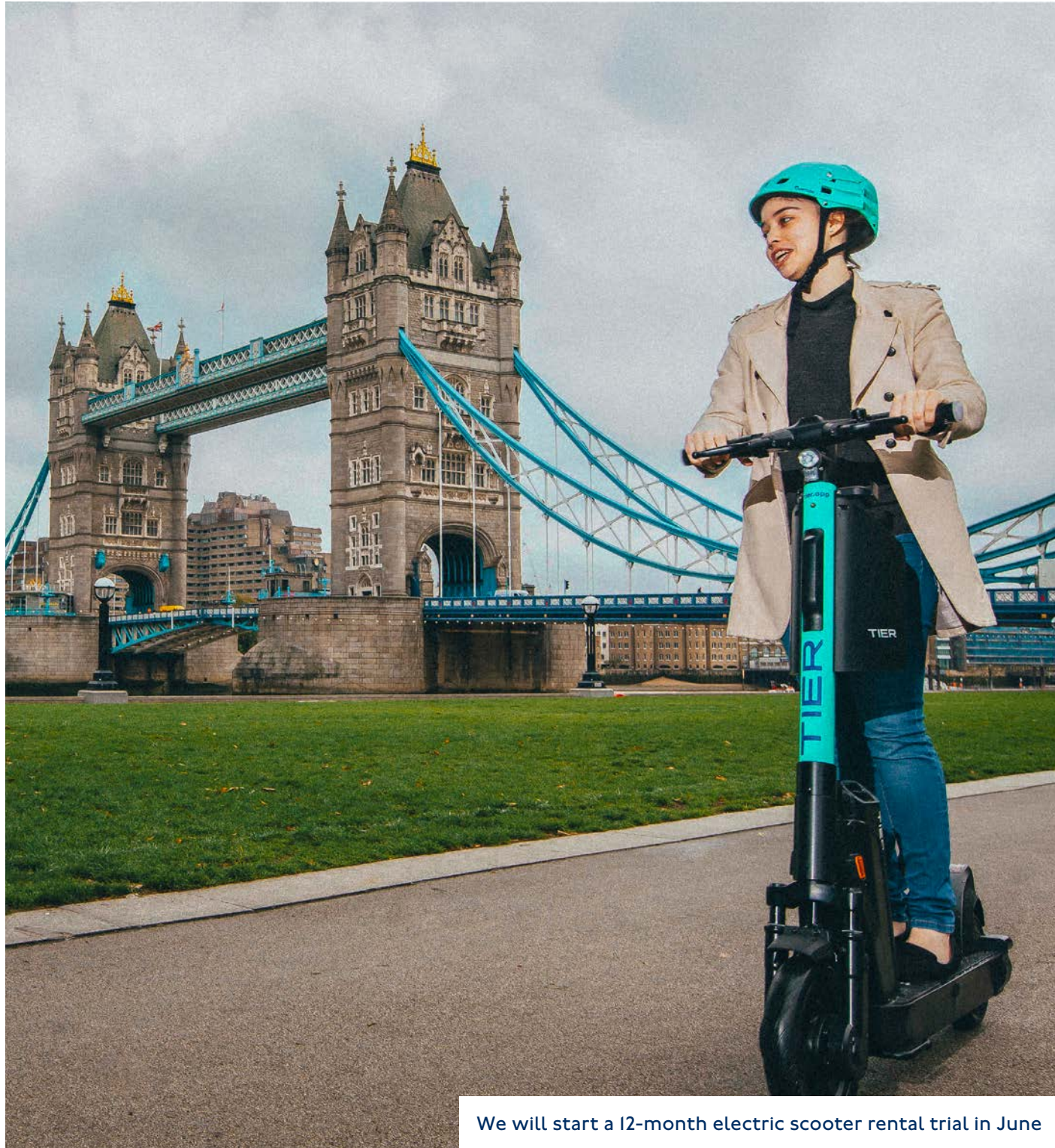
Following the Government's scheme approval, focus turned to getting our broad range of stakeholders operationally ready for the 1 May go-live date. To do this, presentations were delivered to stakeholders to provide an overview of the scheme changes and explain what each business needed to be aware of. In addition to these presentations, we also developed a new FAQ document about the scheme for stakeholders to refer to and organised a two-week systems familiarisation period ahead of the new scheme going live. Mapping data has also been produced, including a new interactive map, together with nationally standardised files to show the new scheme extents, charge bands, tidal and the new footway locations. Multiple systems were also updated to reflect the new scheme, this includes functionality enhancements to our core Roadworks management systems along with mapping updates to the LondonWorks Central Register, Playbook and OneNetwork.

Green Person Authority

On 27 May, we announced that 18 pedestrian crossings are being introduced that have been programmed to show a continuous 'green person' signal until traffic approaches, to prioritise people walking. The signals show a green light for pedestrians until a vehicle is detected, making it easier for people to cross the road and enabling more journeys on foot. These will be in place by the end of June and will help make the capital's transport network even more sustainable, and support a green recovery from the pandemic.

This 'Green Person Authority' technology has now been delivered at seven locations in Tower Hamlets, Newham, Hounslow, Richmond and Hillingdon, and will be installed at a further 11 locations over the coming weeks.

A number of factors have influenced the signal locations, including high pedestrian flow, proximity to pedestrian destinations such as shopping centres, stations and schools, and suitability of existing technology. We continue to identify new locations where 'Green Person Authority' crossings can be introduced, with the aim of increasing the number we have over the coming years.



We will start a 12-month electric scooter rental trial in June

Electric scooter trials

Following an open and competitive procurement process, operators Dott, Lime and Tier have been selected to deliver an electric scooter rental trial in London. The trial will begin on 7 June for an initial 12 months, with a number of boroughs taking part from the start and more able to join throughout. The rental electric scooters are only to be used on roads and cycleways, not on pavements, and must be hired from and parked in designated parking locations.

Safety will be at the core of the trial, with many standards going further than those set out nationally, such as a lower maximum speed of 12.5mph. Throughout the trial, data shared by the operators and collected from wider stakeholders will play a vital role in helping to shape London policy and the UK's future legislation on electric scooters. Data sharing will be facilitated by a new Micromobility Management System, which allows two-way data sharing. Alongside London councils and participating boroughs, we will work together to ensure operators comply with the safety, parking and operating standards of the contract.

A40 Westway

We have awarded a contract for the detailed design and build of the major expansion joint and the start of construction is on track for early autumn 2021. The renewal will reduce the risk of any unplanned asset closures or restrictions. Engagement with boroughs and other stakeholders continues, in order to carefully plan the traffic management and project delivery.

A3 Kingston

Through the latest block closure of the A3, we carried out a series of essential maintenance works. This set of closures allowed us to renew road makings and road studs, carry out structure inspections and maintenance, clean the gullies, drainage repairs, tree pruning, grass cutting, weed spraying and removal as well as repairs to streetlighting, carriageway, footway, safety barriers and street furniture. Block closures also provide a safer working environment for our contractors and allow for several pieces of work to be carried out at the same time. The Royal Borough of Kingston Upon Thames was also offered the opportunity to use the planned closures to carry out their street cleaning and litter picking on the A3.

Asset Capital Renewal Programme

With the end of the Government grant in 2017/8, there was a two-year pause in Surface asset renewals that saw a decline in the assets' state of good repair and customer satisfaction. However, over the last year, good progress with our programme of renewals has enabled us to make significant process in refurbishing the most important assets. We have now completed: work on 11 bridges and structures including joint renewals on the A406 and A3; the provision of 40 new or refurbished bus driver mess rooms; the renewal of the fire safety system at Victoria Coach Station together with a new customer information system; traffic signal modernisations at 49 crossings and 25 junctions; 227,000square metres of new carriageway and 414 new bus shelters. Plans are currently under way to continue

the refurbishment of our highest priority renewals in 2021/22 to ensure they remain safe, operable and reliable.

New works for London contract

Over the last three years we have been building the next generation of highway, inspection, pier and tunnel maintenance and project contracts. The contract is one of Europe's biggest. The new world will see electric vehicles used, use of more recycled materials, LED rollouts and the planting of more trees and meadows. This contract will support thousands of jobs and enable investment of £1.7bn in the London and UK economy. These new contracts commenced on 1 April 2021 and will be in place for the next eight to twelve years.

Since the mobilisation of the highway, tunnel and pier contract we have: managed several full winter gritting fleets; introduced the use of drones for structural inspections; TUPED and trained 650 staff; introduced electric cars and vans into service; taken delivery of our first cargo maintenance bikes; repaired and resurfaced the Blackwall tunnel after a tunnel fire; and started to plant a forest of new trees.

Monitoring bridge strikes

We have been looking at the best ways to protect our low-headroom bridges from being hit by vehicles higher than the recommended height, and have worked with our supplier to roll out an enhanced bridge strike system across nine of our most vulnerable bridges. These vulnerable bridges are located at South Harrow station, Hounslow Central to Hounslow West, Park Royal to Alperton, Hounslow East

to Hounslow Central, Northolt to South Ruislip, South Ruislip to Ruislip Gardens, Chalfont Latimer to Chorleywood, Amersham to Chorleywood, and Moor Park to Rickmansworth.

This improved system has sensors that monitor the bridge for sudden movements and begin recording when a potential strike has happened. These high-resolution cameras can then provide video footage of the incident for us to review. When activated, the system also sends an automated SMS and email to our operational team so that they can respond to incidents quickly – helping to keep the railway running safely and efficiently.

Creating a safer network

We have been working closely with utility companies and our contractors to bring some of their most potentially impactful schemes forward for delivery in unprecedented timescales. With restrictions easing, our teams have worked tirelessly to reduce the risk of a summer backlog of roadworks during London's economic recovery while still delivering essential works packages to create a safer network. Over the pandemic, we have successfully coordinated a raft of works on our roads such as 10.7km of gas mains replacement and remediation, 1.8km of water mains replacement, 82 major crane operations supporting developments, 250 major TfL schemes, maintenance of more than 13,500 asset locations and 5,800 works to improve and maintain electrical and telecoms supplies. This vital work allows us to keep our roads safe and running with minimum disruption caused to Londoners.

Surface technology

We continue to lead the way in delivering innovative new road traffic management systems to make journeys by walking, cycling and bus, as well as essential emergency services and freight trips, as efficient as possible. The second release of our Common Operational View Incident Management System has now been deployed into live operation in our Network Management Control Centre. This ground-breaking system introduces new data sources and map layers to enable the control centre to focus its response to incidents on our network around the Healthy Streets framework.

Procurement of our deployable enforcement cameras is continuing. We have recently competed a competitive tender process and are working with the winning bidder to enable the first cameras being used later this year.

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the critical technology systems that underpin the bus network, such as the iBus system which provides real-time information on bus locations. Replacing this critical system is a key priority, as it allows us to provide live information to customers, enables bus priority at more than 1,800 junctions and supports performance payments to Bus operating companies. We have published the Contract Notice for the iBus2 replacement project on the Find a Tender Service and are currently reviewing responses received to shortlist suppliers

and start discussions. Our public transport technology area also includes replacing the booking and scheduling system for Dial-a-Ride, which will enable us to book and deliver more trips with the same number of vehicles. Procurement for this system is progressing well, with supplier shortlisting completed in March 2021.

7 Crossrail

The opening of the Elizabeth line for passenger services is still due to be realised in the first half of 2022.

A number of milestones have been achieved since the last update and, most crucially, the project is now in the trial running phase. This means trains are running through the central tunnels and operating a timetabled service, initially with four trains per hour and this will gradually increase to eight and 12. Increasing the number of trains on the railway will take place before further activities such as timetable operation, timetable demonstrations and integration testing can be undertaken.

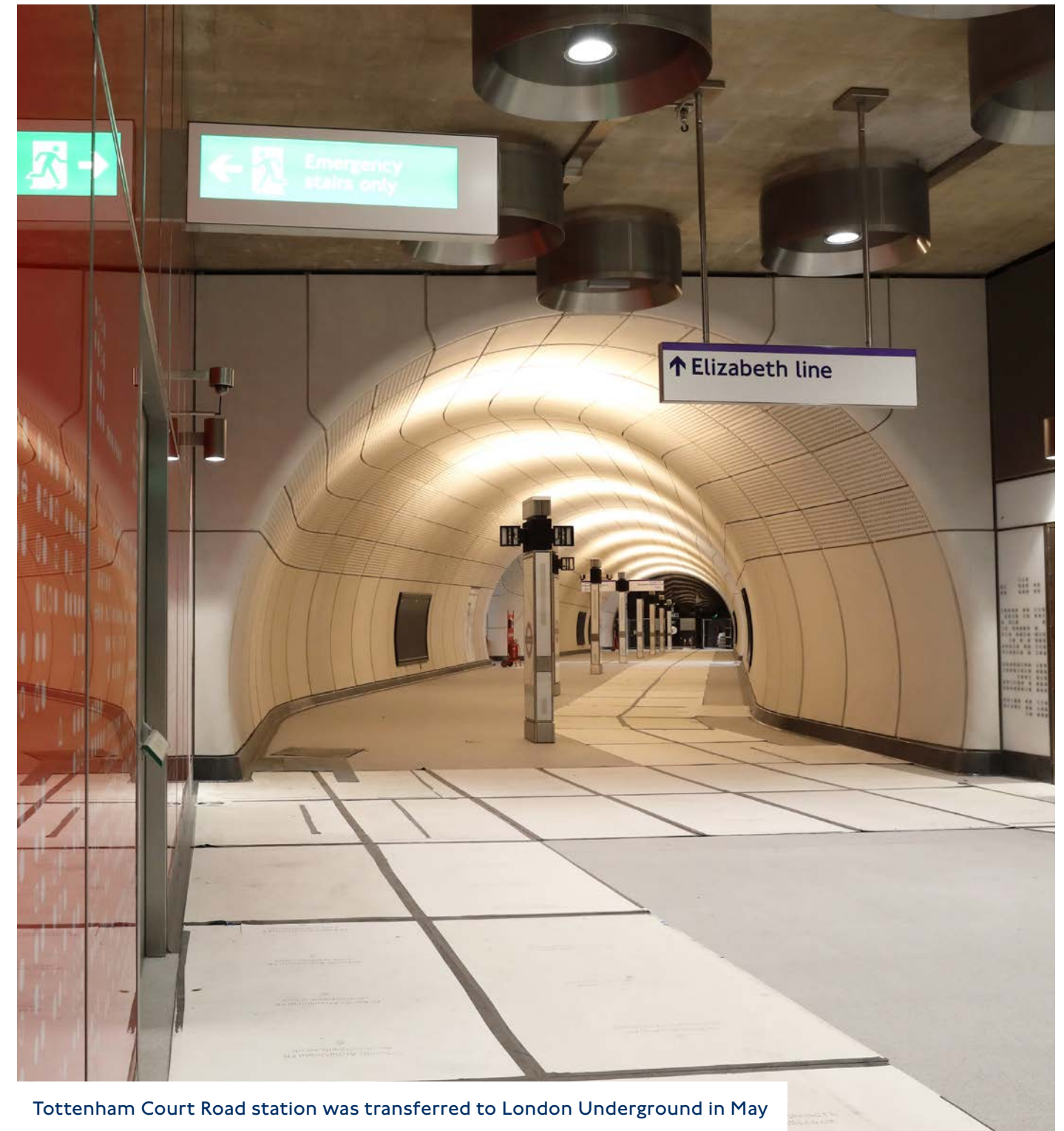
This is a huge milestone and took a lot of work to accomplish. Most notably, three other key milestones had to be achieved before we could begin trial running through the central section. These were the commissioning of the Great Western Main Line (GWML) and Great Eastern Main Line (GEML) fringes to join up the railway, and the assumption of responsibility by Rail for London Infrastructure (RfLI) for relevant infrastructure as an Infrastructure Manager under Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), which enables TfL to allow the infrastructure to be used for operating the trains.

The successful transition from a construction to an operational railway environment has changed the safety profile across the project. It is a major change as work is now no longer under construction rules but on a 'live' railway. We have

prepared for this transition and continue to monitor it very closely. It is positive to see this transfer happen safely, with no harm to anyone in our workforce, and in line with our Target Zero ethos.

The project is also preparing for Trial Operations, the final stage before opening. The handover of the central section stations is critical to achieving this. On 5 May, Tottenham Court Road station was successfully transferred to London Underground, in line with our delivery schedule. There are now three central section stations in TfL's possession. The remaining stations to join, with the exception of Bond Street, are either in the T-12 process or readying for it. Canary Wharf and Whitechapel are the next stations expected to begin the T-12 process in the coming months.

TfL Rail ended the 2020/21 financial year positively, with the Public Performance Measure (PPM) achieving 96.1 per cent of trains meeting their reliability target in period 13, the four-week period between 7 to 31 March 2021. Overall, the Moving Annual Average trend continues to improve and, at 96 per cent, is the highest since TfL Rail took over operations in 2015. This was the third best annual PPM in the country.



Tottenham Court Road station was transferred to London Underground in May

8 Finance

TfL funding update

On 31 October 2020, we reached agreement with the Government for £1.8bn of funding to support us in delivering our essential services for London up to 31 March 2021. The funding consisted of a fixed base amount and a flexible revenue top up, depending on our actual passenger income, and has allowed us to help London through this phase of the pandemic.

The funding agreement has been extended twice, first to 18 May 2021, and more recently to 28 May 2021, with the same funding mechanisms and conditions applied. Throughout this entire period, we have worked alongside the Government through an Oversight Group to report on progress in delivering against the conditions of the funding agreement.

Our Financial Sustainability Plan, published on 11 January 2021, sets out our funding requirements alongside TfL's critical role in supporting the London and UK economy, our contribution to wider Government objectives and the importance of ensuring TfL is put on a sustainable financial footing.

The plan strongly recommended supporting a policy-consistent scenario (Decarbonise by 2030) which closely aligns to the aspirations set by local and national Government policy and supported spending on renewals, delivering substantial decarbonisation by 2030, preventing a car-led recovery and investing to improve our services and support development of new homes and jobs.

Following the expiry of the funding deal for the second half of the 2020/21 financial year, the Government, the Mayor and I agreed that more time was needed for constructive negotiations to be concluded, which the two short extensions enabled.

On 1 June, we reached an agreement with the Government that extends its financial support until 11 December 2021. This agreement provides £1.08bn in base funding and further support, should our passenger revenue income be lower than forecast until 11 December 2021, to enable us to continue to run near full levels of service to stimulate London's recovery and deliver a host of improvements, including the Elizabeth line, Northern Line Extension and expansion of London Overground. It is vital that we also use this period to agree a longer-term settlement so that we can effectively plan for London's future and deliver maximum value for money through our contracts and supply chain.

The conditions placed on us by the Government agreement and the amount of funding we will receive means we need to find a further £900m of savings or new income this year compared to our approved Budget, on top of the £730m of savings already assumed in our Business Plan. We will work through this while protecting front-line services to deliver what London needs and to play our full part in recovery, decarbonisation, improving air quality and promoting active travel.

TfL 2020/21 financial performance

Our latest financial report covers the full 2020/21 financial year, from 1 April to 31 March. Our financial performance is measured against our Budget submission, as presented to Board on 9 December 2020, which updated our Revised Budget set in July. The December Budget includes up to £1.8bn of Government funding for the second half of the financial year.

Our provisional full year position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, before the Government's funding, was a deficit of £3,724m. This is £458m better than budget.

Of this, £120m was due to better than forecast passenger income, including the release of a revenue contingency which reflected the high degree of uncertainty around journey levels and around lifting of social restrictions. Overall, passenger income remained significantly down on last year, at £3.2bn, or 66 per cent, lower.

Both Tube and bus journeys have seen a gradual, overall increase since January 2021, in particular from 8 March, when school children and students returned to face-to-face education in schools and colleges. Journeys on the Tube ended 2020/21 at 78 per cent lower than last year and bus journeys stood at 59 per cent lower than the end of 2019/20. Compared to the end of 2018/19, which was the last year unaffected

by the pandemic, Tube journeys are 77 per cent down, bus journeys are around 50 per cent lower and weekly passenger income is around £64m lower. Demand has risen since the end of the last financial year, as we entered Step 3 of the Government's plan to ease lockdown restrictions on 17 May. Journeys for the week ending 22 May were 41 million which is 51 per cent of pre-coronavirus levels.

Under the funding agreement with the Government for the second half of the year, we do not carry the financial risk from lower passenger journeys, as we receive a revenue top up to a predetermined level. The total Government funding and financing support for 2020/21 was around £3bn, which included £717m of revenue top up. The revenue top-up amount is circa £100m less than what was anticipated when we signed the funding agreement for this period, as revenue from underlying journeys were better than expected.

Operating costs are £297m lower than Budget. This is largely due to the release of centrally held contingencies which were held to mitigate risks, and reflect the uncertainty of the current time. Our continued enforcement of spend control measures and savings plans have also contributed to lower core costs of £56m.

Total spend on capital renewals and new capital investment for the financial year was £46m, or four per cent, lower than budget, reflecting greater caution on capital spend approvals owing to funding particularly as we approached the end of the funding period.

Our cash balances have remained broadly stable since the H2 funding agreement with Government. We had a cash balance of £1,620m at the end of 2020/21, which is £103m more than target – this is driven by continued cost control measures. Our cash balances also include £260m of ‘excess’ funding provided in the first half of 2020/21 which is expected to be repaid to the Government during 2021/22.

As part of the funding agreement for the second half of the year, we committed to making £160m of cash savings, compared to our Revised Budget which was set in July 2020. In total, we made £166m of underlying cash improvements after accounting for timing differences that are expected to reverse in 2021/22. This is from higher road user charging income, further reductions in operating costs, and savings and deferrals of capital spend. As above, funding uncertainty for next year is reducing our ability to commit to investing for the long term.

We continue to focus on costs savings programme. By the end of 2020/21, we delivered around £560m of recurring and one-off savings or approximately £500m of total savings after deducting direct pandemic-related costs.

TfL scorecard - second half of the financial year

The scorecard for the second half of the financial year covers the period of our funding agreement for this same period and ran from 18 October to the end of the financial year, 31 March 2021.

This scorecard moves on from the first half of the year scorecard (which reflected our immediate priorities in responding to the pandemic and Government advice), to be recovery focused, with a return to our core priorities of safety and people, and an emphasis on active travel and reducing carbon emissions.

Our overall performance for this second period was 96.7 per cent. 12 of the 15 measures were better than target which is partly a reflection of the higher than expected growth in passenger volumes, supported by services operating at levels better than target. We also saw strong performance in our people metrics for engagement and inclusion.

Safety

Safety is our top priority. In the second half of the year, fewer people were killed or seriously injured in road collisions on the road network. There were also fewer fatalities and serious injuries among our customers and workforce.

Operations

We met our targets for bus and Tube services, delivered as a percentage of the pre-pandemic service levels. Our CO2 emissions from operations and buildings were just over target, though well below the floor target. This was largely because operated services were higher than forecast due to a stronger than expected recovery.

People

One of our top priorities is to create a more diverse and inclusive organisation, informed by and for our colleagues. Our annual Viewpoint survey saw a five per cent increase in engagement compared to last year and our inclusion index also increased by five per cent, both well exceeding their targets. The results indicate we are moving in the right direction, but there is more we need to do in areas of well-being and inclusion to improve the disparity between minority and majority groups.

Finance

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

Customers

Our customer care score exceeded the target, reflecting the exceptional service provided by our frontline colleagues in responding to the challenges of the pandemic. Our active, efficient and sustainable mode share measure reflects a higher than expected number of short journeys being made by public transport, walking and cycling, which supports a green recovery as more people choose sustainable modes over car use.

Delivery

We have met our target on the Elizabeth line milestone to start the system integration for dynamic testing. This will enable trial running of an increased number of trains in the tunnels and pave the way for testing how well the railway system will work in operational-like situations. We delivered the majority of our milestones, with some minor slippages which meant we were just short of target. Milestones achieved include the first test train to run on the new Northern line extension, installation of 300 rapid charge points, and the go-live of the Direct Vision Standard and tougher Low Emission Zone for HGVs entering London.

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

Board



Date: 9 June 2021

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 readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from Crossrail and the status of the remaining work on the Crossrail project (or Crossrail).

2 Recommendation

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

3 Elizabeth Line Operational Readiness

3.1 On 27 March 2021, we achieved a major milestone with the central section of the railway transitioning from a construction environment to an operational environment, operating under the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (as amended) (ROGS). As part of this move, Rail for London (Infrastructure) Limited (RfL(I)) and London Underground Limited (LUL) are now accountable for the safety, operation and maintenance of the central section railway infrastructure, although a number of stations remain with the project team pending transfer later in the year.

3.2 Operating under ROGS will provide an opportunity for operational and maintenance staff to gain the experience of using the new rule book and managing a 'live railway', although a number of stations remain with the Crossrail project team pending transfer later in the year.

3.3 Ahead of the railway entering ROGS and TfL standing up as the central section Infrastructure Manager, all readiness activities necessary to enable the transfer of management of the central operating section were completed. They included the development and implementation of the safety management system and the recruitment and training of sufficient competent operators and maintainers.

3.4 Following a successful controlled start to the Trial Running phase, we have now commenced a Trial Running timetable service, initially at four trains per hour, but building up gradually to 12 trains per hour over the next couple of months. The controlled start following entry into ROGS, allowed our operations and maintenance teams to mobilise and transition in a seamless manner, completing with the Crossrail project teams the input of asset information, minor outstanding works and maintenance activities. There have been challenges in assembling the

specialist skills and equipment necessary for some of these tasks but these were managed closely and prioritised as part of the countdown towards timetabled trial running.

- 3.5 On 26 May 2021, we started operating Full Length Units (FLUs) from Liverpool Street station to Shenfield, supplementing the seven-car Class 345 trains. To support the introduction of the FLUs, Operational Proving was carried out with the nine-car Class 345 train including checking the interfaces between the train and the station infrastructure. In addition, the platforms at Liverpool Street station were lengthened. Other works being carried out to support the introduction of the FLU trains to the eastern route include new staff accommodation at Gidea Park, opening of platform extensions and Driver Only Operation system readiness.
- 3.6 TfL Rail services in Period 1 (1 April 2021 to 1 May 2021) had a Public Performance Measure of 95.0 per cent. The Moving Annual Average trend was 95.7 per cent.
- 3.7 Although the signalling (European Train Control System) related defects have significantly reduced, in line with the prediction for the new train control software, a number of electrical /mechanical defects have depressed the growth of train reliability and ALSTOM are taking action to improve this aspect of reliability.
- 3.8 The next major signalling software release, which brings significant improvements in functionality, will be installed close to Trial Operations.

4 Crossrail Update

- 4.1 Leading up to the handover of responsibility to RfL(I) and LUL under ROGS, there was an extensive campaign to communicate the rules, procedures and changes to everyone across the programme. This was successful overall, providing clarity of changes and provoking discussion at all levels.
- 4.2 Despite this enormous effort, some incidents have occurred which can be attributed to familiarisation with the new arrangements. This is being managed with immediate actions and learning being shared, with a focus on prevention of reoccurrence, including a very recent joint campaign between the Crossrail team and the IMs.
- 4.3 As work progresses with Trial Running, the project is also preparing for entry into the succeeding phase, Trial Operations. Trial Operations will involve exercises to confirm that the railway is passenger ready. It will comprise staff and volunteer exercises to make sure that all systems and procedures work effectively. Completion of Trial Operations will mark the final step before passenger services can commence in the first half of 2022.
- 4.4 The existing Delivery Control Schedule is currently being refreshed and the new version will build upon the existing logic. It will also provide an opportunity to consider lessons that were learnt during entry into Trial Running, strengthening previous planning assumptions on assurance processes and define the conditions required for the successful transition into Trial Operations and Revenue Service.

- 4.5 In support of entering Trial Operations, the central section stations need to achieve a number of additional, interim states of completion. These works continue with all stations, with the exception of Bond Street and Canary Wharf, having achieved their Substantial Completion 3 state, which represents the substantial completion of construction works, enabling the final complex systems integration and assurance activities.
- 4.6 Custom House was the first of the stations to be handed over to TfL and it has since completed the final hooking up of the communications and control systems. It is now fully integrated with the Route Control Centre in Romford. The experience and knowledge gained from the handover of Custom House and Farringdon to TfL are being incorporated into the works at the remaining stations.
- 4.7 Tottenham Court Road station was handed over to TfL last month, on schedule, and brings the total number of central section stations handed over to three. This represents a significant achievement for the project and the stations completion team.
- 4.8 Woolwich station and Liverpool Street station have recently entered into the T-12 process and good progress is being made. The T-12 milestone means that the station is considered to be 12 weeks away from being ready for handover to TfL. Work at the stations will now be primarily focused on the extensive testing and commissioning of systems ahead of the Elizabeth line opening and the provision of asset data.
- 4.9 Network Rail's major upgrade works to surface stations on the eastern and western section of the railway continue to progress. Acton Main line and West Ealing were handed over to the operator on 16 March 2021 and 25 March 2021, respectively and now provide crucial step-free access to passengers. The new ticket hall at Ealing Broadway station opened for customers on 27 May 2021 with new lifts enabling step-free journeys on TfL Rail, London Underground (District and Central lines) and Great Western Railway. West Drayton, Hayes & Harlington, and Southall stations remain on forecast to be step-free by the summer of 2021. The works at Ilford and Romford stations are ongoing with the roof complete at Ilford, while lift shaft structures are progressing at Romford.

List of Appendices:

None

List of Background Papers:

None

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Board



Date: 9 June 2021

Item: 2021/22 Funding Agreement

This paper will be considered in public

1 Summary

- 1.1 The purpose of this paper is to update the Board on the funding agreement reached with the Department for Transport (DfT) on 1 June 2021, included at Appendices 1 and 2.

2 Recommendation

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

3 Background

- 3.1 On 1 June 2021, we reached an agreement with DfT for a further Extraordinary Funding and Financing agreement to replace the previous agreement, first agreed in the Secretary of State's letter of 31 October 2020 and since extended to 28 May 2021. It provides funding until 11 December 2021 with a trajectory for financial sustainability no later than April 2023, and includes a number of conditions beyond those included in previous funding agreements.
- 3.2 The agreement was approved by use of Chair's Action by the Chair of the Board. This was considered appropriate due to the urgency of the matter given the immediacy of our funding position.

4 Funding terms

- 4.1 The 2021/22 TfL Budget outlined a £2.7bn full year funding requirement in 2021/22 against an assumed passenger revenue forecast of £3.5bn.
- 4.2 The core funding terms in the agreement provide £1.08bn of base funding. This is in addition to the £0.5bn received as part of the first and second funding extensions of the October 2020 agreement.
- 4.3 The funding agreement also extends the revenue top-up arrangement in the current funding agreement should our actual passenger revenue receipts be different to defined DfT revenue scenario, providing certainty of £1.78bn of passenger revenue funding over periods 3 to 9. This aligns with a DfT full year passenger revenue scenario of £3.6bn, being circa £100m higher than assumed in our approved Budget for 2021/22.
- 4.4 The funding agreement requires us to find £300m of savings and/or other income; however, when taken together with the amount of funding already provided under the recent funding extensions, along with funding to be provided under this

agreement, we will be required to find £900m of savings compared to the approved Budget. This will need to be met through a combination of utilising cash reserves in excess of our £1.2bn minimum cash level, additional non-passenger income and reduced and/or deferred costs. While challenging, this is considered achievable.

- 4.5 The DfT's proposal also includes a number of conditions, some of which are expansions of conditions in previous funding agreements and some of which are new. A summary of conditions is provided below:
- (a) TfL is to develop a plan which shows how the full £730m of recurring savings by 2023 may be delivered and which sets out the transport risks of accelerating these efficiencies by two years to help inform future decisions about implementation;
 - (b) TfL is to identify and, if required, consult on new or increased income compared to current plans of £0.5-£1bn from 2023; this is to be achieved in reliance on existing powers;
 - (c) TfL is to follow the Government's public sector pay pause while we are in receipt of Government funding. Existing pay settlements that were reached earlier are not affected and will be honoured;
 - (d) TfL is to commit to a review of the TfL Pension Scheme and potential reform options with the explicit aim of moving the Scheme to a financially sustainable position. The detail of that review will need to be developed in the coming weeks;
 - (e) on housing, TfL is to agree a plan for delivery through a dedicated commercial property company to deliver housing in high demand areas and increase revenue streams. These proposals must ensure that this activity is non-recourse to TfL and that assets will not be transferred to other Mayoral vehicles; parameters for those transfer controls will be addressed in our plan; and
 - (f) TfL is required to work with the DfT on a joint programme to examine the feasibility of producing a viable business case for implementing driverless trains on the Waterloo & City and Piccadilly lines on the London Underground.
- 4.6 The terms also have a number of provisions relating to DfT oversight and information sharing, including a requirement to agree certain communications with DfT before issuing and sharing our plans and financial models for 2022/23 and beyond and continuing to share our management accounts and cash flow forecasts.
- 4.7 There are a number of other conditions. DfT requires us to conduct a joint review of actual passenger demand levels in July 2021 (for buses) and September 2021 (for Tube and rail) as we recover from the pandemic and to prepare a revised medium-term capital investment programme for agreement as part of the Government's Spending Review in the autumn. The Mayor will continue to fund any cost of travel concessions above those available elsewhere in the country.

There are also requirements associated with progress towards reopening Hammersmith Bridge to pedestrians and cyclists.

- 4.8 DfT confirms that the comfort concerning our future financial position will continue. Government has confirmed that it expects us to manage expenditure in line with the Financial Sustainability Plan and that a combination of measures from Government, TfL and the GLA will enable us to continue to meet balanced budget obligations and commitments during the current funding period and beyond.
- 4.9 DfT's intention, is that further settlement will be possible from December 2021, although DfT has not indicated whether this will be short or long term. The letter also confirms that DfT recognises that we have existing near and long-term financial commitments, and will need to enter into new financial commitments, that extend beyond December 2021. This is considered sufficient to enable TfL to continue to enter into contracts that extend beyond 11 December 2021.
- 4.10 We will engage and consult with our staff and trade unions as appropriate as we develop proposals to meet the requirements of the above conditions.

5 Next steps

- 5.1 These measures, along with other matters contained in the funding agreement, will be fully worked through in our revised Budget submission that we expect to take to the TfL Board on 28 July 2021.

List of appendices to this report:

Appendix 1 – 2021/22 Funding Agreement letter
Appendix 2 – Funding Agreement Annexes

List of Background Papers:

None

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Department for Transport

Sadiq Khan
Mayor of London
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Appendix 1

From the Secretary of State
The Rt. Hon. Grant Shapps

Great Minster House
33 Horseferry Road
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Tel: 0300 330 3000
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1 June 2021

Dear Sadiq,

Transport for London Settlement Letter

1. This letter sets out an Extraordinary Funding and Financing Agreement for Transport for London (TfL) for the period to 11 December 2021.
2. The terms set out in this letter support the maintenance of essential transport services in London, allowing TfL to contribute fully to the Government's economic recovery programme and support Government's priorities on decarbonisation, air quality and making transport better for users. The Government (HMG) is committed to supporting TfL in the delivery of its efficiencies programme to reach HMG's objective to achieve financial sustainability (i.e. free of government emergency support) by April 2023. HMG also remains supportive of TfL growing its commercial development income, particularly where legislative changes may be needed.
3. HMG recognise that the current circumstances present ongoing financial challenges and uncertainty to Transport for London beyond the 2021 Funding Period. HMG recognise that it will be important for Transport for London to maintain essential services, support the economic recovery and meet its statutory obligations in relation to balanced budget, in line with its statutory duties over this financial year and in future years. HMG also recognise that Transport for London has

existing near and long-term financial commitments, and will need to enter into new financial commitments, that extend beyond the 2021 Funding Period. A combination of future measures from TfL, GLA and HMG will enable TfL to continue to meet these obligations and commitments during the current funding period and beyond.

