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Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat; 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 20 July 2021

**Agenda
Board
Wednesday 28 July 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 9 June 2021 (Pages 1 - 12)

General Counsel

The Chair, in consultation with the Board, is asked to approve the minutes of the meeting of the Board held on 9 June 2021.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 13 - 18)**

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 19 - 56)

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 9 June 2021 and updates Members on significant projects and initiatives.

6 Elizabeth Line Operational Readiness and Crossrail Update
(Pages 57 - 60)

Commissioner and Chief Executive, Crossrail

The Board is asked to note the paper.

7 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2021 (Pages 61 - 296)

Managing Director, Customers, Communication and Technology and Chief Finance Officer

The Chair, following consultation with the Board, is asked to approve the TfL Annual Report and Statement of Accounts for the year ended 31 March 2021, as recommended by the Audit and Assurance Committee.

8 Safety, Health and Environment Annual Report 2020/21
(Pages 297 - 334)

Chief Safety, Health and Environment Officer

The Chair, following consultation with the Board, is asked to approve the publication of the Annual Report.

9 Draft 2021/22 Revised Budget - To Follow

Chief Finance Officer

The Chair, following consultation with the Board, is asked to note the paper and approve the TfL 2021/22 Revised Budget and changes to the 2021/22 TfL scorecard, in line with the Revised Budget. The Budget and Scorecard have been updated to reflect the Extraordinary Funding Settlement dated 1 June 2021.

10 Long-Term Capital Plan - Updated - To Follow

Chief Finance Officer

The Chair, following consultation with the Board, is asked to approve the revised Long-Term Capital Plan, which has been updated to reflect the revised Budget for 2021/22, which was updated to reflect the Extraordinary Funding Settlement dated 1 June 2021.

11 Slavery and Human Trafficking Statement 2020/21 (Pages 335 - 348)

Chief Finance Officer

The Chair, following consultation with the Board, is asked to note the paper and approve TfL's Slavery and Human Trafficking Statement 2020/21.

12 Report of the meeting of the Finance Committee held on 23 June 2021 (Pages 349 - 354)

Committee Vice Chair, Ben Story

The Board is asked to note the report.

13 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 30 June 2021 (Pages 355 - 358)

Panel Chair, Kay Carberry CBE

The Board is asked to note the report.

14 Report of the meeting of the Remuneration Committee held on 7 July 2021 (Pages 359 - 362)

Committee Chair, Ben Story

The Board is asked to note the report.

15 Report of the meeting of the Customer Service and Operational Performance Panel held on 14 July 2021 (Pages 363 - 364)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the report.

16 Report of the meeting of the Elizabeth Line Committee held on 15 July 2021 (Pages 365 - 370)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

17 Report of the meeting of the Programmes and Investment Committee held on 21 July 2021 (Pages 371 - 376)

Committee Chair, Prof. Greg Clark CBE

The Board is asked to note the report.

18 Any Other Business the Chair Considers Urgent

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

19 Date of Next Meeting

Wednesday 20 October 2021 at 10am

Transport for London

Minutes of the Meeting

Teams Virtual Meeting

10.00am, Wednesday 9 June 2021

Members

Sadiq Khan (Chair)
Heidi Alexander (Deputy Chair)
Cllr Julian Bell
Kay Carberry CBE
Prof. Greg Clark CBE
Bronwen Handyside
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE
Ben Story (present up to and including Minute 38/06/21)

Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Graeme Craig	Director, Commercial Development
Michèle Dix CBE	Managing Director, Crossrail 2
Stuart Harvey	Director of Major Projects
Simon Kilonback	Chief Finance Officer
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport
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

Neal Clarke	Chief Finance Officer Crossrail and Finance Director London Underground
Patrick Doig	Divisional Finance and Procurement Director and interim statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Interim Director of Risk and Assurance
Kate Keane	Chief of Staff to Commissioner
Shamus Kenny	Head of Secretariat
Emma Lucas	Chief of Staff, Chief Finance Officer
Howard Smith	Chief Operating Officer, Elizabeth line

30/06/21 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. The Government Special Representative, Andrew Gilligan, had given an apology for the meeting. Vernon Everitt, Managing Director Customers, Communication and Technology was unable to attend the meeting.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled it to take decisions via videoconference, expired on 6 May 2021. As staff and Members were unable to meet in person due to social distancing measures, any decisions required would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

The Chair was pleased to have been re-elected as Mayor until 2024 and had re-appointed himself as Chair of TfL and re-appointed Heidi Alexander as Deputy Mayor for Transport and as Deputy Chair of TfL. He was very grateful to Heidi Alexander for her support and service since 2018, which had been invaluable.

A recruitment campaign would be undertaken to appoint some new Members, to join the Board from September 2021. A nomination from the Department for Transport for a Government Special Representative, to replace Clare Moriarty DCB, was awaited.

The Chair referenced the new funding arrangement with government, which would be considered later at the meeting (Minute 36/06/21). He was disappointed that it did not provide TfL with the long-term funding certainty required to be an efficient and effective operator, but it was the best agreement in the circumstances to ensure TfL could continue to run vital transport services at a crucial time for London. The funding discussions had been extremely tough. He thanked all staff that worked on preparing the ground and providing the information to support TfL's case and the Deputy Chair and Members for their engagement and support.

The Inquests into the tragic tram overturning at Sandilands on 9 October 2016, which saw the loss of the lives of seven people and 19 seriously injured, began on 17 May 2021. TfL was fully supporting the Inquests and continued to support those affected by the event.

The Chair thanked all staff and contractors for their efforts during the coronavirus pandemic. A lot of effort had gone into planning for the recovery, based on government's roadmap with an ongoing active engagement programme to welcome people back onto public transport. As part of this process, the Waterloo & City line, a key transport artery, had re-opened ahead of schedule on 7 June 2021.

TfL continued to support its staff and contractors. Since the last meeting, there had been one further Covid-19 related death, bringing the total of staff and contractor deaths to 90. There had been no deaths in service since 7 April 2021. TfL's thoughts remained with the families and friends of those who had died.

The Chair congratulated Lorraine Humphrey on her appointment as the interim Director of Risk and Assurance and Patrick Doig as the interim statutory Chief Finance Officer, following the departure of Tony King.

On behalf of the Board, the Chair thanked Tony King for his service to TfL, including the preparation of the accounts for 2020/21 and as a key part of the team that worked with government on the funding agreements. The Board wished him every success.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting. No matters were raised.

31/06/21 Declarations of Interests

At the last meeting, it was reported that Dr Nina Skorupska CBE had been nominated to be appointed to the Royal BAM Group Supervisory Board. That appointment had now been made and her declaration and biography had been updated.

Dr Nelson Ogunshakin OBE had also been appointed as a non-executive director to the Board of the Connected Places Catapult, from 1 May 2021.

On behalf of the Board, the Chair congratulated Dr Nina Skorupska CBE and Dr Nelson Ogunshakin OBE on their appointments.

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

32/06/21 Minutes of the Meeting of the Board held on 16 March 2021

The Chair, following consultation with Members, approved the minutes of the meeting of the Board held on 16 March 2021. The minutes would be provided to the Chair for signature at a future date.

33/06/21 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. There had been five uses of Chair's Action since the last meeting. Two related to senior staff appointments that were reserved to the Board: the Interim Director of Risk and Assurance (taken by Anne McMeel as Chair of the Audit and Assurance Committee in conjunction with the interview panel) and the interim statutory Chief Finance Officer (taken by Ron Kalifa OBE as Chair of the Finance Committee).

Chair's Action was also exercised to approve funding arrangements with government, with two temporarily extensions to the H2 funding agreement and approval of the new funding agreement up to 11 December 2021 (see Minute 36/06/21).

There had been one Mayoral Direction to TfL relating to the zoning of stations as part of the Northern Line Extension.

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

The Board noted the paper, the use of delegated authority and the Mayoral Direction to TfL.

34/06/21 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.

Members and the Commissioner, on behalf of staff, congratulated the Chair on his re-election as Mayor and welcomed his re-appointment as Chair of TfL and Heidi Alexander's re-appointment as Deputy Chair of TfL. The Commissioner also thanked Heidi Alexander for her support and for her recent work on the discussions on the funding arrangements.

The key issues arising from the overview and discussion were:

- 1 As reported by the Chair, 90 colleagues had died as a result of Covid-19. TfL continued to offer any support it could, including through the Employee Assistance Programme and the Sarah Hope Line. A memorial had been commissioned to recognise the critical role of transport workers during the pandemic and to ensure that those who died were not forgotten. The Commissioner also commended Andy Lord and Gareth Powell for their operational leadership throughout the pandemic that had ensured services kept running.
- 2 The Commissioner was almost one year into his role and his focus remained on rebuilding ridership, TfL's finances and the organisation and bringing the Elizabeth line into service.
- 3 Vernon Everitt was commended for his outstanding work as the recovery director. TfL had a compelling campaign to encourage people back onto public transport, with messaging around safety, cleanliness and social distancing measures. The reopening of the Waterloo & City line was symbolic of the recovery and ridership was improving. The TfL Go app would soon provide live information on how busy individual stations were.
- 4 TfL's finances had been in good shape prior to the pandemic but had been severely impacted by the collapse in ridership due to the reliance on fares income. Another short-term funding agreement had been secured and, while it was not what TfL had wanted, it was the best that could be achieved.
- 5 Members and the Commissioner were mindful of the impact on staff and the organisation of the pandemic and the consequential uncertainty caused by the fall in ridership, the short-term funding arrangements and some of the attached conditions around pay and conditions. A programme of work was underway to rebuild morale and to reshape and build a better organisation post-pandemic. Staff wellbeing was regularly discussed by the Executive Committee and at the regular meetings with the top-300 staff, as well as in messaging cascaded to all managers and in all organisation communications.

- 6 The Executive Committee and the Remuneration Committee also discussed how to motivate staff and mitigate the risk of losing key staff as a result of the current pressures and opportunities elsewhere. Several key staff had left the organisation in recent months. A range of work was underway to rebuild as a better organisation that nurtured the passion and professionalism of TfL's staff and contractors. This included a clear and compelling vision for TfL, including supporting decarbonisation. Work was also underway to make career progression more dynamic and diverse. A progress update would be provided at a future meeting.
- 7 The funding agreement with government included a large number of conditions with tight timescales. A briefing would be provided to Members on the conditions and the programme of delivery. **[Action: Simon Kilonback/ Secretariat]**
- 8 Good progress was being made on preparations to open the Elizabeth line. Several important milestones had been achieved and the central tunnel section Trial Running was now at eight trains per hour.
- 9 The Commissioner thanked Stuart Harvey and his team for the work on the Northern Line Extension, which was nearing completion. He and the Chair had been very impressed on their recent visit.
- 10 Members welcomed and encouraged the continued progress on step-free access schemes at stations, at pace where possible. Cllr Julian Bell welcomed the improvements made to three stations in the London Borough of Ealing.
- 11 Cllr Julian Bell thanked the TfL staff and Sir Peter Hendy of Network Rail for attending a meeting at Ealing Broadway to discuss art for outer London Elizabeth line stations to provide a sense of local identity and ownership.
- 12 The vehicle scrappage schemes introduced to support people in the lead up to the introduction of the Ultra Low Emission Zone had been very effective. While the van and heavy vehicle scheme has been suspended, applications received were still being processed.
- 13 Members noted that TfL had appealed against the High Court judgment on the Bishopsgate Streetscape scheme. The appeal related to the way the Court had approached the case and statements made in the judgment on the approach to highways schemes that raised concerns for TfL and other local authorities.
- 14 TfL was contributing to discussions with government on its national bus strategy. TfL's Financial Sustainability Plan had made the case to accelerate the electrification of TfL's bus fleet from the 2037 target to 2030 supporting the national strategy. TfL needed long-term funding certainty to provide bus companies with the certainty they required to invest in electric buses and charging infrastructure.
- 15 In addition to the general staff welfare issues, Members raised the impact on staff of the increase in crime and anti-social behaviour by people on TfL's networks. Staff safety was a priority and frontline staff were provided with de-escalation training. The rollout and take-up of body-worn cameras by staff and Transport Safety Enforcement Officers were having an impact on deterring anti-social behaviour. There was also an active campaign to encourage customers to respect staff and make it clear that there was a zero-tolerance approach to anti-social behaviour.

- 16 Members welcomed the work on digital inclusion and that TfL was considering the needs of all staff, as well as customers.
- 17 Members supported TfL's Steps into Work programme, which offered people with mild to moderate learning disabilities and those on the autism spectrum the chance to gain skills and work experience. Members would be invited to the end of programme event for the current cohort and would then be updated on the progress on employment opportunities for those that had participated in the scheme over recent years. **[Action: Tricia Wright]**

The Board noted the Commissioner's Report.

35/06/21 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 significant amount of progress on major milestones had been achieved since the last meeting.

On 27 March 2021, the central section of the railway transitioned from a construction environment to an operational environment, operating under the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (as amended) (ROGS). This was a major achievement and impacted on the procedures and ways of working of many teams in the project.

A Trial Running timetable service had commenced, initially at four trains per hour (tph), which had just increased to eight tph and would build to 12 tph in July 2021. This was also helping to build up mileage testing on the trains. Full Length Units had also started operating from Liverpool Street station to Shenfield following the completion of work to extend the platforms.