4. The period for this funding agreement is just under 7 months from 29 May 2021 until the 11 December 2021 (the “2021 Funding Period”).
5. The agreement will support the delivery of both short and long-term objectives as follows:
 - a. **Short term** - (up to 11 December 2021) – to provide sufficient financial measures to mitigate loss of passenger revenue as a result of COVID impacts and Government-led measures such as social distancing.
 - b. **Long term** - to continue to work with and support TfL in implementing the programmes of work within this letter to enable it to be an effective and efficient operator by:
 - i. reaching a financially sustainable position as soon as possible, with a target of no later than April 2023 and a declining trajectory in the meantime of temporary Government grant support. If further emergency funding is made available by HMG for revenue lost as a result of ongoing Covid-19 restrictions it will be made on the basis of a declining cost base as described in paragraph 8(c);
 - ii. making rapid progress on longer term reforms which are likely to be implemented beyond 2023; and
 - iii. contributing to the Government’s economic recovery programme and supporting the Government’s priorities for decarbonisation, air quality and making transport better for users.
6. During the course of the 2021 Funding Period, HMG will continue to work with TfL on long-term plans with an aim to be in a position where a further settlement is possible from December 2021 when this funding package expires. At this point, HMG would also consider reducing government supervision: ending, for instance, the presence of HMG special representatives on TfL’s board. This will only be possible if

HMG can be satisfied (via the Oversight Group) within the 2021 Funding Period that the measures set out in this letter to put TfL on a financially sustainable footing are being and have been progressed.

7. Delivery of the matters set out in this letter will take into account and prioritise safety and other statutory and operational requirements of running the transport network. HMG also recognise that the delivery of such matters will need to take account of TfL's (and the Mayor's) statutory responsibilities and any decisions will need to be made in accordance with relevant legal powers and decision-making processes, taking into account any need for consultation.

2021 Funding Period Work Programmes

8. To support our shared objective of TfL reaching financial sustainability (free of extraordinary Government support) as soon as possible with a target date of April 2023 we have agreed the following actions and workstreams with TfL to be delivered during the 2021 Funding Period. Detailed requirements and delivery timescales are set out in Annex A.

Delivered in 2021 Funding Period

- a. Delivery of further operating efficiencies of at least £300m in 2021/22 through appropriate revenue sources and/ or cost saving initiatives. In delivering this workstream, TfL will be expected to prioritise recurring savings, in line with a declining trajectory of Government Grant and TfL meeting the objective of achieving financial sustainability by April 2023.

Implemented in 2021 Funding Period for savings/ revenue in future years

- b. Identification and consultation on new/ increased income sources of between £0.5-£1.0bn p/a from 2023 through new/ increased revenue within the Mayor and TfL's existing powers and compared to current plans.
- c. Development of an implementation plan for accelerating TfL's existing modernisation programme which would see the full £730m of recurring savings delivered by April 2023 as part of a declining cost base. If further emergency funding is made

available by HMG for revenue lost as a result of ongoing Covid-19 restrictions, it will not be above the declining cost base set out by TfL in the final agreed implementation plan. The plan will be required to set out the transport risks of accelerating delivery of these efficiencies and will not be expected to include savings derived through reductions in service levels, additional borrowing or deferrals.

- d. As recommended in the Mayor's Independent Review, TfL will carry out a review of their pension scheme and reform options with the explicit aim of moving TfL's Pension Fund into a financially sustainable position. TfL will provide a final list of assessed options under consideration by the Review to HMG by no later than 31 October 2021. TfL will deliver an interim report no later than 11 December 2021 and a final report including a recommended approach by no later than 31 March 2022. TfL will be expected to provide regular substantive progress updates as well as a detailed work plan setting out the steps it intends to take to deliver the reports by the relevant deadlines.
 - e. A joint review of demand (in September 2021) to inform future service level requirements and potential changes from 2022/23 onwards as described in paragraphs 15 to 17 below, with the requirement to report back to HMG in accordance with the timelines set out in Annex A.
 - f. Preparation of a revised medium-term capital investment programme as appropriate to TfL's financially constrained position and future demand scenarios post-Covid 19. This programme will include measures to improve tracking of capital efficiencies and quantification of anticipated carbon reductions from future capital spend. Programme to be confirmed with Government through the Spending Review and implemented accordingly.
9. As part of completing items 8b-f above, TfL will be required to set out its position on the related recommendations of its own Independent Review published in December 2020, and how they are compatible with previous statements of the Mayor's policy such as his Transport

and Environment Strategies, other than where HMG has previously stated its position (such as in relation to VED devolution).

Longer Term Structural Programmes

10. In addition to the programmes outlined above, we have agreed the following actions and workstreams with TfL to commence during the 2021 Funding Period as part of supporting the delivery of TfL's long term financial sustainability. Detailed requirements and delivery timescales are set out in Annex B.
 - a. TfL to agree a plan for housing delivery through a dedicated commercial property company that meets the shared ambitions of the Mayor and HMG to deliver housing in a high demand area and to provide an increased revenue stream. The plan will be agreed between TfL and HMG by June 11th and include a clear milestone for housing to be delivered by the end of 2024.
 - b. A joint review of options for longer term reform of the funding framework for Transport for London, including governance and oversight.

Driverless Trains

11. TfL's record of modernisation and innovation should not leave it behind other European networks, which are achieving significant operational efficiencies through Driverless Trains. Accordingly, DfT will lead a joint programme with TfL on the implementation of Driverless Trains on the London Underground.
12. Working with DfT, TfL will make sufficient progress towards the conversion of at least one Underground line to Grade-of-Automation 3 (driverless, but with an on-board attendant, as on the Docklands Light Railway), subject to a viable business case and its statutory responsibilities. To achieve this DfT and TfL will produce a Full Business Case for the Waterloo & City Line within 12 months and for the Piccadilly Line within 18 months. Progress towards this milestone during the 2021 Funding Period will be measured by the Oversight Group and will be as follows:

- a. Delivery of at least interim OBC on Waterloo and City line by the end of the 2021 funding period.
- b. Delivery of at least interim SOBC on Piccadilly line by the end of the 2021 funding period.
- c. Market engagement into alternative platform edge protection technology, to be led by TfL and completed by 30 November 2021.
- d. Design work on rolling stock specification, new signalling, and Platform Edge Doors (PEDs).

DfT and TfL will also conduct a full review of the potential for the implementation of GoA3 on the rest of the network. The review will conclude within the next twelve months. DfT's assessment of progress made towards conversion will factor into agreeing any longer-term funding settlement in the future.

13. TfL will ensure senior representation on the joint programme and will actively support this work through the provision of staff resources, expertise and access to both the London Underground network and any information sources. TfL's participation should seek to explore all options in a collaborative and open manner and work with the programme on an implementation plan. HMG will provide resource funding to TfL to enable it to support the programme's work.

Service Levels

14. Funding will be baselined to reflect existing service levels in accordance with prevailing COVID restrictions. Whilst social distancing is in place, TfL are required to maintain appropriate service levels, subject to the ability to do so considering staff absence levels and the conclusions of any review of service levels completed pursuant to paragraphs 8(e) and 15. TfL will take all practicable steps to manage absence levels to support the delivery of services.
15. A review for London Underground and Rail will take place by the end of September that will allow HMG and TfL to reconsider required service levels in light of both outputs from the ongoing review set out in paragraph 8(e) above and observed demand across the network. A

review for buses should take place in July and September subject to the result of the Government's social distancing review.

16. Subject to change at future reviews, and to reflect changing travel patterns as a result of COVID, TfL will be expected to take steps now to ensure they are not locking in future costs and are in a position to reduce service levels efficiently if and when required.
17. An agreed workstream (as outlined in 8(e) above) will consider future service level scenarios that reflect extant demand, economic benefits and costs of running different service levels across TfL's network with the aim to generate a range of service options. TfL will be expected to take any and all further necessary steps to efficiently manage services and associated costs to support the achievement of financial sustainability by our target date of April 2023.

General Conditions

18. DfT and TfL will continue to agree communication messages to ensure consistent advice is provided to all travellers and public confidence in the transport network is promoted.
19. TfL will commit to set aside at least £100m within the 2021 Funding Period to continue the delivery of healthy streets and active travel programmes including funding for the London Boroughs under the local implementation plan process. Within this funding, TfL will continue to prioritise the urgent delivery and operation of a temporary walking and cycle ferry as a replacement crossing for local communities affected by the closure of Hammersmith Bridge. TfL shall also reconvene fortnightly meetings of the Active Travel Oversight Group. Any cycle scheme TfL introduce or support with the funding as part of their Streetspace programme should be fully compliant with the LTN 1/20 cycle infrastructure design guidance.
20. TfL will maintain its changes to its expenditure authorisation processes through the Financial Commitment Oversight Group. TfL will provide minutes and actions from these meetings to DfT or their advisers where requested (subject to commercial sensitivity and confidentiality), noting that anything provided will be covered under the Information Sharing

protocol agreed with DfT and any external advisers appointed by DfT and TfL.

21. TfL will document, and share this documentation with DfT, any meetings with lenders or ratings agencies, subject to FCA regulations and confidentiality agreements in place with these counterparties.
22. TfL will continue with its existing plan to increase fares in line with their Business Planning assumption of an overall fares increase of RPI+1% on fares under the Mayor's control in January 2022.
23. TfL shall consult with HMG, including agreement of appropriate scenarios, as part of its annual budget setting process. TfL shall make available to HMG on request relevant financial modelling and plans for 2022/23 and beyond.
24. TfL shall undertake to deliver the requirements of this funding agreement on an open book basis, including full transparency and data provision on reasonable request to HMG.

Funding, Quantum & Mechanics

25. The Extraordinary Funding and Financing package comprises £1.08bn for Transport for London to support its essential services for the period 29 May 2021 to 11 December 2021 (the "2021 Funding Period") as follows:
 - i. Extraordinary Support Grant of £1.08bn payable under S.101 of GLA Act 1999. This will be paid in 6 instalments commencing on 7 June 2021.
 - ii. The first payment shall be for £250m and shall be made on 7 June 2021, the second payment shall be for £250m and made on 28 June with future payments made every 4 weeks starting 28 June 2021. The third and fourth payment shall be for £200m. The fifth payment shall be for £100m and the sixth for £80m. This schedule will be kept under review between the parties.
26. This Extraordinary Funding and Financing package will contribute towards TfL's revenue loss due to reduced passenger numbers using TfL services as a result of the pandemic, Government-led measures

such as social distancing and/ or as a result of the implementation of the requirements set out in this letter.

27. In managing its business during the 2021 Funding Period, TfL will take all reasonable steps to minimise the Extraordinary Support Grant in line with this agreement, including maintaining and maximising its revenue, and minimising expenditure. TfL will also take all reasonable steps to avoid industrial action during the funding period, and if necessary, will be expected to take all reasonable steps to mitigate the impact of any industrial action.
28. The Government announced that it would pause headline pay awards across the public sector on 25 November 2020. We expect TfL to freeze pay in line with the public sector pay pause and the funding outlined in para 25 above is based on this, while TfL is in receipt of significant extraordinary funding. Any bonus pay awards will not be paid for through extraordinary Government funding and TfL will have to demonstrate prudence in making any such payments. We do not expect TfL to authorise individual bonus pay awards.
29. Should the Mayor choose to amend his existing plans to extend the ULEZ boundary from 25 October 2021 these will have to be paid for without recourse to Government funding and without recourse to additional borrowing, savings, service changes or deferrals. Additional income streams for any such increases will need to be identified and shared with Government.
30. As agreed in the previous Extraordinary Funding and Financing Agreement, if the Mayor and TfL wish Londoners to continue to benefit from travel concessions and/or other benefits above those typically available elsewhere in England (such as free travel for all Londoners aged under 18 and 60-65, excluding statutory entitlements including under the Education Act 1996) then TfL/the Mayor recognise that the costs of these additional benefits will not be met by HMG funding; and commit to meeting the costs of these additional benefits over the Financial Year 2021/22, without recourse to additional borrowing, savings, service changes or deferrals. TfL and the Mayor decided following the last Funding Agreement that they would fund the cost of these concessions by maintaining the Congestion Charging changes implemented in June 2020 and by an increase to the existing TfL

element of the GLA council tax precept. If these changes are insufficient to fund the cost of concessions and/or benefits above those typically available elsewhere in England, the Mayor will need to determine how he will meet those costs without recourse to further funding support provided by HMG. This will be reviewed regularly by DfT and TfL.

31. TfL will continue to provide monthly management accounts and cashflow forecast within 10 working days of the period end. These will be reviewed by DfT after every period with support from external advisers as required by DfT. Engagement between TfL and external advisers will be agreed through an engagement protocol to ensure efficient use of resources.
32. TfL will provide DfT with a revised cash flow forecast for 2021/22 (including impact of the matters set out in this letter) on 9 July 2021.
33. The funding amounts are based on a scenario that passenger demand over the 2021 Funding Period is at the levels described in Annex C. Taking into account the financial effects of delivery of other conditions set out in this letter, the revenue shortfall is expected to be £1.08bn for the 2021 Funding Period. HMG recognises that there are material factors beyond TfL's direct control that give rise to a high level of uncertainty in predicting the future passenger revenue for the organisation for the 2021 Funding Period, in particular as HMG guidance on dealing with the pandemic develops.
34. At the end of Railway Period 3 (the first four-week period (Reporting Period) in the 2021 Funding Period) HMG and TfL will assess whether actual cumulative passenger revenue cash receipts are in line with the expected cumulative 2021 Funding Period Scenario (as set out for each Reporting Period in Annex C, along with the funding requirement) for the 2021 Funding Period. If the actual cumulative passenger revenue cash receipts are below this level (excluding a de minimis amount of £10m), then, the amount of Extraordinary Support Grant will increase to compensate the shortfall between the actual cumulative passenger revenue cash receipts and the 2021 Scenario described in paragraph 33 (a Top Up Grant).
35. This Top Up Grant shall be calculated from 29 May 2021 on a cumulative basis every Reporting Period and then paid in accordance

with the timescales set out in paragraph 38 and for every Reporting Period thereafter for the remainder of the 2021 Funding Period, until the final Reporting Period. Any additional funding required under a Top Up Grant will be provided following routine authorisation by CST, noting that such authorisation will not undermine the intent of the financial support set out in this letter and specifically paragraphs 3, 44 and 50.

36. After Period 3 and to the extent that a Top Up Grant is required then HMG and TfL will enter into collaborative discussions via the Oversight Group to determine whether any service levels need to be revisited to reflect those revised circumstances and the consequential impact on TfL's funding requirement. Any such changes to service levels proposed by the Oversight Group (in accordance with paras 14-17 above) will be subject to agreement from TfL (in line with its governance framework) and HMG.
37. In accordance with paragraphs 34 and 35, the following formula will be used to calculate any Top Up Grant payable.

The maximum of zero and (Cumulative 2021 scenario of Passenger Revenue Cash Receipts – Cumulative Actual Passenger Revenue Cash Receipts – Previous Top Up Grants) = Top Up Grant for the Reporting Period (noting that no Top Up Grant will be payable if less than the De Minimis sum of £10m).

38. Information relating to actual cumulative passenger revenue cash receipts and a calculation (flash report) of the Top Up Grant shall be produced by TfL at the end of each Reporting Period and shall be provided to DfT within 10 business days following the end of each Period. Payment of any Top Up Grant will then be made within 10 business days of receipt by DfT of the flash report.
39. For the final Reporting Period, there will be a process (the True Up Process) to determine any final payment of Top Up Grant (True Up Grant) or repayment (True Up Repayment) during the 2021 Funding Period.
40. The True Up Process will also take into account and adjust for exceptional costs during the 2021 Funding period:
- i. To the extent that any exceptional costs incurred by TfL are greater than or lower than equivalent sums contained within TfL's Budget

for 2021, then this difference shall be an adjustment to the True Up Grant or True Up Repayment (as appropriate) (an Exceptional Cost Adjustment, as a positive or a negative sum as appropriate).

- ii. The Exceptional Cost Adjustment shall only be provided where it directly results from the coronavirus pandemic and/or responding to or related to Government measures or instructions. During the 2021 Funding Period, should TfL anticipate that any greater exceptional costs compared to the March 2021 TfL Board approved budget are required, TfL shall agree this with DfT in advance.

41. The formula for this final Reporting Period shall be:

Total 2021 scenario Passenger Revenue Cash Receipts – Total Actual Passenger Revenue Cash Receipts – Previous Top Up Grant Payments + Exceptional Costs Adjustment = True Up Grant (if positive) or True Up Repayment (if negative)

42. The payment by DfT of True Up Grant or by TfL of True Up Repayment will only compensate TfL for any loss caused by passenger revenue income and not losses caused by TfL not managing costs within its 2021 funding settlement save as set out in paragraph 40. Nor will it seek to recoup grant sums if TfL outperforms the cost forecasts set out in the 2021 funding settlement.

43. The calculation and evidence of True Up Grant, and/or True Up Repayment shall be produced by TfL at the end of the 2021 Funding Period and shall be provided to DfT within 10 business days following the end of the 2021 Funding Period. Payment of the final True Up Grant, and/or True Up Payment will then be made within 4 weeks or 20 business days of receipt of that information.

44. This funding package is based on the assumption that Transport for London will maintain useable cash reserves (that is, cash and liquid investments held by the TfL Group (excluding ring fenced subsidiaries; Crossrail Limited, London Transport Insurance (Guernsey) Limited and London Transport Museum Limited)) of £1.2bn throughout and at the end of the 2021 Funding Period, subject to normal commercial payment practices. This funding package seeks to support the maintenance of essential and safe transport services in London, enabling TfL to continue to make a full and vital contribution to the

recovery from the coronavirus pandemic and success of the UK economy as a whole.

Governance

45. Two HMG appointed Special Representatives (one strategic appointee and one technical appointee) will continue to attend all TfL Board meetings, being able to raise questions at the Board, request additional information as reasonably required and report back to the Secretary of State on these matters.
46. One Special Representative will also continue to attend all meetings of the Finance Committee and the Programmes and Investment Committee. We anticipate that the technical appointee will attend these meetings and provide closer involvement than during the H2 funding period. All relevant papers will be shared by TfL with the Special Representatives as well as a nominated contact in DfT in advance of each Board meeting.
47. The Oversight Group established in the H2 Funding Agreement shall continue to meet for the duration of the 2021 Funding Agreement and will continue to be DfT chaired and will have equal representation from DfT and TfL. Both appointed Special Representatives will be invited to attend the Oversight Group meeting. The Oversight Group will meet to monitor progress, act as an escalation point for issues, and discuss a forward plan for the remainder of the funding period.
48. The Terms of Reference for the Oversight Group will ensure that meetings are used effectively. This will also clearly set out the frequency of meetings, attendees and required information ahead of any Oversight Group meeting. The full Terms of Reference is set out in Annex D.
49. If a measure that has been agreed in the 2021 extraordinary funding and financing package and which relates to any of the matters set out in paragraphs 8 or 10 has not been met and, following consideration by the Oversight Group of proposals for resolution from TfL, such proposal has either not been agreed or implemented and no alternative action plan agreed, then a “Dispute” will have arisen and shall be addressed as follows:

- i. If a Dispute arises, DfT shall give to TfL written notice of the dispute, setting out its nature and full particulars (Dispute Notice), together with relevant supporting documents. On service of the Dispute Notice, the Commissioner of TfL and the Permanent Secretary of DfT shall attempt in good faith to resolve the Dispute. If the Commissioner of TfL and the Permanent Secretary of DfT are for any reason unable to resolve the Dispute within 30 days of the notice being given, either party may refer to the matter to an independent body for resolution;
- ii. If Dispute is not resolved in accordance with the process at paragraph 48(i) then DfT may withhold a reasonable proportion of that part of the next grant payment due to TfL that relates to the measure in question until such time as the Dispute in question is resolved, provided that such withholdings shall not exceed £25million for the 2021 Funding Period.

Ancillary Matters

50. HMG will continue to engage on and monitor the financing of Northern Line Train Services contract. If a Supervening Event occurs in accordance with clause 25A.1.1 of the Amended and Restated Usage Contract, HMG will work with TfL and take reasonable steps to assist TfL in meeting the contractual obligations set out in clause 25A of that contract and other associated provisions, or finding alternative forms of support acceptable to the relevant counterparties.
51. Separate engineers' reports compiled both for the London Borough of Hammersmith & Fulham (LBHF) and the DfT have concluded that it is safe to reopen Hammersmith Bridge to pedestrians and cyclists subject to further inspections and validation of reports, though some expenditure will still be needed to ensure that it can remain open to pedestrians, cyclists and river traffic in all conditions and at all times over the long-term. These reports are undergoing independent checking and validation, which is expected to take until the end of June.
52. TfL and the London Boroughs are responsible for local road maintenance, including bridge repairs. LBHF is responsible for the

safety and maintenance of Hammersmith Bridge. However, given the extra-ordinary circumstances of the pandemic, during the period of this agreement, we expect to draw up a memorandum of understanding between HMG, TfL and LBHF to fund the reopening of the bridge - initially to pedestrians, cyclists and river traffic and, depending on the cost, to motorists. This will be conditional on three things:

- i. All parties must scrutinise and agree the cost of the project;
- ii. Each party agrees to pay a share of the cost. Repair costs are to be led by LBHF and TfL, HMG will not directly contribute more than 1/3 of the costs;
- iii. That the independent Board responsible for the Case for Continued Safe Operation, reporting to LBHF, will conduct a new assessment for controlled and limited reopening of the bridge to pedestrians, cyclists and river traffic once further investigations and report validations are completed at the end of June.

Yours sincerely,

Rt Hon Grant Shapps MP

SECRETARY OF STATE FOR TRANSPORT

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Annex A – 2021 Funding Period Work Programmes

Workstream		Objective/ Scope	Activity		Delivery Date	Progress Updates
A	2021 Funding Period Savings	TfL to deliver £300m of savings or other income, over 2021/2022 additional to existing plans. In delivering this workstream, TfL will be expected to prioritise recurring savings, in line with a declining trajectory of Government Grant and TfL meeting the objective of achieving financial sustainability by April 2023.	(i)	TfL will be required to identify the proportion of these savings or other income to be delivered during the 2021 Funding Period and provide confirmation of how this will be achieved and the plans that underpin these savings to the DfT Oversight Group.	28 June 2021	Workstream Leads: fortnightly; Oversight Group: monthly
			(ii)	TfL will provide periodic updates to DfT, and their external advisers as required, identifying progress against these plans and any risks to delivery.		Periodically at Oversight Group
			(iii)	If any plan identified is at risk, TfL will highlight this to DfT at the next Oversight Group meeting including any mitigating actions.		As needed at Oversight Group
B	New Revenue Sources	The Mayor and TfL will undertake a joint options review and feasibility study of mechanisms within existing powers to generate between	(i)	The Criteria for options assessment will be agreed between HMG and TfL/GLA before commencing the review by the delivery date.	11 June 2021	Periodically at Oversight Group

		<p>£500m and £1bn of additional net revenue per annum from April 2023. The review will be led by TfL, with input from DfT and nominated advisors where appropriate. Representatives of both DfT and GLA will be members of the review working group, which shall meet at least fortnightly to discuss progress and activities. The joint appraisal is expected to consider, but not be limited to - VfM, implementation timescales, economic impact, equalities impact and relevant powers. TfL will also be required to demonstrate how they have taken into account the findings and recommendations of the Independent Review, except where HMG has previously stated its position (such as in relation to VED devolution).</p>				
	(ii)		The review working group will report monthly to the Oversight Group who shall also be consulted on the shortlist of options by the delivery date.	5 July 2021	Workstream Leads: fortnightly; Oversight Group: monthly	
	(iii)		The Options Review and Feasibility Study shall be completed with recommendations and submitted to DfT by the delivery date. TfL will also submit an implementation plan for the recommended option or options for agreement with HMG.	27 August 2021	Workstream Leads: fortnightly; Oversight Group: monthly	
	(iv)		TfL shall undertake necessary consultation on the preferred option or options to enable a decision on new revenue sources by the delivery date	12 November 2021	Workstream Leads: fortnightly; Oversight Group: monthly	
C	Modernisation Programme Acceleration	TfL are required to develop an implementation plan for accelerating TfL's existing	(i)	Structure and criteria for risk assessment of implementation plan to be agreed with HMG.	28 June 2021	Periodically at Oversight Group

	<p>modernisation programme to bring forward the delivery of c.£730m of savings by April 2023.</p> <p>The implementation plan is required to set out specific milestones (with periodic targets) for realising the savings already identified by TfL and what further savings are required to deliver the remaining savings by April 2023.</p> <p>The plan will also identify what risks arise, if any, to the provision of transport services in London from the acceleration of the savings target.</p> <p>TfL will also be required to demonstrate how they have taken into account the findings and recommendations of the Independent Review, except where HMG has previously</p>	(ii)	Draft implementation plan, including indicative milestones, provided to HMG for review.	13 September 2021	Periodically at Oversight Group
		(iii)	Final implementation plan, including risk assessment and confirmed milestones, submitted to HMG.	15 October 2021	Periodically at Oversight Group
		(iv)	TfL to provide periodic updates on delivery of savings against the implementation plan.		Periodically at Oversight Group

		stated its position (such as in relation to VED devolution).				
D	Service Level Review	<p>TfL to review future service levels in line with agreed demand scenarios. The Service Level Review should encompass all TfL transport modes, including LU and Surface transport. The review must consider VfM, implementation timescales, economic impact, equalities impact and relevant powers.</p> <p>A review for buses should take place in July and September subject to the result of the Government social distancing review.</p> <p>TfL will also be required to demonstrate how they have taken into account the findings and recommendations of the Independent Review, except where HMG has previously stated its position (such as in relation to VED devolution).</p>	(i)	HMG and TfL agree three future demand scenarios at the Oversight Group by delivery date.	5 July 2021	Workstream Leads: fortnightly; Oversight Group: monthly
			(ii)	TfL to present the first review for buses by the delivery date.	19 July 2021	Workstream Leads: fortnightly; Oversight Group: monthly
			(iii)	TfL to present review for London Underground and TfL Rail to DfT by the delivery date. TfL also to present the second review for buses.	17 September 2021	Workstream Leads: fortnightly, Oversight Group: monthly
			(iv)	Actual demand over at least two rail periods is compared with the agreed scenarios. HMG and TfL agree if any updates to the scenarios are required, by the delivery date.	12 Nov 2021	
			(v)	TfL to present monthly updates on demand and service levels to the Oversight Group.		Periodically at Oversight Group

E	Capital Programme Review	<p>Prepare a revised medium-term capital investment programme as appropriate to TfL's financially constrained position and future demand scenarios post-Covid19. This programme to include measures to improve tracking of capital efficiencies and quantification of anticipated carbon reductions from future capital spend.</p> <p>TfL will also be required to demonstrate how they have taken into account the findings and recommendations of the Independent Review, except where HMG has previously stated its position (such as in relation to VED devolution).</p>	(i)	Provide updated budget, long term capital plan and efficiencies plan.	30 July 2021	Workstream Leads: fortnightly; Oversight Group: monthly
			(ii)	Report on consolidated revised medium-term capital investment programme with supporting evidence on links to demand scenarios, efficiency measures, and quantified carbon reductions.	14 August 2021	Workstream Leads: fortnightly; Oversight Group: monthly
			(iii)	Report progress monthly to the Oversight Group, to include sharing emerging findings as report is prepared.		Monthly at Oversight Group
			(iii)	Following delivery of report TfL agree to undertake steps to implement the recommended option, according to timescales to be agreed with HMG.		Periodically at Oversight Group

Annex B – Long Term Structural Programmes

Workstream		Objective/ Scope	Activity	Delivery Date	Progress Updates	
A	Commercial Development Options	TfL to agree a plan for housing delivery through a dedicated commercial property company that meets the shared ambitions of the Mayor and HMG to deliver housing in a high demand area and to provide an increased revenue stream. The plan will be agreed between TfL and HMG by June 11 th and include a clear milestone for housing to be delivered by the end of 2024.	(i)	<p>HMG and TfL to agree a plan for housing delivery, including potentially through a dedicated commercial development company.</p> <p>This plan should include assurances about: no recourse to the parent company; delivery milestones; and that assets will not be transferred into other mayoral vehicles. It should also include a first draft of a business plan that can demonstrate a contribution to the ‘double bottom line’ of housing delivery and financial returns to TfL, without impact on current liabilities.</p>	11 th June 2021	Weekly update meetings with HMG
			(ii)	Weekly meetings to be held between TfL, DfT, MHCLG and HMT officials in the run up to the June 11 th deadline.	11 th June 2021	Weekly

			(iii)	TfL to provide updates to the Oversight Group on progress of commercial development activities, including anticipated medium-term impact on overall financial sustainability.		Monthly to Oversight Group
B	Structural Reform	<p>Joint review of options for longer term reform of the funding framework for Transport for London.</p> <p>Review to be led by a joint team comprising TfL and HMG officials.</p> <p>Terms of reference are expected to include, but not be limited to: governance and oversight; the funding framework in future years and public service obligations.</p> <p>TfL will also be required to demonstrate how they have taken into account the findings and recommendations of the Independent Review, except where HMG has previously stated its position (such as in relation to VED devolution).</p>	(i)	The terms of reference of the review are to be agreed by HMG and TfL by the delivery date.	30 July 2021	Workstream Leads: fortnightly; Oversight Group: monthly
			(ii)	TfL to undertake a joint review of options for longer term reform of the funding framework for Transport for London, to be completed and presented to the Oversight Group by the delivery date	15 October 2021	Workstream Leads: fortnightly; Oversight Group: monthly

Annex C – 2021/22 Forecast Revenue Profile

Period	3	4	5	6	7	8	9	Total
Passenger Revenue Scenario	£173m	£233m	£253m	£253m	£271m	£286m	£312m	£1,781m
Extraordinary Grant Funding Payments	£250m	£250m	£200m	£200m	£100m	£80m		£1,080m

Annex D: Oversight Group and Governance Terms of Reference

TRANSPORT FOR LONDON OVERSIGHT GROUP

TERMS OF REFERENCE AND MEMBERSHIP

The Oversight Group will be used to oversee the effective implementation of measures agreed in the 2021 Extraordinary Funding and Financing package. The overarching aim of the group is to monitor the progress of the conditions set out in the settlement letter. The responsibilities of the group are set out below:

Oversight Group:

- Monitor progress of implementation of measures against the timetable;
- Consider the implications if measures are not met, including if more senior escalation is needed;
- If in the event that the Oversight Group does not consider that a measure has been met, consider proposals for dispute resolution.
- Produce a formal note ahead of Bernadette Kelly and Andy Byford's monthly meeting.

Meeting regularity

- Oversight Group to meet once every 4 weeks, starting from w/c 21st June.
- Thereafter, meetings will take place on the following w/c: 19th July, 16th August, 13th September, 11th October, 8st November.
- DfT and TfL acknowledge that there will be scope for additional extraordinary meetings as required.

Membership

- Oversight Group: Officials from DfT, TfL, HMT, No.10, Political and Technical Special Representative and GLA representative. Chaired by DfT Director.

Monitoring:

- A formalised scorecard will be produced by TfL and circulated to DfT 3 working days before the meeting.
- This should monitor conditions and key issues, providing a clear way of recording information and highlighting key issues ahead of meetings.

Senior Meeting:

- Meeting between Bernadette Kelly and Andy Byford to take place once a month.
- To use the formal note produced at the Oversight Group to inform meetings.

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Board

Date: 9 June 2021

Item: Finance Report – Quarter 4, 2020/21

This paper will be considered in public

1 Summary

- 1.1 The Finance Report included at Appendix 1 sets out TfL's financial results to the end of quarter 4, 2020/21 - the year-to-date ending 31 March 2021.

2 Recommendation

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

3 Revised financial targets

- 3.1 On 9 December 2020, the Board reviewed and approved the new Budget for 2020/21 and 2021/22 for submission to the GLA as part of its budget setting process (the TfL (GLA) Budget), which replaced the Revised Budget. The TfL (GLA) Budget reflected updated passenger journey and income modelling, as well as cost savings and changes to capital programmes. It was also based on the new funding and financing agreement with Government for the second half of 2020/21 which provided up to £1.8bn of financial support.
- 3.2 On 16 March 2021, the Board approved a revised Budget for 2021/22.

4 Financial Reporting to the Committee

Finance Report – Quarter 4, 2020/21

- 4.1 The Finance Report provides a summary of financial performance against the TfL (GLA) Budget and last year. The presentation is consistent with the published Q4 Quarterly Performance Report.

List of appendices to this report:

Appendix 1: Finance Report

List of Background Papers:

None

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Finance Report

Quarter 4, 2020/21

Management results from 1 April 2020 – 31 March 2021

Board

9 June 2021



Section I

Background: H2, 2020/21

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Background

- Our initial 2020/21 Budget was approved by Chair's Action on 29 March 2020, following consideration by the Board on 18 March at a briefing (held in lieu of a meeting, due to the coronavirus travel restrictions).
- During mid-March and April 2020, passenger demand declined steeply, with a 95 per cent reduction in journeys on the Tube, and an 85 per cent reduction in journeys on buses. This caused an initial overall income loss of around 90 per cent including non-passenger incomes.
- On 14 May 2020, TfL reached an agreement with the Government on a funding and financing package of £1.6bn to cover H1, 2020/21. Following this agreement, we produced an Emergency Budget for 2020/21, which includes funding from government, as well as income from furloughing staff, new savings and rephasing of some capital projects. The Emergency Budget was approved by the Board on 2 June 2020.
- We updated the Emergency Budget with the Revised Budget in July 2020. This budget reflected updated passenger journey and income trends for 2020/21 and 2021/22, as well as further cost savings and changes to capital programmes. The Revised Budget was approved by the Board in late July 2020.

H2, 2020/21 Funding Agreement with government

- At the end of October 2020, we finalised a new funding agreement with Government to cover H2, 2020/21. This agreement provided a level of base funding, as well as passenger income top up to an agreed level. In addition, TfL committed to meeting a number of conditions, including making £160m of net savings in H2 compared to the Revised Budget, investing in Streetspace, and producing a management plan to achieve financial sustainability in the medium to long term (the 'Financial Sustainability Plan').

2020/21 GLA Budget

- In December 2020 we produced an updated forecast for the next two years, as part of the draft GLA Budget for 2021/22, which was approved by the Board. This TfL (GLA) Budget has been used as our reporting baseline for the rest of the 2020/21 financial year.