TfL Rail services in Period 1 (1 April to 1 May 2021) had a Public Performance Measure of 95.0 per cent. The Moving Annual Average trend was 95.7 per cent. The figures had TfL Rail and London Overground as two of the top three performing railways in the country. Performance on the TfL Rail eastern services from Liverpool Street was very good. Work was progressing well with Network Rail and the operator was committed to ensuring that timetable changes were made, and contingencies were in place, to run a more frequent metro-style service on western services from Paddington.

The experience and knowledge gained from the handover of Custom House and Farringdon to TfL was being incorporated into the works at the remaining stations. The impressive station at Tottenham Court Road was handed over to London Underground in May 2021. Very good progress was being made on Woolwich, Liverpool Street and Paddington stations, which would all be handed over by the end of July 2021. Network Rail's major upgrade works to surface stations on the eastern and western section of the railway continued to progress, with Acton Main Line and West Ealing handed over with step-free access to the operator in March 2021. West Drayton, Hayes & Harlington, and Southall stations remained on schedule to be step-free by the summer of 2021 and progress on stations work continued at Ilford and Romford.

The next major signalling software release, which would bring significant improvements in functionality, would be installed close to Trial Operations. A further blockade was also planned for the end of June 2021.

The new governance of the project under TfL provided greater confidence that the project was on schedule for the Elizabeth line to open as soon as possible in the first half of 2022, although the project remained challenging. Opening each stage generated fare, retail rental and advertising income, and the unified governance meant a balance between capital costs and income generation and risk management, which should keep the project within its funding envelope. The wider TfL work to build back travel demand, particularly in the central activity zone, was critical to the success of the Elizabeth line as a railway.

Members welcomed the progress on the project and the greater assurance provided by the oversight of the Commissioner and the Elizabeth Line Committee.

The Board noted the paper.

36/06/21 2021/22 Funding Agreement

The Chair and the Board thanked Andy Byford, Simon Kilonback and all staff who had contributed to producing the information to support funding discussions with government and for the work since in preparing for and delivering the funding conditions, all of which was on top of their primary role of delivering services.

Andy Byford and Simon Kilonback introduced the paper, which provided details of the agreement reached with the Department for Transport (DfT) on 1 June 2021 for a further short-term Extraordinary Funding and Financing agreement, until 11 December 2021. The Chair had approved the funding agreement through Chair's Action, following consultation with Members.

The agreement included 52 clauses and detailed dependencies with a very challenging timetable for delivery. They included a revised trajectory for financial sustainability by no later than April 2023, a year ahead of the already challenging date in TfL's Financial Sustainability Plan and proposals in the current Budget and Business Plan. The letter from the DfT did, however, recognise that no public transport agency in the world was expected to cover the costs of heavy asset replacement from its own sources of income.

TfL had taken a programme management approach to ensure the conditions were met and expected the DfT to meet its commitment to work toward a long-term funding agreement from December 2021. Members were concerned about the challenging timetable, the burdensome supervision and reporting requirements and how all of this impacted on TfL's ability to deliver its core services. They also commented on the significant negative impact of short-term settlements on staff, on the confidence of TfL's supply chain and on the ability of TfL to be an efficient operator. The External Auditors had consequently raised concerns about TfL's ability to achieve value for money.

The Budget, approved by the Board on 16 March 2021, set out a funding requirement of £2.7bn for the full year, whereas the settlement provided core funding of £1.08bn for the period to 11 December 2021 and revenue top up arrangements. TfL estimated the full year funding gap to be around £900m.

TfL's financial position and need for funding was entirely due to its reliance on fares and other revenue which had been impacted by the pandemic and that TfL had continued to run services to ensure key workers could continue to get to work. The services that TfL provided were also essential to the recovery of London and, through its supply chain, the wider UK. The nature, pace and depth of the recovery were critical to the long-term sustainability of TfL's finances. The Board would face hard decisions on what could and should be delivered in future business plans, with a focus on measures that moved TfL toward financial sustainability. TfL was yet to receive any feedback on government's response to the Financial Sustainability Plan, which was framed around how TfL could assist government to meet its own national objectives, including decarbonisation and levelling up. TfL was also offering to use its expertise to support other government agencies, such as ticketing solutions for Great British Railways. Members also noted that the KMPG report, used by government as part of the funding discussions, had still not been shared or made public.

The options for additional sources of revenue were difficult, with government unwilling to agree to a transfer of Vehicle Excise Duty and opposing any Greater London Boundary Charge, despite TfL being the only road authority in the country that received no contribution from government for roads. The Independent Financial Review had warned against a continued over reliance on fares income, which were already high on international comparisons. The review argued for all beneficiaries of London's transport system to contribute to its costs, which included motorists, businesses and visitors, through a wide variety of means as done by other world cities. Various options were being considered.

TfL would continue to work constructively with the DfT on the comprehensive spending review and a future long-term funding settlement. A wide range of stakeholders were actively supporting TfL in this aim, recognising its contribution to the recovery across London and the UK. TfL would also continue to make the case that it should be permitted to bid for other sources of government funding, available to other transport providers, such as those that supported the decarbonisation agenda.

A revised Budget would be submitted to the next meeting for approval, which would include options to increase income, reduce costs and deliver improvements to how TfL worked. The Budget would focus on activity that moved TfL toward financial sustainability and reflect the Financial Sustainability Plan. The capital programmes would be reviewed to focus on value for money against the highest organisational priorities.

The Chair thanked Members for a rich discussion and reiterated the commitment of everyone at TfL to work closely with government, as investment in TfL directly benefitted the country through its extensive supply chain and indirectly, as supporting the recovery of London enabled London to support the rest of the country.

TfL would actively encourage people back to public transport. An exciting advertising campaign was planned, which would not only increase fares and advertising revenue for TfL but benefit local businesses and domestic tourism.

The Board noted the paper and appendices.

37/06/21 Finance Report Quarter 4, 2020/21

Patrick Doig introduced the item, which set out TfL's financial results for the year ending 31 March 2021. The report showed the significant impact of the coronavirus pandemic on TfL's finances, due to the over reliance on fares income, and the action taken to mitigate this through tight cost controls while continuing to run services to keep London moving.

Members noted the impact on fares revenue from the loss of passengers and the additional costs of running services during the pandemic. The delivery of the capital programme had also been affected, with renewals prioritised, as TfL sought to ensure cash liquidity and overcome the difficulties of securing and renewing contracts against short-term funding arrangements. The Board welcomed the achievements against the budget and on the TfL Scorecards in a very challenging year. Members also supported the need to maintain and improve cash balances, which were essential for credit agency and supplier confidence and had seen TfL through the initial shock of the pandemic in March 2020.

Prior to the pandemic, TfL was on a clear trajectory to achieve financial sustainability. The pandemic had shown the weakness in that model, due to the overreliance on fares income. The progress made, however, provided confidence to the Board that TfL had the leadership and commitment to achieve financial sustainability.

The Board noted the Finance Report.

38/06/21 Mayor's Transport Strategy – Annual Update on Delivery

Alex Williams introduced the fourth annual progress report that summarised delivery of the Mayor's Transport Strategy (MTS) and the relevant elements of the London Environment Strategy. The report covered the impact of the coronavirus pandemic on travel trends and modes, the impact on TfL's operations and what it had delivered in response, working with the Department for Transport and London boroughs.

The report demonstrated how, as a result of the pandemic, investment in transport was essential to achieve a more sustainable, greener, healthier and more resilient future. It set out how a renewed focus for Healthy Streets would ensure that TfL's investment in London's roads was delivering a green, inclusive recovery, as well as the longer-term MTS mode shift aims. Initial indications showed that during the pandemic there had been a reduction in sustainable transport mode share, increasing concerns about a car-led recovery. Investments that reduced car use and encouraged bus use and active travel were key to each of the scenarios for London's recovery and this would be reflected in the Long Term Capital Plan to be considered at the next meeting.

The significant increase in the home delivery of goods during the pandemic was expected to continue during and after recovery. There was good engagement with the freight industry on innovative solutions to reduce the number of vehicles on the road, such as logistics and distribution centres and key companies were committed to moving to zero-emission vehicles. Staff were encouraged to think about a range of solutions to reduce the volume of road traffic, including park and ride, reconfiguring bus routes and road user charging.

The issues that led to a good public transport experience had also changed and the report covered TfL's plans to restore customer confidence in using public transport: in

addition to work on improving safety and security, customer service and accessibility, journey times and connectivity, there would be a continued focus on cleaning, providing information on quieter times to travel and maintaining high frequencies to support social distancing.

Improved and new public transport capacity and connectivity, combined with Healthy Streets, would also be critical to achieving Good Growth and delivering the ambitious new homes target set out in the new London Plan.

Members welcomed the progress in the report and agreed that the direction of travel set out by the MTS remained the right one, but the pandemic had shown that in many areas an increased pace of delivery was required. TfL would continue to optimise progress against MTS outcomes and reflecting that in the prioritisation of the Investment Programme, and by continuing to make the case for stable and long-term funding.

A revised approach had been taken to tracking and reporting progress against the MTS, which included interim targets for delivery by 2030. A full suite of tracking mechanisms was being developed and would be reported to a future meeting.

Members recommended that the successful recovery messaging model be used to condense and share the key messages in the report on social media and with local groups. This would raise awareness of the progress made on the MTS, improvements in air quality, the availability of new features on the TfL Go app and counterbalance often negative and misleading views on Healthy Streets schemes.

[Action: Alex Williams / Vernon Everitt]

The Board noted:

- 1 the impact of the coronavirus pandemic on travel demand and mode share, and all of the outcomes in the Mayor's Transport Strategy (MTS);**
- 2 that a continued, strengthened approach to the MTS was required to enable a sustainable and inclusive recovery from the pandemic; and**
- 3 that TfL would 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 was key to unlocking the MTS vision.**

39/06/21 Report of the meetings of the Audit and Assurance Committee held on 17 March and 7 June 2021

The Chair of the Committee, Anne McMeel, introduced the item.

At its meeting in March 2021, the Committee had a substantial discussion on the report from the external auditors, EY, on the governance around the business case for the Silvertown Tunnel in response to issues raised by the Stop the Silvertown Tunnel Coalition (SSTC) and from the London Assembly Oversight Committee. The Committee was satisfied that EY had considered all the issues raised within the context of the Mayor's Transport Strategy and good governance processes. There were lessons to be learned around the signposting of related documents, enhanced transparency and positive engagement with local communities, in addition to ensuring congestion relief

measures were effective and measurable. Further engagement with the local community was planned to better promote the significant enhancements to the bus network and other benefits.

Members had received further correspondence from SSTC and a response was being prepared.

In addition to the standing items, the Committee has also noted updates on the transformation and improvement programmes related to Finance and Business Services, Procurement and Supply Chain, and Engineering Standards; all of which would deliver better and more efficient services.

The meeting held on 7 June 2021 had a key focus on the Annual Reports and Accounts and related governance. Staff were thanked for their work on this, which was a big task, particularly given the time dedicated to funding discussions, remote working and the change in the statutory Chief Finance Officer.

The Board noted the summary report.

40/06/21 Report of the meetings of the Elizabeth Line Committee held on 18 March and 20 May 2021

The Chair of the Committee, Heidi Alexander, introduced the item. The main project status issues had been covered earlier in the meeting. The Committee also discussed finances, risk and emerging pressures and received presentations from the Project Representative and input from TC Chew as chair of the Independent Investment Programme Advisory Group Crossrail Sub-Group.

The Board noted the summary report.

41/06/21 Report of the meeting of the Programmes and Investment Committee held on 19 May 2021

The Chair and Vice-Chair of the Committee, Prof. Greg Clark CBE and Dr Nelson Ogunshakin OBE, introduced the item. They highlighted the good progress on the Investment Programme including the building of the new Piccadilly line trains in Goole and the Northern Line Extension as it approached opening. The Committee had a detailed discussion on the progress and challenges of the London Underground Four Lines Modernisation programme and how it was being de-risked. It also discussed a range of asset enhancements and their importance in relation to safety.

The Committee again welcomed the work of all three lines of assurance, including the Independent Investment Programme Advisory Group, in relation to the matters it was considering. Stuart Harvey was commended for the commercial skill being applied to projects.

The Chair thanked the Committee for its work and reflected that its report and the Mayor's Transport Strategy update, earlier on the agenda, showed the enormous amount of work being progressed by TfL despite the coronavirus pandemic and the energy expended on securing funding.

The Board noted the summary report.

42/06/21 Any Other Business the Chair Considers Urgent

There was no other urgent business.

43/06/21 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 28 July 2021 at 10.00am.

The meeting closed at 1.20pm.

Chair: _____

Date: _____

Board



Date: 28 July 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 9 June 2021.
- 1.2 There has been no use of authority delegated by the Board nor Chair's Action and no Mayoral Directions to TfL since the last meeting.
- 1.3 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

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

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 There has been no use of Chair's Action since the last meeting of the Board.

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 have been no Directions issued to TfL since the last meeting.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

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Board Actions List (to be reported to the meeting on 28 July 2021)

Actions from the meeting held on 9 June 2021

Minute No.	Item/Description	Action By	Target Date	Status/Note
34/06/21 (1)	Commissioner's Report: Delivery of Funding Conditions A briefing would be provided to Members on the conditions and the programme of delivery.	Simon Kilonback / Secretariat	July 2021	Completed. A briefing was provided.
34/06/21 (2)	Commissioner's Report: Steps Into Work Members would be invited to the end of programme event for the current cohort and would then be updated on the progress on employment opportunities for those that had participated in the scheme over recent years.	Tricia Wright	July 2021	Completed. A briefing note was provided. Members were invited to and attended the end of programme event.
38/06/21	Mayor's Transport Strategy (MTS) – Annual Update on Delivery Members recommended that the successful recovery messaging model be used to condense and share the key messages in the report on social media and with local groups. This would raise awareness of the progress made on the MTS, improvements in air quality, the availability of new features on the TfL Go App and counterbalance often negative and misleading views on Healthy Streets schemes.	Alex Williams/ Vernon Everitt	Ongoing	Work is underway on messaging around the MTS. In addition, the TfL Go app has been enhanced with real time information on quieter times to travel.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/01/19 (1)	HSE Annual Report – Reducing Road Injuries 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.	Gareth Powell	September 2021	On the forward plan for the SSHR Panel as part of the next update on Vision Zero.

Minute No.	Item/Description	Action By	Target Date	Status/Note
07/01/19 (2)	<p>HSE Annual Report – Waste Strategy 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 Safety, Sustainability and Human Resources (SSHR) Panel.</p>	Lilli Matson	September 2021	This will be included in an item on sustainability, to be presented to the SSHR Panel.
79/09/19 (1)	<p>Tram Overturning at Sandilands, Croydon on 9 November 2016 - Update – pan-TfL Lessons Learnt 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	The Quarterly Safety, Health and Environment report to the 30 June 2021 SSHR Panel included information on the 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 Members would be offered a visit to see a bus that met the new Bus Safety Standard.</p>	Gareth Powell	September 2021	The visit was delayed due to lockdown measures. Members will be consulted on availability.
05/01/20 (6)	<p>Commissioner’s Report – Corporate Environmental Plan 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 Members would be offered a visit to view the Northern Line Extension work.</p>	Stuart Harvey	August / September 2021	A date will be scheduled ahead of opening.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/01/20 (8)	<p>Commissioner's Report – Future Affordable Homes 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.
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	Completed. 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 was 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	July 2021	Completed. A paper on Responsible Procurement was considered by the SSHR Panel in June 2021. The Statement has been considered by TfL's subsidiary entities and is on the agenda for this meeting for approval.

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Board



Date: 28 July 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 9 June 2021.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – 28 July 2021

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

28 July 2021



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Introduction

We have worked to ensure London can safely emerge from the latest easing of restrictions

I joined Mayor Sadiq Khan and other public service leaders to pay our respects to those who lost their lives in the 7/7 atrocity. The wreath-laying and moment of reflection was a sombre, moving occasion, and a truly fitting tribute to the 52 innocent victims. The families and friends of all those affected remain in our thoughts.

On 19 July 2021, the last phase of coronavirus legal restrictions was removed by Government. We have worked closely with the Department for Transport, Trade Union colleagues and other transport operators to understand what this meant for our staff and our customers. The requirement for customers to wear face coverings on TfL services, under our conditions of carriage, will remain in place from 19 July. After being asked by the Mayor to do so, I have decided to retain this requirement, which will help to keep our staff and customers safe while we support the Capital's recovery at this crucial time. The requirement is for all passengers, unless they are exempt, and applies when using our services and stations on London Underground, London Buses, London Trams, DLR, London Overground, TfL Rail, Emirates Air Line and the Woolwich Ferry. The exemptions that exist under the current regulations will remain unchanged.

During the pandemic, we introduced the use of hospital-grade cleaning substances, more than 1,000 hand sanitiser points, and 200 UV light devices on escalator handrails. We also worked with Imperial College London to test the air and surfaces on the Tube and buses every month to see if coronavirus was present on our network. Since starting in September, there have been no traces of

coronavirus on the public transport system. We will continue to implement these measures as coronavirus remains part of our lives. My focus remains on protecting our people and customers.

Passenger demand across the network continues to grow steadily and we are still seeing an increase in passenger numbers. We continue to communicate to customers about the quietest times to travel, including through a new feature on the TfL Go app, which offers real-time information on how busy stations are across the day.

We have also launched our 'Welcome Back' campaign to demonstrate how public transport will help London safely recover from the pandemic. Reconnecting Londoners with everything they may have missed during the restrictions, the campaign runs in parallel with our messages about public transport being safe, reliable and cleaner than ever, and that face masks remain compulsory on our services.

We continue to make fantastic progress on the Crossrail project, with trial running increasing from four trains an hour to eight trains an hour, and now running at 12 trains per hour. I'm also pleased that Woolwich and Liverpool Street Elizabeth line stations have been handed to us, with Paddington expected to be handed over during the coming weeks, just some of the milestones we have passed to bring us closer to the opening of this much-needed railway during the first half of 2022.

As always, I would like to thank my TfL colleagues and our contract partners for

their continued hard work in keeping London moving over the past month. In addition to the usual challenges - and notwithstanding the impact of COVID-19 - we also successfully supported the UEFA European Championship games at Wembley and the tennis at Wimbledon. That we got everyone safely there and back without major incident is testament to the professionalism of our service delivery, planning and operational management teams, an achievement that was noted by HM Secretary of State for Transport, and rightly so.



We will lead London safely through the next stage of recovery

Safety and security

We continue to ensure the public transport network remains a safe, clean environment

Deaths in service

Our thoughts remain with the families and loved ones of the 91 colleagues who have sadly passed away from COVID-19. Everyone at TfL pays tribute to the vital role these colleagues 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 committed to doing everything in my power to keep everyone safe on our network.

Rapid COVID-19 testing pilot scheme

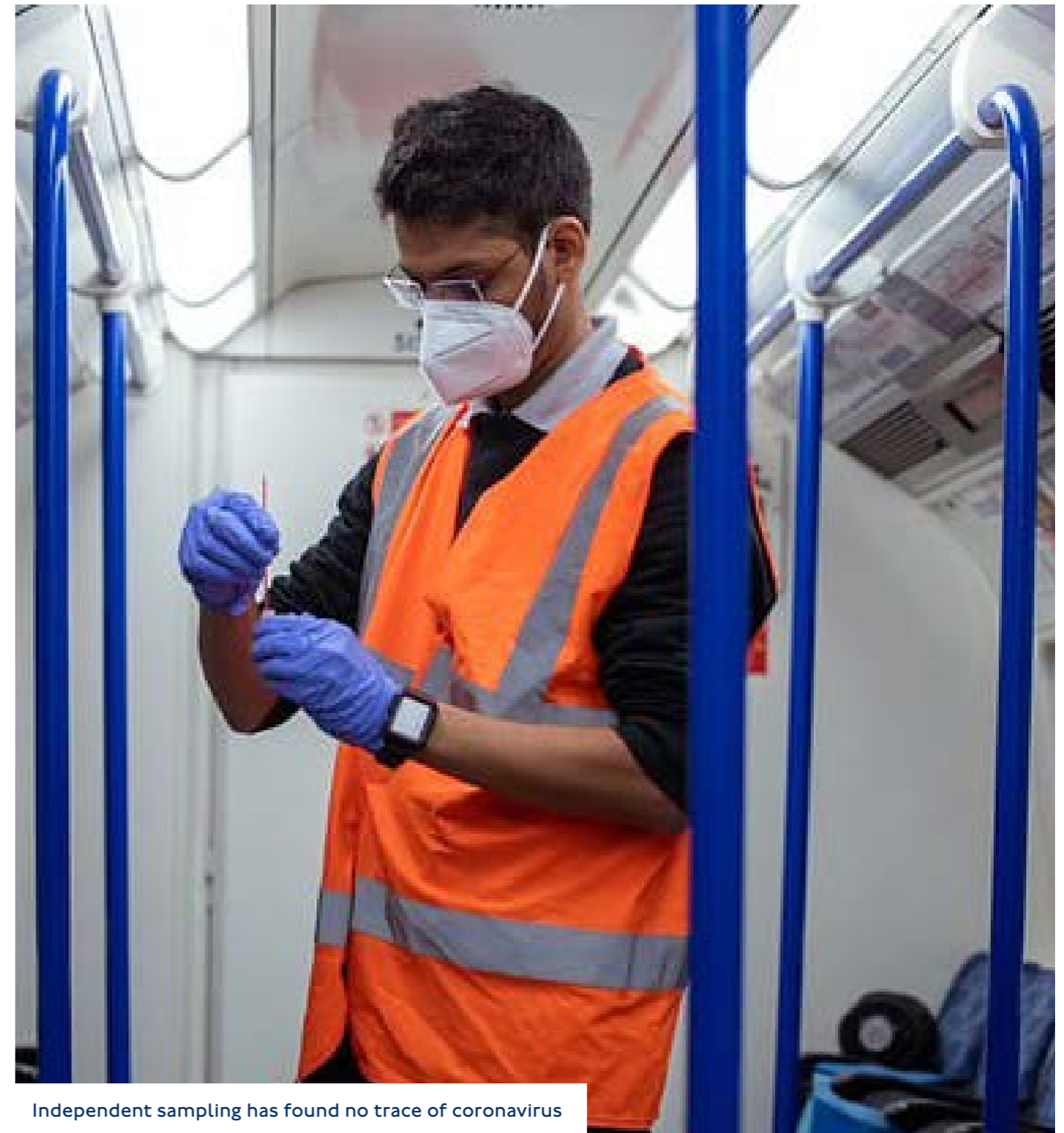
We continue to offer employees our rapid testing service at facilities in our buildings at King's Cross, Palestra, Baker Street, Pier Walk and Endeavour Square. This has been a key initiative in our efforts to ensure workforce safety. By 20 July, we had tested more than 5,800 employees, with the number testing positive averaging at less than 0.6 per cent. We have continued the expansion of the Work Collect scheme for the distribution of home test kits from all our testing sites, as well as at more than 25 other locations, including Victoria Coach Station, fleet and crew depots, stations, service control centres and track maintenance depots.

Throughout June, we assisted the London Borough of Hounslow with its surge testing campaign in response to the concerning spread of the Delta variant in the borough. We distributed more than 1,500 PCR test kits to TfL workplace locations including bus garages and Underground stations. We continue to work closely with the Department of Health and Social Care and the boroughs to help support them in any way during this pandemic.

On 30 June, we partnered with GPs at St Charles Hospital in Westminster to reach out to staff who have been hesitant or reluctant to get the vaccination. A webinar and Q&A session were held and shared with key suppliers such as ABM, bus companies and taxi and private hire drivers. During July, we ran a series of pop-up vaccination clinics at Palestra and Baker Street, which saw staff and suppliers receive their first or second vaccinations.

Imperial College London sampling

Air and surface sampling of customer areas by Imperial College London continues, with no trace of coronavirus found on the public transport system. Our Occupational Health team continues to liaise with academic institutions and other transport networks across the world to ensure our approach to safety remains at the cutting edge.



Independent sampling has found no trace of coronavirus

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. 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.

Following an independent investigation, the Rail Accident Investigation Branch (RAIB) 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 recommendations that were specific to TfL have now been actioned and confirmed as implemented by the Office of Rail and Road (ORR).

The Coroner's Inquests began on 17 May 2021 and the jury's conclusions as to how those who lost their lives came by their deaths are awaited. The Senior Coroner has heard evidence to assist her in considering whether to make a Prevention of Future Deaths report. We continue to support the inquests in every way we can and respond to any requests made by the Senior Coroner.

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.

Upcoming inquests

We are assisting the Coroner with their investigation 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 took place on 1 July 2021, and a further one is likely to take place in September. The Inquests are listed for four weeks from 8 November 2021. We are one of the Interested Persons in these Inquests and we are providing information to the Coroner.

We are also assisting the ORR and the British Transport Police (BTP) with their investigations following the tragic death of Christian Tuvi, 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.

We have given the Coroner information about a person who was struck by a train in a tunnel at Tooting Bec station on 9 December 2019 and tragically killed. The inquest took place between 29 June and 2 July 2021. A witness on behalf of London Underground gave evidence about the CCTV. The Coroner gave a conclusion of suicide. No Prevention of Future Deaths report was issued.

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, which focused on how we identify 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 content 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 took place on 22 June 2021 and another is listed for 20 September 2021.

We have been assisting the Coroner with its enquiries into an incident where passenger died from injuries sustained while trying to board a bus on 15 July 2020. The inquest is adjourned pending the outcome of the police investigation.

We are assisting the Coroner with its 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. Before this, they had spoken with TfL staff at Bank station and we have provided information regarding those interactions to the Coroner. We are awaiting still a date for the inquest.

In February 2021, we were contacted by the Coroner about the death of a person who fell while getting off a bus in October 2020. The bus operator is helping the Coroner with its 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, nine-year-old Ella Adoo-Kissi-Debrah 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. A fresh inquest took place between 30 November and 11 December 2020 where 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, central Government and the London Borough of Lewisham, which related to low public awareness of the sources of information



We will not tolerate hate in any form on our network

about national and local pollution levels. The Coroner suggests greater awareness would help people reduce their exposure to air pollution. The Mayor has provided a response to the report, setting out various policies and tools that the Greater London Authority (GLA) will use to help raise awareness of the sources of information about local pollution levels. The Coroner did not address any concerns to TfL.