Section 2 Quarter 4, 2020/21 results: Divisional performance

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London Underground

Tube journeys were 76 per cent lower than last year at the end of Quarter 4 and around 85 per cent lower in mid January. Passenger income is £2.1bn lower than 2019/20 demonstrating the impact of the pandemic on our finances.

Operating costs are £87m lower than the budget. Core operating costs are £55m lower, owing to a reduction in staff costs, and savings within consultancy, partially offset by maintenance spend.

Operating costs are £26m higher than last year, a result of £88m additional costs arising from coronavirus (PPE, new cleaning regimes, social distancing as well as stranded labour costs*).

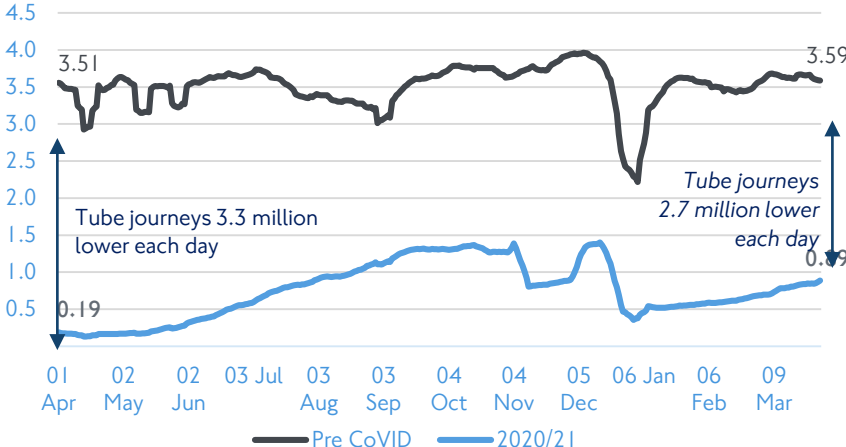
London Underground

Operating account (£m)	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget
Passenger income	650	668	(18)	-3%
Other operating income	14	14	-	0%
Total operating income	664	682	(18)	-3%
Government furlough grant	37	39	(2)	-5%
Total income	701	721	(20)	-3%
Operating costs	(1,989)	(2,076)	87	-4%
Net operating (deficit)/surplus	(1,288)	(1,355)	67	-5%
Indirect costs	(293)	(526)	233	-44%
Net financing costs	(280)	(281)	1	0%
Capital renewals	(203)	(208)	5	-2%
Net cost of operations	(2,064)	(2,370)	306	-13%
New capital investment	(31)	(38)	7	-18%

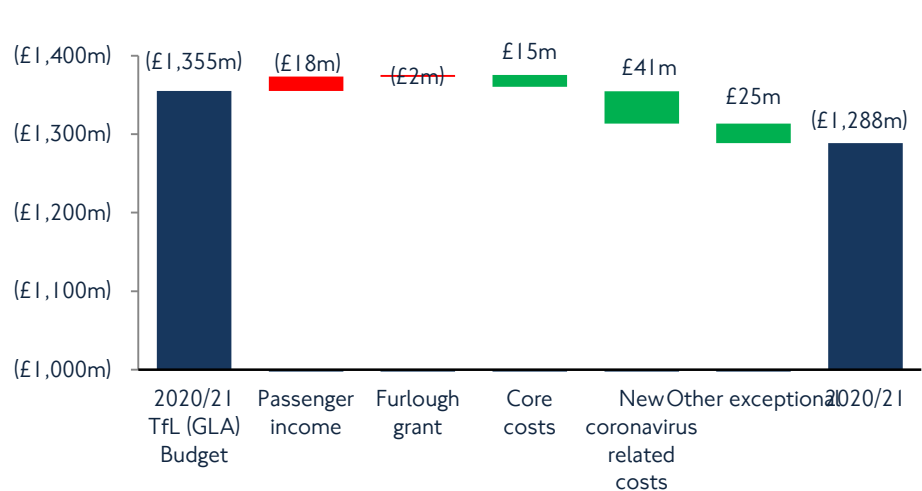
Full year, 2020/21			
Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget
650	668	(18)	-3%
14	14	-	0%
664	682	(18)	-3%
37	39	(2)	-5%
701	721	(20)	-3%
(1,989)	(2,076)	87	-4%
(1,288)	(1,355)	67	-5%
(293)	(526)	233	-44%
(280)	(281)	1	0%
(203)	(208)	5	-2%
(2,064)	(2,370)	306	-13%
(31)	(38)	7	-18%

Full year, 2019/20		
Last year	Variance to last year	% variance to last year
2,729	(2,079)	-76%
33	(19)	-58%
2,762	(2,098)	-76%
-	37	N/A
2,762	(2,061)	-75%
(1,963)	(26)	1%
799	(2,087)	-261%
(375)	82	-22%
(261)	(19)	7%
(311)	108	-35%
(148)	(1,916)	1295%
(71)	40	-56%

Daily Tube journeys (millions, 7-day rolling average)



Net operating deficit compared to TfL (GLA) Budget



* Stranded labour costs are staff costs for capital projects – we have paused some non-safety critical capital projects, which means these costs do not currently appear in the capital account

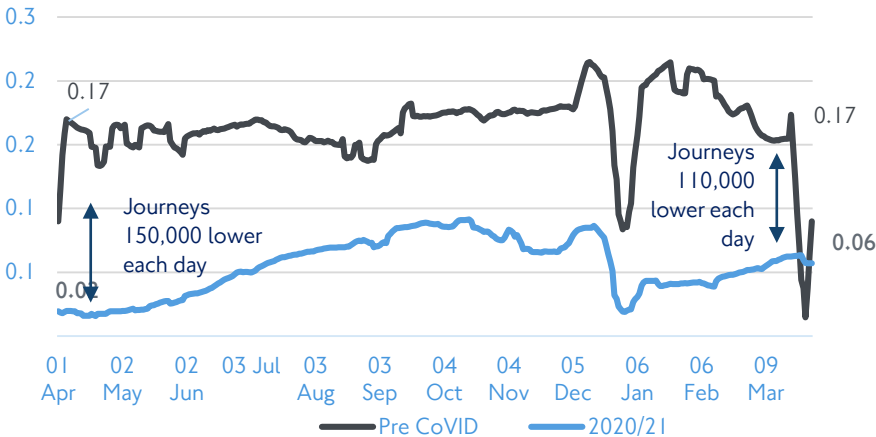
Elizabeth line

Passenger journeys broadly in line with target, but passenger income over 65 per cent lower than last year.

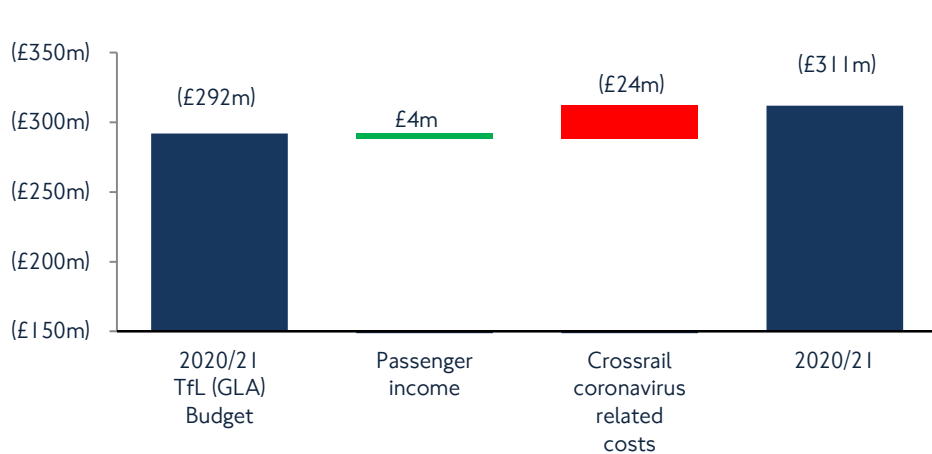
Elizabeth line

Operating account (£m)	Full year, 2020/21				Full year, 2019/20		
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Last year	Variance to last year	% variance to last year
Passenger income	41	37	4	11%	118	(77)	-65%
Other operating income	8	7	1	14%	29	(21)	-72%
Total operating income	49	44	5	11%	147	(98)	-67%
Government furlough grant	1	1	-	-0%	-	1	N/A
Total income	50	45	5	11%	147	(97)	-67%
Operating costs	(361)	(337)	(24)	7%	(354)	(7)	2%
Net operating deficit	(311)	(292)	(19)	7%	(207)	(104)	50%
Indirect costs	(7)	(20)	13	-65%	(9)	2	-22%
Net financing costs	(87)	(88)	1	1%	(81)	(6)	7%
Net cost of operations	(405)	(400)	(5)	1%	(297)	(108)	36%
New capital investment	(37)	(38)	1	-3%	(23)	(14)	61%
Crossrail construction	(704)	(800)	96	-12%	(1,026)	322	-31%
Total capital investment	(741)	(838)	97	-12%	(1,049)	308	-29%

Daily Elizabeth line journeys (millions, 7-day rolling average)



Net operating deficit compared to TfL (GLA) Budget



Buses, Streets & Other operations

Bus journeys remain substantially down on last year; 53 per cent lower in the final week of the Quarter, but around 70 per cent lower in mid January.

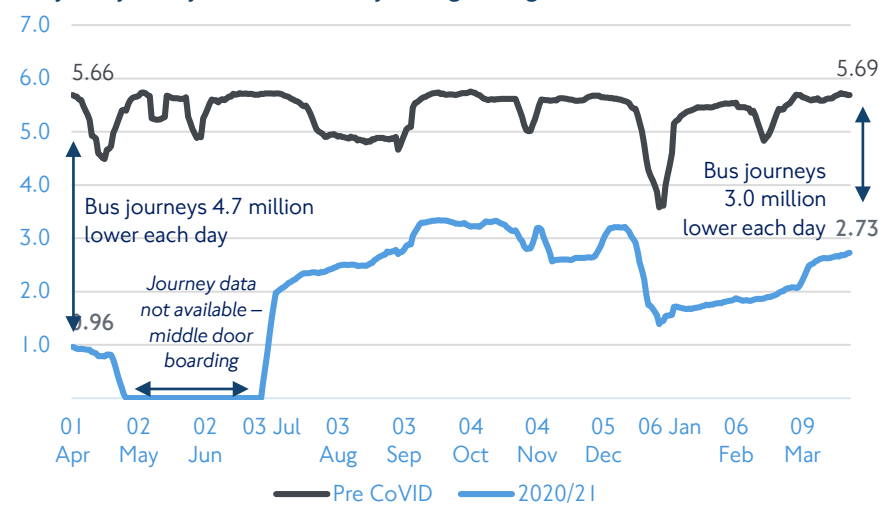
Other operating income is £7m lower than budget, mainly owing to lower penalty charge notice enforcement income. This is offset by lower bad debt. Congestion charging volumes and income are in line with the budget.

Total operating costs are £61m lower than last year despite incurring £15m of coronavirus related costs including new bus driver protection screens.

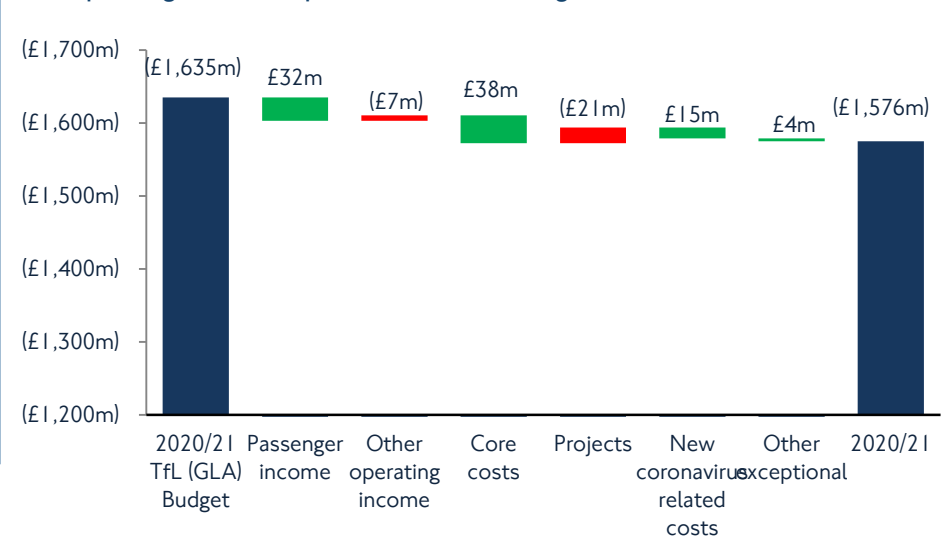
Buses, Streets & Other operations

Operating account (£m)	Full year, 2020/21				Full year, 2019/20		
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Last year	Variance to last year	% variance to last year
Passenger income	711	679	32	5%	1,436	(725)	-50%
Other operating income	514	522	(7)	-1%	545	(31)	-6%
Total operating income	1,225	1,201	24	2%	1,981	(756)	-38%
Government furlough grant	9	9	-	-0%	-	9	N/A
Total income	1,234	1,210	24	2%	1,981	(747)	-38%
Operating costs	(2,810)	(2,845)	35	-1%	(2,871)	61	-2%
Net operating deficit	(1,576)	(1,635)	59	-4%	(890)	(686)	77%
Indirect costs	(116)	(156)	40	-26%	(131)	15	-11%
Net financing costs	(41)	(41)	-	0%	(38)	(3)	8%
Capital renewals	(99)	(83)	(16)	19%	(71)	(28)	39%
Net cost of operations	(1,832)	(1,915)	83	-4%	(1,130)	(702)	62%
New capital investment	(141)	(133)	(8)	6%	(168)	27	-16%

Daily bus journeys (millions, 7-day rolling average)



Net operating deficit compared to TfL (GLA) Budget



Rail

Rail journeys – from London Overground, DLR and Trams – around 66 per cent down on last year.

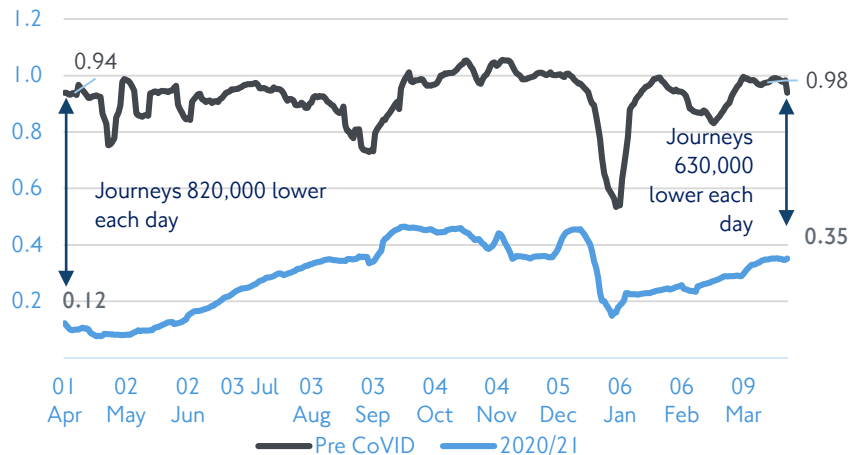
Operating costs are below last year and budget mainly owing to lower leasing and maintenance costs following further delays to the delivery of new London Overground trains. In addition, there have been performance penalties in respect of delivered trains.

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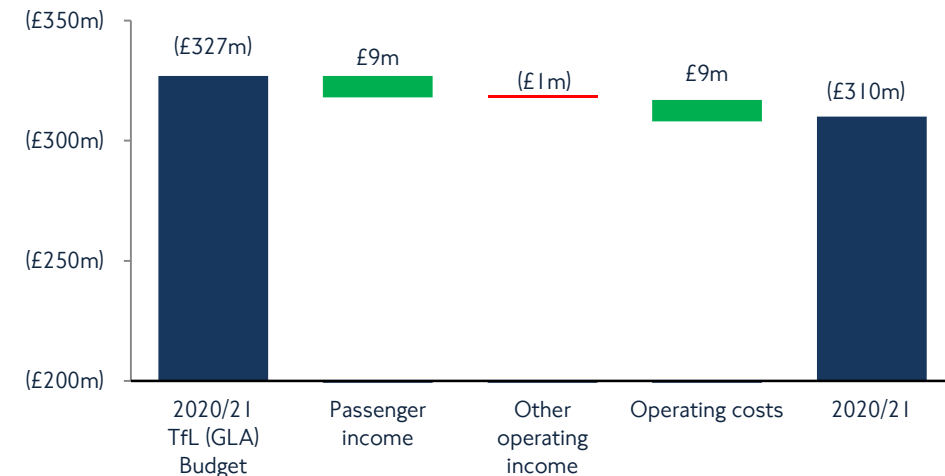
Rail

Operating account (£m)	Full year, 2020/21				Full year, 2019/20		
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Last year	Variance to last year	% variance to last year
Passenger income	140	130	10	8%	414	(274)	-66%
Other operating income	6	8	(2)	-25%	22	(16)	-73%
Total operating income	146	138	8	6%	436	(290)	-67%
Government furlough grant	-	-	-	-	-	-	N/A
Total income	146	138	8	6%	436	(290)	-67%
Operating costs	(456)	(465)	9	-2%	(469)	13	-3%
Net operating deficit	(310)	(327)	17	-5%	(33)	(277)	839%
Indirect costs	(19)	(22)	3	-14%	(21)	2	-10%
Net financing costs	(27)	(27)	-	0%	(25)	(2)	8%
Capital renewals	(34)	(41)	7	-17%	(35)	1	-3%
Net cost of operations	(390)	(417)	27	-6%	(114)	(276)	242%
New capital investment	(25)	(25)	-	0%	(46)	21	-46%

Daily Rail journeys (millions, 7-day rolling average)



Net operating deficit compared to TfL (GLA Budget)



Major Projects Directorate

Total capital spend is broadly in line with the TfL (GLA) Budget.

Major Projects Directorate

Operating account (£m)	Full year, 2020/21				Full year, 2019/20		
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Last year	Variance to last year	% variance to last year
Other operating income	7	13	(6)	-46%	22	(15)	-68%
Total operating income	7	13	(6)	-46%	22	(15)	-68%
Government furlough grant	2	3	(1)	-33%	-	2	N/A
Total income	9	16	(7)	-44%	22	(13)	-59%
Operating costs	(37)	(47)	10	-21%	(21)	(16)	76%
Net operating (deficit)/surplus	(28)	(31)	3	-10%	1	(29)	-2900%
Indirect costs	(34)	(34)	-	0%	(41)	7	-17%
Capital renewals	(3)	(5)	2	-40%	(19)	16	-84%
Net cost of operations	(65)	(70)	5	-7%	(59)	(6)	10%
New capital investment	(543)	(550)	7	-1%	(595)	52	-9%

Four Lines Modernisation



On 7 March 2021, we reached a major milestone when the new signalling system went live between Monument, Euston Square and Stepney Green. This paves the way for frequencies to be increased and reliability to be improved once the rest of the route has been automated. This is the largest and most complex migration area commissioned to date and introduced the full complement of District line drivers to the new signalling system.

Bank Station Upgrade



We started to install the new track this quarter and continue to fit out new and existing parts of the station. Cabling works have started in all areas, and we have nearly finished installing the primary cable management and ventilation systems. Planning for the temporary closure of the Northern line Bank branch and some associated Northern line stations continues. The overall project is due for completion in 2022.

Barking Riverside Extension



Following completion of concrete works on the south viaduct in December 2020, installation of finishes, drainage and handrails has continued. North viaduct works are ongoing to finish the ramp and remaining deck slabs. Some uncertainty remains, which means the estimated service start date is now forecast for Autumn 2022. The team is working through the detail to give greater programme confidence.

Section 3

Quarter 4, 2020/21 results

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H2 scorecard

For the second half of the performance year we developed a TfL scorecard which was recovery-focused, with a return to our core safety and people priorities and an emphasis on active travel and reducing carbon emissions.

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Theme	Short-term focus	Goal	Result
Safety (20%)	Ambition that nobody is killed or seriously injured on public transport.	0.14 or fewer customer and workforce killed or seriously injured per million passenger journeys	0.09
	Continue progress towards 2022 Vision Zero goal	0.45 or fewer people killed and seriously injured in road traffic collisions per million journey stages	0.44
Operations (22.5%)	Continue to ramp up service to normal levels	Average of normal service levels: (Period 8 - 13): 95% Bus 79% Tube	102% (bus) 89.1% (tube)
	Encourage a carbon-conscious culture and reduce the level of carbon emissions from our operations	Reduce our carbon emissions by 10% on H2 last year to 409,000 tonnes	410,704
Customer (10%)	Continue to provide customer confidence in our services	53% of Londoners agree we care about our customers	54%
	Support and encourage active travel for short journeys and the use of public transport	Achieve 52.8% of active travel and public transport usage on our transport network	56%
People (17.5%)	Support our colleagues and strive for equality	1 percentage point boost in Viewpoint total engagement	+5 points
		0.5 percentage point increase in our people feeling involved, included and safe at work	+5 points
		Reduce existing inclusion disparity gap by half to 14.22%	30% reduction
Delivery (12.5%)	Continue the delivery our Investment programme to support economic recovery	90% delivery of our milestones	81%
	Enable operational testing to be undertaken on the Elizabeth Line, with an increased number of trains	Commence Systems Integration Dynamic testing by December 2020	3 Dec 2020
Finance (17.5%)	Preserve our liquidity and control costs	Maintain our liquidity above £1.2bn Do not exceed Budget costs for operating and capital (£3,249m) Opex (£771m) Capex	£1.6bn (£2,928m) opex (£725m) capex

Headlines

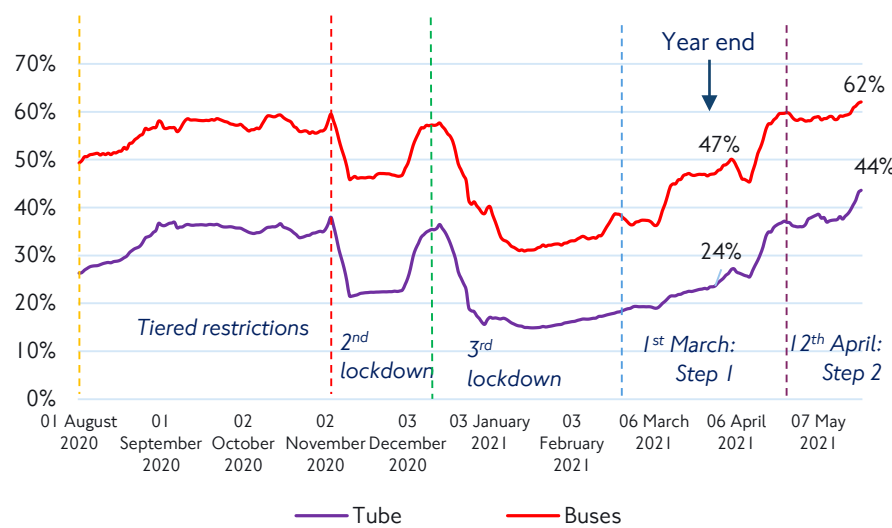
Passenger journeys and income remain significantly down on last year; at the end of Q4, weekly income was c. £60m lower compared to last year. The Quarter saw decreases in demand, with Tube demand ending at 76 per cent lower than last year; buses saw better results, with the peak around 53 per cent lower than last year.

We have continued to keep costs down through our planned savings programme, lower network costs at the height of the pandemic, as well as new savings this year.

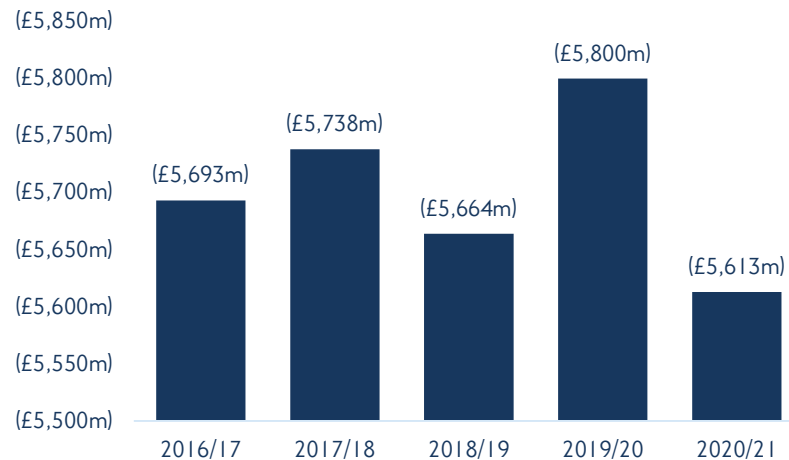
As part of the agreement reached with government in October 2020, we received funding and financing of £1.7bn in H2, 2020/21 through base funding as well as passenger income top up to an agreed level.

Headlines

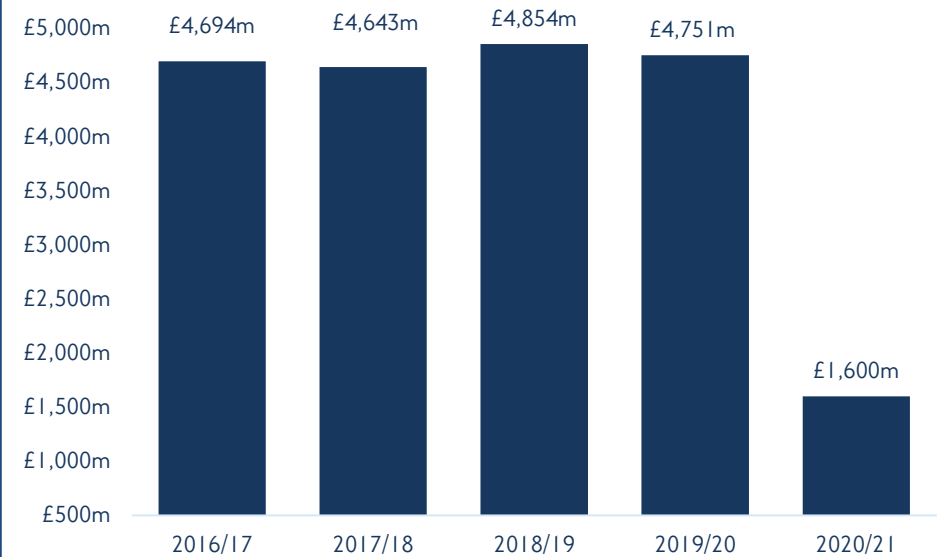
Flat journey demand for most of the Quarter, increase in March following the first step easing of restrictions in the Government's Roadmap



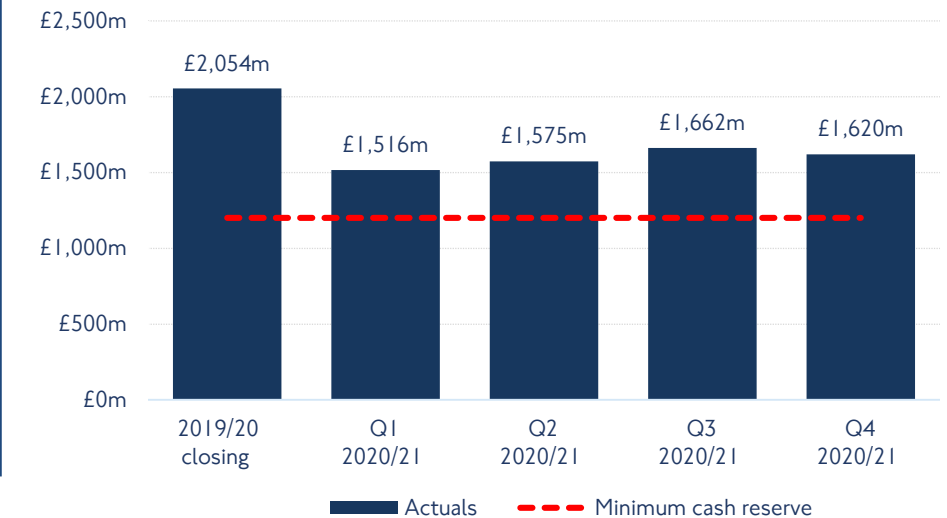
Core operating costs £187m lower than last year, with savings and lower costs at the height of the pandemic mitigating inflation



Passenger income up on earlier in the year, but 66% lower than last year



Cash balances stable following H2 agreement with Government



Operating account

Net cost of operations is £326m better than target, driven by higher journey volumes (largely offset by revenue top up funding included in extraordinary revenue grant), lower operating costs as we continue tight cost and headcount controls, and lower coronavirus related costs.

For the full year, the net cost of operations before Government support – our day-to-day deficit, including capital renewals to maintain assets in a good state of repair, as well as financing costs – is £3,724m, which is £3,266m worse than last year. The variance to last year is predominantly driven by lower income, as our revenue streams have been decimated by the pandemic.

Operating account

Operating account (£m)	Full year, 2020/21				Full year, 2019/20		
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Last year	Variance to last year	% variance to last year
Passenger income	1,600	1,480	120	8%	4,751	(3,151)	-66%
Other operating income	777	768	9	1%	1,023	(246)	-24%
Total operating income	2,377	2,248	129	6%	5,774	(3,397)	-59%
Business Rates Retention	969	969	-	0%	988	(19)	-2%
Revenue grant	60	27	33	122%	117	(57)	-49%
Government furlough grant	58	60	(2)	-3%	-	58	N/A
Total income	3,464	3,304	160	5%	6,879	(3,415)	-50%
Operating costs ¹	(6,381)	(6,678)	297	-4%	(6,473)	92	-1%
Coronavirus direct operating costs	(46)	(71)	25	-35%	(9)	(36)	400%
Coronavirus safe stop and stranded labour costs ²	(98)	(118)	20	-17%	(19)	(79)	416%
Net operating (deficit)/surplus	(2,917)	(3,374)	457	-14%	406	(3,323)	-818%
Net financing costs	(440)	(442)	2	0%	(411)	(29)	7%
Net cost of operations after financing	(3,357)	(3,816)	459	-12%	(5)	(3,352)	67040%
Capital renewals	(367)	(366)	(1)	0%	(453)	86	-19%
Net cost of operations	(3,724)	(4,182)	458	-11%	(458)	(3,266)	713%
Extraordinary revenue grant	2,457	2,589	(132)	-5%	-	2,457	N/A
Net cost of operations after extraordinary revenue grant	(1,267)	(1,593)	326	-20%	(458)	(809)	177%

¹ - 2020/21 operating leases presented on IFRS 16 basis

² - Stranded labour costs are staff costs for capital projects – we have paused some non-safety critical capital projects, which means these costs do not currently appear in the capital account



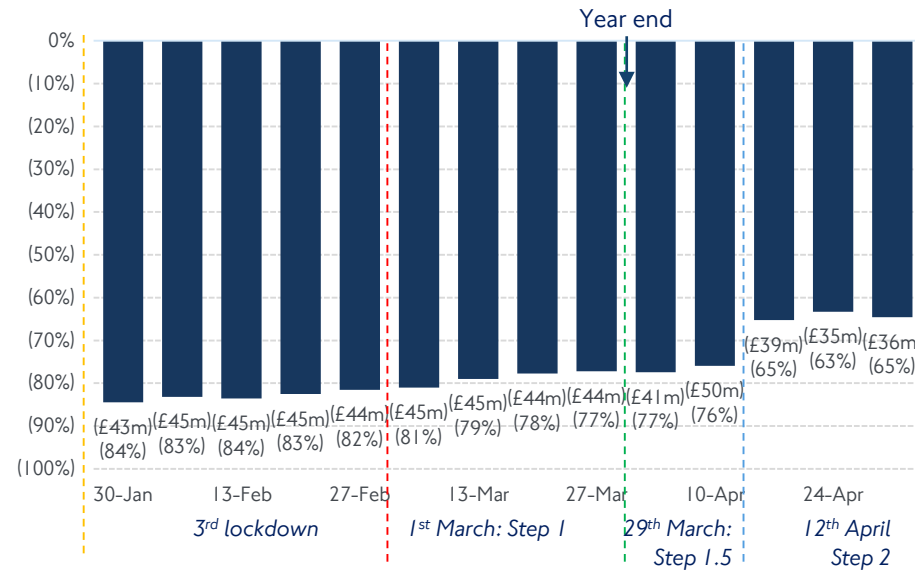
Passenger journeys and other operating income

Both Tube and bus journeys were impacted by the third national lockdown in Q4, with journeys declining to levels similar to those seen at the start of the pandemic before slowly recovering in March as restrictions were eased through the first step in the Government's Roadmap.

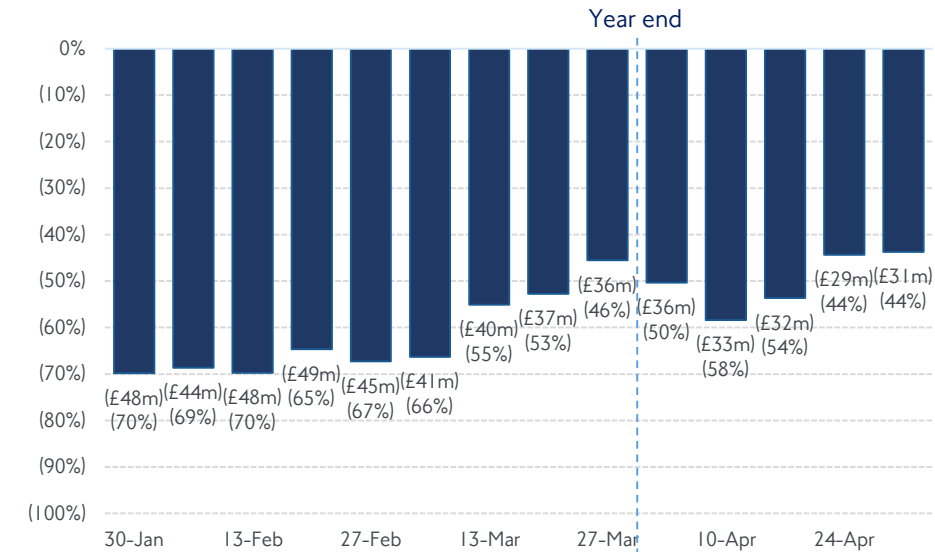
Congestion Charge volumes were largely down on last year at the start of the quarter impacted by the third national lockdown before returning to a modest level of growth as restrictions were eased but still behind those seen in the third quarter.

Passenger journeys and income

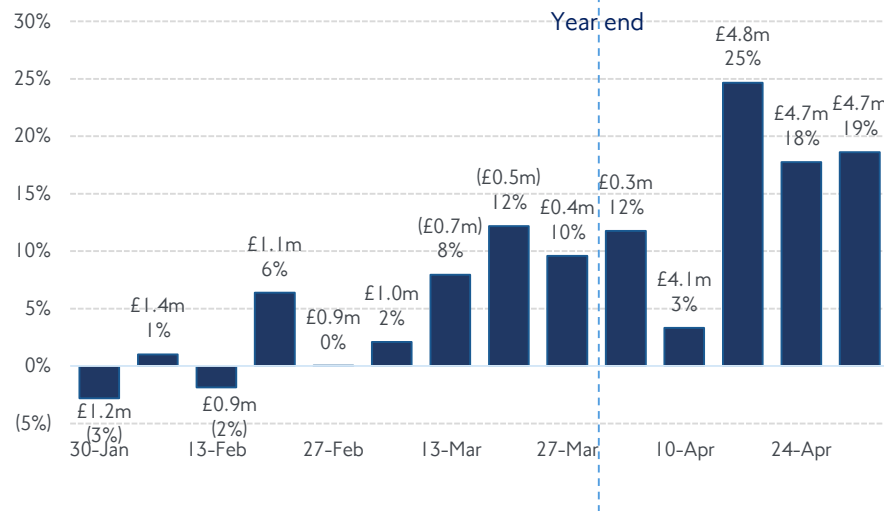
Tube journeys and income: % change from pre-pandemic baseline *



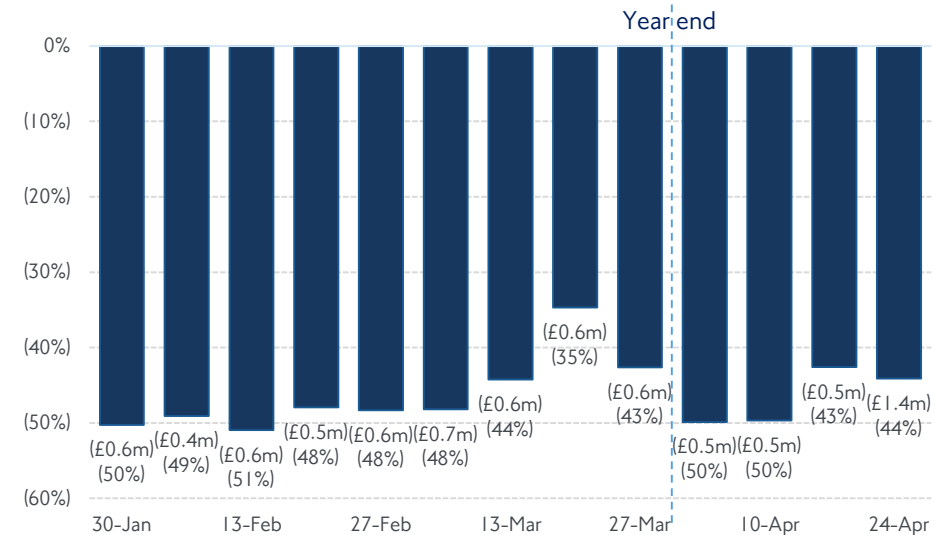
Bus journeys and income: % change from pre-pandemic baseline



CC volumes and income: % change from pre-pandemic baseline**



ULEZ volumes and income: % change from pre-pandemic baseline**



* Pre-pandemic baseline: 2018/19

** Pre-pandemic baseline for CC and ULEZ: 2019/20 up until 20th March 2020 then February 2020



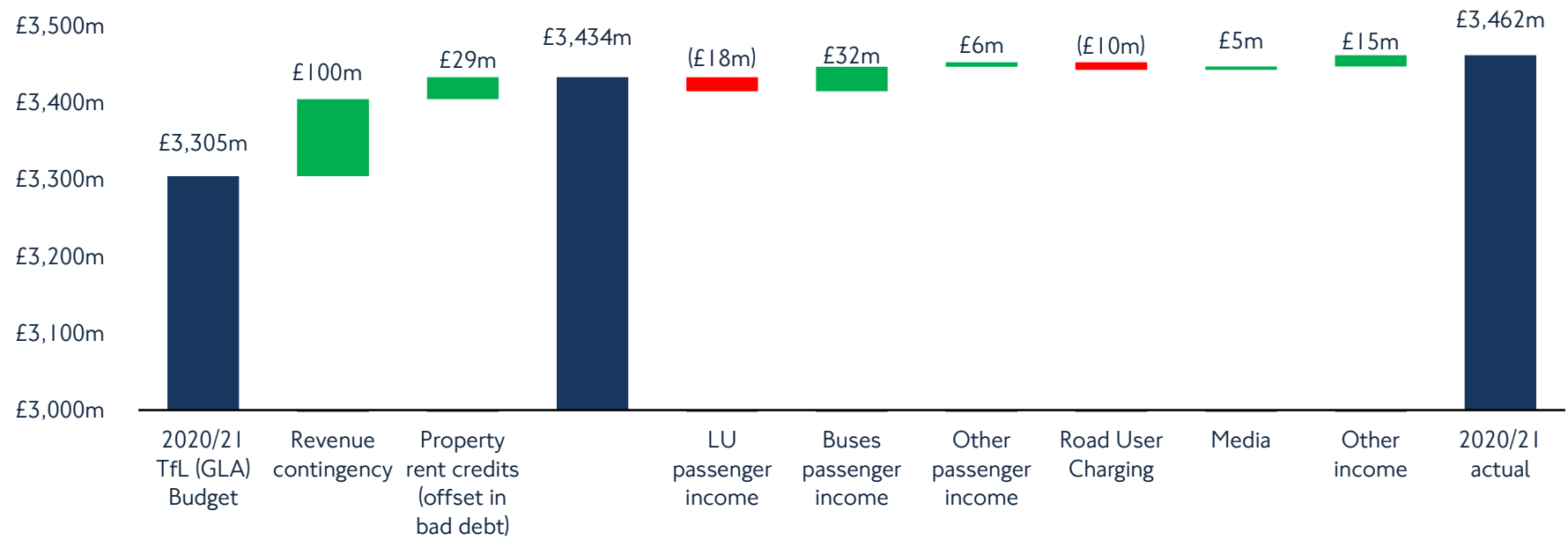
Total income

Underlying income – after adjusting for £100m revenue contingency and £29m property rent credits change in accounting treatment – is broadly in line with target.

Underlying passenger income (excluding contingency) was £19m better than target, driven by upsides in buses, Rail and Oyster write off income.

Road User Charging income (including income from the Congestion Charge and ULEZ schemes) was £10m lower than target, following the second and third national lockdowns. This income stream was not covered by the H2 agreement, and remained a risk to TfL.

Total income: full year, 2020/21

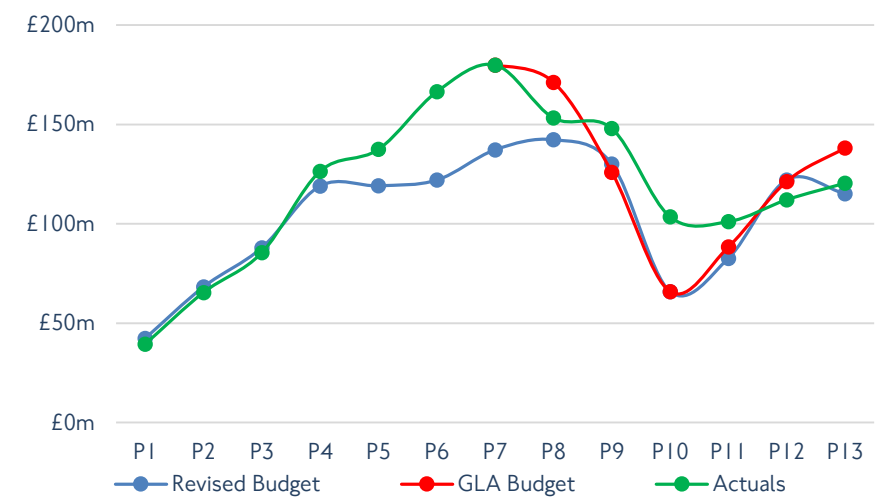


£157m

higher than target

Underlying income after revenue contingency and property rent credits change in accounting treatment broadly in line with target

Passenger income: actuals, TfL (GLA) Budget and Revised Budget (excl. revenue contingency and Oyster write off income)



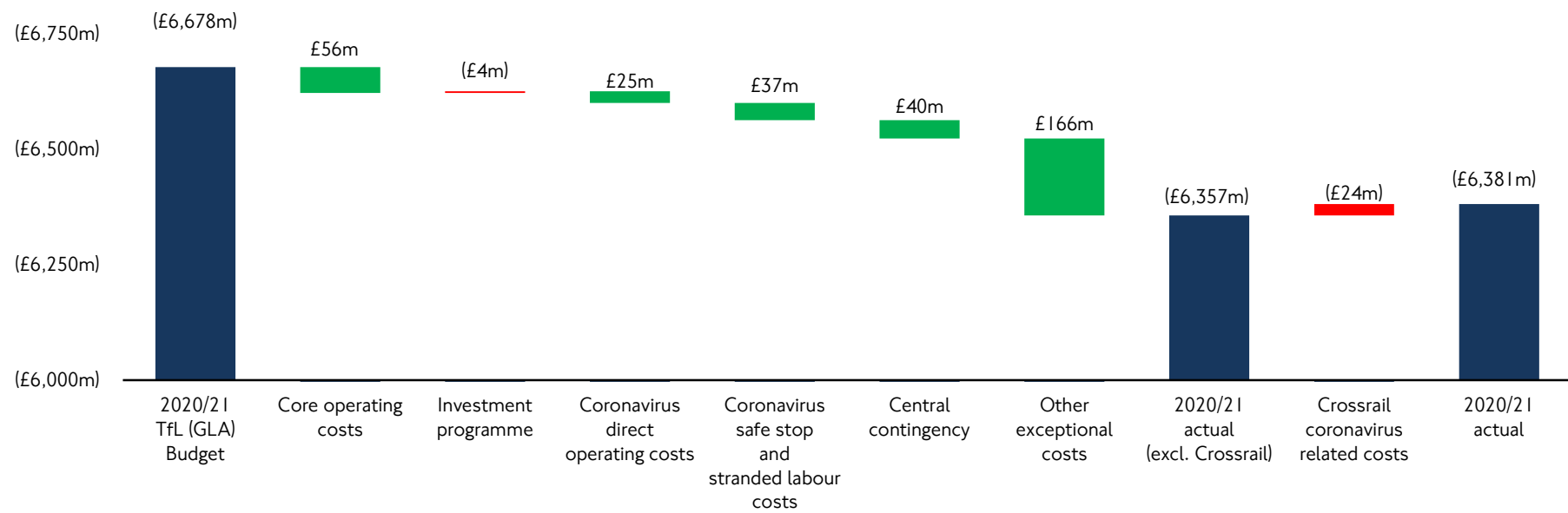
Operating costs

Operating costs are £297m lower than target at year end, owing to the release of centrally held contingencies. Our core costs are £56m lower, helping to partially offset the additional cost pressures related to the pandemic.

Coronavirus costs – including cleaning, PPE, social distancing as well as stranded labour costs* - were £27m in the year.

We are continuing to drive savings through heightened oversight of all material expenditure. Our savings programme delivered £346m of savings this year, before the impacts of inflation and cost increases from growth.

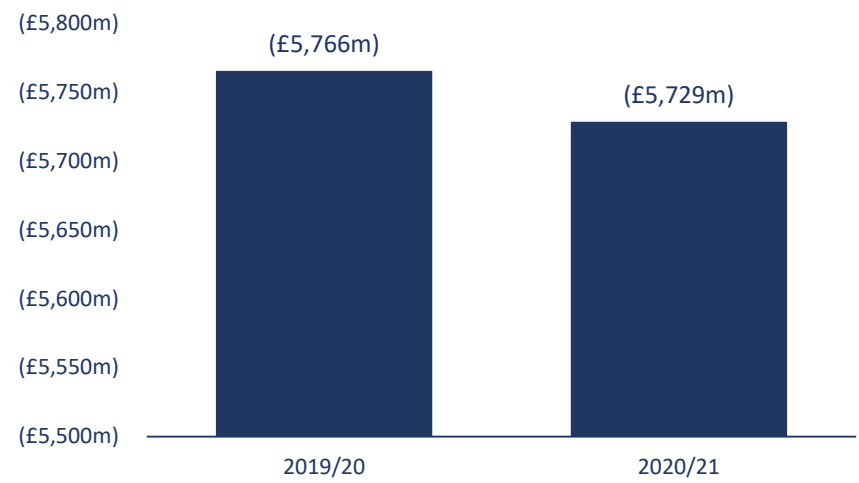
Operating costs: full year, 2020/21



£297m
lower than target

Lower costs from combination of release of centrally held contingency, lower bad debt, and lower coronavirus costs.

Like-for-like core operating costs after adjusting for one-off coronavirus savings and service changes, have fallen £37m since last year

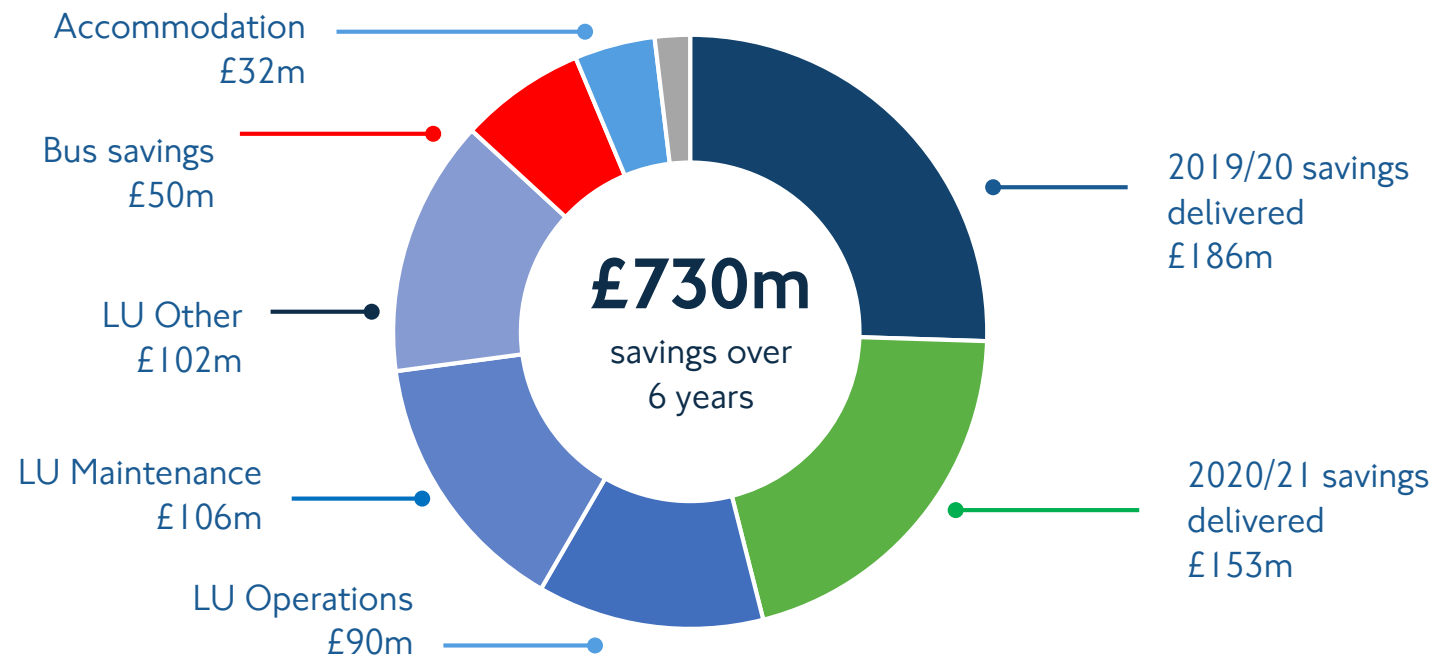


* Stranded labour costs are staff costs for capital projects – we have paused some non-safety critical capital projects, which means these costs do not currently appear in the capital account

Strong progress has been made on our savings target, but has delivery risks going forward including LU modernisation plans

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Our savings plans, 2019/20 to 2024/25



The December 2020 TfL (GLA) Budget set out a target to deliver **£730m of recurring savings by 2024/25**; of which **£339m has been delivered by the end of 2020/21** in addition to one-off savings of £167m*. Of the remaining £391m recurring savings to be delivered, **£228m is forecast in 21/22 & 22/23**, this includes currently identified risks of almost £150m over this 2 year period.

£228m of recurring savings to be delivered over the 2-year period 2021/22 and 2022/23:

- **LU £171m:** Explore options for maintenance savings including supplier partnership savings, reviewing engineering standards & utilising a data strategy to improve planning.
- **Bus £36m:** reduced tender prices on buses, exploring a range of options that could help continue to reduce bus operating costs, continued review of service.
- **Other savings £21m:** further options on operational savings will be explored across the business including Rail & Professional Services.

* net of one-off coronavirus related costs incurred

Staff

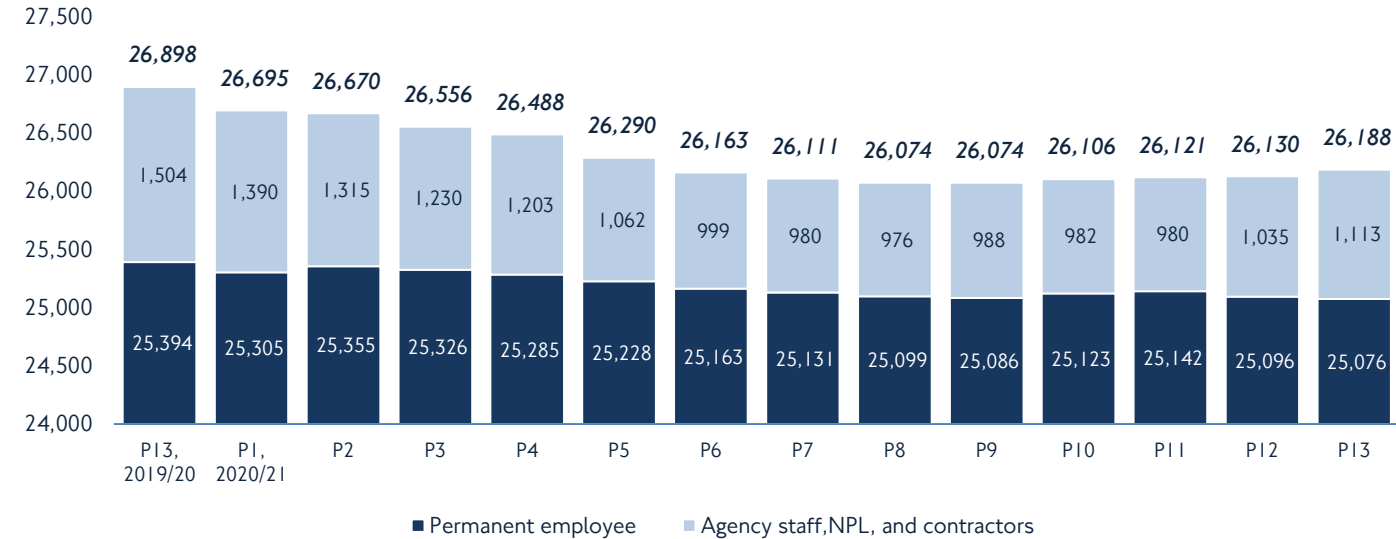
We have reduced total headcount by 710 (3 per cent) since the end of 2019/20, with 55 per cent of the reduction through lower agency staff and non-permanent labour.

Compared to our original Budget, staff numbers are down by just over 1,400.

We stopped furloughing staff at the end of Period 8.

Staff excl. Crossrail construction

Headcount trends since the end of last year



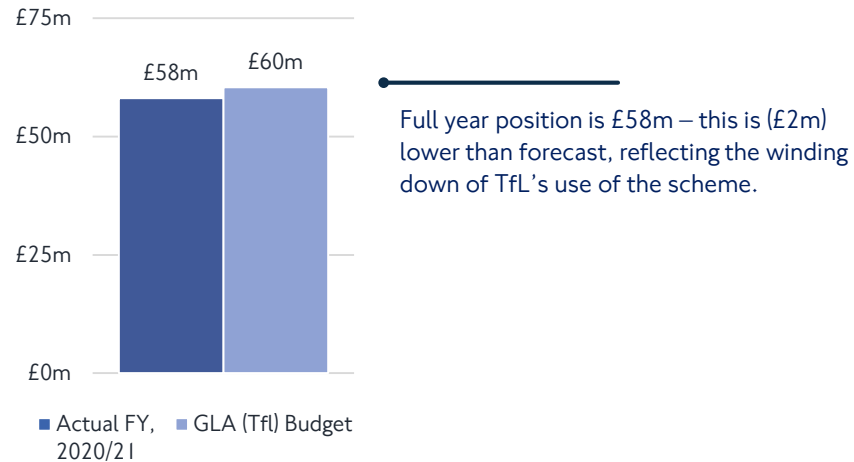
710

reduction in staff since end of 2019/20

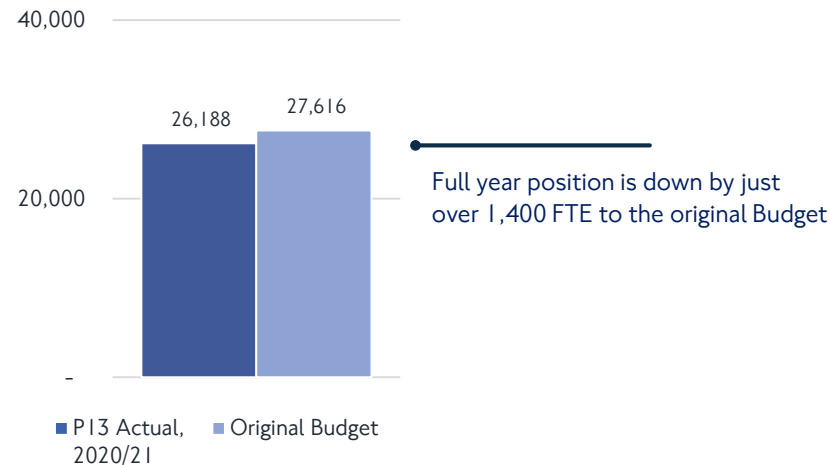
c.£3m

additional savings per period compared to end of 2019/20

Job Retention Scheme income



FTE vs original Budget set in March 2020



Capital account

Total capital expenditure £46m lower than target, mainly driven by lower spending on property development projects as sales have been deferred into 2021/22.

Expenditure is £304m lower than last year reflecting the Safe Stop of non-critical projects during the pandemic and planned deferrals in to 2021/22.

Property and asset receipts are £47m below budget owing to a delay in the disposal of 65 Davies Street and Bloomfield Street as a result of additional operational works.

Capital account: full year, 2020/21

Capital account (£m)	Full year, 2020/21				Full year, 2019/20		
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Last year	Variance to last year	% variance to last year
New capital investment	(866)	(913)	47	-5%	(1,084)	217	-20%
Crossrail	(704)	(800)	96	-12%	(1,026)	322	-31%
Total capital expenditure	(1,570)	(1,713)	143	-8%	(2,110)	540	-26%
Financed by:							
Investment grant	910	910	-	0%	893	17	2%
Property and asset receipts	63	110	(47)	-43%	173	(111)	-64%
Borrowing	602	602	-	0%	544	59	11%
Crossrail borrowing	676	750	(74)	-1%	-	676	N/A
Crossrail funding sources	72	70	2	3%	972	(901)	-93%
Other capital grants	127	128	(1)	-1%	206	(79)	-38%
Total	2,450	2,570	(120)	-5%	2,788	(339)	-12%
Net capital account	880	857	23	3%	678	201	30%
Capital renewals	(367)	(366)	(1)	0%	(453)	86	-19%
New capital investment	(866)	(913)	47	-5%	(1,084)	218	-20%
Total TfL capital expenditure	(1,233)	(1,279)	46	-4%	(1,537)	304	-20%

Capital expenditure

Total capital expenditure £46m lower than target, mainly driven by lower spending on property development projects as sales have been deferred into 2021/22.

Expenditure is £303m lower than last year reflecting the Safe Stop of non-critical projects during the pandemic and planned deferrals in to 2021/22.

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Capital expenditure by programme: full year, 2020/21

<i>Capital renewals and new capital investment (£m)</i>	Full year, 2020/21				Full Year, 2019/20	
	Actuals	TfL (GLA) Budget	Variance to TfL (GLA) Budget	% variance to TfL (GLA) Budget	Variance to last year	% variance to last year
Major projects	(546)	(554)	8	-1%	67	11%
Northern Line Extension	(114)	(110)	(4)	4%	60	34%
Four Lines Modernisation	(104)	(112)	8	-7%	137	57%
Major Stations	(65)	(74)	9	-12%	28	30%
Railway Systems Enhancements	(11)	(11)	-	0%	5	30%
Piccadilly line trains	(100)	(101)	1	-1%	(40)	-67%
DLR Rolling Stock	(46)	(47)	1	-2%	(23)	-97%
Barking Riverside	(49)	(41)	(8)	20%	(7)	-16%
Silvertown Tunnel	(57)	(58)	1	-2%	(92)	258%
Elizabeth line - infrastructure	(37)	(38)	1	-2%	(14)	-59%
LU	(234)	(246)	12	-5%	147	38%
Capital renewals	(203)	(208)	5	-3%	108	34%
New capital investment	(31)	(37)	6	-17%	39	55%
Surface Transport	(297)	(281)	(16)	6%	22	7%
Healthy Streets	(56)	(56)	-	0%	59	50%
Surface - assets	(85)	(69)	(16)	23%	(25)	-40%
Surface Tech	(15)	(16)	1	-5%	(6)	-67%
Public Transport	(65)	(72)	7	-9%	21	24%
Air Quality and environment	(75)	(77)	2	-2%	(27)	-55%
Surface Deliverability Overlay	-	9	(9)	-100%	-	N/A
Corporate programmes	(79)	(91)	12	-13%	27	26%
Professional Services	(91)	(98)	7	-7%	16	15%
Media	12	7	5	72%	12	259%
Commercial Development	(37)	(67)	30	-45%	54	87%
Estates and facilities	(1)	(3)	2	-71%	14	-96%
Property development	(36)	(63)	27	-43%	40	53%
Total TfL	(1,233)	(1,279)	46	-4%	304	-20%



Cash balances

Cash balances are £1,620m at the end of the Quarter, £103m higher than target, mainly driven by cost reductions and lower coronavirus related costs.

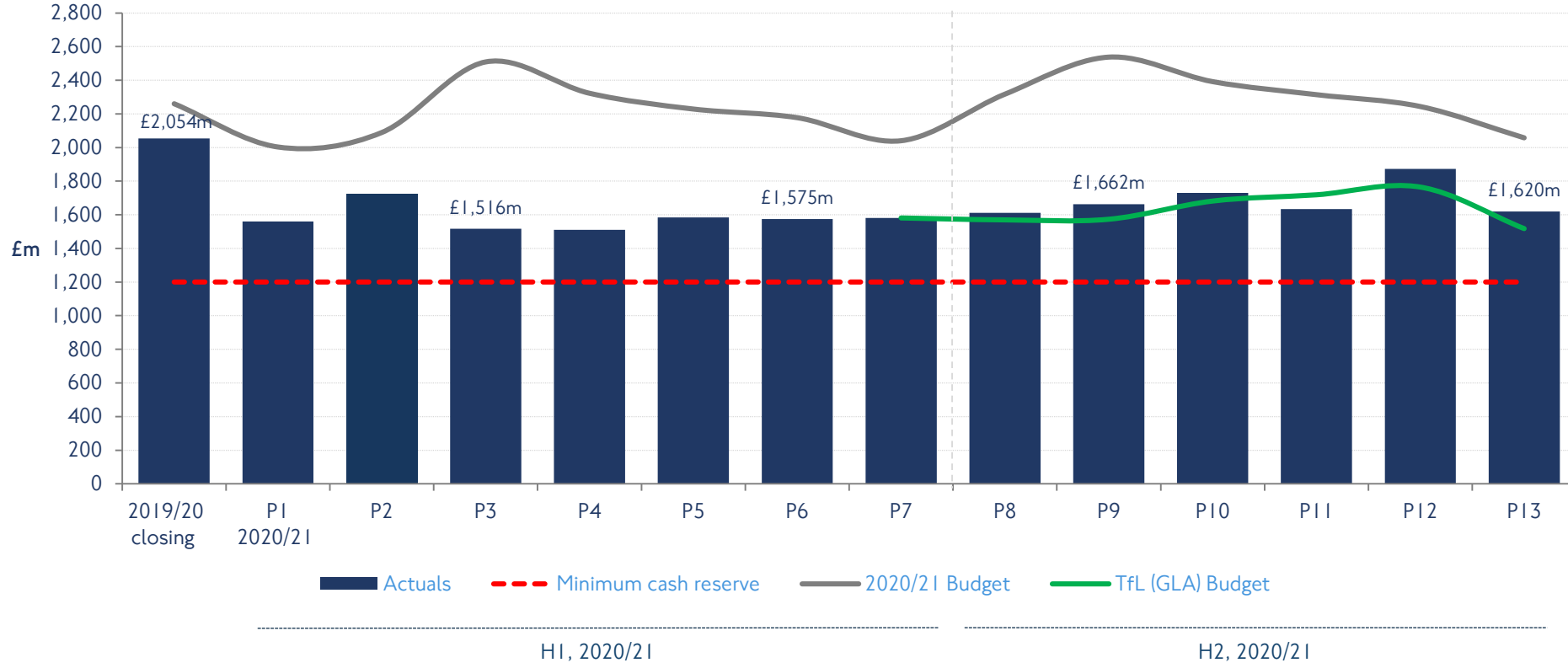
Underlying cash balance is £1,504m after the P13, 2020/21 £144m, revenue top up received in P1 2021/22 and the 'excess' funding provided in H1 2020/21 (£260m), expected to be repaid to the Government in 2021/22.

Cash balances include £3,173m of funding and financing from the Government, as part of the H1 and H2 funding and financing packages agreed in May 2020 and October 2020.

Cash balances and latest forecast

£m	2019/20 closing balances	Prior periods' movement	Q4 movement	Q4, 2020/21 closing cash	TfL (GLA) Budget	Variance to TfL (GLA) Budget
TfL cash balances (excl. Crossrail)	2,054	(392)	(42)	1,620	1,517	103

TfL cash balances since end 2019/20



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Board



Date: 9 June 2021

Item: Mayor's Transport Strategy - Annual Update on Delivery

This paper will be considered in public

1 Summary

- 1.1 This is the fourth annual progress report summarising delivery of the Mayor's Transport Strategy (MTS) and the relevant elements of the London Environment Strategy.
- 1.2 The global coronavirus pandemic has had an unprecedented impact on how people travel around the city. It has revealed some of the deep inequalities in Londoner's health and intensified the need for transport to underpin an inclusive recovery.
- 1.3 In this context, the report firstly reviews the aims of the MTS and sets out why these are especially relevant as we recover from the pandemic.
- 1.4 The report then sets out the impact the pandemic has had on travel trends and modes, how this impacted our operations and what we, working closely with the Department for Transport and the London boroughs, have delivered in response.
- 1.5 Looking forward, the pandemic has broader implications for transport policy in London, in particular to avoid a car led recovery and to support a sustainable, inclusive economic recovery in the immediate-, short- and medium-term.
- 1.6 Our role in enabling Londoners to travel using active modes (and get their 20 minutes active travel per day), is more important than ever to support public health and reduce risks associated with Covid-19 and other illnesses.
- 1.7 The report demonstrates how, as a result of the pandemic, investment in transport is even more essential to achieve a more sustainable, greener, healthier and more resilient future.
- 1.8 The report sets out how a renewed focus for Healthy Streets will ensure that our investment in London's roads is delivering a green, inclusive recovery, as well as the longer-term MTS mode shift aims.
- 1.9 It also looks at how a good public transport experience has changed post-pandemic, and sets out TfL's plans to restore customer confidence in using public transport: for example, with a continued focus on cleaning, providing information on quieter times to travel and maintaining high frequencies to support social distancing. We are working on improving safety and security, customer service and accessibility, journey times and connectivity to ensure our public transport network fulfils its role in enabling mode shift away from the car.

- 1.10 The report sets out how improved and new public transport capacity and connectivity, combined with Healthy Streets, is critical to achieving Good Growth and delivering the ambitious new homes target set out in the new London Plan.
- 1.11 The report concludes that the direction of travel set out by the MTS remains the right one to achieve this, however the pandemic has shown that in many areas an increased pace of delivery is required.
- 1.12 To enable this, the report sets out how we will continue to optimise progress by reviewing it against MTS outcomes and reflecting this in the prioritisation of our investment programme, and by continuing to make the case for stable and sufficient long-term funding.

2 Recommendation

2.1 The Board is asked to note:

- (a) the impact of the coronavirus pandemic on travel demand and mode share, and all of the outcomes in the Mayor's Transport Strategy (MTS);**
- (b) that a continued, strengthened approach to the MTS is required to enable a sustainable and inclusive recovery from the pandemic; and**
- (c) that TfL will make best use of resources in the medium-term through decision making informed by scenario planning and an improved strategic tracker, while noting that securing stable long-term funding is key to unlocking the MTS vision.**

List of appendices to this report:

Appendix 1 – Delivering the Mayor's Transport Strategy 2020/21 (June 2021)

List of Background Papers:

None

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Delivering the Mayor's Transport Strategy 2020/21

June 2021

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Summary

This is the fourth annual progress report summarising delivery of the Mayor's Transport Strategy (MTS) and the relevant elements of the London Environment Strategy. The global coronavirus pandemic has had an unprecedented impact on how people travel in the city. The report covers the period of the pandemic and the initial stages of London's emerging recovery. The pandemic presents both challenges and opportunities to the advancement of Mayoral transport aims.

TfL's focus is on measures to promote mode shift to walking, cycling and public transport, to improve Londoners' health, air quality and to reduce carbon emissions. Before the pandemic, there had been a steady increase in trips by sustainable modes, albeit progress had slowed in recent years.

Over the last year, to urgently respond to the pandemic and enable social distancing, working closely with the Department for Transport and the boroughs, TfL has made rapid temporary changes to street layouts to increase space for walking and cycling. Public transport services were operated at near full schedules, both to enable key workers to make essential trips and to enable social distancing as more people began to travel again.

As London emerges from the pandemic, public transport use remains below pre-pandemic levels, while car use is recovering more quickly, particularly in outer London. Cycling numbers are currently higher than their pre-pandemic levels. The extent to which people's activities return to pre-pandemic patterns has yet to be fully seen. More people will potentially be working from home and buying goods online, potentially accelerating trends that existed before the pandemic.

The pandemic has revealed some of the deep inequalities in Londoners' health and intensified the need for transport to underpin an inclusive recovery. The direction of travel set out by the MTS remains the right one to support the recovery, however the pandemic has shown that in many areas an increased pace of delivery will be required to enable London's recovery.

Looking forward, the pandemic has broader implications for transport policy in London, in particular to avoid a car led recovery and to support a sustainable, inclusive economic recovery in the immediate, short and medium term. Our role in enabling Londoners to travel using active modes (and get their 20 minutes active travel per day), is more important than ever to support public health and reduce risks associated with COVID-19 and other illnesses.

As a result of the pandemic, investment in Healthy Streets and campaigns to attract customers back onto public transport are essential to achieve a more sustainable, healthier and more resilient future.