Crime and antisocial behaviour on public transport

On 10 June, we launched a new media and marketing campaign, called Hands Up, using powerful and impactful messaging to make it clear that we will not accept any form of hate or abuse on our network. It is part of our efforts to make public transport feel like a more welcoming and safer place for everyone, especially as more people return to the network.

This campaign was developed following several months of engagement with community groups and our frontline staff to better understand their experiences and concerns about hate crime on the transport network. Extensive engagement over the past six months with community groups, including COVID-19 Anti-Racism Group, Shomrim, and Tell MAMA, have shown that more needs to be done to communicate with and inform passengers and staff about hate crime, and to show solidarity and support to victims.

Customers will see our new campaign, with posters displayed across the network encouraging customers and staff to stand in solidarity against hate and abusive behaviour. Messages include 'London stands together against abuse on our transport network', 'We won't tolerate hate crime', 'We won't stand for abuse of TfL staff' and 'We won't accept drunken abuse of our staff'.

From early 2022, new diversity and inclusion training for all new bus drivers will include a module specifically about dealing with hate crime. The training will be developed in consultation with London-based community groups to tackle hate crime. We are also issuing updated guidance on how to report and support victims of hate crime to all bus drivers.

Our STARS programme is introducing a new educational exercise for London's secondary schools, which explores the impact of hate crime and encourages pupils to share the solidarity message that hate crime will not be tolerated.

As always, we continue to work closely with our transport policing partners to support the investigation of hate crimes on public transport to bring offenders to justice. More than 2,500 police and police community support officers patrol the network to improve the safety of customers and staff and reassure those who may feel vulnerable.

We take a zero-tolerance approach to all types of staff abuse and continue to work alongside the Metropolitan Police

Service (MPS) and BTP to tackle it. This includes targeted operations for physical assault and verbal aggression on staff, public order offences, hate crimes and drunken abuse.

Tackling unwanted sexual behaviour

We continue to work closely with our transport policing partners – the BTP and the MPS Roads and Transport Policing Command (RTPC) – to tackle unwanted sexual behaviour. This includes prioritising the investigation of reported offences, intelligence-led operations in hotspot locations, targeting known suspects and engagement days to reassure customers and encourage reporting.

Work continues with the Rail Delivery Group, BTP and other key stakeholders to develop a new customer-facing campaign, which will go live later this year. This will coincide with the launch of a training programme for our frontline staff on dealing with reports from customers and how to support them. The training will also cover advice for staff who experience this behaviour as a form of work-related violence and aggression.

Our Project Guardian school sessions, run by London Transport Museum, will recommence in September, having been paused during the pandemic. These sessions are aimed at secondary school students of all genders to raise awareness of unwanted sexual behaviour on public transport, emphasising our zero-tolerance approach and encouraging them to report incidents to the police.

We are due to report the taxi and private hire journey-related sexual offence figures for 2019 later this month. Publication has been delayed due to the pandemic and the focus being on operational priorities.

We do not tolerate any crime or behaviour that makes passengers feel uncomfortable on any mode of transport, including while travelling by taxi or minicab. While we know the majority of taxi and private hire drivers operate safely and legally, everyone has the right to a hassle-free journey.

We continue to work closely with the police and the night-time industry as part of our commitment to get people, particularly women, home safely at night. This includes working relentlessly to bring offenders to justice, being a leading promoter of the Mayor's women's safety charter and making incidents easier to report.

Our Compliance, Policing, Operations and Security (CPOS) Operations Officers have been working with the MPS RTPC to deliver a summer burst of our Safer Travel at Night (STaN) campaign as pubs, bars and the night-time economy reopens. Between 21 June and 11 July, officers completed more than 1,000 engagements with the public, educating people on safe ways to travel at night, and encouraging them to report inappropriate behaviour. They also conducted 1,920 roadside stops of taxi and private hire vehicles, checking that drivers were licensed, insured and that their vehicles were in a safe condition for public use. The team also visited 22 private hire

vehicle operators to check they were legally compliant. The team was also deployed to help support colleagues at the Wimbledon Championships and the UEFA European Championship and complement routine compliance activities. Further STaN activity is planned through July until 1 August.

Work-related violence and aggression

On 30 June, our Safety, Sustainability and Human Resources Panel endorsed our 2021/2022 Work-Related Violence and Aggression action plan, which sets out the actions we will take to deliver our strategy to tackle this. It covers a broad range of activity from how we work to prevent work-related violence and aggression and improving how we support our people who experience incidents of it.

One of the key triggers for violence and aggression is fare evasion. We are restarting revenue protection activity on a phased approach across all modes after it was previously paused because of the pandemic. Police officers from the BTP and the MPS RTPC are providing valuable support as part of the joint working with our enforcement officers. We have also started the recruitment process for an additional 60 London Underground Revenue Control Officers to help tackle fare evasion on the Tube network.

Operation Stead, introduced by the BTP, is providing enhanced engagement and visibility in locations where staff have concerns about violence and aggression across our Tube and rail networks. This will cover three new locations a month, with our current focus on Canning Town, Bow

Road and Stepney Green stations. This is in addition to targeted police activity at hotspot locations.

We are continuing our engagement and communications activity to encourage the use of body-worn cameras where it is not mandatory. As well as helping to de-escalate incidents, the cameras also provide vital evidence for police and investigations of violent and aggressive incidents.

During May and June, the RTPC ran operation TIBULUS, which saw proactive efforts to prevent violent crime on the bus network and help keep young people safe. There are increasing levels of violent crime and robbery in London, particularly between young people, and it is vital that we take action to keep the bus network safe, both for drivers and customers. This work has enabled us to provide analysis to our Safer Transport team so they can tailor their response by location. A range of different tactics has been used, from weapons sweeps, high-visibility patrols, plain clothes patrols, crime prevention advice, patrolling on e-bikes and using resources from the MPS Violent Crime Task Force, to help apprehend offenders.

Technology to help safety and security

We are delivering a suite of projects under our Compliance, Enforcement and Safety Programme, using technology to improve safety and security on our network. We are upgrading the digital capability of our CPOS directorate to help ensure that our 600 on-street compliance officers and back-office support staff can enforce safety and security efficiently and effectively.

Each year more than 4,000 people are killed or seriously injured in collisions on London's roads. A total of 76 per cent of collisions happen at junctions – many of which involve moving vehicles contravening road traffic rules, such as banned turns and yellow box junctions. The Deployable Enforcement Cameras project is procuring and deploying at least 50 smart cameras on our road network, to increase our capacity to enforce moving vehicle contraventions. During a trial, which started in February 2021, the junctions where these cameras were deployed saw at least 40 per cent more compliance. A contract to deliver these cameras is being negotiated with P Ducker Systems and is expected to be signed in July.

We have also launched an internal security campaign across the organisation to create a security conscious culture. We have created a staff security policy to emphasise our collective responsibility in protecting the organisation, our customers and colleagues. We have also launched a new dedicated 'Welcome to Security at TfL' site on our intranet, which will be the one-stop shop for everything security-related and accessible for all employees. The new site will provide advice and guidance from our expert security teams and includes a new Knowledge Centre for Security to provide further education and support for all staff.

Face-covering enforcement

Our enforcement officers continue to enforce the mandatory wearing of face coverings on public transport, unless a customer is exempt, under the Conditions of Carriage. Up to 19 July 2021, the high

levels of compliance seen was achieved using their powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020.

Customer compliance remains very high in general, particularly during peak travel times. Customer research shows that 86 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 19 July 2021, our enforcement officers have intervened with 215,668 passengers not wearing a face covering or not wearing it correctly. Of these, 17,244 have been refused travel and 4,339 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 1,831 of these have been paid within 14 days, at a reduced fee of £100 for early payment, and 153 were paid within 28 days. Where these remain unpaid, we pursue offenders through the courts.

Since 9 June, 372 cases have been listed in court for the offence of not wearing a face covering. Of those 372 cases, 294 defendants had their case proved in their absence due to not responding to the court summons and 39 defendants pleaded guilty. These cases resulted in fines averaging £555. The amount fined depends on the individuals' circumstances, which the court takes into consideration.



Face coverings should continue to be worn on our services

As the requirement to wear a face covering continues as a condition of carriage from the 19 July, we will no longer be reporting on fines or prosecutions. The power to issue a Fixed Penalty Notice and prosecute was withdrawn by the Government. Future reporting will cover the number of instances when travel has been refused or a customer has been asked to leave our services. We anticipate that this number will be very low as our enforcement officers will maintain their positive record on educating and encouraging non-exempt passengers to protect the health of others and comply with the mandatory requirements. They will continue to equip passengers with a face covering to wear on our services and stations.

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.

During June, the MPS took action against 33,038 drivers for speeding offences across the Capital. This critical work enables us to challenge the perception that breaking the speed limit is acceptable. Our enforcement is focused on the roads that pose the most risk and on supporting local communities concerned about antisocial driving and speeding in their neighbourhood.

The MPS RTPC is working closely with the London boroughs to enforce action against those using illegal e-scooters. To support the launch of our e-scooter trial on 7 June, and highlight the distinction between legal

and illegal e-scooters, the RTPC stepped up its enforcement focus on illegal e-scooters in June. The RTPC seized 1,103 e-scooters being used unlawfully in June. So far in July, 320 e-scooters have been seized, bringing the current total for this year to more than 2,300. We are currently investigating how seized e-scooters can best be disposed off and recycled.

Since July 2020, there have been more than 420 offences reported by people riding e-scooters, ranging from robbery, drug offences and youth violence. Private e-scooters have also been caught doing more than 40 mph. Reckless behaviour by e-scooter riders is commonly reported.

Vision Zero action plan

We published our Vision Zero action plan in 2018, which sets out the commitments we have made, alongside our partners, to implement a Safe System strategy. Three years on, many of the commitments set out in the plan have been delivered or are on track. However, to achieve Vision Zero across the Capital, we must continue to update and adjust our plans as new trends and insights emerge.

We are reviewing our plan to identify where it might need enhancing. Forming a broad coalition of partners including agencies, London boroughs, police, companies employing people who drive for work and the third sector, will be an essential part of this. We will be holding meetings, events and workshops with these partners to help shape the refresh of the Vision Zero action plan. We intend to publish the enhanced plan this autumn.

Casualty data for 2020

On 24 June, we published data showing that 96 people were tragically killed on London's roads in 2020, with 2,974 people seriously injured. It is neither inevitable nor acceptable that anyone should be killed or seriously injured while travelling in London and our thoughts are with anybody who has been affected.

Of the 96 people killed:

- 45 were walking (down from 68 in 2019), representing 47 per cent of all fatalities. Of these 45, 24 people were killed following a collision with a car (down from 40 in 2019)
- 31 were motorcyclists (the same number as 2019)
- 11 were using a car (down from 17 in 2019)
- Six were cycling (up from five in 2019)
- Two were using a bus or coach (the same number as 2019)
- One was a private hire vehicle passenger (down from two in 2019, including an e-scooter rider)

There were 21,001 reported collisions in London in 2020. People walking, cycling and motorcycling made up 82 per cent of all people killed or seriously injured last year, which highlights the ongoing need for measures, such as segregated cycle lanes and safer junctions, the removal of lorry blind spots and reducing speed limits.

During 2020, the number of people killed or seriously injured was substantially lower than the 2005-09 baseline, partly reflecting the pandemic and associated lockdowns. However, before the pandemic, the rate of the decline had slowed in recent years. These latest statistics underline why we are continuing to focus efforts on making streets safer for the people most at risk, as part of our Vision Zero ambition.



We have 516 buses fitted with safety technology

Bus Safety Standard

We passed the 500 mark for the number of buses meeting the Bus Safety Standard on 31 May 2021. We now have 516 vehicles fitted with the latest safety technology including intelligent speed assistance and better design features, which can help avoid or reduce casualties. The standard was recently toughened so buses entering service from later this year would feature second-generation technology like camera monitoring systems in place of side mirrors, which offer a wider field of view and clearer visibility in low light. Further 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 tightened further in 2024 to harness the latest technology that can help us to achieve our goal of eliminating deaths on or by a bus by 2030 and all fatalities and serious injuries on the capital's roads by 2041. Of the buses that meet the first and some second-generation features, 366 are equipped with the Acoustic Vehicle Alerting System (AVAS) to make vulnerable road users more aware of the presence of much quieter buses, such as those powered by rechargeable batteries. Without AVAS, these buses might be indiscernible from busy traffic. Our AVAS system has also been specifically designed for London so that it becomes louder when there is more noise like busy shopping areas, or quieter when vehicles pass through more open suburban neighbourhoods.

Driver fatigue challenge

In March 2021, we launched the Driver Fatigue and Health & Wellbeing Innovation challenge, which saw more than 50 companies respond with solutions. The shortlisted companies are working with bus operators to jointly bid for Innovation Fund monies. Trials are due to start this autumn.

Bus driver facilities

As part of the bus driver COVID-19 winter protection plan, we secured a retail unit at Brent Cross for drivers to use as their welfare facilities. As this was only a short-term lease, a more permanent solution was required. Two cabins have now been installed to provide facilities until a major improvement project takes place as part of the 2021/22 bus driver facilities improvement programme.