To deliver the needed improvements efficiently and effectively, TfL will continue to optimise delivery by reviewing progress against MTS outcomes and reflecting this in the prioritisation of its investment programme and Business Plan. Underpinning all of this, clearly, is the necessity of TfL having stable and sufficient long-term funding. This will benefit not just London, but the entire UK.

I Purpose and scope of report

This is the fourth annual progress report summarising delivery of the Mayor's Transport Strategy.

Since the first 'lockdown' in March 2020, the global coronavirus pandemic has had a huge impact on London and how Londoners travel. This makes it a challenging year to report on.

Mayor's Transport Strategy

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

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

Healthy Streets and healthy people

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

A good public transport experience

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

New homes and jobs

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

While this report provides an update on progress towards achieving the aims of the MTS as per previous progress reports, this year's progress report also sets out considerations for how we move forward in light of the pandemic to support London's economic recovery.

This year's report highlights the latest thinking on the scenarios we introduced in last year's report, but which have particular applicability to London's recovery from the pandemic. These scenarios consider the medium-term future economic and travel context, and how the mode share aim and other policies in the MTS might be delivered in the context of each of these scenarios.

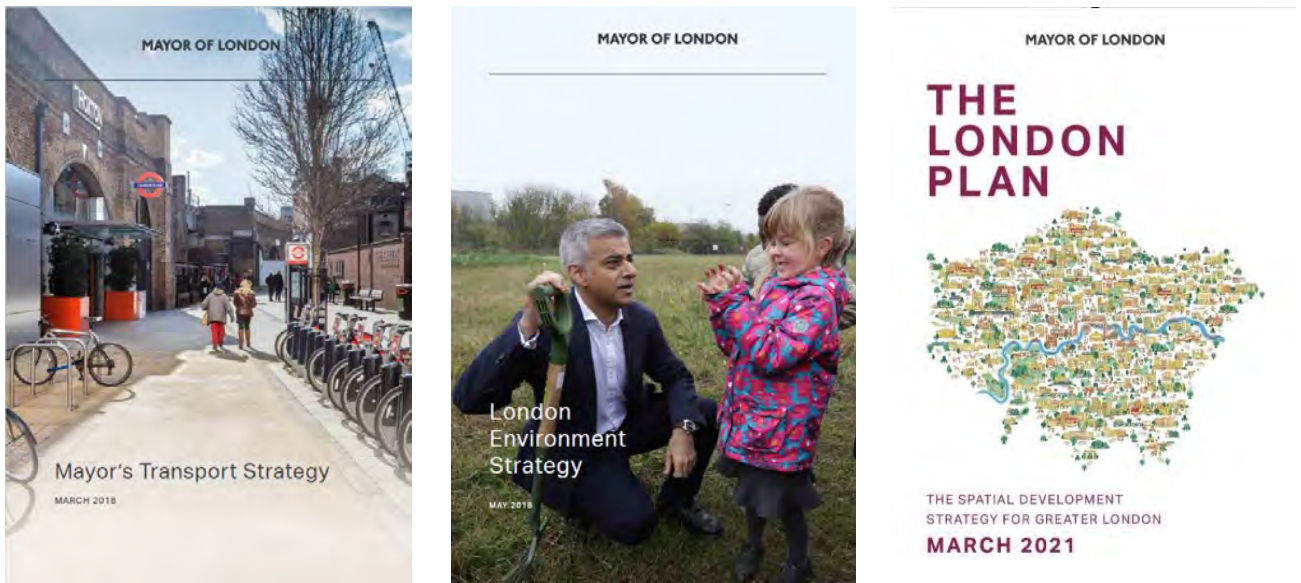


Figure 1: The Mayor's Transport Strategy, London Environment Strategy and the London Plan

The London Environment Strategy

TfL has a key role in delivering the London Environment Strategy (LES), published in May 2018. In addition to measures set out in the MTS for environmental improvements to the transport system, including the Ultra Low Emission Zone (ULEZ), TfL is largely responsible for significant measures within the LES. This includes responsible procurement, reducing waste, our energy strategy and work to accelerate the reduction in CO₂ emissions.

The London Plan

The 2021 London Plan is now formally published, and it aims to deliver far more new homes and support strategies including the MTS. It has the highest housing target London has ever had, at 52,000 new homes a year. The London Plan will contribute to embedding active, efficient and sustainable travel in London through promoting high-density mixed-use development with associated transport investment and a restrictive approach to car-parking provision.

2 The impact of the pandemic on travel demand

The global coronavirus pandemic in 2020 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 and duration unprecedented in modern times.

Although there are encouraging signs that the UK's comprehensive vaccination programme is facilitating the steady and sustained resumption of normal daily lives, there remains considerable uncertainty around key aspects of London's recovery and the longer-term impacts of the pandemic on travel behaviour that will affect future travel demand.

The aims, outcomes, and policies of the MTS – in particular, the need to enable continued mode shift – are essential to avoid a car-led recovery. The MTS continues to shape our response and the boroughs' response to the restart and recovery phases for the transport network.

Immediate impact

The pandemic had a sudden and dramatic impact on travel demand. Whilst public transport demand fell significantly, reflecting lockdown restrictions, car travel was more resilient. Active modes on the whole benefitted from lockdown conditions, although the nature of travel also changed dramatically, with a move away from commuting towards more local travel.

The demand for travel not only fell to a fraction of its usual amount in a matter of days; it was transformed in many other ways, too. The timing of journeys changed, and in many cases so did their destinations, creating a

shift towards more local travel. Finally, people's attitudes to different modes quickly changed, for example a greater willingness to cycle, reflecting the challenges brought by the pandemic, and with that their travel choices and behaviours.

Changes in travel demand

Travel demand in London continues to be volatile due to Government's lockdown measures. Figure 2 shows trends on the principal modes since the start of the pandemic. The impact of the first lockdown in March 2020 was dramatic – Underground demand falling to about 5 per cent of normal levels in the space of a few days, with bus demand falling to about 15 per cent of normal. Demand on both modes remained subdued as restrictions were eased over the summer – Tube typically seeing 30 per cent of normal demand and bus 50 per cent. Car use however fell less dramatically, and has recovered more strongly, reaching near normal levels over summer 2020. Data from the DfT suggests that total traffic in London fell by 18 per cent in 2020, with car traffic declining by 20 per cent.

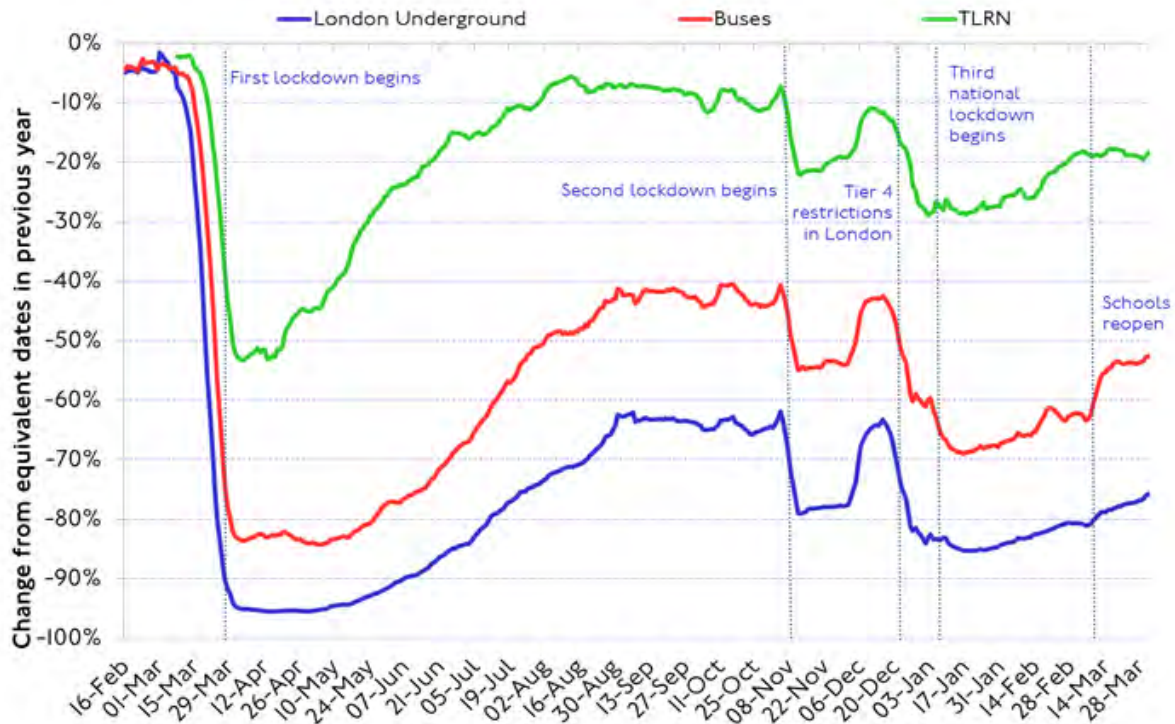


Figure 2: Change in demand on the main transport networks in 2020/21 (7-day moving average. Relative to equivalent period in 2019)

Trends over the winter reflected the second and third waves of the pandemic. On the whole the reductions in demand were less than in spring, although still dramatic, but the differences between the principal modes remained, with car travel remaining above 70 per cent of normal levels throughout.

The active modes – walking and cycling -benefitted from the pandemic, given the enforced changes to many people’s daily activities and the fact that active travel was one of the few permitted activities during lockdown. Cycling demand was transformed from primarily radial commuter trips to more local leisure trips closer to people’s homes. On the best available estimate, cycling trips exceeded normal demand during the summer and autumn of 2020, with

the latest data through to March 2021 showing typical weekly net increases of between 5 and 20 per cent on pre-pandemic values. DfT data also suggests a large increase in cycling on London’s roads overall in 2020.

Although detailed data is not available outside of central London, it is reasonable to assume that many more local walk trips were also made during the year, but at the expense of walk segments associated with commute trips (e.g. to/from stations).

There have also been changes to the nature of travel, in terms of changes to origin/destination patterns, trip lengths and trip timing. In terms of mode share, the data shows that car travel has been relatively resilient, because of perceived concerns about virus transmission risk, and also changes to people’s daily activities, for example remaining at home in outer London, undertaking personal

business trips by car, rather than commuting to work by public transport. The long-term recovery of public transport demand remains to be seen. The fact that car demand approached 'normal' levels in parallel with continuing low public transport demand, raises concerns that a preference for car travel may persist after the immediate threat from the virus has receded. This is a challenge shared by cities worldwide.

Another dimension is the spatial pattern of trip making. There has been a large reduction in radial commuting to central London, and in 'follow on' trips that would previously have been made by workers in the Central Activities Zone (e.g. leisure trips after work). This has also been a feature of some inner London boroughs whilst, within the context of restrictions on mobility, travel in some outer London boroughs has been much more resilient (partly reflecting increased car use and local active travel in these areas). Prior to the pandemic, we saw traffic crossing the London boundary cordon increasing by 5.5 per cent from 2010 to 2019.

This picture presents both challenges and opportunities for the aims of the MTS. On the one hand, the relative resilience of car trips – even in the context of lockdown restrictions – will be a concern, especially as lockdown restrictions recede yet concerns over social distancing and modal preferences may well persist. On the other hand, the experience of local and active travel presents opportunities to capture and embed these behaviours beyond the pandemic.

Long term changes to previously established patterns of travel demand may however also present wider challenges to London's viability and structure – meaning that strong and proactive policies to influence these outcomes in a beneficial way are likely to be needed.

Active, efficient and sustainable mode share

Prior to the pandemic, there was steady, albeit relatively slow progress towards the Mayor's aim for 80 per cent active, efficient and sustainable mode share by 2041. The mode share for 2019/20 (pre pandemic) was about 63.2 per cent of trips by sustainable modes. The recent slowing in progress is believed to primarily reflect a slowing growth of London's population and income inequality effects stemming from the 2008 Financial Crisis.

The pandemic has severely impacted many aspects of travel in London – most notably on public transport where the initial messaging was to avoid public transport.

It has nevertheless been possible to derive indicative estimates of the impact of the pandemic on mode shares in London for each quarter of 2020, these are shown in Figure 3. These clearly reflect the different lockdown conditions and also some seasonal factors. It is also important to recognise that these estimates relate to significantly lower levels of travel overall, as shown in Figure 2. Furthermore, aspects such as trip lengths, timing, journey purposes and origin/destination patterns will also have changed, meaning that direct comparisons with pre pandemic conditions are not always appropriate.

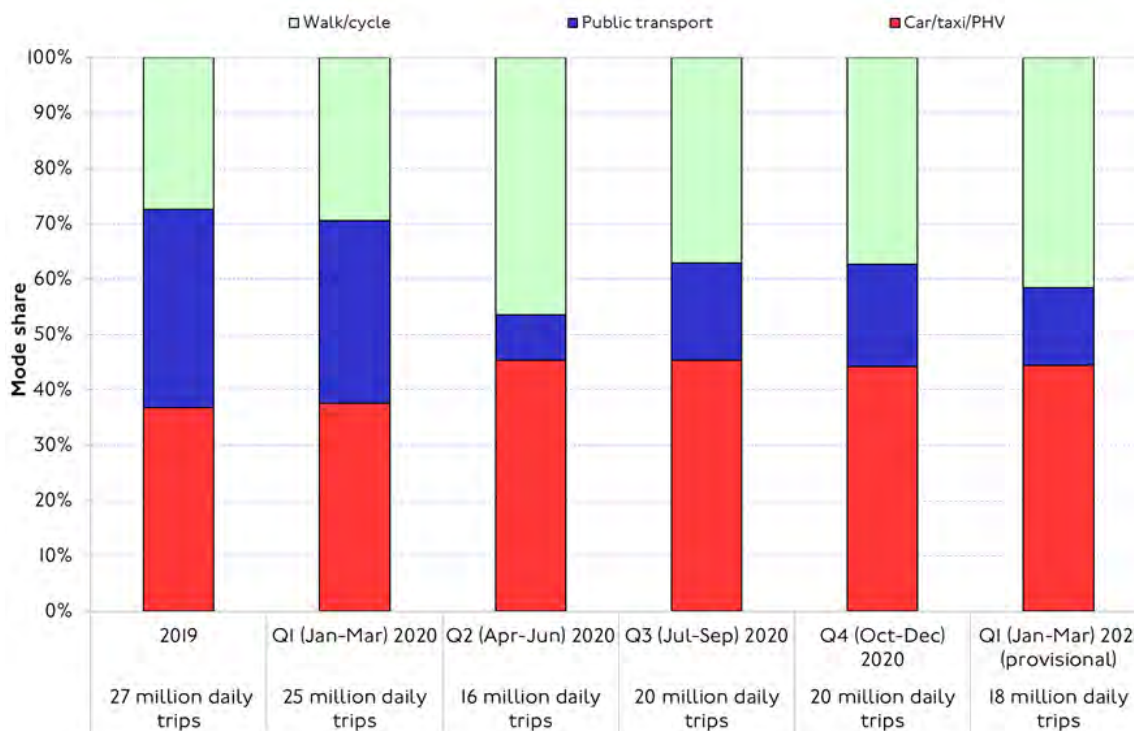


Figure 3: Estimated mode shares for all travel in London during 2020

The provisional sustainable, active and efficient mode share estimate for 2020 is 57 per cent, which is 6 percentage points lower than the previous year. Whilst there is a concern at a potential car-led recovery out of the pandemic, it is also important to note in Figure 3 the substitution of public transport trips for active modes (green and blue bars). Further to this, it is notable from the graph the increased proportion of travel by active modes, albeit in the context of reduced volumes of travel overall.

Impact on freight and servicing trips

Freight and servicing remain essential for the London economy, especially in terms of supporting essential activities and increased e-commerce. The pandemic has had differing impacts on the various drivers of freight demand. The trend to more online shopping has accelerated, home deliveries in January/ February 2021 were around 25-30 per cent above year-on-year levels.

Construction activity as of February 2021 was around 5 per cent below pre-pandemic levels year-on-year. Servicing and deliveries to offices and hospitality venues, particularly in central London, remains low as many office workers continue to work from home. Home working has also reduced the need for servicing and deliveries to offices and for the hospitality sector. The proportion of retail online, out of total retail, was 33 per cent in March 2021, up from 19 per cent pre-pandemic (note it reached 36 per cent both in November 2020 and January 2021 due to shops closing).

DfT traffic data shows that freight traffic declined at a lower rate than car traffic in 2020, with van traffic down by 12 per cent and HGV traffic the same levels as 2019.

3 Delivery over the last year

Healthy Streets and healthy people

Healthy Streets means creating streets that work for everyone and are accessible, safe and inclusive. Attractive street environments encourage active travel and a well-planned street network ensures that space for buses is prioritised, with high-quality public transport connections that provide appealing alternatives to car use.

Reducing Londoners' dependency on cars will be an essential component in realising all these benefits. Although pre-pandemic London made real progress in encouraging people to switch from using the car to active, efficient and sustainable alternatives, many more car journeys could still be made in other ways. As we recover from the pandemic, we must avoid a car-based recovery.

Active people

The MTS sets an active people aim for 70 per cent of Londoners to achieve at least 20 minutes of walking or cycling per day by 2041.

In 2019/20, 42 per cent of Londoners achieved 20 minutes of active travel, an increase of 3.4 percentage points on 2018/19.

Although lockdown restrictions gave Londoners greater opportunity to partake in active travel more locally, in practice this was countered by general restrictions on mobility and, in particular, a loss of active travel as part of work related trips (e.g. walk to the station for commuting) on behalf of those working from home, such that the available data suggest an overall reduction in the achievement of 20 minutes active travel across the population as a whole. This is shown in Figure 4, below.

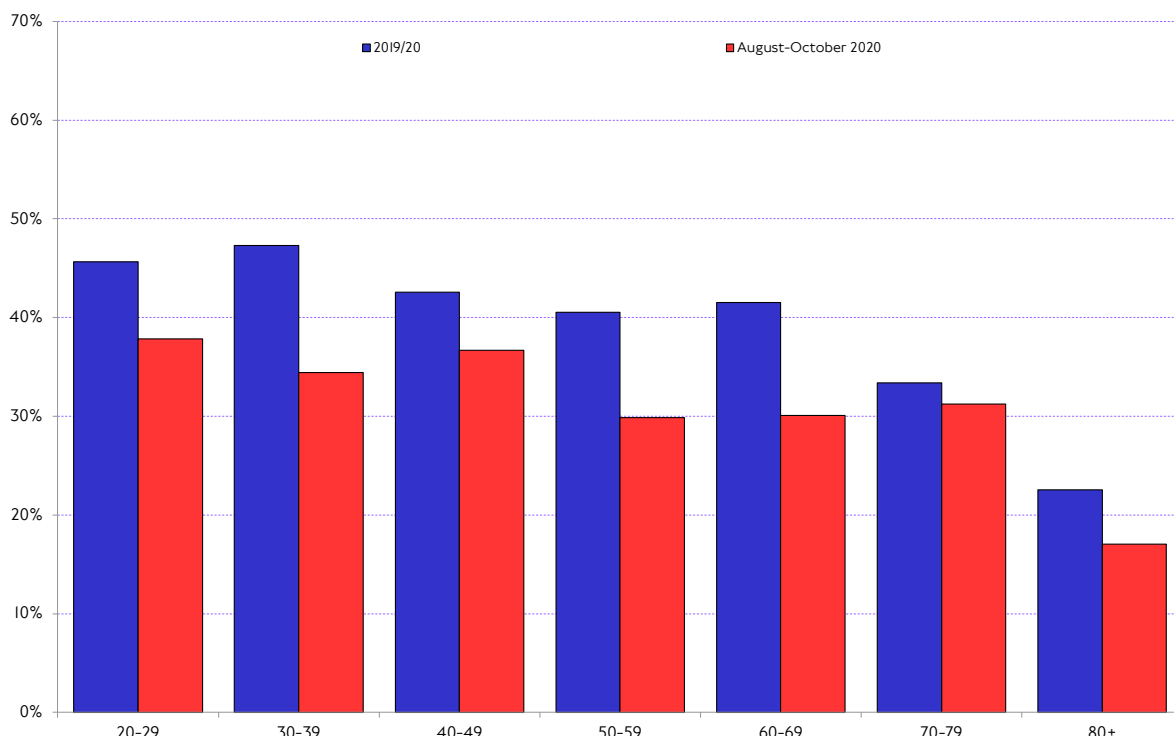


Figure 4: Graph to show London residents completing 20 minutes of active travel

Despite the pandemic, and in the context of weekday cycling in central London having declined by circa 25 per cent, weekday cycling in inner and outer London increased in autumn 2020 by a nominal 7 and 22 per cent compared to 2019 (spring figures). This reflects the strong relative performance of cycling as a flexible mode increasingly being used for personal business and leisure trips, offsetting a fall in commuter cycling because of the pandemic.

The London Streetspace Programme

The Streetspace for London programme was designed to facilitate and encourage safe and active travel during the pandemic but also presents opportunities to ‘capture’ these changed behaviours as part of London’s sustainable recovery.

In May 2020, the Department for Transport issued statutory guidance that gave practical advice on how to maintain social distancing on public

road space and ensure the continued movement of traffic during the ongoing coronavirus pandemic. Thereafter, we issued the Interim Streetspace Guidance that recognised that as “lockdown lifts, demand for travel will increase”. Like the May 2020 DfT Guidance, it noted the important role that active travel was anticipated to play in alleviating the resulting pressure on London’s roads, where London’s public transport network, in particular its bus network, was operating at reduced capacity.

Given the scale and pace of delivery required, the annual borough Local Implementation Plan (LIP) programmes were not appropriate for this task. We therefore took rapid action to suspend LIP funding and develop the Streetspace for London Plan. The key outputs are shown in the below graphic and this highlights the significant level of delivery over the last year.

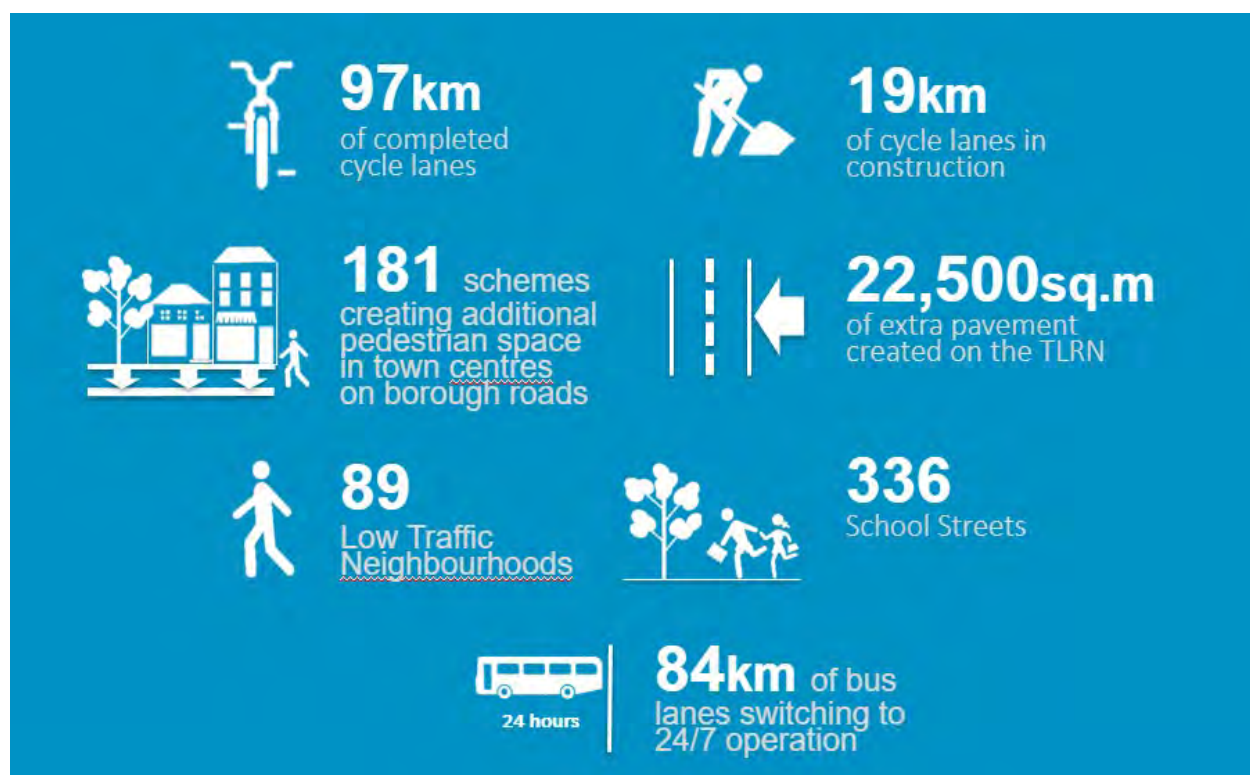


Figure 5: the London Streetspace programme

Much of this new infrastructure, including all of the Low Traffic Neighbourhoods and School Streets and 65 kilometres of cycle routes were delivered by London boroughs, who have been at the forefront of London's recovery.

The delivery of new and upgraded cycle infrastructure is particularly noteworthy. Of the 270 kilometres of safer, high-quality cycle routes delivered since 2016, 100 kilometres were delivered in the 2020/21 financial year alone, with other routes in construction. In 2019, 12 per cent of Londoners lived within 400 metres of the cycle network, by October 2020 this figure had increased to 18 per cent, reflecting the unprecedented scale of delivery.



Figure 6: Temporary cycle lane on Park Lane



Figure 7: Footway widening at London Bridge



Figure 8: Soho 'streeteateries'

Vision Zero for road danger

The aim of Vision Zero is the elimination of all deaths and serious injuries on London’s transport system by 2041.

By the end of 2019, there had been a 39 per cent decline in absolute terms of in the total number of people killed or seriously injured on London’s roads against the 2005-09 baseline. However, progress has slowed in recent years, reflecting the trend also experienced by other European cities.

96 people were tragically killed in London in 2020, compared to 125 in 2019. There were also changes to casualty risk resulting from factors such as the changed mix of traffic on streets and elements of behaviour. This meant that collisions, when they did occur, were more likely to result in serious injury, and highlights that it is not enough to reduce the volume of traffic on the roads; infrastructure, enforcement and road safety culture must also support safety on emptier roads.

Analysis of the number of people Killed or Seriously Injured per million journey stages against the baseline indicates we have made significant progress in several areas of road safety, particularly where we have direct control. Buses are the public transport mode which carry the most people and are also the safest way to travel on the roads. Our world-leading Bus Safety Programme is delivering towards a goal of a 70 per cent reduction in deaths and serious injuries on or by a bus by 2022.

Although in 2020 cycling serious injuries rose in absolute terms, this largely reflects the increase in cycling in London since the 2005-09 baseline. On a rate basis, the number of deaths and serious injuries per million cycle journeys has fallen by 35 per cent.

However, as Figure 9, below, shows, we have not yet made enough progress in reducing deaths and serious injuries among people walking, cycling and riding motorcycles. These groups represent 80 per cent of people killed or seriously injured on London’s roads. These figures are provisional and subject to change.

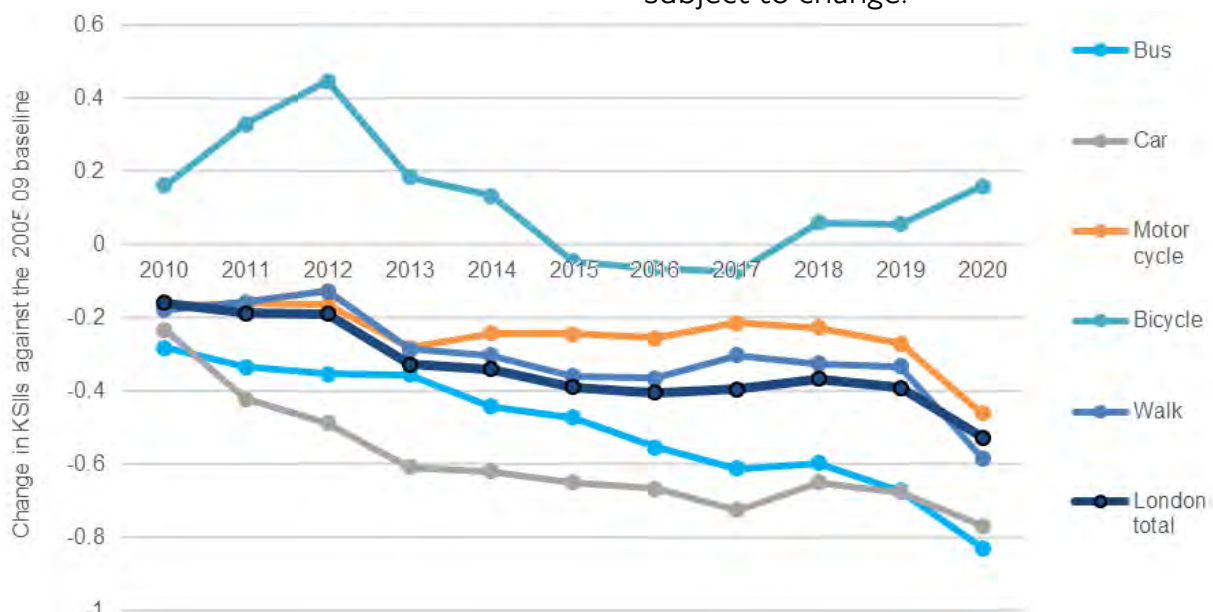


Figure 9: People killed or seriously injured by mode of travel against 2005-09 baseline

Over the last year, working with the boroughs, we delivered a range of schemes to support Vision Zero.

Safe speeds – we continued with our programme to lower speed limits on our roads. Feasibility design and early survey work is underway on Phase 2 of the Lowering Speed Limits programme, to lower the speed limit by 10mph on over 140km of the TLRN by May 2025. In 2020/21, we introduced more 20mph speed limits on 15 km of the TLRN including:

- A4202 Park Lane
- A400 Hampstead Road
- A501 Euston Road
- A102 Homerton High Street
- Peckham Town Centre
- A3212 Grosvenor Road
- A3205 York Road – Battersea Park Road
- A21 Lewisham High Street – Molesworth Street

This brings the total length of the TLRN subject to a 20mph speed limit to 72.9km.

Safe streets – we are working on more than 100 vital projects delivering measures to address historical collisions and reduce road danger on the TLRN. Measures include new and upgraded crossing points, improved pedestrian and cycle facilities, speed limit reductions and innovative pedestrian crossing technology. In 2020/21 we:

- Completed construction at six Safer Junctions including Camberwell Green, Edgware Road / Harrow Road, Edgware Road / George Street, East India Dock Road / Canton Street, Britannia

Junction, Dalston Junction and Clapham Road / Union Street. This brings the total number of completed junction schemes to 41 and meets the target set in the Vision Zero Action Plan.

- Delivered cycle safety improvements on A23 Brixton Hill between New Road and Jebb Avenue and pedestrian improvements on A10 Stoke Newington Road between Shacklewell Road and Amhurst Road.
- Installed measures to improve the safety of pedestrians on the A12 slip roads and at the A2 Amersham Road / Parkfield Road following pedestrian fatalities
- Completed improvements on A302 Grosvenor Place to eliminate the risk of right turn collisions
- Started design work to install a new signal-controlled crossing point over Battersea Bridge at the junction with Grosvenor Road, after a tragic fatality involving a pedestrian. Phase I of the project delivering a new crossing over the bridge and introducing a 20mph speed limit, is expected to be delivered by the Autumn.

This accounts for 29 new and upgraded crossing points, 22 conflict points eliminated, widened footways at six junctions and three junctions with new dedicated cycle signals.

Safe freight vehicles – the innovative Direct Vision Standard and HGV Safety Permit Scheme came into effect on 26 October 2020, with enforcement of the DVS standard delayed until 1 March 2021 to give operators more time to meet DVS requirements with all the disruption caused by the pandemic. It has been developed in order to address the

disproportionate number of fatal collisions in London involving HGVs and people walking and cycling. The scheme requires all lorries over 12 tonnes (GVW) entering or operating in Greater London to hold a valid HGV safety permit. Thus far, over 124,000 permits have been issued to date and this alone will help significantly improve the safety of HGV's using London's roads. Vehicles with a zero-star rating are required to have a safe system fitted in order to have a permit granted. The safe system equipment includes equipment to improve indirect vision and help drivers see near the vehicle, to warn road users of intended manoeuvres and to minimise the physical impact of a hazard.

Safe behaviours – our partners in the Metropolitan Police Service (MPS) and City of London Police continue to take a Vision Zero approach to roads policing, with a more intense focus on the riskiest locations and most dangerous drivers. During 2020, when national lockdown restrictions were in place, London, like many other cities, saw an increase in speeding as drivers took advantage of lower levels of traffic on roads. During the year, the MPS dealt with almost 30,400 speeding drivers who were detected through roadside enforcement activity, an increase of over 150 per cent on 2019. An additional 240,000 offences were dealt with through safety cameras. This increase in activity is part of a joint TfL/MPS action plan to increase levels of roadside and safety camera enforcement activity. The number of tickets issued for speeding on street by the police has remained consistent this year and we are still seeing excessive speeds of over 100mph

every week. In addition to speed enforcement, significant activity was undertaken by the MPS to deal with other criminal and reckless driving that puts road users at risk.

Safe buses and trams – there are now over 450 Bus Safety Standard (BSS) buses in our fleet. The BSS standard continues to evolve, and BSS 2021 requirements have now been written into route contracts meaning the first buses to meet this standard are expected to be on-street in 2021. In addition, we also have around 1,400 buses fitted with Intelligent Speed Assist (ISA), both as part of BSS and existing fleet (Volvo buses). We will shortly begin retrofitting ISA to approx. 3000 vehicles, where a retrofit for the model exists and if the vehicle still has a lifespan in London of 5+ years. Our Bus Safety Programme will continue to drive major safety improvements, helping us reach our target of no-one being killed on or by a bus by 2030. We are currently on track to reduce the number of people who are killed or seriously injured in, or by, London buses by 70 per cent by 2022.

We have worked to implement all the recommendations made by the Rail Accident Investigation Branch following the tragic overturning of a tram at Sandilands in 2016. In November 2020 we installed devices to bring trams to a controlled stop if they are travelling above the speed limit on the approach to high risk curves.

Efficient use of street space

The MTS aims to prioritise space-efficient modes of travel to tackle congestion and improve the efficiency of movement for people and goods; with the aim of reducing overall traffic levels.

Over the last year, working with the boroughs, we have implemented a number of changes to the management and allocation of street space that will reduce the risk of a car-led recovery and support the aims of the MTS. Whilst some are temporary, we will use the learning from these to inform future delivery. These include:

- Temporary Congestion Charge changes came into effect on the 22 June 2020. These changes temporarily widen the scope and level of the Congestion Charge, in response to the transport challenges of the pandemic and in accordance with the condition in our funding agreement with the government. They seek to ensure the Capital's recovery from the pandemic is not restricted by the use of cars.
- 181 schemes to facilitate social distancing on borough roads in town centres
- 22,500 square metres of TRLN reallocated to people walking
- Nearly 100 kilometre of cycle routes completed by Boroughs and TfL

Good bus services are fundamental to achieving less reliance on the car, making efficient use of street space

and supporting London's sustainable development.



Figure 10: Cycleway 4 in Greenwich
In 2020/21 the Bus Priority Programme converted 84km of bus lanes on the TLRN to operate at all times, which means that all bus lanes on the TLRN in London can operate 24/7, and boroughs are following suit. We are now monitoring these changes to see whether they can be made permanent.

The reduced traffic volumes associated with the pandemic resulted in improved average bus speeds throughout the year. Average bus speeds peaked at 11.76mph during the initial coronavirus lockdown but began to fall back as traffic levels increased. On a number of routes the improved speeds and reduction in bus journey times has enabled the same service frequency to be operated with fewer vehicles. This saved TfL over 100 peak time buses which could be redeployed elsewhere on the network. Sustaining these improved bus journey times in the long term and replicating them in other parts of London would help to reduce operational costs and help us to retain existing customers and attract new customers, improving the financial sustainability of the bus network.

Focus on: Bus journey times

Reliable bus journey times are a key driver of the attractiveness of bus travel in London. The chart below shows that between 2014 and 2019 average bus speeds reduced by 4 per cent. However, during the pandemic, in particular the two lockdown periods, bus speeds improved by about 50 per cent. During this time, central London traffic was down 50-60 per cent. While other factors, such as fewer passengers boarding and alighting, would also have contributed to the improved bus speeds (while still compliant with traffic speed restrictions), this chart illustrates the role that reducing traffic volumes has on improving the attractiveness of bus travel in London.

Improving safe bus speeds also helps TfL provide even greater service for our customers from our limited resources. For example, improving bus speeds for a given level of service in inner London would release resources that could be used making bus travel more attractive in outer London.

Only 44% of streets that are strategic for bus travel have enough space for bus lanes in both directions. Traffic reduction is therefore the only way to ensure reliable bus speeds on these sections of the bus network.

With 70 per cent of the strategic bus network running on borough roads, this recent experience also highlights the importance of TfL's work with the boroughs. A range of borough traffic reduction measures are set out in the MTS and they will be critical, alongside greater provision of bus lanes and bus priority signalling, to improve bus speeds and make bus travel more appealing across London.

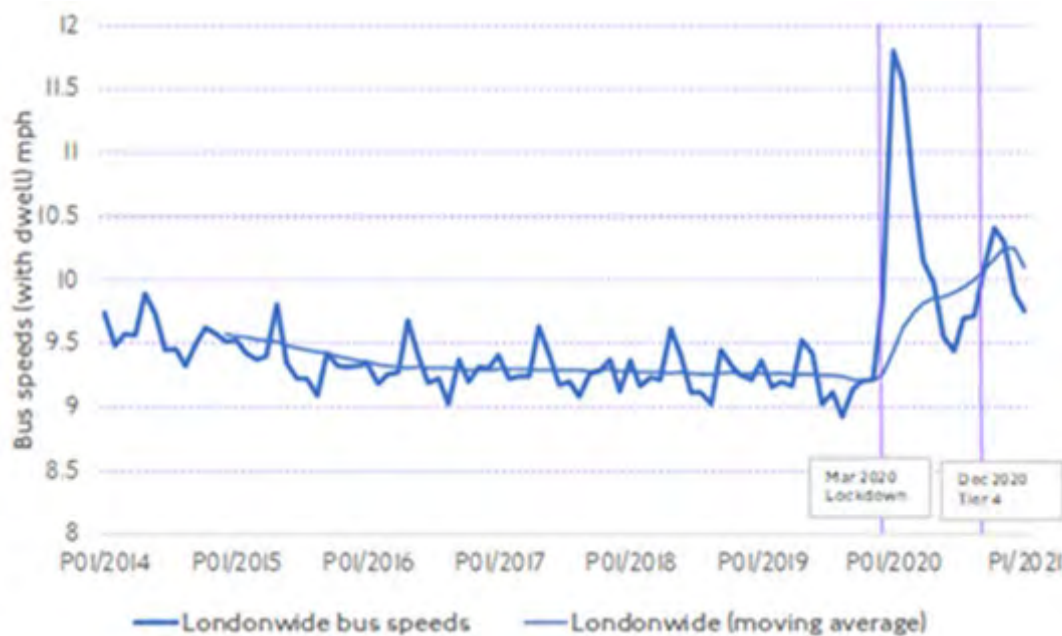


Figure II: Bus speeds from 2014 to 2021

London's streets will be clean and green

Activities relating to this policy outcome are being delivered in conjunction with the London Environment Strategy.

Improving air quality

The MTS and the LES aim to clean London's air and decrease emissions from vehicles by encouraging active travel whilst switching the remaining vehicles, from petrol and diesel, to zero emission at the tail pipe, such as electric power.

Significant improvements have been achieved in air quality over the last five years, particularly in reducing ambient levels of NO₂ towards statutory limits. However, there is still work to be done, compliance with legal limits for NO₂ is within sight, although not yet completely achieved. However, 99 per cent of Londoners live in areas that exceed the WHO recommended target for PM_{2.5}.

Improvements delivered over the last five years have meant that:

- In London in 2016 two million Londoners, including 400,000 children, lived in areas that exceeded legal limits for air pollution. In 2019, this had reduced to 119,000 people – a reduction of 94 per cent.
- The number of state primary and secondary schools in areas exceeding the legal limit for NO₂ fell from 455 in 2016 to 14 in 2019, a reduction of 97 per cent.
- In 2016 monitoring sites across London recorded over 4,000 hours above the short-term legal limit for NO₂. In 2019 this reduced to

just over 100 hours, a reduction of 97 per cent.

A key project to improve London's air is the central London Ultra Low Emission Zone (ULEZ), which came into operation on the 8 April 2019. Enforcement of tighter emissions standards for the Low Emission Zone, covering most of Greater London was introduced from 1 March 2021. Enforcement was delayed from October 2020 to give operators more time to meet the requirements in light of the pandemic.

Preparations continue for the October 2021 expansion of ULEZ up to the North and South Circular roads. Existing projects and programmes will complement delivery by making it easier for drivers to switch modes.

Compliance for the current ULEZ and LEZ, and the expanded ULEZ scheme, are tracked on a regular basis and Table 1 below compares compliance in March 2021 with the compliance when the schemes were announced in February 2017. Compliance for the ULEZ more than doubled in just four years.

	Central ULEZ	LEZ	Expanded ULEZ
Feb 2017	39%	48%	39%
Mar 2021	87%	94%	80%

Table 1: Compliance levels in February 2017 and March 2021

To support compliance with these schemes, we launched three GLA funded scrappage schemes, targeted at those who need it most. The schemes are available to small businesses, charities and Londoners who are disabled or on low incomes, and help them scrap older, more polluting vehicles. The schemes have been hugely popular supporting the scrapping of over 9,300 polluting vehicles, with over £43m of grant payments issued to-date.

Taxis and PHVs are also shifting to cleaner vehicles and helping to address London's air pollution problem. From 1 January 2018, all newly licensed taxis had to be Zero Emission Capable (ZEC), which has resulted in higher numbers of ZEC taxis in the fleet, further supported by an enhanced taxi delicensing scheme and ZEC taxi grants. As of end of March 2021, 4,036 ZEC taxis have been licenced in London.

By January 2021, London had all 9,000 of our core bus fleet meeting or exceeding the cleanest Euro VI emissions standards. Around £85m has been invested in retrofitting older diesel buses to meet these standards.

Now completed, this bus improvement programme has seen harmful NOx emissions from buses fall by an average of 90 per cent. London also now has over 500 electric buses, the most of any city in Western Europe.

To further address areas which are expected to continue to exceed air quality limits, despite ULEZ and its forthcoming expansion, we are encouraging local Zero Emission Zones (ZEZs). To support this, in September 2019, we published

guidance on Local Zero Emission Zones for boroughs. In light of the new context resulting from the coronavirus pandemic, we are currently in the process of updating the ZEZ guidance to reflect the work of the GLA's London Recovery Programme and the role that ZEZs will play in delivering the Green New Deal Mission, one of nine missions that form the recovery programme. The revised guidance will be published in the Summer of 2021.

Zero carbon city

The MTS and LES set a target for London to be a zero-carbon city by 2050. Zero carbon means activity that causes no net release of carbon dioxide and other greenhouse gas emissions into the atmosphere, for example using renewable energy. It will only be possible to meet this target if all road vehicles produce zero emissions by that date, and emissions from other forms of transport, including rail, river, infrastructure and energy are reduced to zero. The MTS evidence base identified that implementation of the Strategy would put London's roads and rail transport on a clear trajectory to reach 'zero carbon' status by 2050.

Figure 13 shows the reduction in CO₂ emissions across different transport sources in London. There has been a reduction of over 1.5 million tonnes of CO₂ since 2017/18.

Over 43,000 ultra-low emission vehicles (ULEVs) were registered within London by Q3 2020. This is a 218 per cent increase in total ULEVs registered in London from 2017 and reflects growing consumer confidence, greater vehicle choice and improving technology.

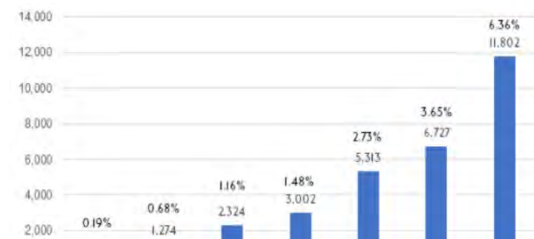


Figure 12: Plug in vehicles registered for the first time in London (DfT statistics)

First-time registered ULEVs in London increased by 177 per cent between 2016 and September 2020 from 3,002 in 2016, to 8,316 by Q3 2020. Data for the whole of 2020 is not yet readily available for analysis. However, Figure 12 highlights the steady increase in first time registrations of plug-in vehicles up to 2019 and includes percentage of total first time registered vehicles.

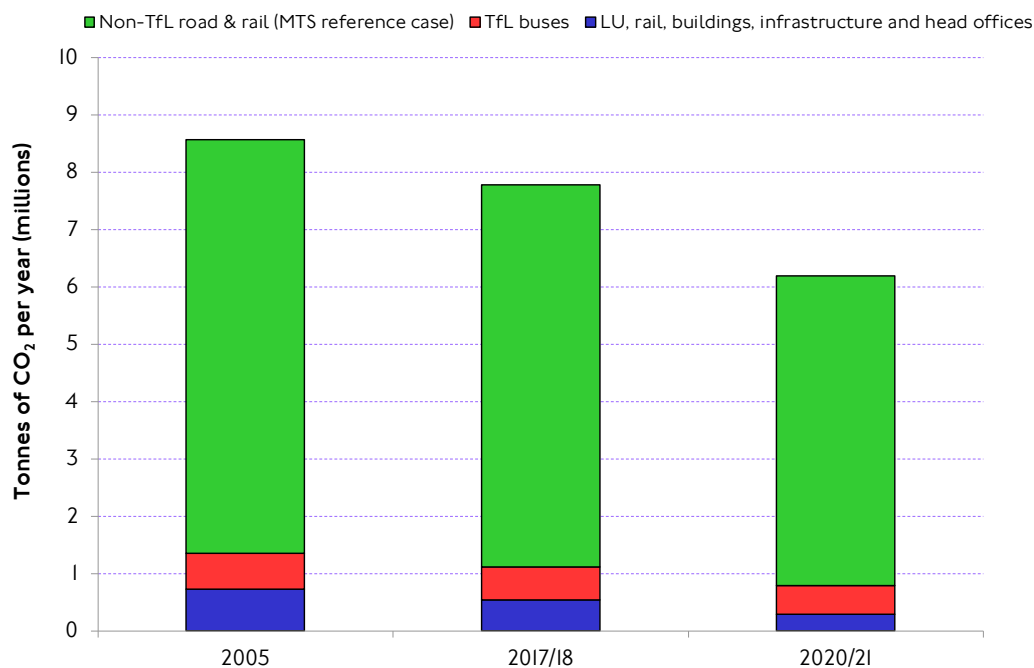


Figure 13: Graph to show CO₂ emissions from transport in London, 2005 baseline to 2020/21

We appear to be at a tipping point with new electric vehicles, indeed in 2020 there were more electric vehicles sold in the UK than the previous ten years combined. A key aspect of the transition to zero carbon is to ensure there is enough charging infrastructure for private vehicles, particularly as the number electric vehicles in the capital and the UK increases. Table 2 shows the increase in chargers across London and Figure I4 shows the spread over chargers across London boroughs.

Device type	Mar 2020	Mar 2021
Slow	3,590	5,352
Fast	2,399	2,780
Rapid	435	605
Total	5,078	7,258

Table 2: Number of charging device by type across London (Data provided by Zap Map, April 2021)

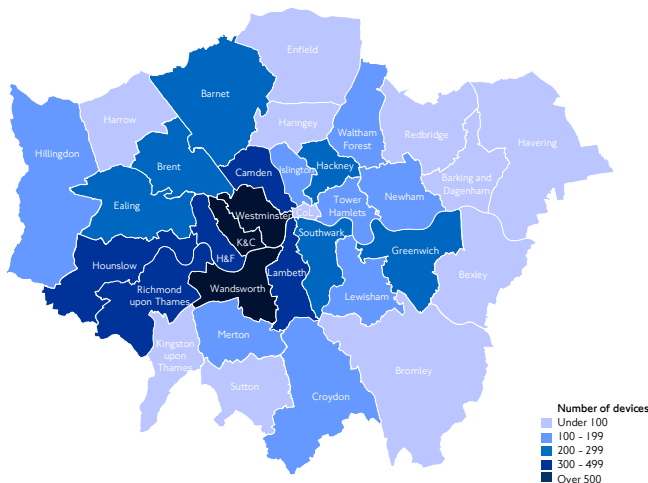


Figure I4: Number of charging devices by London borough (Data provided by Zap- Map, April 2021)

We achieved our original target of installing 300 rapid charge points (RCPs) by 31 December 2020 and now have a total of 310 units in operation. This figure has more than doubled since December 2018, when we had 150 RCPs in operation.



Figure I5: Electric single deck bus

The MTS aims for all buses in London to be zero emission by 2037. At the end of March 2021 there were 485 electric buses compared with 316 at the end of March 2020. Progress in future years is subject to an appropriate funding settlement. It is estimated that there will be 800 zero emission buses at the end of March 2022 including 20 hydrogen buses. Current and project numbers of zero emission buses are shown in Figure I6.

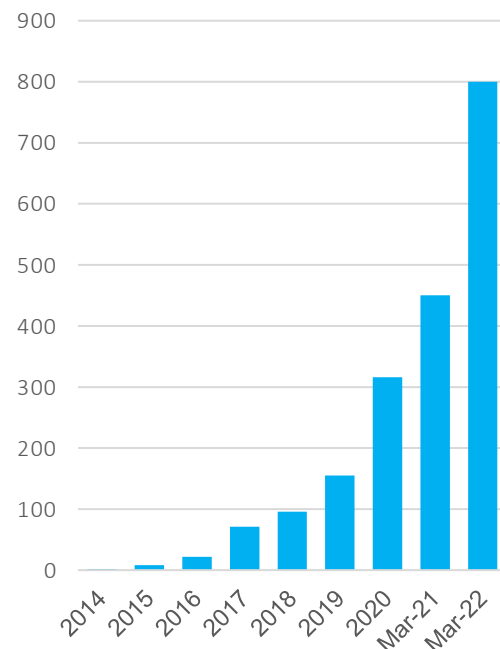


Figure I6: Current and projected numbers of zero emission buses in TFL's fleet

We also have a plan for our rail services to be zero carbon by 2030, both through energy efficiency, on-site generation and procurement of renewable energy. We have mapped the potential for solar generation on our rooftops and undertaken assessments of high potential land holdings for generation.

We have also conducted early market engagement to better understand potential opportunities for connecting our assets to local sources of low carbon electricity. We are working with the GLA to explore opportunities for procurement of low carbon energy through Power Purchase Agreements (PPAs) and aim to launch tenders for up to 20 per cent of our energy use through a renewable energy PPA in 2021.

Green infrastructure and biodiversity

The MTS and the LES aim to deliver a net gain in biodiversity as part of transport schemes. Biodiversity net gain is being embedded into our project development and management processes.

As of March 2020, there were 24,111 trees on the TLRN and we were on track to meet the MTS target of a 1 per cent year on year increase in street tree numbers to 2025. However, the suspension of non-safety critical work during the most recent lockdown coincided with the tree-planting season (December-March) and so a significant proportion of the planned 2020/21 tree planting will need to be undertaken in April-May 2021/22. The sites for these new trees have already been identified and it is anticipated that we will be back on track to meet the MTS commitment by the end of the first quarter of 2021/22.

We are working to incorporate Sustainable Urban Drainage Systems (SuDS) into the delivery of improvement works on the TLRN including schemes at Old Street and Edgware Road, as well as encouraging boroughs to deliver via LIPs. In support of this we, in collaboration with the GLA, have provided training on how to implement SuDS in the highway which has been attended by more than 470 people with further sessions planned.



Figure 17: Wildflower verge on A40

From April 2021, we will have a new approach to maintaining the TLRN, via new Works for London highway contracts. During the transition period from our previous contract, we will liaise with our new contractors to determine which TLRN road verges will be taken forward as wildflower verge trial sites, expanding on our 2019/20 pilot. The aim will be to strike a balance between increased biodiversity and a well-presented network that allows communities to have pride in their local areas. We also hosted a wildflower verges conference for the boroughs in March 2021, which helped share best practice and raised expectations for wildflower road verge management across London.

Climate change adaptation and resilience

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

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

climate change adaptation in the transport sector.

In addition, we set up a research programme with a range of academic institutions to baseline how current severe weather events affect our operations (primarily LU and TLRN networks). Going forward, we will be better prepared and able to recover quickly from the likely impacts of future climate change.

A good public transport experience

London has one of the most extensive and high-quality public transport networks in the world.

By providing the most efficient and affordable option for journeys that are either impractical or too long to walk or cycle, public transport has helped to reduce Londoners' dependency on cars.

The pandemic has changed people's expectations of a good public transport experience. Cleaning, information on quieter times to travel and maintaining high frequencies to support social distancing now have a higher level of importance to customers than in previous years.

Public transport capacity and connectivity

The MTS established that more capacity in London's public transport system – in particular an increase of at least 80 per cent in rail-based modes by 2041 – would be needed to tackle pre-pandemic crowding and to meet growing demand.

Pre-pandemic, crowding remained a significant issue on the network. As a result of the lockdowns and advice not to travel, 2020 was an exceptional year in the provision of public transport services. 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; established metrics were not relevant in 2020 as public transport services were optimised to support key workers and the requirement for social distancing.



Figure 18: Deep clean of Victoria line train

Table 3 shows normal capacity across the modes compared to capacity with 2m social distancing and 1m social distancing.

Average	Normal Capacity		2m Social Distancing		1m Social Distancing	
	Cars per train	Total Capacity	Total Capacity	% of Normal Capacity	Total Capacity	% of Normal Capacity
LU	7	816	93	11%	208	26%
LO	5	634	69	11%	156	25%
DLR	3	590	61	10%	118	20%
Trams	1	207	19	9%	40	19%
TfL Rail	8	1562	140	9%	288	18%

Table 3: Changes in capacity based on social distancing

Underground

On the Underground, we operated as near to a full service as possible to help people who needed to travel and managed services until driver numbers improved sufficiently. The full timetables were restored on a line by line basis and, since July 2020, TfL has been running near-normal levels of service across the public transport network.

Maintaining train driver numbers has been a challenge due to coronavirus effects, so while the full timetables were scheduled, actual service levels were slightly lower. To support this, Night Tube was suspended from the outset of the pandemic, and remains so, with many Night Tube drivers being seconded into 'Day Tube' roles or doing weekday overtime.

The Circle Line was suspended by 21 March 2020 due to lack of Train Operators. It was reinstated from 17 May 2020, but with a reduced timetable. The Waterloo & City line was also suspended as it shares a pool of drivers with the Central line

and without enough drivers to operate both lines, the Central line has been a higher priority. The Waterloo & City line will reopen in June when we expect an increase in demand for travel to the City..

Due to staffing restrictions, 38 stations were also closed across the network from 21 March 2020. The stations were gradually safely reopened between May and September 2020. Heathrow Terminal 4 station was closed in April at the request of BAA due to low demand. This remains closed at their request.

Rail and DLR

Service enhancements were paused on rail modes due to coronavirus, with the focus of the last year on returning to pre-pandemic levels of services after lockdown.

On DLR we have consolidated services into longer but fewer trains to improve resilience of driver absence and to optimise social distancing.

Bus

During the first lockdown in 2020, bus demand fell to around 20 per cent of normal levels and supply far outweighed demand. Our response balanced the need to ensure that Londoners who needed to travel could continue to do so safely (e.g. with social distancing) and sustainably, with the significant financial constraints arising from a collapse in fare-paying demand.

However, bus demand has been far more resilient than demand for other public transport modes and increased to circa 60 per cent of pre-pandemic levels by March 2021. This highlights its vital role during lockdown for low income Londoners including key workers in social care and food supply, who are less likely to own alternative means of transport such as a car and often work shifts or unsociable hours which only the 24/7 bus service can support. Even though the most deprived areas in London already had the greatest proportion of bus boardings before the initial lockdown period, their share of bus boarding increased during lockdown, as lower income groups, often in so called blue collar jobs, were less likely to be able to work from home. Buses also supported the return to schools.

Changes were made to the bus network as schools returned for the Autumn term to make it easier for children, young people and teachers to travel safely on public transport.

The changes also helped to accommodate the journeys of the growing number of people returning to workplaces across London as the national pandemic restrictions gradually eased.

Pre-pandemic, around 250,000 school children used London's buses daily to get to and from school and, to support their safe return, we asked schools and parents to encourage walking, cycling or scooting to travel to school wherever possible, with an extensive communications campaign launched to encourage people to do so.

Government guidance allowed for the relaxation of social distancing requirements on dedicated School Services. In response to this we designated some existing regular buses as School Services on high frequency routes, which were prioritised for school travel and could operate at full seated capacity consistent with Government guidelines. More than 230 extra buses were added as School Services to bolster some of the busiest lower frequency routes that are highly used by schoolchildren, including adding more vehicles to its existing school bus services.



Figure 19: Bus school services

This meant that the bus network could carry more children to school while still freeing space on non-school buses for other customers. This is particularly important as capacity limits remain in place on regular services and more and more people start to return to their workplaces as restrictions are eased.

We continuously review the bus network to ensure it responds to customer needs. In the short to medium term, travel is likely to be reduced in central London and our main focus is to improve services in outer London, where there is a greater need. Due to the pandemic there were fewer network changes, however a new route - the 456 - was introduced in north London in March 2021.

We have undertaken 228 bus focussed signal timing reviews and implemented new traffic signal infrastructure at 27 locations to reduce bus delays.

Dial-a-Ride

Dial-a-Ride services are predominantly used by older groups of disabled Londoners. As such the service had particular safety and wellbeing issues to contend with over the last year.

A strict cleaning regime was introduced, early on in the pandemic, in parallel to that deployed on the rest of the TfL network. Demand was reduced to between 10 and 20 per cent of normal demand, which allowed members to make essential trips whilst vehicle occupancy was restricted to one member or household bubble only.

At the same time, Dial-a-Ride worked alongside local community transport operators and black cab drivers to help local authorities, the NHS and local community groups deliver vital food and medical supplies to vulnerable groups. In west London, Dial-a-Ride helped deliver meals, prepared at a local gurdwara, to the community, while in Newham the service worked with its taxi subcontractor to deliver PPE to council offices, and prescriptions, food parcels and meals to around 900 households. In the early days of the pandemic, Dial-a-Ride also helped deliver equipment to the Nightingale Hospital in East London.

Accessibility and inclusion

Our transport network plays a vital role in ensuring all Londoners can access opportunities the capital has to offer. We need to ensure that our recovery from the pandemic is inclusive and that everyone can travel on our network with ease.

Since 2015, we have been tracking our progress on accessibility by seeking to reduce the additional journey time using the step-free network compared to the full network.

In the last year, Osterley, Debden, Amersham and Cockfosters stations have become step free, bringing the total number of London Underground stations with step-free access to 83.

In addition, on the TfL Rail route, Acton Main Line and West Ealing became step-free (street to platform) in March 2021 and the first phase of work to provide step-free access at Ealing Broadway is nearing completion. West Drayton, Hayes & Harlington, and Southall stations remain on forecast to be step-free by the Summer of 2021.

Work is also progressing on the eastern section at Ilford and Romford stations. They are both forecast to enter service before the opening of the central section of the Elizabeth line.

The bus service is fully step-free, along with all DLR stations and tram stops, as well as 60 Overground and 25 TfL Rail stations are also step-free.

Network	Step-free stations	% Step-free
Tube	83	31%
London Overground	60	54%
TfL Rail	25	78%
DLR	45	100%
Tram (stops)	38	100%

Table 4: Number of step-free stations and percentage step-free (street to platform)

Figure 20 shows the reduction in relative additional journey time and highlights that whilst progress has been made, more is clearly needed.

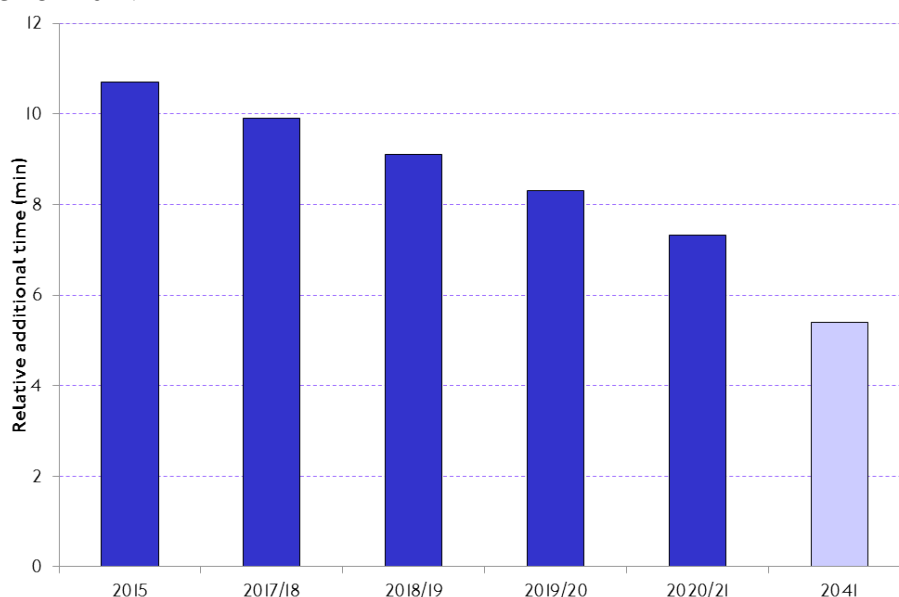


Figure 20: Relative additional journey time using the step-free network, 2015 baseline to 2041 MTS target. Note: We are continually improving the accuracy and robustness of our world-leading transport models. Recent improvements mean that the 2020/21 result has been calculated using a different model to that used to calculate the 2015-2019 results. The comparison between these results should therefore be seen as indicative only. An updated 2015-2016 baseline value, calculated using the new model, will be provided as part of the MTS Tracker update to the Board in October.

We recognise that providing an accessible and inclusive service is about much more than providing step-free access, and we remain mindful of the impact our policies can have on those with 'invisible disabilities'.

Over the past year, we have moved quickly to build multi-disciplinary virtual teams to identify, track and quickly resolve issues. This has helped deepen our relationship with key external stakeholder groups who provide insights from their lived experience that can improve our decision-making. The Social Impact Steering Group has representatives from across TfL and met weekly to consider coronavirus related equality research, evidence and stakeholder input in light of key transport decisions and proposed changes.

Engaging directly with organisations that represent the most diverse Londoners and visitors to our Capital remained a top priority for us over the last year. We recognised that groups with protected characteristics may have different experiences and concerns around public transport and face different barriers to use. We worked directly with external stakeholders to understand key issues in order to help us deliver a transport network that is safe, inclusive and accessible to all. This included the following additional engagement:

Listening and Learning sessions

- In November 2020 we delivered our first listening and learning sessions. These were designed as an opportunity for our organisation to simply listen to our stakeholders. To remind ourselves of what we hadn't

solved before the pandemic, to be reminded of the emergent issues as a result of measures to curb the pandemic.

- Representatives from Guide Dogs UK, Transport for All, Alzheimer's Society, Age UK, TfL's Valuing People Network and London Vision attended over two sessions. Each representative was given the space and time to share with us the concerns of the groups they work with and for, and to share ideas with our organisation to help us deliver a better and more inclusive public transport system.

Inclusive Streets Engagement

- Inclusive design is essential to building stations that are accessible, streets that heighten safety, buses and train carriages that are comfortable and pleasant for all to enjoy.
- When schemes are designed without inclusive approaches the impacts will be felt most acutely by those with the largest barriers in our society. Measures taken to support social distancing during the pandemic through London's Streetspace programme led to some adverse impacts on older and disabled Londoners.
- Our 'Inclusive Streets Engagement' programme sought to work through these issues, and discuss solutions with older and disabled Londoners, cycling lobbyist and TfL designers, planners and engineers together. The recommendations from this essential project are provided in greater detail in the ensuing recommendation report

We also continued our regular engagement with the Independent Disability Advisory Group (IDAG)

which has a variety of professional expertise and lived experience of disability. IDAG meetings have increased in frequency to enable a sense check with key stakeholders in a fast-moving environment, to help make pragmatic suggestions to improve how we deliver projects including those that make direct changes to our network and street space.

Ensuring we have an accessible and inclusive network is crucial and improving access and achieving mobility for all to our entire network remains at the forefront of our vision. Over the past year, we have taken practical steps to realise this, including:

- Remaining fully committed to keeping staff focused on the importance of offering excellent customer service to our disabled customers. Due to the pandemic, we have been unable to offer face-to-face classroom Disability Equality Training (DET) to London Underground operational staff or TfL Professional Services. In response to this, we worked with IDAG to help us develop a suite of videos that could be shared with our operational colleagues. These short, informative videos featured IDAG members talking about their role within TfL and what projects they have worked on to improve accessibility throughout the organisation. Members also discussed their experience as a disabled person using the network to travel through London and offered advice and top tips to staff of how they can best assist disabled customers. The videos were supported by comprehensive communications plan and shared throughout the organisation.

- The Travel Mentoring Service continued to serve disabled Londoners throughout the pandemic. It offered a telephone advice service for the first few months of the pandemic and from September 2020, the service began to offer face-to-face and virtual mentoring on journeys. This was enabled by the development of innovative methods of mentoring using smart-phone technology. The service also offered walking to the options of mentored journeys with virtual workshops to support SEN schools in development to help promote walking, cycling and public transport.



Figure 21: Advert to promote wearing face covering

- Since face coverings became mandatory on public transport, we have introduced a range of adverts to promote wearing of face coverings on our services. We also introduced a range of measures to support individuals who are exempt from the requirement to wear a face covering. This included making an exemption card for customers to download and present to our staff as well as face covering exemption badges, with 55,000 badges given out. We also adapted our training to ensure that our staff can communicate with those who rely on lip-reading,

trained our enforcement officers on exemptions and briefed staff so they can recognise the Hidden Disabilities Sunflower Lanyard.

- We developed a new 'Travel Kind' antisocial behaviour campaign in August 2020 to encourage considerate behaviours from customers towards other passengers on the public transport network. The new campaign includes two accessibility-focused messages, "be considerate, not all disability is visible" and "be patient, some of us need more time than others".

Public transport safety and reliability

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

Due to the exceptional year, extra measures have been taken to improve our customers confidence in our service;

- The ventilation systems on the Underground, and the regular opening of doors at stations, results in frequent exchange of air in Tube carriages. Over the past year, our engineering experts regularly reviewed the latest Government, Public Health England and SAGE guidance, best practice advice from heating, ventilation and air conditioning (HVAC) industry bodies, and other relevant research to better understand how ventilation can be used as a mitigating factor against the transmission of the coronavirus. Their most recent review confirmed to us that LU ventilation infrastructure is typically designed in excess of statutory minimum requirements with an adequate provision of fresh air, which aligns with the current Government guidance to

mitigate against aerosol transmission of the virus.

- We commissioned Imperial College London to assess the effectiveness of our controls. Sampling started in September 2020 and continues a monthly basis. Researchers swab touch points across stations, trains and buses as well as taking hour-long air samples at 300 litres per minute in ticket halls. No traces of coronavirus have been found in any of the air or surface samples on our system. We published a report from Imperial College London in February:
<https://content.tfl.gov.uk/covid-sampling-paper-phase-1.pdf>
- We have worked with the BBC to share our approach with our customers to give them confidence that we are managing this risk. A short film of the Imperial College testing is available here:
<https://www.bbc.co.uk/news/uk-england-london-54793554>

Safety and reliability remain top customer priorities and during 2021/22 we will focus on:

- Rebuilding confidence through our 'We're ready when you are' campaign providing empathy, information and guidance for those who are ready to travel on the public transport network

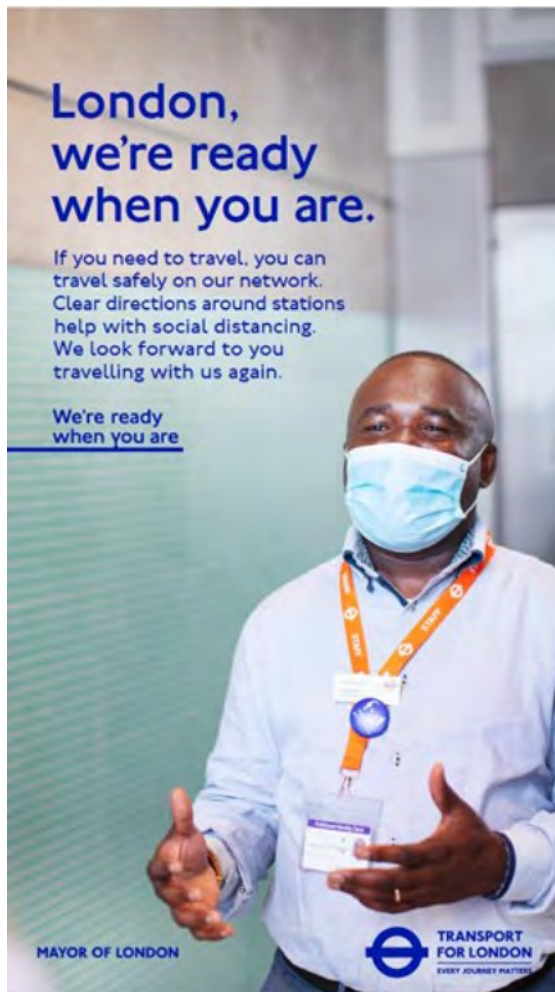


Figure 22: We're ready when you are poster

- Encouraging and enforcing face coverings whilst recognising not all people can wear coverings and this is not always obvious to others due to 'invisible' disabilities, managing our capacity to help customers avoid crowding and maintain social distancing, and maintaining high standards of cleanliness and ambience including use of anti-viral products across stations and vehicles



Figure 23: Encouraging use of face coverings on the network



Figure 24: Example of a mask exemption identification used on our network

- Providing better real-time information to support decision-making, especially during disruption, reducing customer pain points.