Taxis and private hire vehicles

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 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's grounds of challenge include that Free Now enables private hire drivers to ply for hire in London using its app, which is unlawful because plying for hire is an activity reserved to hackney carriages.

Following a Supreme Court decision on 19 February 2021, Free Now's terms and conditions are incompatible with the Private Hire Vehicles (London) Act 1998 (the 1998 Act), and therefore drivers are committing a separate offence of accepting bookings without a private hire vehicle operator's licence. UTAG seeks a declaration from the court on both of these grounds. A hearing will take place on 23 and 24 November 2021. The claim will be heard at the same time as Uber London Limited's claim as similar issues are raised.

Uber London Limited v TfL, United Trade Action Group and the App Drivers and Couriers Union

On 19 February 2021, the Supreme Court upheld an Employment Tribunal ruling that classed drivers undertaking bookings for private hire operator Uber London Limited (ULL) as 'workers'. 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 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. The App Drivers and Couriers Union applied to be a party to the claim and has been added as the third defendant. Free Now also applied to the Court to be a party to the claim and we anticipate that their application will be granted. The Court is considering whether ULL's claim should be heard at the same time as UTAG's judicial review (above) in which a similar issue has

been raised and we await the outcome of a case management hearing held on 8 July 2021 in which this was considered. The hearing of ULL's claim and UTAG's judicial review will take place from 23 to 25 November 2021.

Taxi and private hire vehicle licensing service

The current taxi and private hire vehicle licensing service and IT systems contract expires in February 2023, and a re-let project is under way to re-procure the services to ensure continuity in our statutory obligations to provide taxi and private hire licensing services.

Following a competitive tender process, two separate contracts have been awarded. One was awarded to Tata Consultancy Services and is for an Information Communication Technology system and online customer portal to continue to provide taxi and private hire driver and vehicle and private hire operator licensing functions, while further modernising the service and improving the customer experience in self-service functions. The other was awarded to Marston Holdings Limited and is for vehicle inspection services including a customer contact centre. Both contracts are scheduled to begin in late summer 2021.

The procurement process has also successfully identified significant savings, which exceed the target set as part of our procurement strategy.

English language contract

A contract has been awarded to PeopleCert Group, an Ofqual regulated awarding body, as part of the introduction of a new approach to test a private hire driver's ability to communicate in English at or above Level B1 on the Common European Framework for Reference of Languages.

Separately, there will be a new module added to the current topographical assessment that will measure an applicant's reading and writing skills. The new modules will test the applicant's knowledge on relevant safety, equality and regulatory matters.

This new assessment package will be introduced for new applicants from 1 October 2021.

National Register of Taxi License Revocations and Refusals

On 21 July 2020, the Department for Transport (DfT) published its Statutory Taxi and Private Hire Licensing Standards. One of these advises councils and licensing authorities on the use of the National Register of Taxi Licence Revocations and Refusals to enhance due diligence when making licensing decisions. The Register enables councils and licensing authorities to record details of when a taxi or private hire driver application has been refused or a licence has been revoked.

We already require taxi and private hire driver applicants to disclose if they have had an application for a licence refused, or a licence revoked or suspended by any other licensing authority. From late summer, we will use the Register to ensure the information provided by the applicant is accurate. Failure to disclose this information during the application process will be taken into consideration when determining if the applicant is 'fit and proper' to hold a licence.

We have published a detailed privacy notice about the Register on our website.

Licensing appeals exposed by BBC

On 19 November 2019, the BBC broadcast a programme exposing fraudulent practices by some colleges offering BTEC qualifications in London. Vista Training Solutions Ltd was featured 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 through Vista, with 143 previously licenced drivers having their licences revoked and 279 applicants having their applications refused. Following this, 80 affected applicants and drivers appealed the decisions to the Magistrates' Court but the appeals were all subsequently dismissed by the court or withdrawn.

Supporting the recovery

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

On 14 June, the Government announced a delay in the date for the country moving to Step 4 of their roadmap. Until this time, we continue to follow Government advice based on Step 3 of the roadmap.

The UEFA European Football Championship, delayed from 2020 due to the pandemic, ran from 13 June to 11 July, with the first England game at Wembley Stadium and live streaming available in Trafalgar Square. During the months of June and July, our operational teams assisted team vehicles from their hotels to the stadium, ensuring the resilience of our network on routes and around the live streaming sites. Our operations also assisted with the stadium's egress plans, such as mapping emergency routes and evacuation paths from the stadium, and we used our Palestra Event Liaison Facility (PELF) space in the Network Management Control Centre to host the event command, control and city operations. The PELF housed key agencies and stakeholders during Wembley match days and when the Trafalgar Square live site was running. The PELF was designed with strict COVID-19 requirements in place to ensure the safety of our staff and any visitors.

The 2021 Wimbledon Championships also took place from the 28 June to the 11 July. Operational teams supported the event by assisting tournament vehicles to and from the central London hotel where players and officials were staying. This was key to helping maintain the safety of the players and ensuring compliance with COVID-19 requirements at Wimbledon.

On 21 June, we restored ticket machines to accept cash again at the vast majority of London Underground and DLR stations, as well as reinstating cash payments where it was removed from ticket offices on London Overground, TfL Rail and the Emirates Air Line. The temporary cashless arrangements were introduced in response to the pandemic and have played an important role in protecting staff and passengers from handling cash, while also facilitating social distancing by reducing queuing and congregating at ticket machines and ticket offices. With increasing numbers of Londoners and visitors coming to the Capital, it is important that we do everything we can to ensure public transport is open and accessible to all.

On 19 July, we started our public transport recovery campaign. The campaign, with the message 'Welcome back. Tube it. Bus it. Train it.', has launched on TV, cinema, digital video, posters and through a Time Out media partnership. The campaign reminds customers of the key role our network plays in their lives and is set to inspire them to make off-peak leisure journeys. The specially designed Time Out cover wrap includes a social media competition to inspire Londoners to enjoy leisure activities in the Capital and to access them by public transport. The campaign is aligned with the GLA and London and Partners' #LetsDoLondon campaign, which is a national campaign focused on tourism into London, including overnight stays.

We have also launched activity to support the recovery of the Emirates Air Line by increasing awareness of its availability

(within easy reach of central London), using the lifting of Government restrictions to increase passenger volume and revenue, and increasing the proportion of online sales. As a secondary objective, the campaign also aims to re-establish the Emirates Air Line as part of the transport network. The activity, which will include posters across the network, digital displays, paid search, social media and influencers, will run throughout the year and will focus on key holiday times.

Managing demand on our services

We continue to run near-normal levels of services across the public transport network and offer a wide range of active travel options, including Santander Cycles and protected cycling and walking routes, especially in central London and the West End. From 21 June, London Overground has been operating a normal pre-pandemic service on all our routes, with 100 per cent capacity through the whole week, including during the weekday morning peak. Customers are asked to travel during quieter times to help spread demand throughout the day when there is spare capacity and make social distancing easier. Customers should continue to follow the Government's advice when using the network. We will continue to monitor demand to ensure we keep our staff and customers safe and help continue to prevent the spread of coronavirus.

On 7 June, the Waterloo & City line reopened to boost capacity of the transport network as London continues to recover and open up further. The line, which connects Waterloo and Bank

stations, is an important commuter link and has been closed since March last year.

The Waterloo & City line currently runs every five minutes on Monday to Friday, from 06:00 to 10:00 in the morning and 15:30 to 19:00 in the afternoon. This enables customers to stagger their journeys during the morning and afternoon peak, and adds extra capacity for people who are unable to change their working hours and have to travel at these times.

We have also received extra funding from the Government for additional vehicles for school routes to assist with capacity and social distancing. We are preparing for the return to schools in September, taking into account any possible restrictions and changes to school hours.

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

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



Arch Day encouraged people to support local businesses

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 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 the business, leisure and hospitality sectors, attending more than 25 industry forums, roundtable discussions and conferences throughout the pandemic. On 15 June we spoke alongside the Rail Delivery Group and Network Rail at London First's event 'Back On The Move: Public transport challenges as London Unlocks' at which our key messages and guidance documents were shared to all attendees and London First members.

On Arch Day 2021 on 3 July, Londoners were encouraged to support local businesses located in railway arches. The scheme was supported by The Arch Company, Network Rail and us, and highlighted the services, products and activities that can be found under these often-forgotten Victorian railway arches, and encouraged local people to shop with businesses in their community. I visited businesses

located in arches that are managed by us in Haggerston in east London to discuss their experiences during the pandemic and recognise their commitment to the local community as part of our Love Your Local Arches Awards. I also met with representatives from Guardians of the Arches and was pleased to hear they appreciated our efforts throughout the pandemic to support the hundreds of businesses in our Arches.

As an organisation, we own and manage more than 800 arches across London, with small and medium businesses making up more than 93 per cent of our tenants, showing the vital contribution we have, and continue to have, in helping London's economy recover. With restrictions keeping a large number of Londoners at home over the past year, many people have rediscovered their local areas, leading to our commercial tenants becoming more intrinsically linked to those around them by providing essential services to their communities. As the recovery builds, new businesses have also started opening in the arches, showing they are the perfect next step for growing new or small businesses.

We worked hard to support our tenants by offering significant rent, practical and emotional support. We continue to work with tenants as partners, getting to know their businesses better and sharing responsibility for business recovery.

The Partnership and Events team launched a new collection of trend-led assets to promote our ever-growing product licensing programme. On 6 July, we hosted

London Lines – an event in the Cubic Theatre at London Transport Museum to encourage new business opportunities and inspire our current partners. The event focused on our history of iconic design and recovery plans, with presentations from TfL representatives, Sam Mullins OBE, director of the museum since 1994, and our licensing agency, TSBA group.

Valuing People Network

We continue to engage with our Valuing People Network to understand how we can better support the travel needs of people with learning disabilities across London. Members of this community have had to live in different ways during the last year, with some shielding since the outset of the pandemic. We held two meetings in June with more than 40 attendees, where we provided information about our e-scooter trial and an update on the changes to the public transport services, including the increase in bus capacity, face coverings, travel at quieter times. We also looked at ways in which we can build back the confidence to travel independently again, once it is safe to do so.

We also continue important engagement with our Independent Disability Advisory Group, which meets virtually every fortnight. The group has been instrumental in advising on a range of infrastructure and customer experience projects, including the Hammersmith Bridge ferry project and the new Bank station capacity upgrade project.

E-scooter discussion with Guide Dogs UK

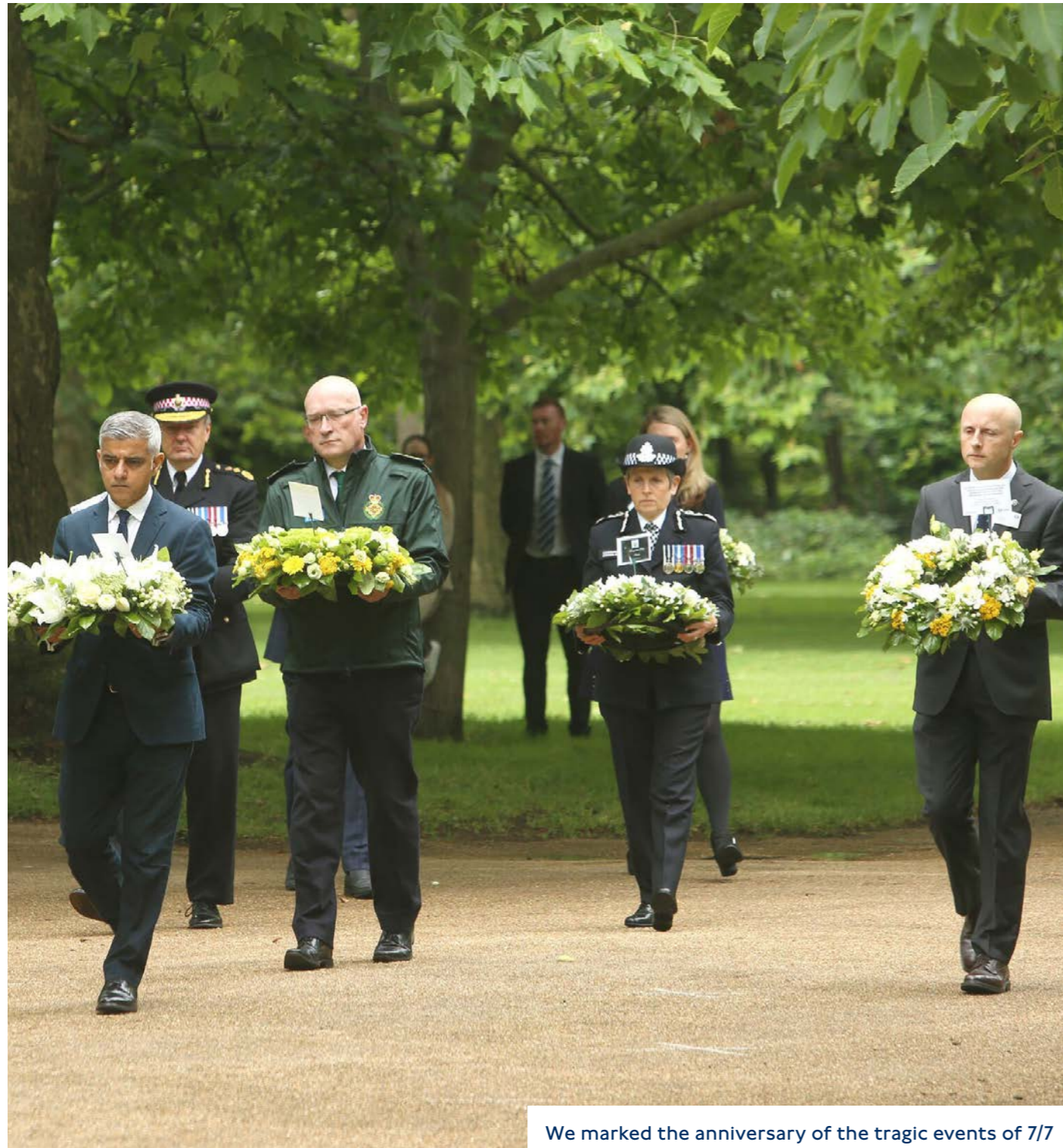
On 14 June, we co-hosted an e-scooter trial roundtable discussion in collaboration with the Guide Dogs UK charity. The panel included representatives from our e-scooter team, the three e-scooter trial operators, MPS, London Councils, RNIB, London Vision and Guide Dogs UK, with London Assembly Members and borough councillors in attendance. The panel provided an overview of the trial, the importance and priority of safety, and enforcement activity taking place for privately owned e-scooters. The sight loss charities also shared their key concerns, including designated parking, policing and monitoring inappropriate use, preventing pavement obstructions, the process for reporting incidents and enforcing private e-scooter use.