Focus on: TfL Go

The TfL Go app was launched in August 2020. The app provides real-time train and bus arrival times in a mobile-friendly interface built around our iconic Tube map. It also delivers information on the quieter times to travel to help customers maintain social distancing, and alternative routes including walking and cycling options. Over 160,000 people have downloaded the app since launch.

The app improves accessibility information by introducing a 'step-free' mode with easy access to live lift status and detailed platform information. It's also designed to work with screen readers and bigger type sizes. During 2020/21 our key focus will be on integrating customer accounts and payment features.



Figure 25: TfL Go app

Customer service quality

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

These are:

- Being an organisation I trust;
- Communicating openly and honestly;
- Supporting customers when things go wrong;
- Investing to improve journeys; and;
- Having friendly and helpful staff.

Figure 26 shows that the metric for ‘TfL cares about its customers’ performed strongly throughout the coronavirus pandemic, outperforming previous years, demonstrating Londoners’ overall perception of customer experience is on the right trajectory.

Customers praise reliable services and good safety measures, and positive experiences of friendly and helpful staff are always appreciated. Improving our performance across the key drivers, particularly ‘supporting customers when things go wrong’ will continue to improve both the quality and perception of our customer service.

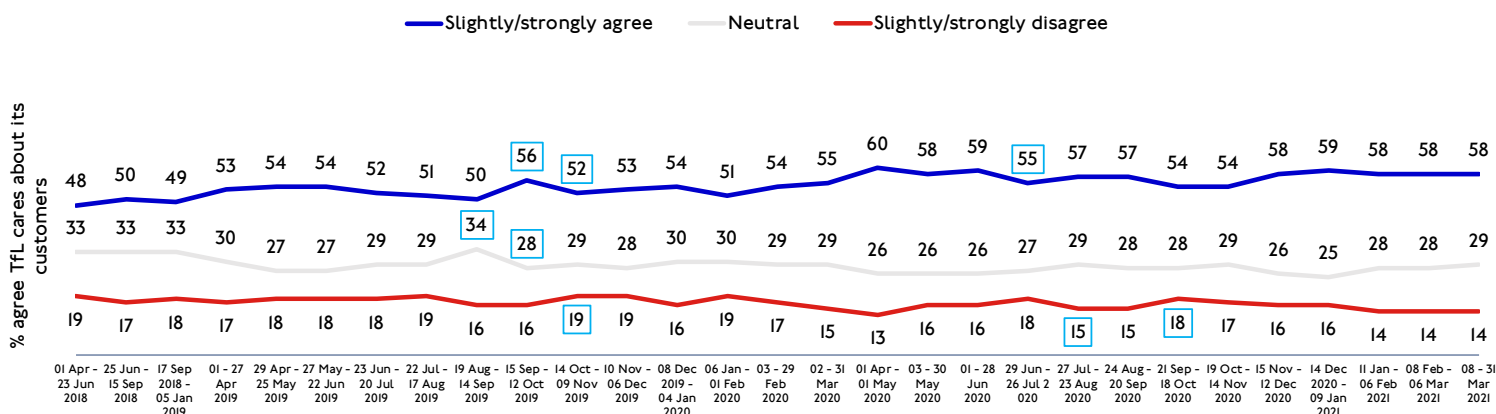


Figure 26: TfL cares about its customer metric

New homes and jobs

Good growth

The transport network has a crucial role to play in supporting people to live and work in London. New public transport connections can make parts of London viable places to build homes and create jobs for the first time. Using the Healthy Streets Approach to plan new developments around walking and cycling for local trips, and public transport where walking and cycling takes too long or is impractical enables people to live active and healthy lives and the city to function effectively as it recovers and grows.

This approach will also contribute to the London Plan's aims for Good Growth, which are to build strong and inclusive communities, make the best use of land, create a healthy city, deliver the homes Londoners need, grow a good economy and increase efficiency and resilience.

The London Plan

After several years in development and consultation, the new London Plan was published on 2 March 2021. The London Plan sets out how the Mayor and London's boroughs will help to improve quality of life for Londoners and sustainably accommodate the growth forecasted for London.

The 2021 London Plan aims to deliver far more new homes, with a target of 52,000 a year including 12,000 a year from small sites.

Transport priorities, including mode shift, Vision Zero and the Healthy Streets approach, are fully reflected in the London Plan's policies. This means that new homes in well-connected locations should be car-

free, the area around development sites should be designed to prioritise walking and cycling and land for public transport should be protected. The London Plan also allows for financial contributions to be secured from developers support the walking, cycling and public transport improvements needed to enable growth.

We have also worked to reflect the aims of the London Plan and MTS in London boroughs' local plans, for example, by successfully arguing that London borough proposals for car parking at locations with the highest Public Transport Accessibility Level (PTAL) was not in general conformity with the principle of car free development where public transport access is highest. For example, the City of Westminster has recently consulted on proposed modifications to its draft local plan to bring it in line with the London Plan, meaning most of the borough will now have car-free development. Other boroughs including Southwark, Lambeth and Waltham Forest have proposed parking standards that are in line with, or go beyond, the requirements of the London Plan.

TfL Growth Fund

TfL's Growth Fund is designed to unlock homes and regenerate areas of London where transport acts as a constraint. The revised TfL Budget classifies all Growth Fund schemes as fully meeting the Mayoral objectives but 'contingent on additional funding'. This means that, although all Growth Fund projects have already secured strong commitment and a substantial third-party funding, a further commitment by Government or other third-party

sources is needed if they are to be delivered.

Over the past year, despite a pause on several projects due to the coronavirus pandemic and funding uncertainty, progress has been made to deliver schemes funded by the programme which support Good Growth including:

- Tottenham Hale station upgrade is currently in construction and is now set to open late 2021. The station is supporting the delivery of 5,000 new homes and 4,000 new jobs in the Tottenham area;
- The new step-free Barking Riverside Overground station will support the delivery of 10,800 new homes, schools, and community space. Construction of the Station and 1.5km Viaduct is nearing completion and the new line is due to open in 2022 (subject to the re-agreement of a revised Network Rail infrastructure 'possessions' programme - following the construction 'safe stop' in March to June 2020 due to coronavirus); and;
- Construction work on the new southern entrance at Ilford Station for TfL Rail was completed successfully in January 2021. This will support the development of 2,000 new homes, accommodating the new demand and benefiting bus passengers alighting at stops along Ilford Hill.

In addition, all urgent Growth Fund schemes in feasibility or design stages are also continuing to receive case-making support. We are working closely with the GLA, central government and other partners to discuss further third-party funding

for Growth Fund schemes in order to continue the delivery of eleven growth enabling projects in the programme which support more than 42,000 homes in the current business plan period.



Figure 27: Barking Riverside station entrance

Unlocking growth

TfL has continued to work with Government to secure funding for transport infrastructure that can support Good Growth. In 2019, Government approved our bid to the Housing Infrastructure Fund (HIF) for £81m to increase the frequency of the core section of the East London Line to 20 trains per hour, as well as increase the capacity of Surrey Quays station and construct a new station at Surrey Canal Road. This is in addition to the £291m secured in 2018 to increase the capacity of the DLR. We are progressing both schemes with Government. They would be expected to unlock around 30,000 new homes.

The Levelling Up Fund is a recently announced £4.8 billion capital fund for the whole of the UK. This fund will invest in infrastructure that improves everyday life across the UK.

Bids of up to £20m (£50m in special transport circumstances) are currently open to support town centre and high street regeneration, local transport projects, and cultural and heritage assets. As part of this, London boroughs will be able to bid for projects of all types and GLA can submit one additional transport bid. Bids can be submitted as individual schemes or as a coherent package of schemes.

The National Home Building Fund is an (as yet unconfirmed) successor to the Housing Infrastructure Fund which could support infrastructure spend to unlock housing delivery. NHBF funding does not have a confirmed date for announcement and could be expected sometime next year. This year, Homes England and MHCLG are developing a pipeline of schemes that could attract funding. We are currently developing a project pipeline in conjunction with the GLA and working closely with Homes England on the transport schemes with the greatest potential for funding. All project pipeline progress is reported to the cross-GLA/TfL Growth Areas Coordination Panel.

Housing on TfL Land

TfL continues to directly support the delivery of new homes on land it owns across London. Work has already either started or completed on more than 1,500 homes and, we have planning approval for a further 6,500 homes across 21 sites. We have schemes submitted for planning, pending decisions, that should be capable of delivering 1,300 more new homes, and up to a further 4,000 homes are due to be submitted to planning.

Market uncertainty, financial challenges and delays resulting from the coronavirus pandemic, including extended planning application consultation timescales have meant that we did not reach our target of work starting by March 2021 on all sites needed to deliver 10,000 new homes, 50 per cent being affordable. However recent approvals at planning committee have included:

- 139 homes (40 per cent affordable) at Montford Place (Lambeth) including 29,000 sq ft. of 'makers space' for small local businesses
- 454 homes (40 per cent affordable) at Wembley Park (Brent)
- 852 homes (50 per cent affordable) at Bollo Lane (Ealing)
- 479 homes (40 per cent affordable) at Nine Elms



Figure 28: Bollo Lane (Ealing)

We remain committed to delivering our housing programme in full as soon as possible, and will be working with the GLA, developers and councils to make sure that we can build the homes our city needs in a safe, responsible and transparent way. Since 2016, more than 50 per cent of the homes brought have been affordable housing.

Focus on: Housing developments on station car parks

Our schemes to redevelop 12 station car parks will result in an additional 3,000 homes and a reduction of approximately 2,550 spaces. This has the potential to reduce vehicle trips to these stations by 1.3 million a year. This will reduce noise, congestion and emissions and improve air quality in local streets, and promote healthy, active travel and the use of public transport.

As an example of this work, the Blackhorse Road development, both prior to development and during development is shown in Figure 29. Similar schemes for development of TfL car parks are also being promoted at Colindale, High Barnet and Finchley Central.



Figure 29: Blackhorse Road car park development - pre and during construction

4 The future delivery of the Mayor's Transport Strategy

While the MTS looks ahead to 2041, the next phases of its delivery will clearly need to be shaped around supporting London's recovery from the pandemic.

This section provides an update on our view of London's recovery to 2030 and the way this may change volumes and patterns of travel in different.

The section then considers how we might ensure a green, inclusive recovery while also contributing to achieving the long-term overarching mode shift aim of the MTS, by

- supporting the economic recovery of the Central Activities Zone (CAZ)
- strengthening our approach to delivering Healthy Streets across London
- ensuring public transport meets the needs of all Londoners and we win our customers back
- decarbonising transport
- continuing to support and plan for London's longer-term growth

Scenarios for London's recovery from the pandemic

We live in a period of unprecedented uncertainty. The scale and duration of the pandemic has led many people to speculate about the future direction of the capital.

Scenarios are varied stories about the future of London that help Transport for London operate in such uncertainty.

In our last MTS progress report to the Board in July 2020 we set out the five plausible scenarios (demonstrated in Table 5) for the implications of the pandemic on travel demand over the period to 2030. These consider how quickly the public health crisis dissipates; the speed and nature of economic recovery; how working, shopping and leisure practices might change in the medium to longer term; and changes to London's place in the world and impacts on population/demographics and jobs.

It is important that, regardless of the scenario, London continues to have a vision for long term growth and a set of active policies that will help us achieve that vision. The MTS provides a comprehensive vision for transport in London which, at its core, is a roadmap for London to grow sustainably for all. We have assessed the relevance and challenges associated with achieving the MTS vision in a post-pandemic world.






	Million trips per day (2030)	Active, efficient and sustainable mode share (2030)
 <p>Return to BAU The story of a London which has bounced back quickly from the crisis and looks quite similar to that envisaged by the recently published London Plan</p>	31	69%
 <p>London fends for itself The story of a lower growth London, having to cope with the fallout from the virus and a diminished status in the UK and the wider world</p>	27	59%
 <p>Low carbon localism The story of a smaller but more sustainable London, which has been impacted significantly by the virus and become more local as a result</p>	31	66%
 <p>Remote revolution The story of a successful but quite different city, where technology has changed how people live, work and travel</p>	27	64%
 <p>Agglomeration x3 The story of an expanding but still unequal London, where virus related changes to the economy enhance its global competitive advantage</p>	35	73%

Table 5: TfL's five scenarios

Given the significant range in outcomes presented by the five scenarios we have developed two multi-year forecasts to facilitate detailed assessments: a 'Hybrid' that provides a central position in the factors that define the scenarios, and a 'Reference Case' that accounts for the macro-economic effects of the pandemic but does not account for any behavioural change.

The Hybrid and Reference Case can be used for detailed analysis, they have informed the Financial Sustainability Plan and are being incorporated into our scheme assessments. Given the constantly changing situation we will keep the Hybrid under review as we monitor London's recovery to ensure it continues to represent a central plausible position in the range of uncertainty.

When assessing the MTS against the uncertainty we see that in four of the five equally plausible scenarios we would require a more ambitious approach to achieve the long-term mode share aim set out by the MTS. In a number of scenarios, a reduction in office working, or a redistribution of economic activity out of the centre means more people travel locally 'by their own means'. While this can be positive for walking and cycling mode shares it often also leads to higher car use and most importantly a significant reduction in rail. Without intervention, this suggests that there is a risk of recovering from the pandemic into a more car dominated future over the next decade, which would also have the potential for negative impacts on air quality.

We have considered how effective the policies in the MTS will be in achieving mode shift across the five scenarios. Broadly those that curb the demand for car use; increase the attractiveness of walking and cycling; and improve bus performance remain resilient opportunities across most, if not all of the scenarios. However, investment in major rail schemes is only effective in some scenarios and therefore consideration should be given to the timing and wider objectives of such schemes when determining future priorities.

One of the most impactful ways to change how people in London travel is accommodating London's growing population in quality housing located in areas of good public transport and urban realm that encourages walking and cycling to local areas. Road pricing to manage traffic congestion and associated environmental impacts, is effective in encouraging a change in existing travel patterns and so if growth is lower over the next 20 years then we are more likely to have to rely on pricing measures, subject to evidence base, appropriate consultation and impact assessment, compliance with statutory process and conformity with the MTS.

There is also a role in several scenarios for complementary targeted action that encourages a cultural shift and attitudinal change to maximise the benefit of investment and schemes. The impact of each intervention in contributing to a shift to the 80% sustainable mode share target is shown in Figure 30.

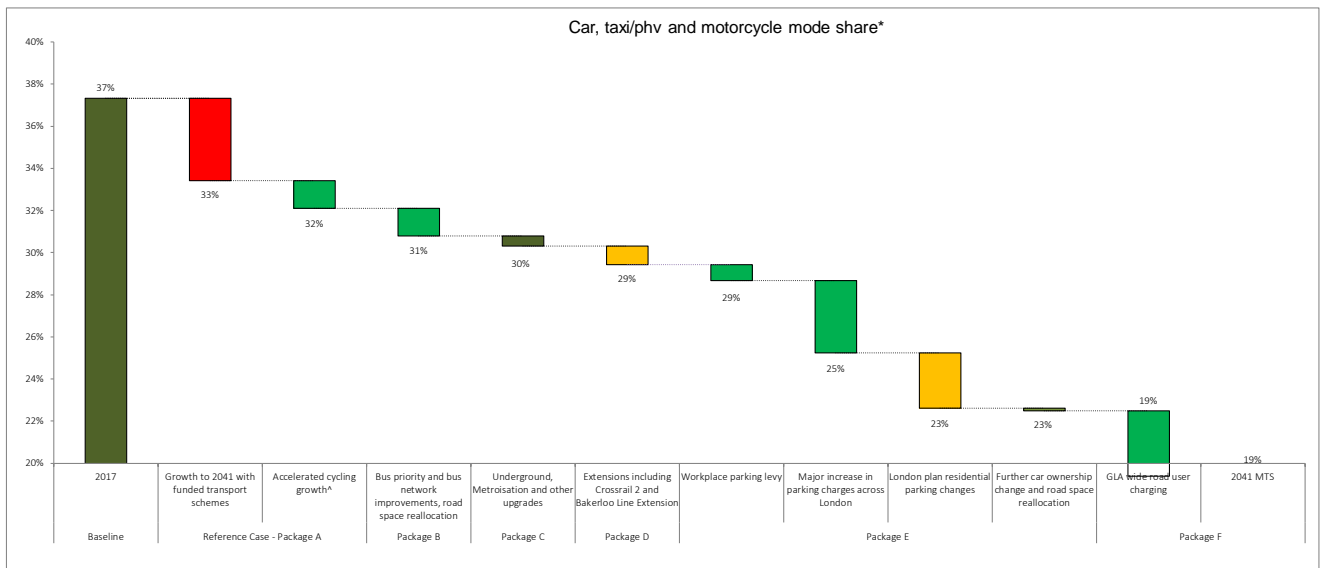


Figure 30: Effectiveness of complementary action

Spatial opportunities

The five scenarios have also been used to explore spatially the key opportunities that will be required to underpin a green, inclusive recovery.

Inner and Outer London

The diversity of the scenarios means that there will be a broad range of potential outcomes for inner London. Most of inner London is already well connected by public transport but high levels of traffic would continue to hold back its potential for liveability, affecting bus journey times and quality of walking and cycling. Road space reallocation and flexible pricing would be effective. This needs to be combined with well thought out mitigations to provide an alternative for areas of car dependency and encourage active travel.

There is now potential for a wider mix of uses in outer London with greater focus on jobs, culture as well as housing delivery. We need good sustainable alternatives to avoid a car-led recovery. In particular

there is a concern about the growth in cross boundary trips, and a need to focus on encouraging a switch to cleaner vehicles for essential travel.

Rejuvenated town centres and high streets could offer a catalyst for a sustainable transport revolution. Improved bus services could provide more people with access to town centres, help connect town centres and support local businesses. This will help to provide an attractive alternative in areas where car use is currently high.

Central London

Despite different ultimate outcomes in the scenarios it is clear that space should be reorganised and reallocated to enable a flexible rebuilding of the city where a 'flight to quality' is likely post pandemic for both employers and employees. There we will also need to keep traffic levels low to enable an improvement in the quality of the public realm to lock in more use of active modes when travelling to and within the centre. Use of land could change with greater residential units

returning and some degree of 'reverse commuting' could occur.

In November 2020, the GLA appointed Arup, together with Gerald Eve and the London School of Economics, to carry out a piece of research looking at the different economic futures facing the CAZ. The final report included six recommendations covering the imminent recovery period and looking longer term over the next decade. Recommendations one and two have the greatest implications for transport.

- Recommendation one: Provide immediate support to re-ignite the CAZ ecosystem and to bring people back
- Recommendation two: Develop the CAZ as a model of sustainable, healthy and green urban centre, with a thriving arts, culture, entertainment and hospitality offer



Figure 31: 'Streeteaterie': Re-allocated streetspace supporting businesses (SoHo)

Recommendation two is echoed strongly in the City of London Corporations' Square Mile: Future City report where transport policy

and urban realm improvements are central in creating a vibrant, diverse and sustainable ecosystem.

Our ongoing work on Streetspace and reviewing the Congestion Charge are important deliverables to support this vision.

Future Delivery Priorities

In the context of what we have learnt from the scenarios this section comments on how our long-term delivery priorities might have shifted given the challenges and opportunities of the post pandemic recovery.

Strengthening our delivery of Healthy Streets

As has been demonstrated above, the reallocation of road space and provision of supporting infrastructure and schemes to encourage more walking and cycling across London is central to promoting a sustainable recovery. It also provides a basis to rejuvenate town centres and the access to them.

Section three of this report set out what we have delivered under the Streetspace for London programme. From 2021/22 onwards we will be returning to our long-term Healthy Streets investment programme. The Portfolio returns with a refreshed vision, to ensure that it remains relevant and fit-for-purpose in the context of the green, inclusive recovery.

Specifically, the pandemic has shone a light on a range of acute and urgent challenges facing London, including deep physical and mental health inequalities; isolation, inaccessibility and inequality; climate change and decarbonisation; supporting the

economy; winning our customers back to rail and bus modes; and rising car traffic and road danger.

Changing and improving our streets is fundamental to addressing these challenges, by creating streets that are safe, inclusive and accessible for everyone and which prioritise movement by buses, walking and cycling as well as supporting freight and other essential journeys.

Healthy Streets will therefore play a crucial role in delivering London's green, inclusive recovery, as well as continuing to drive progress towards the MTS goals, building on pre-pandemic delivery.

As well as shaping Healthy Streets delivery to support the green, inclusive recovery, we are also adapting the way we plan and deliver Healthy Streets in response to lessons learnt, both from Streetspace for London as well as pre-pandemic delivery.

This will include modern engagement techniques to understand community needs and ensure a diverse range of input into schemes, and potential use of temporary materials and Experimental Traffic Regulation Orders (ETROs) to trial schemes and expediate delivery where appropriate.

It will also include a clear focus on traffic reduction, with buses, walking and cycling jointly prioritised through Healthy Streets delivery (while considering the needs of freight, as well as disabled and older Londoners including those who rely on taxis or private hire vehicles for their mobility). We will achieve this by taking an integrated approach to planning, ensuring that the Healthy

Streets Portfolio is delivering overall positive change for road safety, buses and active travel.

We will support the freight and servicing industry and maintain the essential access for the safest, cleanest and most efficient freight and servicing trips as we deliver Healthy Streets and respond to the post pandemic shift in consumer behaviour and spatial patterns and trends. We have reviewed the actions in the Freight and Servicing Action Plan and developed a prioritised programme for the short and medium term that will support traffic reduction through re-timing and re-modelling and reduce emissions.

We will continue to focus on supporting safe, clean and efficient freight by encouraging consolidation, collective procurement and a switch to sustainable modes. We will work with partners to ensure more goods are moved by rail and water, especially light goods.

We will support the MTS through the GLA supply chain by embedding Construction Logistics and Community Safety (CLOCS) into our procurement contracts to ensure the safest construction journeys in London and committing to all last mile deliveries to be Zero Emission by 2025 to support clean and efficient freight.

We will do further work with the delivery, courier and servicing industries to improve safety standards for powered two-wheeler riders. We will continue to deliver free training and will evaluate whether more robust licensing and training standards would reduce road danger, while improving street design

and maintenance, and encouraging mode shift towards more active and sustainable modes.

This renewed focus for Healthy Streets will ensure that our investment in London's roads is delivering a green, inclusive recovery as well as longer-term MTS aims, building on previous delivery while adapting to the post-pandemic context as well as lessons learnt.

Focus on: E-scooter trial

To support the green restart of local transport and help mitigate reduced capacity on public transport the Department for Transport (DfT) provided guidance in summer 2020 to allow local authorities in the UK to trial e-scooters as part of a rental scheme. With strong operator and borough interest for trials in London, we have been working with London Councils and the London Boroughs to deliver a coordinated multi-borough trial that will promote safety at its core and build an evidence base to assess the impact of electric scooters on London's transport goals.

Following an open and competitive procurement process which assessed operators on their ability to meet high safety and operating standards, Dott, Lime and Tier have been selected to deliver a trial in London, to launch Spring 2021 for an initial 12 months, starting in a few London boroughs with more to join throughout.

Operators will be required to provide critical data for TfL and the boroughs to 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.



Figure 32: An e-scooter



Figure 33: E-scooters as part of the trial

A good public transport experience

Continuing to improve the experience of using public transport will be key to achieving a green, inclusive recovery in all five of the scenarios to 2030.

A good public transport experience – our bus services

Bus service improvements are particularly resilient to the uncertainty of the future. Bus services are a flexible means to provide public transport connectivity in response to the changing travel patterns we might see over this decade. Improving bus services, will also keep us on track to achieve the longer-term mode shift aim envisaged by the MTS.

Bus travel is the main sustainable alternative to car in many parts of London, and for many Londoners who are unable to walk or cycle even short distances it is the main mode of transport. This means improved bus services are critical to avoiding a car-based recovery and accelerating electrification will support decarbonisation in a green recovery.

Bus travel will have an even bigger role in supporting new homes and jobs in the medium-term if rail schemes are deferred.

We therefore need to focus over the coming decade on restoring people's confidence in the bus network and make bus travel more attractive to more people. We can do this by addressing challenges under five mutually supporting themes:

Safety and security

Safety is our number one priority, which means working with Boroughs to deliver Vision Zero on the street network and communicating the steps we are taking to enhance safety and security including additional measures e.g. enhanced cleaning to restore customer confidence following the pandemic. We will also work with operators to focus on staff health and wellbeing.

Customer service, including accessibility -

We will work with Boroughs, public transport advocates and community groups, including disability stakeholders, to ensure the customer experience of using the bus matches the expectations of Londoners and is relevant to the communities we serve. We will promote our services so that Londoners can hear about a bus network that is on the up.

Journey times -

Initially, a journey times focus will be the most efficient use of TfL's resources. Improving journey times across London provides benefits to existing customers, while also delivering operating savings that can be reinvested to provide better connectivity and improve vehicles, stops and shelters. This aligns with the national strategy for buses, as set out in the Government's Bus Back Better¹ report.

We will develop proposals on the TLRN and work with Boroughs to

¹¹

<https://www.gov.uk/government/publications/bus-back-better>

develop proposals to deliver bus priority where there is a strategic need to do so on their highway. Through our multi-modal approach to streets, we will ensure that enhancements for bus and other sustainable modes complement each other as part of an overall active, efficient and sustainable offer for Londoners.

Connectivity -

We will use our data and listen to Boroughs and customers to understand aspirations for new connections and new service types, developing proposals for these where appropriate. We will work with Boroughs to unlock growth and leverage funding opportunities arising from this.

Environment -

We will deliver cleaner air for residents and other road users alike, and work with Government towards our shared objectives for decarbonisation, by electrifying our bus fleet as soon as we can.

[A good public transport experience – rail and Underground](#)

Efficient and effective rail infrastructure plays a central role in facilitating the recovery of the CAZ, achieving London's sustainable mode share aims and in enabling high-density mixed-use development to support London's growing population.

We will continue to ensure that our extensive Underground asset base is maintained to provide a safe and reliable service. To keep our network safe and operable over the long term we need to get to a level of steady state asset condition. This is our

baseline level of investment, which is what we need to do to keep our existing system safely operating and reliable and which is core to continuing to provide a good public transport experience.

We will continue the current funded programme to enhance and modernise the Tube network. This includes:

- Signalling – replacing the legacy signalling system on the Circle, District, Hammersmith & City and Metropolitan lines with a modern, digital system which covers 40 per cent of the Tube network and replaces some of our oldest signalling assets
- The upgrade of the network has been split into sections known as Signalling Migration Areas (SMAs). In the past year two SMAs were commissioned which extends the upgraded area from Euston Square to Stepney Green and Sloane Square. The majority of the central section (five SMAs) of the Sub Surface Railway now has automatic signalling and a new timetable will be introduced in September 21 adding an additional train every hour to the peak service and reducing journey times
- Installation of signalling equipment has continued on the trunk of the Metropolitan Line in preparation for System Testing. Installation of signalling equipment on the branches can now commence as enabling works have been completed
- Supporting infrastructure work is also being progressed, such as upgraded depots assets which will allow for heavy maintenance

activities on the recently introduced S-Stock trains

- Piccadilly line trains – the new trains for the Piccadilly line are expected to enter service from 2025 and will replace the existing 1970s fleet, will boost reliability and provide the ability to increase frequency during peak times, from 24 to 27 trains per hour

We will also continue the current programme to extend the capacity and reach of the transport network.

- Northern line extension – the extension of the line to Battersea is planned to be brought in service in Autumn 2021
- Bank station – the work to increase the capacity of the station to reduce congestion and crowding will be completed by 2022.
- DLR – potential service enhancements in the lead up to the delivery of new trains being delivered in the mid-2020s
- London Overground – provision of off-peak services between Clapham Junction and Shepherd's Bush remains under consideration

The pandemic may delay projects from a funding perspective; however our plans still include station enhancements beyond the current committed projects above, to support London to grow and to help Londoners move around the city. The exact details of future projects are dependent on funding, however the cases for the following station enhancement projects remain high even if we assumed that demand is lower in the medium term.

We are planning schemes to deliver:

- Step-free access at 20-30 stations over the next 25 years; and

- Additional capacity and improved accessibility at Elephant & Castle, Paddington (Bakerloo ticket hall), Holborn and Oxford Circus

We also assume we will carry out some smaller scale works at some stations relating to Third-party and Commercial Development opportunities.

Crossrail is in the complex final stages of delivering the Elizabeth line. Work continues across the project at pace and it is still anticipated that the line will open for passenger services in the first half of 2022.



Figure 34: New Elizabeth Line train – Paddington station

We are also working with Network Rail to plan for rail services over the next twenty years to enable economic recovery, sustainable housing growth and underpin net zero carbon emissions. Further joint work will identify priority improvements to customer service, ticketing and interchanges.

The Williams-Shapps Plan for Rail, creating Great British Railways, should realise the full potential of the rail industry as it recovers from the impact of the Coronavirus pandemic. TfL looks forward to working with this new public body on current and future rail services in and around London.

Reducing emissions

Further improving air quality and reducing carbon emissions are critical for the health of Londoners and the planet and will remain a priority for the foreseeable future. Whilst we have made good progress to reduce road and rail transport emissions over the last 12 months, particularly given the challenge of the coronavirus pandemic, there remains considerable work to be done.

The Mayor has a commitment for London to be carbon neutral by 2030 (this allows for emissions reductions to be supplemented by, for example, offsetting and carbon capture and storage) and is calling on government investment to support the transition.

This will require acceleration and intensification of a range of pre-planned measures, as well as the introduction of new measures to reduce transport-related carbon emissions across the city.

Road transport will, therefore, be a key focus in the lead up to 2030 with initiatives moving forward including:

- deliver existing initiatives, such as the Ultra Low Emission Zone expansion to inner London in October 2021, which will deliver significant air quality benefits;

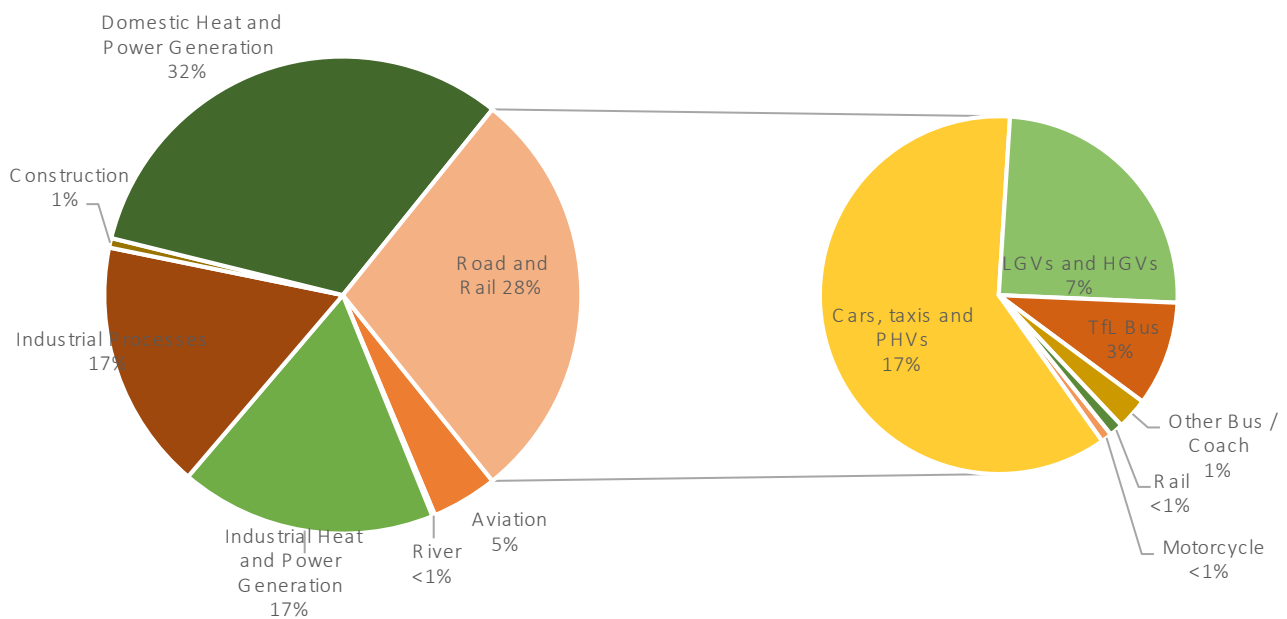


Figure 35: Pie charts showing the distribution of CO₂ emissions in London (LAEI, 2016). The left-hand pie chart shows that the greatest source (79%) of London's transport emissions comes from road transport. The right-hand pie chart shows that cars dominate road transport emissions. This highlights how important the shift to sustainable modes, particularly from cars, is to reduce overall CO₂ emissions. Despite this being data from 2016, the proportion of emissions attributed to each sector and vehicle mode are approximately the same. Note emissions from rail are not fully captured within London's transport emissions as emissions are generated from electricity use.

- developing road user charging proposals to help address traffic congestion and subsequent impacts on emissions (subject to conformity with the MTS, detailed assessment, public consultation and Mayoral decision);
- accelerating and/or intensifying existing initiatives, such as electric vehicle charging infrastructure provision, healthy streets schemes to support mode shift, supporting the shift to zero emission capable taxis and private hire vehicles, and scrappage schemes;
- continuing our aspiration for all buses in London to be zero emission by 2030, with a firm commitment by 2037 at the latest; and
- introducing new initiatives, such as working with boroughs and partners to develop zero emission zones to address local air quality hotspots and to prioritise zero emission vehicles.

We will also work on the following initiatives that look beyond road transport, including:

- delivering plans to purchase renewable energy through Power Purchase Agreements which will support our aim for TfL-controlled rail services to be zero carbon by 2030; and
- committing to undertake lifecycle analysis of all our major infrastructure projects

To both support these initiatives, and better understand what further interventions might be required to reduce emissions to meet the carbon-neutral manifesto commitment, we are undertaking two linked pieces of work. The first is a re-

baselining and forecasting of transport emissions to 2030 (this was last conducted to inform the MTS), based on the latest policy commitments, updated LAEI data and coronavirus scenarios. This project is underway, and results will be available in the summer. Based on this, a second project will identify (with GLA input) potential additional policy interventions and model their likely impact on carbon emissions. Together, these analyses will help us understand how close London's transport could get to achieving net zero by 2030, as well as what the potential scale of offsetting might be.

Delivery and planning for London's longer-term growth

There remains uncertainty about the extent to which London will grow in this decade post-pandemic and post-Brexit.

Regardless, there is a clear ongoing role for targeted investment to unlock growth and ensure it is sustainable: improved and new public transport capacity and connectivity, combined with Healthy Streets, is critical to achieving Good Growth as it enables high-density mixed-use development in London's town centres and Opportunity Areas.

This investment can include station improvements or transport schemes which directly enable housing and intensification and also support low car development and zero carbon objectives. These schemes often come with a potential to secure third party funding and we will look to work with developers, local authorities and potentially Government to support our shared priorities.

Crossrail is key to London's growth. A 2018 report by GVA Grimley for Crossrail Ltd predicted that 90,599 new homes would have been delivered around Elizabeth line stations by the end of 2021 and 180,000 new homes by 2026. The largest concentrations are around stations in central and east London including Canary Wharf, Custom House, Stratford and Liverpool Street. The largest cluster in west London is at Southall which includes the former gas works (Southall Waterside) and a number of industrial sites to the south of the station. Judged by the

number of planning applications that have come forward over the last 12 months, targets for planning permissions are likely to be met although there may have been some slowdown in actual housing delivery over the last 12 months.

The Northern line extension is also key to unlocking homes and jobs and will open later this year. Over 21,000 homes are expected to be built across the Vauxhall, Nine Elms and Battersea Opportunity Area, exceeding the 16,000 homes originally planned for. By the end of December 2020, consent had actually been granted for 18,481 homes across the Opportunity Area, of which 6,994 had been completed. Planning applications continue to come forward often with increased housing densities so total housing delivery will exceed the number originally planned.

We expect that the next round of major projects will not be able to be delivered at the pace envisaged before the pandemic. These schemes include Crossrail 2, and an extension of the Bakerloo line from Elephant & Castle to Lewisham with a potential further extension to Hayes and Beckenham Junction.

Crossrail 2 and the Bakerloo line extension could support up to 200,000 and 50,000 homes respectively. Although work on Crossrail 2 development has been paused, safeguarding remains in place and it is expected that the Safeguarding Directions will be updated in 2021.

Safeguarding Directions for the Bakerloo Line extension were issued in March 2021 giving greater certainty

and protection for the proposed route. We are working closely with Southwark and Lewisham Councils to maximise the potential benefits of the Bakerloo line extension in relation to housing delivery and Good Growth.

We have also continued to explore options for an extension of the DLR from Beckton to Thamesmead, as well as a new bus transit corridor within Thamesmead, to support up to 20,000 units on both sides of the River Thames. The work is being taken forward in partnership with local authorities, landowners and in consultation with Homes England.

We are also exploring options to take forward the West London Orbital (WLO), the proposed new London

Overground route from Hounslow in south west London to Hendon/West Hampstead in north west London.

The route would provide a missing orbital link, unlocking potential for new homes and jobs, and connecting to town centres, employment hubs and existing and future transport links to London Underground, London Overground, Elizabeth line, National Rail and High Speed 2 interchanges. WLO services would run on existing rail lines including some relatively lightly used freight only lines, making best use of existing infrastructure. Figure 36 shows work taking place to construct Brent Cross West station which would be used by WLO services.

The future development of these schemes, and the benefits they enable, is contingent on the outcome of discussions with the Government on longer term funding.



Figure 36: Construction of the new Thameslink Station at Brent Cross West. A station that could be used by West London orbital services in the future

5 Delivery of our priorities

Tracking the delivery of the Mayor's Transport Strategy

In order to secure a recovery from the pandemic, we will make best use of resources through decision making informed by scenario planning and an improved strategic tracker.

In March the Board approved the TfL 2021/22 Scorecard – the set of metrics we will use to monitor our performance over this financial year. In developing the scorecard this year and previous years, we have identified the challenge in linking achievement of long-term MTS aims to the annual scorecard. Many of our longer-term aims are difficult to directly influence and track within year, meaning they are not well suited to appearing on the annual scorecard. It remains vital, however, to clearly track key metrics of our performance towards these aims.

The pandemic has accelerated the need to deliver on MTS aims and avoid a car-led recovery. This requires a clear vision for what can be accomplished in the short and medium term as well as the long term.

To address these issues, we are developing an MTS Tracker, and we have committed to presenting this to the Board this autumn. This tracker will provide focus to a small number of quantified metrics and set medium-term ambitions that will allow progress towards our long-term goals to be tracked.

This will move us away from the previous “graphic barometer” style reporting of outcomes which are on or behind trajectory. It will provide the MTS outcomes with greater

visibility to inform our decision making, while being separate from the scorecard, which acts as an in-year performance management tool.

The MTS tracker can sit alongside borough tracking towards MTS outcomes at a more local level. This more local focus will remain important given the need to target resources efficiently and to support boroughs in achieving outcomes such as better conditions for walking, cycling and buses on borough roads, particularly with the largest need for modal shift being in outer London.

We will present the MTS Tracker in detail to the Board in the autumn in advance of the expected next TfL Business Plan. We expect the tracker to include measures such as those set out in Table 6, although this remains draft and we will continue to consider other potential measures.

	Outcomes	Potential Measure	MTS 2041 ambition
	Mode share	Active, efficient and sustainable mode share	80% of trips
	Active	% of people doing 2x10min active travel per day	70% of Londoners
	Safe	Number of people killed or seriously injured on London's roads	Zero
	Efficient	Volume of car trips in central, inner and outer London	Overall 30% reduction from 2015

Outcomes	Potential measure	MTS 2041 ambition
Green	CO ₂ emissions from London's transport network	MTS: 72% reduction from 2015
	Levels of air pollutants	94% reduction in road transport NOx; 45-53% reduction in particulate matter from 2015
Connected	Crowding levels on rail and Underground	10-20% reduction from 2015
Accessible	Additional journey time by step-free routes	50% reduction from 2015
Quality	Average bus speed	Increase by 5-15% from 2015
	Measure of rail performance / overall customer satisfaction	TBC
Sustainable	Number of people living in areas with highest PTAL levels	1 million more people living in places with best PT connections
Unlocking	Number of homes built on TfL land	TBC

Table 6: Potential MTS Tracker measures aligned to MTS outcomes

For each measure included on the MTS Tracker, we will set out a

medium-term ambition to 2030 that is consistent with achieving the long-term aim, also showing historic performance over a reasonably comparable period back to 2010. These interim ambitions should be consistent with ultimately achieving the 2041 ambition while helping to give clarity to the requirements to deliver improved outcomes in the medium term. Setting these interim ambitions will require balancing between a top-down assessment of the required progress to meet the 2041 aim and a bottom-up view of what is deliverable with the right policy and investment support in the 2020s.

For outcome metrics, both the forecast and appropriateness of the 2030 target would be subject to external influences beyond TfL's control. We would therefore keep these under regular review.

Alongside the 2030 interim ambition, we will also where possible show a trajectory based on current trends and plans. uses indicative data but shows how this could be presented.

Where they exist, gaps between the ambition and the forecast trajectory will show the required level of additional action above existing plans.

This will enable us to identify which outcomes require additional intervention and how large these additional interventions will need to be. Closing gaps is likely to require a combination of action in up to four areas: operations, policy, capital investment and factors outside TfL's control. If funding constraints continue, it is likely that increasing action in one area may require cutting back in another, but the MTS Tracker

will give us a structure to consider the magnitude of such positive and negative impacts, and how different decisions could impact on multiple measures on the Tracker, helping to inform decision making.

The analysis described above will be valuable in planning TfL’s future activities, including developing future Business Plans. Ensuring our activities are targeted wherever possible at closing gaps to our MTS ambitions will give greater prominence to these ambitions and show the links between our policy, operational and investment decisions and our long-term aims.

Meaningful progress towards measures set out on the MTS tracker – many of which are shared local and national priorities – will require long-term sustainable funding and commitment to the policies that support these MTS outcomes.

Forecasting future performance on MTS Tracker metrics will in many cases require reference to the scenario planning set out in section four. As we progress with developing the tracker, we will assess such scenarios and determine for different measures whether a single forecast is appropriate or if a range would better reflect future uncertainty.

Over the course of this summer and early autumn, we will confirm the measures to be included on the tracker, agree 2030 ambitions for each of them and forecast performance based on confirmed plans. We will return to the Board in October to present this work and hopefully confirm how we will use the resulting MTS Tracker to inform our future activities.

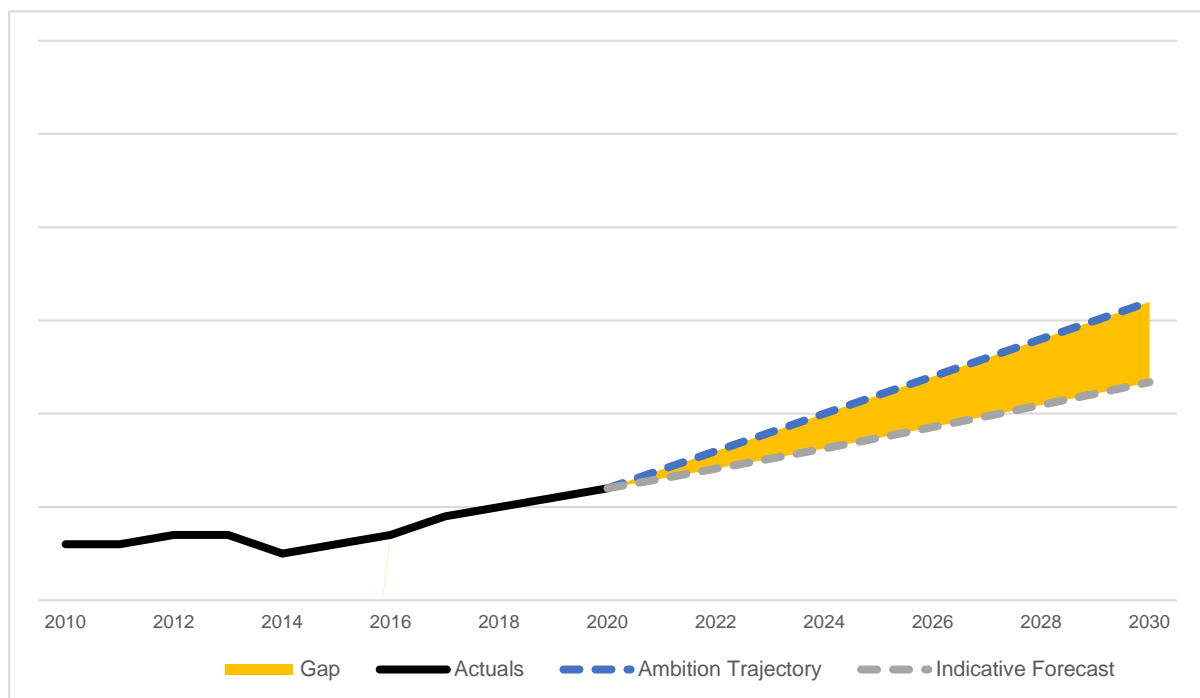


Figure 37: indicative view of how MTS Tracker outcomes could be presented

Securing the resources needed to deliver the MTS

The Mayor's Transport Strategy identified the investment and services needed to keep London moving and enable it to thrive as a leading world city. The National Infrastructure Commission's National Infrastructure Assessment (July 2018) confirmed the broad level of investment required in London's transport network, alongside investment in transport all around the UK.

This level of investment is even more essential to achieve a sustainable, green, healthy recovery from the pandemic, as well as provide the foundations for a more resilient future. However, the pandemic has highlighted the over-reliance on fares income in our business model and therefore the need to diversify our income sources to secure long-term financial sustainability.

The Independent Panel Review (December 2020) and Financial Sustainability Plan (January 2021) both emphasised the value in maintaining and improving London's transport network, and proposed options for addressing some of the funding gap to achieve this.

Securing the resources to deliver the MTS requires commitment from government to stable, secure long-term funding for TfL, maximising our internal resources and revenue streams together with continued efficiencies. This will maximise the effectiveness of available funding in improving our network and services.

To achieve this, we will continue to progress the actions we set out in the Financial Sustainability Plan and those

agreed with the Government on 29 May 2021 covering the period to December 2021.

In particular, we will work with the Government, which has explicitly committed to continuing to work with us on reaching a longer-term financial settlement beyond this so that we can plan effectively for London's future and deliver value for money through our contracts and supply chain.

6 Conclusion and next steps

The pandemic has had an unprecedented impact on travel demand and mode share in London. The long term recovery of public transport demand remains to be seen, but the fact that – at some periods during summer 2020 and more recently – car demand approached ‘normal’ levels, in parallel with continuing low public transport demand, raises concerns that a preference for car travel may persist after the immediate threat from the virus has receded.

A car-led recovery would be undesirable, not least in view of the limited capacity of the road network to handle any additional traffic, with potentially serious consequences for congestion and London’s air quality and environment.

Managing traffic and congestion in the short term and developing policies to ensure that this does not persist in the long term will therefore be key priorities for the recovery.

In the immediate term, we have adapted our delivery programme to respond to the pandemic and support the still relevant aims of the MTS and reduce the risk of a car-led recovery.

A continued, strengthened approach to mode shift is now required to enable a green, inclusive recovery as well as continuing to address the underlying pre-existing challenges identified in the MTS.

To support this in the immediate term we need to restore confidence in our public transport network and encourage former customers to return to the network and enjoy the city again.

Healthy Streets will play a crucial role in delivering London’s green recovery, creating streets which prioritise movement by buses, walking and cycling as well as supporting freight and other essential journeys.

We need to continue to directly support the delivery of new homes on the land we own across London and work with Government to secure the funding for transport infrastructure that can support Good Growth, including progressing the planning and development of new transport network connections, to support future homes and jobs growth.

We will make best use of resources through decision making informed by scenario planning and an improved strategic tracker.

Securing stable long-term funding is key to unlocking the MTS vision.

Board



Date: 9 June 2021

Item: Report of the Meetings of the Audit and Assurance Committee held on 17 March and 7 June 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 17 March 2021 and the items to be considered at its meeting on 7 June 2021 (after the date that the papers for this meeting of the Board are published).

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 17 March 2021 were published on 9 March 2021. The papers for the meeting on 7 June 2021 were published on 27 May 2021. Both sets of papers are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/audit-committee>. A link to a video recording of the meetings can also be found on the page.

- 3.2 The main matters considered by the Committee on 17 March 2021 were:

- (a) Silvertown Tunnel Project – Ernst & Young Report on Silvertown Tunnel;
- (b) Risk and Assurance Quarter 3 Report 2020/21;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) Integrated Assurance Plan 2021/22;
- (e) Elizabeth Line Audit and Assurance Quarter 3 Report 2020/21;
- (f) Elizabeth Line Programme Assurance Quarter 3 2020/21;
- (g) Elizabeth Line Internal Audit Plan 2021/22;
- (h) Finance Control Environment Trend Indicators;
- (i) Finance and Business Services – End to End Processes;
- (j) Procurement Update;

- (k) Critical Accounting Policies;
 - (l) Engineering Standards Improvement Programme;
 - (m) Personal Data Disclosure to Police and Other Statutory Law Enforcement Agencies (2020);
 - (n) Enterprise Risk Update – Governance and Controls Suitability (ER13); and
 - (o) Register of Gifts and Hospitality for Members and Senior Staff.
- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting were published with the papers for the meeting of the Committee on 7 June 2021.
- 3.4 The main matters to be considered by the Committee on 7 June 2021, which occurs after the papers for this meeting are published are:
- (a) Matters Arising, Actions List and Use of Delegated Authority;
 - (b) Independent Investment Programme Advisory Group Quarterly Report;
 - (c) EY Report to Those Charged with Governance;
 - (d) EY Letter on Independence and Objectivity;
 - (e) EY Report on Non-Audit Fees for Six Months Ended 31 March 2021;
 - (f) Annual Audit Fee 2021/22;
 - (g) Risk and Assurance Quarter 4 Report 2020/21;
 - (h) Risk and Assurance Annual Report 2020/21;
 - (i) Elizabeth Line Programme Assurance Quarter 4 Report 2020/21;
 - (j) TfL Statement of Accounts for the Year Ended 31 March 2021;
 - (k) Review of Governance and the Annual Governance Statement for Year Ended 31 March 2021;
 - (l) Finance Control Environment Trend Indicators;
 - (m) Legal Compliance Report (1 October 2020 - 31 March 2021); and
 - (n) Register of Gifts and Hospitality for Members and Senior Staff.
- 3.5 A verbal update will be provided at the meeting of the Board. The more detailed minutes of the meeting of the Committee will be published ahead of its meeting on 15 September 2021.

4 Issues Discussed – 17 March 2021

Silvertown Tunnel Project – Ernst & Young Report on Silvertown Tunnel

- 4.1 The Chair listed the correspondence received on this item in advance of the meeting, which had been circulated to all Committee Members.
- 4.2 EY presented the report, which had been commissioned in response to issues raised by Stop the Silvertown Tunnel Coalition and from the London Assembly Oversight Committee.
- 4.3 The Committee considered the report and was satisfied that EY had considered all the issues raised within the context of the Mayor's Transport Strategy (MTS) and good governance processes.
- 4.4 It was agreed that a future briefing would be provided to Board Members on all TfL road charging policies, in the context of the zero-carbon target for 2030, once the feasibility study on the Greater London Boundary Charge was completed.
- 4.5 At the request of the Committee, the final EY report has been reviewed and subsequently published with as few redactions as possible. TfL also committed to future monitoring and reporting of the project benefits as set out in the business case and to consider future community and stakeholder engagement on the project.

Risk and Assurance Quarter 3 Report 2020/21

- 4.6 The Committee noted the update on work for Quarter 3 2020/21.
- 4.7 It was agreed that a joint workshop with the Board on the review of the Enterprise Risks be held in autumn 2021 and include a discussion on how the Enterprise Risks, the MTS and TfL scorecards interacted and were integrated.
- 4.8 The Chair thanked staff within the Risk and Assurance directorate for their continued work during the coronavirus pandemic.

Independent Investment Programme Advisory Group (IIPAG) Quarterly Report

- 4.9 The Committee noted the quarterly IIPAG report.
- 4.10 The Chair welcomed the Procurement and Supply Chain Improvement Programme and offered the support of the Committee to the continuation of transformation in this area.

Integrated Assurance Plan 2021/22

- 4.11 The Committee approved the Integrated Assurance Plan for 2021/22.

Elizabeth Line Audit and Assurance Quarter 3 Report 2020/21

- 4.12 The Committee noted the quarterly update on the third line audit and assurance activity in relation to the Elizabeth line.

Elizabeth Line Programme Assurance Quarter 3 Report 2020/21

- 4.13 The Committee noted the update on the programme of assurance activity in relation to the Elizabeth line during Quarter 3 2020/21.

Elizabeth Line Internal Audit Plan 2021/22

- 4.14 The Committee approved the Plan subject to a minor change in wording of a risk.

Finance Control Environment Trend Indicators

- 4.15 The Committee noted the quarterly update on the finance control environment trend indicators.

Finance and Business Services – End to End Processes

- 4.16 The Committee noted the update on the update on Finance and Business Services end to end processes.
- 4.17 Improved controls and processes meant a more effective and efficient system, as well as reducing the potential for fraud and error. The Committee welcomed the report and congratulated staff on the substantial progress in driving continuous improvement, particularly during the pandemic.
- 4.18 A visit would be arranged for the Chair to meet the staff and see the work in progress, when appropriate.
- 4.19 Once the Transformation programme was complete, staff would consider how best to report back on metric measurements.

Procurement Update

- 4.20 The Committee noted the update on key actions taken by TfL's Procurement and Supply Chain team to address issues identified by internal and external audits.
- 4.21 The Committee requested further details on procurement training for non-procurement personnel.

Critical Accounting Policies

- 4.22 The Committee noted the annual update on the Group's critical accounting policies. The Committee welcomed the inclusion of environmental reporting in TfL's Annual Accounts.

Engineering Standards Improvement Programme

- 4.23 The Committee noted the update on progress on the pan-TfL Engineering Standards Improvement Programme.
- 4.24 Further consideration would be given to how TfL's Intellectual Property Rights could be further utilised commercially.

Personal Data to Police and Other Statutory Law Enforcement Agencies (2020)

- 4.25 The Committee noted the annual report on personal data to the police and other statutory law enforcement agencies for 2020.
- 4.26 A review was underway to identify any further learning or opportunities. Staff were always reviewing where improvements could be made and a trial to expand TfL support for all missing persons would restart post pandemic.
- 4.27 Future reports would include a disaggregated breakdown of data of violence against staff, including all operators and contractors, when reporting on violence against the person offences.

Enterprise Risk Update – Governance and Controls Suitability (ER13)

- 4.28 The Committee noted the Enterprise Risk update.

Register for Gifts and Hospitality for Members and Senior Staff

- 4.29 The Committee noted the quarterly update on the register of gifts and hospitality for Members and senior staff.

5 Issues Discussed – 7 June 2021

Matters Arising, Actions List and Use of Delegated Authority

- 5.1 The Committee is asked to note the actions and use of delegated authority since the previous meeting, including two uses of Chair's Action, to approve the interim appointment of the Director of Risk and Assurance and the 2020/21 H1 and H2 TfL Scorecard Assurance Review.

Independent Investment Programme Advisory Group Quarterly Report

- 5.2 The Committee is asked to note the IIPAG Quarterly Report and the management response.

EY Report to Those Charged with Governance

- 5.3 The Committee is asked to note the report on key issues identified by EY from its audit of the Statement of Accounts for the TfL Group for the year ended 31 March 2021.

EY Letter on Independence and Objectivity

- 5.4 The Committee is asked to note the report on the independence and objectivity of EY.

EY Report on Non-Audit Fees for Six Months Ended 31 March 2021

- 5.5 The Committee is asked to note the report on non-audit fees.

Annual Audit Fee 2021/22

- 5.6 The Committee is asked to note the annual audit fee for 2021/22.

Risk and Assurance Quarter 4 Report 2020/21

- 5.7 The Committee is asked to note the Risk and Assurance Quarter 4 Report 2020/21.

Risk and Assurance Annual Report 2020/21

- 5.8 The Committee is asked to note the Annual Report for 2020/21.

Elizabeth Line Programme Assurance Quarter 4 Report 2020/21

- 5.9 The Committee is asked to note the Elizabeth Line Programme Assurance Quarter 4 Report 2020/21.

TfL Statement of Accounts for the Year Ended 31 March 2021

- 5.10 The Committee is asked to note the draft Statement of Accounts and the delegation to the Chief Finance Officer to make any adjustments arising from the ongoing audit work prior to submission to the Board in July 2021.

Review of Governance and the Annual Governance Statement for Year Ended 31 March 2021

- 5.11 The Chair, following consultation with the Committee, is asked to approve the Annual Governance Statement, as set out in Appendix 1 of the paper, for signing by the Chair of TfL and the Commissioner for inclusion in the 2020/21 Annual Report and Accounts. The Committee is also asked to note the progress against the improvement plan for 2020/21 and the plan for 2021/22.

Finance Control Environment Trend Indicators

- 5.12 The Committee is asked to note the financial control environment trend indicators.

Legal Compliance Report (1 October 2020 - 31 March 2021)

- 5.13 The Committee is asked to note the six-monthly Legal Compliance Report (1 October 2020 – 31 March 2021).

Register of Gifts and Hospitality for Members and Senior Staff

- 5.14 The Committee is asked to note the quarterly update on the register of gifts and hospitality for Members and Senior Staff. There were no offers accepted within the scope of the policy during the last three months.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 17 March and 7 June 2021.

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Email: HowardCarter@tfl.gov.uk

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Board



Date: 9 June 2021

Item: Report of the Meetings of the Elizabeth Line Committee held on 18 March and 20 May 2021

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 meetings on 18 March and 20 May 2021.
- 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 18 March 2021 were published on 10 March 2021 and the papers for the meeting held on 20 May 2021 were published on 12 May 2021. They 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) Safety Update;
 - (b) Project Status Update;
 - (c) Elizabeth Line Readiness;
 - (d) Elizabeth Line Transition Programme Status Update (20 May 2021 only);
 - (e) Finance Update;
 - (f) Elizabeth Line Risk Management (Finance and Risk Management updates were combined for 20 May 2021);
 - (g) Project Representative Report; and
 - (h) Crossrail Programme Assurance Update.

- 3.3 A summary of the items considered, and decisions taken, is provided below. As the agendas for both meetings include mostly standing items, a single update is provided against each topic. The more detailed minutes of the meeting held on 18 March 2021 were published with the papers for the meeting on 20 May 2021. The minutes of that meeting will be published ahead of the meeting of the Committee on 15 July 2021.

4 Issues Discussed

Safety Update

- 4.1 The Committee noted the update on safety on the Crossrail project. Health and safety remained the top priority and overall performance was kept under constant scrutiny. There were no significant operational safety incidents during the periods covered by the report and performance remained stable.
- 4.2 On 18 March 2021, the Committee noted that there had been an increase in the number of High Potential Near Miss incidents since the last update and investigations were conducted and improvements implemented to prevent reoccurrence.
- 4.3 On 20 May 2021, the Committee noted that access challenges and familiarisation, since the transition to Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), was a primary focus. The outcome of an independent review was being implemented with immediate effect, including improvement of the Integrated Access Planning arrangements.

Project Status Update

- 4.4 The Committee noted the update on the implementation of the new governance arrangements and on the status of the Crossrail project. Good progress continued across the project in line with the schedule.
- 4.5 On 18 March 2021, the Committee noted progress on the two critical paths for the project: moving into Trial Running and station completions; both of which were complex safety critical processes.
- 4.6 Desk top exercises with Network Rail on simulated failures at shared boundary points had been successfully carried out.
- 4.7 On 27 March 2021, the railway transitioned from a construction environment to an operational environment, operating under the ROGS. This was achieved in line with the deterministic baseline and represented a significant milestone for the project.
- 4.8 In May 2021, the Committee noted the progress since the transition to ROGS and that the project was in the complex final stages of the delivery of the Elizabeth line, with several key milestones being achieved. Work was progressing with Trial Running.

- 4.9 Farringdon, Custom House and Tottenham Court Road stations had been handed over to TfL, with Paddington, Liverpool Street and Canary Wharf in the final stages before being handed over.
- 4.10 The planned blockade, for August 2021, would be utilised for synchronisation of the differing software systems and configuration of the passenger services.
- 4.11 The Committee congratulated staff on the significant achievement of the transition to ROGS and for the progress in completing stations to date.

Elizabeth Line Readiness

- 4.12 The Committee noted the updates 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.
- 4.13 TfL Rail continued to deliver excellent performance, with overall performance achievement at 96.1 per cent at year end 2020/21.

Elizabeth Line Transition Programme Status Update

- 4.14 On 20 May 2021, the Committee noted the status update on the Elizabeth line transition programme, which had been requested by the Committee at the previous meeting.
- 4.15 Four principle workstreams were closely and regularly assured in line with the updated programme baseline developed by Crossrail, and included asset transition, organisational and functional transition, obligations and liabilities and governance.

Finance Update

- 4.16 The Committee noted the update on Crossrail's financial performance for Periods 11-13 2020/21 and on risk management processes.
- 4.17 In March 2021, the Committee noted that a refreshed baseline, known as DCS 1.2, was being developed and may result in changes to the P50 Anticipated Final Crossrail Direct Cost (AFCDC). In May 2021, it noted that budgeted spending of risk and contingency was below what was anticipated, due to a phasing issue. Outturn of AFCDC was stable, with no significant movement from previous periods.
- 4.18 It was agreed that from the May 2021 meeting the Finance and Risk Management updates would be combined in a single report for future meetings.

Elizabeth Line Risk Management

- 4.19 The Committee noted the updates on the risk management activity in Crossrail.

- 4.20 Cyber risk was confirmed as included in the programme, along with operational risks.

Project Representative (P-Rep) Report

- 4.21 The Committee noted the latest periodic reports from the P-Rep on the Crossrail project and the management responses to these reports, for Periods 9-13, 2020/21. Copies were also available on the TfL website, with commercially sensitive material redacted.
- 4.22 The significant challenges of the Trial Running timetable and trial operations were highlighted.

Crossrail Programme Assurance Update

- 4.23 The Committee noted progress with Programme Assurance activity across the Crossrail three Lines of Defence Integrated Assurance Framework.
- 4.24 TC Chew presented the Independent Investment Programme Advisory Group (IIPAG) updates that significant challenges were posed in the Trial Running and transition phases and several critical risks were highlighted, including software programming and adequate personnel training.
- 4.25 In May 2021, the Committee noted the proposed IIPAG work plan and, while recognising the need for effective assurance, stressed the importance of focus and proportionality of assurance activity in this critical phase of the project.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 18 March and 20 May 2021.

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Board



Date: 9 June 2021

Item: Report of the Meeting of the Programmes and Investment Committee held on 19 May 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Programmes and Investment Committee at its meeting on 19 May 2021.

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 19 May 2021 were published on 11 May 2021 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Committee were:
- (a) Use of Delegated Authority;
 - (b) Investment Programme Report – Quarter 4 2020/21;
 - (c) Independent Investment Programme Advisory Group Quarterly Report;
 - (d) TfL Project Assurance Update;
 - (e) London Underground Four Lines Modernisation Programme; and
 - (f) London Underground Enhancements Programme.
- 3.3 A summary of the items considered, and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 21 July 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 3 March 2021, there had been one use of Chair's Action, in relation to the Healthy Streets 2021/22 Programme (Periods 1 and 2).
- 4.2 The Commissioner had approved one Procurement Authority request for £31.3m on 14 April 2021, in respect of matters within the Committee's remit, relating to the Taxi and Private Hire Re-let.
- 4.3 There were no Mayoral Directions to TfL within the Committee's remit.

Investment Programme Report – Quarter 4 2020/21

- 4.4 The Committee noted the update on the progress and performance in Quarter 4 2020/21 of a range of projects that will deliver world-class transport services to London.
- 4.5 It noted that there was good performance on safety, with a 45 per cent reduction in injuries over the past year and levels of staff self-isolation, owing to the coronavirus, remained low.
- 4.6 On the Piccadilly line trains, the steelworks for the new train manufacturing facility in Goole had been started, which highlighted that investment in London generated jobs in other parts of the country. In addition, Siemens was working with local schools to encourage more young people into engineering.
- 4.7 Members welcomed the progress made on the Northern Line Extension, which was scheduled for a September 2021 opening. Members discussed lessons learned from projects with complex commercial arrangements and the first stage of a pan-TfL asset register to better inform renewals and investment decisions.

Independent Investment Programme Advisory Group (IIPAG) Quarterly Report

- 4.8 The Committee noted the update on the work undertaken since the last report. A review had been undertaken on London Underground (LU) Enhancements and crosscutting work continued.
- 4.9 Members noted that work was ongoing to develop a tracker for estimated final costs. The Chief Finance Officer and Director Major Projects would discuss how best to report on capital activity outside of the Major Projects directorate.

TfL Project Assurance Update

- 4.10 The Committee noted the update on the Project Assurance work undertaken between 23 January 2021 and 12 April 2021 and the key findings from the reviews. Ten project assurance reviews were undertaken, with IIPAG involved in three reviews. Four critical issues were found by Project Assurance, which had all been agreed with the respective project teams. There was one overdue critical issue which was being progressed.

London Underground Four Lines Modernisation Programme

- 4.11 The Committee noted the update on the LU Four Lines Modernisation (4LM) Programme, which included signalling, trains, track and depot works. Work on the trains, track and depots had largely been completed and the substantial part of the remaining works involved signalling.
- 4.12 Signalling Migration Area (SMA) 3 and SMA4 had been successfully completed; there had been a period of 20 days without any delay minutes. The next area of focus would be SMA5, which would complete works on the Circle line. In September 2021 a new timetable would be introduced for the north section of the Circle line, which would provide run time improvements and additional trains per hour.
- 4.13 A further paper would be submitted to the next meeting, highlighting challenges in enabling works, software issues and the impact of the coronavirus pandemic on the programme. The further work would ensure that the Programme was robust and help to provide an update on time and cost.
- 4.14 The 4LM Programme covered around 40 per cent of the LU network and, although the Programme was often seen as an upgrade Programme, it was also replacing critical life expired assets.
- 4.15 SMAs that had been descoped had been identified as areas that provided the least benefit and the timetabling potentially conflicted with signalling work by Network Rail.
- 4.16 TfL Project Assurance had undertaken work with the 4LM team in a collaborative manner. Project Assurance was fully aware of commercial issues and pleased to see realistic dates for SMA7 and SMA8. Additional assurance work would be completed before the next meeting of the Committee. IIPAG confirmed that there was broad confidence up to SMA7 but timetables beyond SMA8 were more challenging.

London Underground Enhancements Programme

- 4.17 The Chair, in consultation with available Members, approved Programme and Project Authority and the transfer of a proportion of existing Programme and Project Authority from the LU Enhancements Programme to the Major Stations Programme for Elephant and Castle and HS2 schemes.

- 4.18 The purpose of the Programme was to improve LU assets, primarily around accessibility and congestion relief; the two main constituents of the Programme were the LU Accessibility and LU Enhancements Projects.
- 4.19 Work on most project sites had restarted; LU initiated a Safe Stop on all sites, in line with government guidance, and subsequently reprioritised delivery into 2021.
- 4.20 On the Step-Free Access Programme, work on a further four stations were due to be completed by summer 2021. Subject to funding, a decision to restart works on three further stations would be taken in summer 2021.
- 4.21 Lessons learned from Tottenham Hale and Finsbury Park stations had been undertaken. Across the Programme, a review had taken place to ensure a more consistent delivery approach and stronger engagement with the supply chain. A progressive design build approach was being implemented, which incorporated appropriate design points in the life cycle, to give greater flexibility and cost control.
- 4.22 The importance of achieving a long-term funding agreement was highlighted. TfL's Financial Sustainability Plan and the strategy to decarbonisation by 2030 involved significant further investment in additional step-free access and accessibility provision on the LU network. However, under more financially constrained scenarios this would not be possible. Further to this, strategic developments, such as at Elephant and Castle, would be increasingly difficult to deliver. Members noted that TfL was unable to apply to the government's Access to All fund for making LU stations step-free and so had to find alternative funding.
- 4.23 IIPAG noted the good progress and highlighted the importance of taking the lessons learnt and embedding them across the Programme.
- 4.24 Members welcomed the progress made on the Step-Free Access Programme. The Committee asked about engagement with the public and campaign groups when determining the prioritisation of step-free access. TfL had an increasing focus on equity of investment and ensuring that the right level of consultation, which reached all members of the community, was fed into TfL's prioritisation process and design standards.
- 4.25 Aside from the request for additional Authority, most of the movement of funds was as a result of baselining in the Programme. Work was ongoing to set out all third-party funding, to better understand each investment opportunity and to determine what the consequence of not delivering a scheme was, including the impact on job generation and housing provision. Without long term funding certainty, it was difficult for TfL to commit to schemes. Members noted that TfL had reached the milestone of being in receipt of £1bn of Mayoral Community Infrastructure Levy and Section 106 funding. A note would be provided to the Committee on third-party contributions pan-TfL, rather than at Programme level.

- 4.26 Work on refining and improving the prioritisation tool for step-free access was being would build on the existing model and incorporate lessons learnt and focus increasingly on value for money.
- 4.27 Across the LU Enhancements Programme, there was movement of staff from one project to another. This enabled staff to share lessons learnt, particularly on procurement and cost estimation. Peer reviews and deep dives helped to develop understanding further.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 19 May 2021.

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