Inclusive transport forum

On 8 July, we held our first Inclusive transport forum of 2021, previously known as our quarterly Accessibility forum. The forum included an update from Vernon Everitt, Managing Director, Customers, Communication and Technology, on recovery work to ensure customers feel confident and safe returning to the network. We updated the group on feedback from our inclusive streets engagement programme and our actions from their feedback will be shared with these stakeholders later in the summer. In addition, we also outlined our plans to ensure buses play a key role in London's recovery and the five key themes to consider: safety and security, customer experience and accessibility, journey times, connections and environment.

Our people

Despite the challenges of the pandemic, our people have been there to support London



We marked the anniversary of the tragic events of 7/7

Remembering 7/7

This year marks the 16th anniversary of the 7 July 2005 attacks on London's transport network. I joined Mayor Sadiq Khan and representatives from the emergency services to lay wreaths at the memorial in Hyde Park and observed a minute's silence. Our thoughts remain with the 52 innocent people who lost their lives, the survivors and their loved ones. Local memorial events also took place at locations directly affected by the 7/7 attacks.

COVID-19 special recognition awards scheme

The COVID-19 recognition scheme was launched on 30 November 2020 to recognise those who have made exceptional contributions and had a significant impact on London's response to the pandemic. The scheme closed on 31 May 2021 and, from more than 570 nominations, we presented awards to 196 individuals and 76 teams across the organisation.

As a result of these awards, we have seen a positive impact on staff morale, as well as a sense of pride across the organisation in our response to the pandemic. This scheme has also shown staff how valued their work is and that this is recognised by Senior Management, especially in light of such a challenging period of our lives.

Healthy Transport Award

On 29 June, we were awarded the Healthy Transport Award for 2021 by the Chartered Institute of Highways and Transportation in partnership with University College London and the Transport Research Laboratory.

We were recognised for the measures we put in place to protect bus staff in response to the tragic loss of bus drivers in the spring of last year due to the pandemic. This was made possible with the use of simulations, stakeholder engagement, driver guidance and changes to vehicle specifications. The work found that sealing the assault screens of driver cabs reduced air getting inside by 99 per cent and this was complemented by changes to vehicle heating, ventilation and air circulation systems on 1,800 buses, as well as guidance for cleaning. The outcome was better protection and reassurance for drivers.

Virtual work experience pilot programme

Throughout June, we welcomed 21 secondary school and further education students from the London Boroughs of Hillingdon and Croydon to take part in a week-long virtual work experience pilot programme. This was the first time we had offered work experience virtually and it was a great opportunity to assess if the change from face-to-face to virtual work experience was effective and still achieved the right outcomes for the students. It also supported schools in achieving the Gatsby benchmarks as set out as advisory in the Government Schools Statutory Guidance.

During the week, the students explored different areas of the business including Technology & Data, Network Operations and Commercial Development. The students were set interactive tasks each day which included presenting ideas for design feature ideas in our energy efficient homes, presenting options in response to a customer complaint about a traffic light

problem in south London, and analysing data from lockdown journey changes in different locations. The three challenges set by different business areas helped to demonstrate the diverse range of career opportunities we have in the organisation.

Following positive feedback from the students and schools, we are trying to reach more students with this approach, continuing to target schools where there are higher levels of deprivation.

Steps into Work

On 9 July, we were delighted to celebrate the completion of our latest cohort of 15 Steps into Work students at the end of programme event. The students were delighted to have their achievements acknowledged by the Deputy Mayor for Planning, Regeneration and Skills, DfT Minister of State for Transport and members of the TfL Board.

A further 12 months of ongoing support will be available for the students to help secure paid employment, with three already successfully securing work externally, which is a great achievement, particularly in these challenging times. This programme delivers great outcomes for those with learning disabilities, by helping to build confidence, gain experience and skills, and supporting them in eventually trying to secure paid employment.

Graduates and apprentices

Following our successful virtual recruitment campaign for 60 graduates, five Year in Industry students and 48 Level 4-6 apprentices are due to start on 13

September, our 'keep warm' engagements have started with virtual meet and greet sessions being held with the individuals' business sponsors.

Our Level 3 apprenticeship recruitment campaigns have an additional 69 roles across 15 schemes and are now accepting applications. We have also started a series of virtual events with schools, social enterprises and partner organisations. This work helps to promote and inspire applications for our roles opening in mid-July. These events also give people the chance to ask questions on the apprenticeship route versus other choices for young people, hear from current apprentices and to ask questions about our assessment process. The Level 3 apprentices will join us in January 2022.

As we prepare for our new intakes to join us, we have also started our 2021 career launch process for 100 apprentices and 28 graduates who are due to complete their schemes between now and March 2022. Relevant substantive roles are being identified across the business and are being promoted on our dedicated graduate and apprentice career launch portal.

Diabetes prevention programme

During June, we promoted the NHS Diabetes Prevention Programme and the Know Your Risk tool, which lets users know within a few minutes if you are at risk of developing type 2 diabetes, to coincide with national Diabetes Week from 14 to 18 June). We invited representatives from Diabetes UK and Slimming World to come along and talk to staff on the effects of obesity

and the links to type 2 diabetes, and share practical tips on how to make lifestyle changes to prevent developing type 2 diabetes.

Type 2 diabetes trial of RESET Health programme

Obesity is associated with reduced life expectancy and is the leading cause for developing Type 2 diabetes and other chronic medical conditions. A trial of a technology-enabled metabolic programme called RESET Health will begin in the next few months for staff living with Type 2 diabetes, prediabetes and obesity to help reverse their metabolic conditions. It also provides support to help lower insulin resistance and reverse those conditions without reliance on medication.

The trial will use the RESET Health 12-week programme which provides 24/7 coaching and support through a multidisciplinary team of medical professionals, remote online clinics, mobile app and social media. During similar programmes, RESET Health showed that, on average, participants lost 12 kilos in 12 weeks and had reduced blood pressure, and the programme had enabled 80 per cent of participants to come off their medications.

Health and Wellbeing Team Challenge

Over 1,200 employees joined in with the Kaido Wellbeing team challenge which concluded on 18 June. The challenge encourages teams to work together to earn points by increasing activity levels, trying new types of exercise and adding mindfulness to the daily routine. The winners were a team of customer service

assistants from the Victoria line called Red Panda. The engagement report showed that 88 per cent of participants felt healthier at the end of the challenge, 31 per cent slept more, 82 per cent were making better nutrition choices, 78 per cent had increased their daily steps, 47 per cent had tried a new form of exercise and 88 per cent said their overall activity levels had increased.

Stress reduction group

On 4 June, we held our first stress reduction group workshop for employees to help support anyone who was experiencing increased levels of stress. The aim of the workshop was to establish an understanding of the causes of stress, and build personal resilience and coping strategies to help establish a healthier approach to work and life. Follow up sessions were also held on 11 and 18 June.

Virtual health assessments

A small trial of virtual one-to-one health assessments was conducted during June. Participants booked a convenient timeslot online and received a small home-testing kit to test for blood glucose and cholesterol, as well as thyroid testing for women and prostate testing for men. The health assessment itself consisted of a 30-minute confidential session with a health advisor to discuss the test results. The assessments provided Occupational Health with anonymous aggregated data which showed that of the 241 assessments carried out, 92 per cent of those attending had the recommended heart rate levels, 91 per cent were of a low cardiac risk, 93 per cent were at low risk of diabetes and within government recommended guidelines,

65 per cent were within government guideline levels of total cholesterol. However, looking at activity levels, 89 per cent thought they were not active enough and 23 per cent felt they did not get enough sleep. Results of a customer satisfaction survey are pending. The follow up survey shows that 90.6 per cent found it a positive experience, 90 per cent rated the assessments useful and informative, while 77.3 per cent said they would make lifestyle changes as a result of attending the assessment.

Delivering a green future

On 27 May, we launched an internal campaign to deliver a green future as one of our top five priorities as an organisation. The campaign will run until the end of August and aims to help increase both action and progress on decarbonisation across the business and the Capital, and contribute to the culture change required to deliver the Green Future priority and our Corporate Environment Plan ambitions. As part of this campaign, I recorded a short film encouraging colleagues to join the fight against climate change and explaining what they can do to help. I also shared some of our successes in this area, such as having the largest zero-emission bus fleet in Europe and outlined our future plans, including switching our electricity supply to 100 per cent renewable by 2030 and explained why this work was so important for both the organisation and the city. The ongoing campaign will feature blogs, articles, video blogs, interaction and digital signage guiding employees to our Corporate Environment Plan.

To support this work, our colleagues in Surface Transport ran an Environmental Awareness month in June. The aim of the campaign was to raise awareness among staff of the role they play in contributing to London's Green Future. Staff were asked to consider making green commitments and encouraged to familiarise themselves with the Corporate Environment Hub.

We ran a number of insight sessions, attended by close to 600 colleagues, on key environmental topics such as air quality (to coincide with Clean Air Day 2021 on 17 June), responsible procurement and decarbonisation. We also held a joint session with the assistant director for environment and energy at the GLA to take colleagues through the Mayor's ambitions for environment and what Surface colleagues can do to help deliver them. In addition to this, we also held two sessions aimed specifically at our projects teams to encourage them to ensure they consider environmental benefits when planning and delivering works as well as raising awareness of CEEQUAL, the evidence-based sustainability assessment, rating and awards scheme for civil engineering, infrastructure, landscaping and public realm projects.

Industrial action

Industrial action on the bus network owing to disputes over bus driver pay between bus operator RATP and the union Unite has now been resolved. Threatened industrial action at Metrolink has also been resolved. We have commissioned independent research into remote sign-on, where drivers can start their shifts away from their garages, so that this practice can be examined in more detail. We expect to share the outcomes with our bus operators and Unite by the autumn and will publish the findings on our website.

Improving transport and generating growth

We are working to ensure London's transport is fit for the future and supports our recovery

Hammersmith Bridge

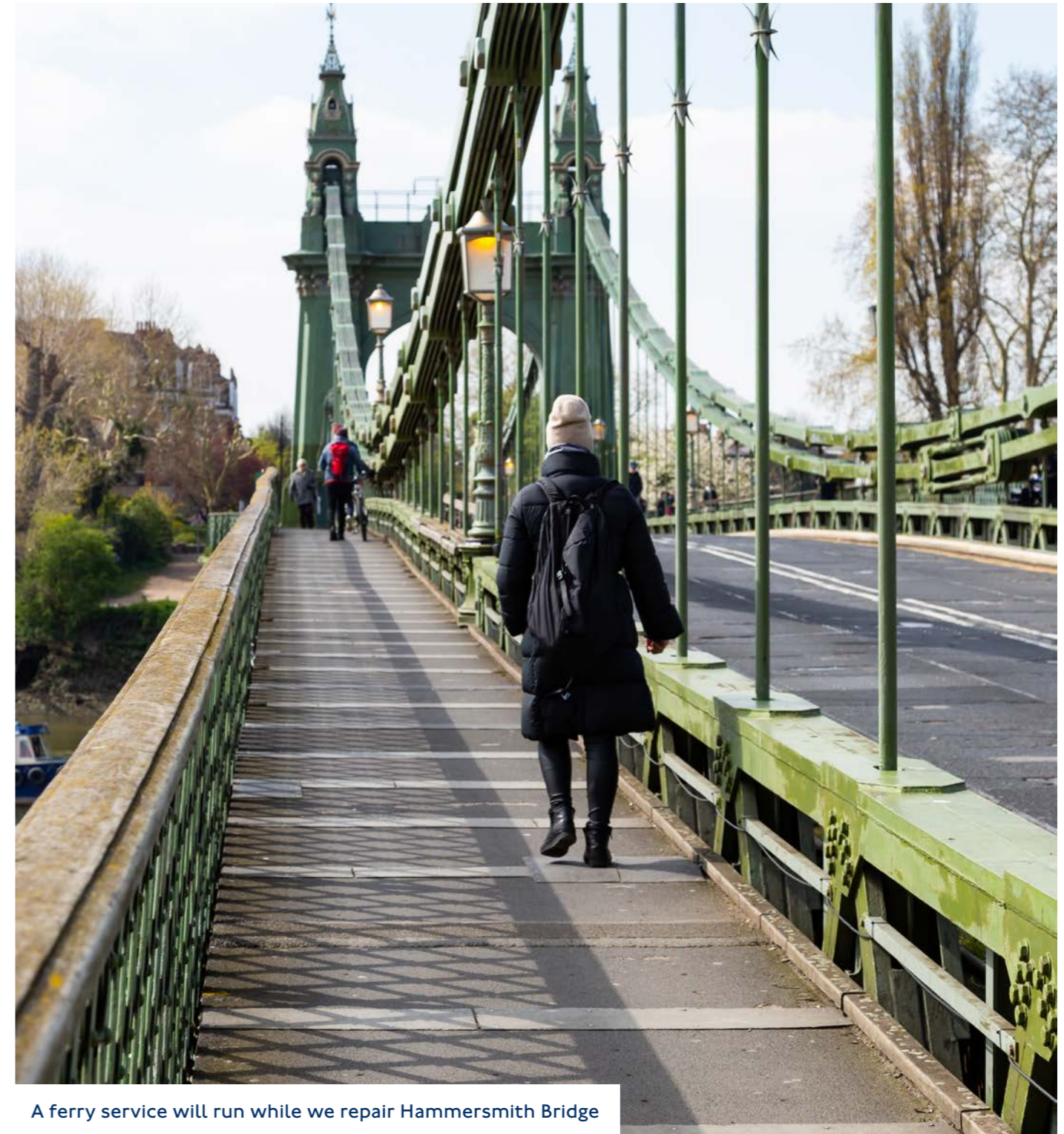
We completed the pedestal casing removal and blast cleaning of the bridge pedestals in early March 2021. We have also completed the inspections of the anchor chains and knuckles, which formed a key part of the review of the Case for Continued Safe Operation by the London Borough of Hammersmith and Fulham. On 15 July, the borough confirmed the outcome of the Case for Continued Safe Operation review, with the bridge re-opening to pedestrians, cyclists and river users from 09:00 on 17 July 2021.

On 1 June, the Secretary of State wrote to the Mayor concerning financial support to us, which requires a Memorandum of Understanding to be developed between the Government, the London Borough of Hammersmith and Fulham and us. This would be to confirm the arrangements for the wider repairs of the bridge. Work on the memorandum is already under way with the other parties.

Hammersmith Ferry

In March, we announced the appointment of Uber Boats by Thames Clippers as the operator who will provide and run the new temporary ferry service taking pedestrians and cyclists across the river while the repairs to Hammersmith Bridge are undertaken. The new service is proposed to run between piers located near Queen Caroline Street in Hammersmith and the Hammersmith Bridge approach in Barnes.

A number of meetings to refine proposals for the new service have taken place with local residents and stakeholder groups since the Thames Clippers' appointment. We are now in the process of gaining the necessary consents from the Marine and Maritime Organisation, Port of London Authority, Environment Agency, London Borough of Hammersmith and Fulham and London Borough of Richmond. The start of work to construct the new piers for the ferry at Hammersmith is dependent on the progress of planning consents, which are granted by the relevant London boroughs.



A ferry service will run while we repair Hammersmith Bridge



Trains are running along the Northern line extension

Northern Line Extension

The Northern Line Extension project involves a twin-tunnelled extension from Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms.

We are now running four Northern line trains per hour through the new tunnels every weekend, trialling the railway and supporting systems in as close to an operational service as possible. Once the extension is open, there will be an initial peak-time service of six trains per hour, increasing to 12 trains per hour by mid-2022. There will be five trains per hour during off-peak times, doubling to 10 trains per hour by mid-2022.

Throughout this trial period, operations and maintenance staff are testing the systems required to keep the extension running, and existing Northern line train drivers will complete familiarisation training on the route. Later this summer, around 100 members of station staff will also undertake training to become familiar with the two new step-free stations at Nine Elms and Battersea Power Station.

A number of practice exercises will also be completed with staff before opening, including trial emergency evacuations to test safety procedures.

Lifts, escalators and ticket machines are all in place at both new stations and final testing and commissioning of these assets is under way and due to be completed in the coming weeks.

The project remains on track for completion in the autumn.

Circle, District, Hammersmith & City and Metropolitan lines modernisation

We are installing a new communications-based train control signalling system on the Circle, District, Hammersmith & City and Metropolitan lines. Once the upgrade has been completed, we will be able to run trains more frequently and reliably which will mean faster journeys, reduced waiting times and fewer delays.

The reliability of the sections already in use remains high. We continue to make progress in signalling migration area (SMA) 5, between Sloane Square, Paddington, Fulham Broadway and Barons Court stations. This phase involves upgrading the complex junction at Earl's Court. Once we have done this, it will mean that the entire Circle line will have been upgraded to the new signalling.

Development has progressed in SMA8, which includes complex interfaces around Neasden. This is a considerable undertaking in the interoperable area around Neasden Depot where the Metropolitan line and Jubilee line trains share tracks.

We have completed an extended review of the programme and its costs in the wake of challenges linked to software development, installation and the impact of the pandemic. We have also considered the outputs and lessons learnt from delivering SMA3, from Euston Square to Stepney Green and Monument, and SMA4 from Monument to Sloane Square, into revenue

service and now have a revised schedule and cost forecast.

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 enable a peak frequency increase from 24 to 27 trains per hour.

Our train supplier, Siemens, has started software and assurance testing of the new rolling stock systems and build. This is a key precursor to the start of train manufacture, which will be delivered ahead of target in August 2021.

The design of signalling modifications in support of our upgrade to South Harrow sidings was approved. Work started on site on 9 June and the four new roads remain on target to be handed back this December.

Belsize Park

On 16 July, we finished replacing the third and final lift at Belsize Park Tube station. The new lifts can now carry more passengers from the platforms to the ticket hall, in less time and in more pleasurable, safer surroundings, avoiding the station's 219 stairs.

Belsize Park opened in 1907, and the three lifts installed in the late 1980s have now reached the end of their useful life. Replacing them was essential to maintain accessibility and reliability, and keep the station open with fewer closures due to the lifts being out of service.

We started work on site in May 2019 and the project has posed a number of challenges, including the station's Grade II listing, its World War II air raid shelter and, most recently, the pandemic, which resulted in a temporary postponement until we could achieve a safe working environment for our lift installers and colleagues.

Step-free access

On 5 July, Liverpool Street Elizabeth line station was officially transferred to London Underground, bringing immediate benefits to customers at Moorgate. As part of the work undertaken by Crossrail, a refurbished station entrance for Moorgate station on Moorfields is now open. Step-free access to the Circle, Hammersmith & City and Metropolitan lines has been provided, with new lifts serving the eastbound and westbound platforms. The new entrance is more spacious at 65 metres wide, with a longer gateline, six new ticket vending machines and customer information screens providing an improved customer experience for those using the station.

On 23 June, Ickenham Tube station became step-free, helping people with accessibility needs to access the station and the wider transport network, significantly improving their journeys.

The station now has two new lifts and improved signage giving customers step-free access from street level to the station platforms. Alongside the upgrades, manual boarding ramps will still be available to assist customers to get from train to platform, as well as existing tactile paving covering the full length of both platforms.

The new lifts will greatly improve access within the station and wider transport network for people with mobility needs, heavy luggage or with children in buggies.

The completion of accessibility works at Ickenham brings the total number of step-free stations on the Tube to 84. This follows Debden station, which became step-free in April, with work continuing at Osterley, Harrow-on-the-Hill, Sudbury Hill and Wimbledon Park, all of which are scheduled to become step-free later this year. Additional improvements to accessibility at Ickenham station will be made next year, and will include a brand-new step-free car park with three blue badge spaces next to the station.

On 8 June, we opened a new entrance and ticket hall for customers at Ilford station, providing a convenient link for residents in nearby homes.

The new entrance provides an additional way for TfL Rail customers travelling from Ilford into central London and Essex to access the station. It was originally proposed in 2015 and has been built using funding from the GLA Housing Zone Grant and the TfL Growth Fund as well as further support from Redbridge Council.

Having an additional permanent entrance from Ilford Hill will save time for customers alighting buses to the south of the station as they will not have to walk around to the front entrance on Cranbrook Road. The new entrance also provides further capacity to support the expected rise in passenger numbers when the Elizabeth line opens.



We are providing step-free access at even more stations

The new ticket hall provides a step-free entrance to Platform 1 ahead of new lifts being installed at the station by Network Rail as part of the wider station improvement project. Three lifts will provide step-free access to all platforms when complete.

There is also a new gateline and ticket machines as well as enhanced customer information screens with real-time travel information. A Continue Your Journey screen next to the exit will mean customers have access to live bus departure information for the nearby bus stops, making public transport journeys easier.

Silvertown Tunnel

The new twin-bore Silvertown Tunnel, within the extended Ultra Low Emission Zone (ULEZ), will effectively eliminate congestion and improve air quality around the Blackwall Tunnel approach, with no increase in carbon emissions. It will also provide a transformative new cross-river bus network for east London, with plans for up to 37 buses per hour in each direction, all of which are expected to be zero emission from launch. The tunnel will connect Silvertown and the Greenwich Peninsula, and support significant planned redevelopment in the coming years, aiding London's recovery.

Three continuous air quality monitoring stations have been installed and commissioned near the new tunnel's portals, and a further 29 nitrogen dioxide diffusion tubes are monitoring air quality in the boroughs of Greenwich, Lewisham, Newham, Southwark and Tower

Hamlets. This data will enable us to carry out modelling to adequately plan and implement our mitigation strategies prior to opening the tunnel.

We have served temporary possession notices and taken possession of land from several tenants to facilitate handover of 41 sites to our contractor Riverlinx, with a further six completed at the end of June.

Site works continue in both the Greenwich and Silvertown worksites, including continuation of piling where the tunnel boring machine launch chamber will be constructed. The first of two 102 tonne, 32 metre-long counterforts for the launch chamber has now been assembled and lifted into position ready for more than 500 cubic metres of concrete to be poured. Following this, and the completion of piling works, we will be able to start excavating the launch chamber.

The design of the tunnel boring machine continues to progress well. Sample testing of tunnel lining segments is progressing as planned and fire resistance tests expected ran through to final assessment at the end of June.

Blackwall Tunnel

Throughout the month of July, we will be carrying out critical repairs to the Blackwall Tunnel's fire detection system, which require a three-night closure of the southbound tunnel between 01:00 on 21 July and 05:00 on 23 July, and between 00:01 on Sunday 25 July and 05:00 on Monday 26 July. The northbound Blackwall Tunnel will remain open throughout.

These upgrades are needed to ensure the detection system works optimally in the event of a fire. These works are to install a linear heat detection system above the carriageway, which is part of an upgrade to the current fire detection system.

While the southbound tunnel is closed, roads in the surrounding area and nearby alternative routes across the river are expected to be busy and delays are likely. For longer journeys, people are advised to consider routes away from the centre of London, such as the A406 or M25 and use river crossings further out to complete journeys. People traveling locally on Sunday 25 July are advised to use the Jubilee line or DLR services across the river.

London Overground

The East London Line Enhancements Programme is developing concept designs for enhancements 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 via a Grant Determination Agreement (GDA) and include: a new accessible station entrance at Surrey

Quays; an entirely new accessible station between Queens Road Peckham and Surrey Quays called Surrey Canal station; a five-train stabling sidings; and an upgrade to the Traction Power system. The concept designs are set to be complete in the autumn, ahead of key milestones contained within the GDA, and will inform our governance process before starting the detailed design and build stage in early 2022.

Station enhancement projects at Hackney Central and Imperial Wharf have also been approved, to be delivered in partnership with Network Rail, the London Borough of Hackney, Arriva Rail and funded by the DfT.

Hackney Central station will see a new second entrance on Graham Road to ease congestion and improve accessibility in response to growing passenger numbers, as well as new cycle parking spaces and additional trees and greenery, improving links to the town centre and supporting a green recovery. An additional footbridge will also be installed, alleviating congestion around the existing entrance and improving links to the Hackney Downs interchange.

At Imperial Wharf station, a new entrance will be connected to the northbound platform, enabling a one-way system for passengers and so alleviating congestion at the existing staircase. The schemes will reduce crowding and improve journeys for passengers using the two stations, and will be delivered later in 2021.

London Trams

Survey works started for the upgrade to the Vecom wayside tram communication equipment to enable a Correct-Side Door Enabling system on the Bombardier CR4000 trams, and the installation phase of this project started on 18 July.

The installation phase for the additional CCTV cameras on the Stadler fleet (part of the Stadler equipment overhaul project) to improve drivers' visibility of the tram body has progressed following issues with the first-in-class commissioning, with the roll-out completed on 2 July and trial running planned to go live on 6 August.

Design work has been completed at the end of June for the third phase of the Reeves Corner track renewal, which will be undertaken in an August part-closure of the tramway. Call-off contracts through our highways maintenance framework are planned to be awarded for highway resurfacing works and bridge condition repair works, which will also be scheduled to take place during the August closure.

The Tram Rolling Stock Replacement Programme will replace the life expiring Bombardier CR4000 trams, which are experiencing declining reliability and have one of the lowest state of good repair categorisations across our fleets. Within the last quarter, the programme has developed the initial operational and maintenance concept with Tram Operations Limited and started to complete surveys on the network to ensure the best understanding of the infrastructure constraints. A tram market study to ascertain the current

tram market offerings has also started to inform the main procurement activity, due to get under way later this year. In June, we started the contract associated with these activities, including the market study and surveys, with the aim of completing the market study and the infrastructure study in the autumn, ahead of starting the formal procurement exercise before the end of the year. The output of these initial activities will help inform us of the latest tram models available and identify the next steps regarding infrastructure works to accommodate the new units.



Our Wi-Fi connectivity will remove mobile 'not spots'

Wi-Fi on the Tube

On 21 June, we awarded a 20-year concession to BAI Communications to enable mobile coverage on the entire Tube network, helping remove one of the most high-profile mobile 'not spots' in the UK.

The concession will see a backbone of mobile and digital connectivity established across London. Uninterrupted 4G mobile coverage has already been introduced on the eastern half of the Jubilee line and will be expanded in phases to ticket halls, platforms and tunnels over the next three years, with all stations and tunnels due to have mobile coverage by the end of 2024. This will enable customers to check the latest travel information and use their mobile phones throughout their journeys.

London's Tube tunnels will also be used to provide full fibre connectivity across the city, which can then be connected to buildings and street assets like street lighting and bus stops. This will help to further increase mobile coverage through small mobile transmitters, as well as leveraging the power of the 5G mobile network to deliver city-wide improvements and future growth. The new high-capacity fibre network will bring fibre directly into London's neighbourhoods, creating new opportunities to serve homes and businesses with gigabit-capable speeds and support digital inclusion, ensuring everyone can benefit from using the internet.

BAI Communications, which was awarded the concession after a competitive tender process, is a leading global provider of 4G and 5G connected infrastructure. The

agreement will build on its significant experience of deploying communications networks in highly dense urban environments across the world, including New York, Toronto and Hong Kong. The neutral host network being delivered as part of this concession will be the most advanced network of its kind in the world and available for use by all mobile operators. The infrastructure will also be 5G ready, allowing for a seamless upgrade for mobile operators in the future.

Once fully delivered, more than 2,000 kilometres of cabling are expected to be installed within tunnels and stations, all of which will be fitted outside of operational hours. In addition to benefiting customers, providing 4G on the network will generate further revenue across the 20-year length of the concession, as well as helping operational teams by providing better connectivity while underground.

To help reduce future disruption, we have already begun installing the necessary cabling within several stations and tunnels to help reduce the need for closures and ensure mobile connectivity can be introduced more easily. This includes cabling already installed on the Jubilee and Victoria lines as well as within the Northern Line Extension. Work will now begin to prepare some of London's busiest stations for mobile connectivity, including Bank, Camden Town, Euston, Oxford Circus and Tottenham Court Road, ahead of these being some of the first to be connected by the end of 2022.

TfL Go app

On 30 June, we updated the TfL Go travel app to provide real-time information on how busy Underground stations are throughout the day. This will help customers choose quieter times to travel around the city and will further help build confidence as more people continue to return to public transport.

The update is available on both the iOS and Android versions of the app, and uses aggregated and depersonalised data from our Wi-Fi network. Historically, we have used ticketing data to understand travel patterns on the network, with data on quiet times in the app based largely on data from TfL's Oyster and contactless ticketing system which records entry and exits at stations. This innovative update now allows us to factor in how busy platforms and interchange points are when calculating overall crowding within a station.

Launched in 2020, TfL Go app provides real-time train times and additional information in a mobile-friendly way to enable customers travelling on Tube, bus and rail services across London, to make informed decisions about the best time for them to travel. It also suggests alternative routes and walking and cycling options. The app has regularly-updated accessibility information available through a step-free mode which provides a clear and easy to navigate view of all stations that are step-free to platform or train.

The Levelling Up Fund

The Levelling Up Fund was announced at our 2020 Spending Review, with bidding details confirmed in March 2021. The £4.8bn national fund was set up to support town centre and high street regeneration, local transport projects, and cultural and heritage assets in accordance with the Government's levelling up agenda. In particular, the fund targets schemes which can boost local economic growth, provide environmental benefits and improve local air quality, deliver greater employment opportunities, reduce travel times to key services, increase footfall in town and city centres, reduce crime and provide social value to local communities.

A £600m pot is available to bid for this financial year for the first round of funding and this will be targeted towards places with the most significant need. We have not submitted a bid directly, but the GLA submitted a transport-related bid for funding to support a new station at Beam Park on the C2C train line. This has been a long-term aspiration which will bring more than 5,000 homes in the London Riverside opportunity area.

Noting our current financial challenges, we have also provided our endorsement to borough-led bids from 11 local authorities. We are not committed to deliver these schemes but have assessed and considered the overall strategic fit and deliverability, cost and stakeholder risks.

Transport bids will be assessed by the DfT and investment decisions are due to be made by autumn 2021. We will continue to

work with local authorities on their bids throughout the following assessment phase by Government, as well as on proposals for future submission windows.

New Homes

New homes at Cockfosters

In June, Connected Living London, our long-term strategic partnership with Grainger plc, submitted an application to Enfield Council for 351 well-designed, quality homes on land adjacent to Cockfosters Tube station.

It is the fifth application Connected Living London has submitted, and the partnership is delivering 40 per cent affordable housing across all of its sites.

At Cockfosters, the proposals have been updated in response to community feedback. Connected Living London has introduced a drop-off and pick-up zone for up to seven vehicles, and has increased the amount of open space by close to 1,000sqm. The proposals will transform the areas outside the station entrance and provide a cycle hub for up to 60 bicycles and substantial play space built into the landscape area.

First residents move into Blackhorse View

On 25 June, the first homeowners moved into Blackhorse View, our development with Barratt Homes, on the former Blackhorse Road car park, which received planning permission in 2019. This is a major milestone for us, with people moving in and more than 100 of the homes now sold. When complete in 2022, the site will provide 350 new homes, with 50 per

cent affordable housing ranging from one to three bedrooms. In addition, we are providing 1,625sqm of commercial space, and the construction will create up to 300 jobs with local apprentice opportunities.

Kidbrooke development

Work is continuing at pace at our residential-led development site in Kidbrooke. We are transforming this former brownfield site and delivering 619 new homes, 50 per cent of which will be affordable, with our development partners Notting Hill Housing.

In May, we announced that we have secured funding from a Green Development Loan worth more than £12m to deliver the latest phase in the project. This phase will see the first 413 new homes brought forward at London Affordable Rent, shared ownership and private sale. This phase of the programme is due to complete in 2023.

This development will regenerate this underutilised 1,600sqm brownfield site, with a new nursery, an improved transport hub and a new village square. It will also incorporate nature as part of the design, including green walkways, and will retain parts of the existing woodland.

Art on the Underground

In July, Art on the Underground launches an ambitious city-wide commission by British artist Helen Cammock, which responds to the events that unfolded in 2020 and 2021.

It is the artist's first major public commission, for which Cammock has created three text-based artworks that reflect our human response to the events of the past year: the pandemic; the death of George Floyd and subsequent Black Lives Matter protests; the ecological challenges we face; and the inequalities made evident through the pandemic. Through her work, Cammock presents a provocation for a more compassionate future.

The commission will be on view for a year and is exhibited in poster sites at Aldgate East, Charing Cross, Earl's Court, Holland Park, South Kensington, St James's Park and White City stations.

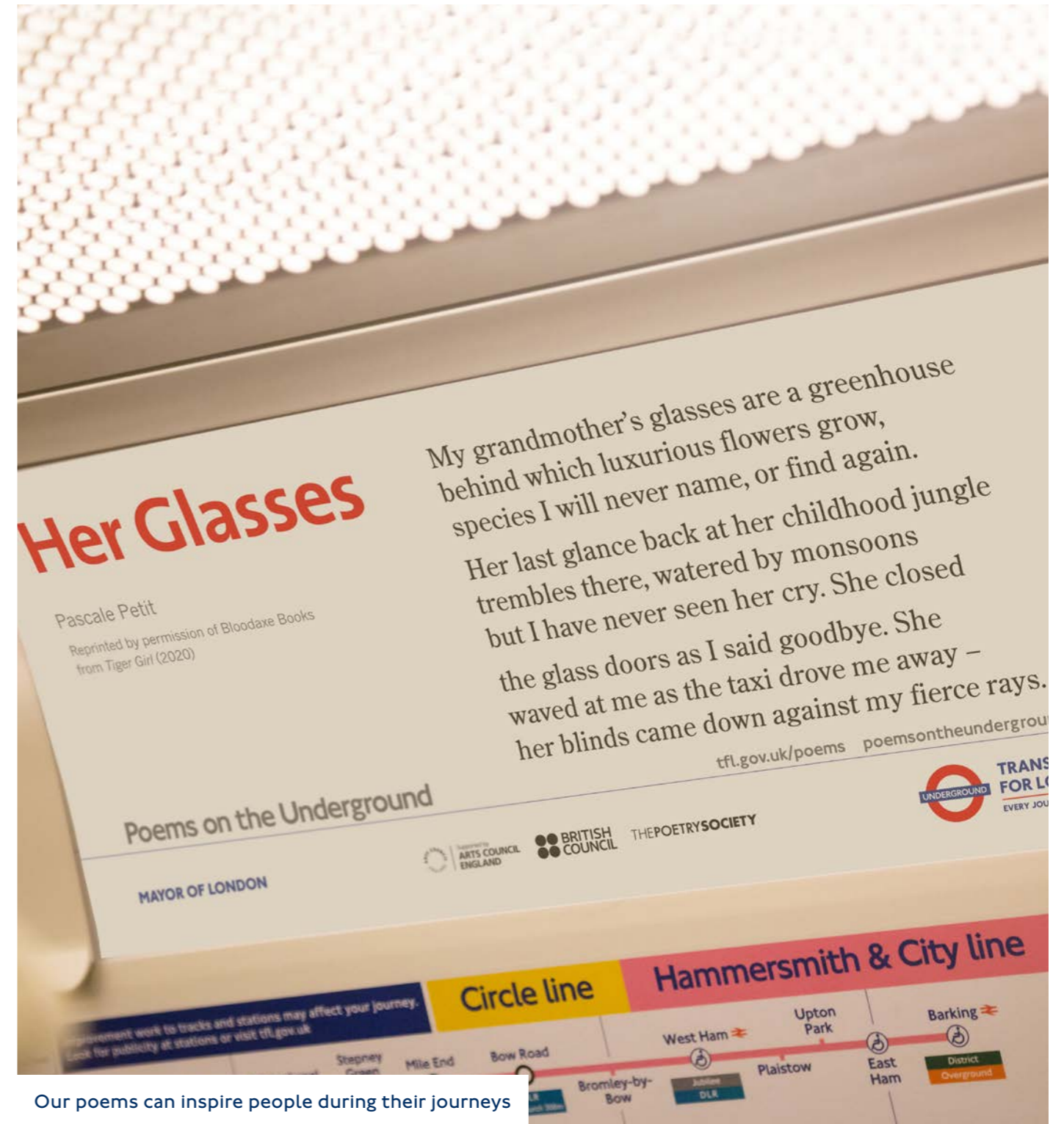
Poems on the Underground

Poems on the Underground launched its second set of 2021 poems during the last week of June. This set of poems celebrates summer and features the poems Her Glasses by Pascale Petit, In the Bright Sleeve of the Sky by Ilya Kaminsky, Consider the Grass Growing by Patrick Kavanagh, a poem about midsummer by Anyte of Tegea translated by David Constantine, Black Ink by Fawzi Karim and Remembering Summer by W.S. Merwin.

The poems are intended to remind our customers about the joy of a world in bloom and encourage them to go out and experience some of this nature themselves.

Return of buskers on the network

Busking returned to the network at 15 stations at the end of April, and by the end of July all stations with busking spots will have welcomed musicians back. The return of busking is being carried out safely, with buskers wearing masks while playing music. We have had positive feedback from customers and staff, as people enjoy music in our stations once again.



Our poems can inspire people during their journeys

Healthy Streets

We want to make London an even greener, cleaner city for everyone

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures has continued to deliver at pace. So far, some 93km of strategic cycle routes have been completed, with a further 18km under construction. An additional section of CS8 upgrade on Chelsea Bridge has recently been completed and works to complete the final few TfL-led Streetspace schemes will continue through the summer. This includes temporary improvements for cyclists and pedestrians proposed on Mansell Street, which were previously placed on hold because of the short-term funding deal. As we recover from the pandemic, we will continue to monitor the impacts 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.

Borough delivery continues to make good progress, with construction of trial routes taking place across 10 London boroughs. Construction has recently started on two further cycle routes in Greenwich, from Eltham to Greenwich Park and Greenwich Park to Shooters Hill. We are also working with the boroughs to investigate making temporary schemes permanent.

Of the 107 low traffic neighbourhoods delivered by boroughs under the Streetspace for London programme, 88 remain operational at the time of writing, as do 322 school streets, from a total of 335 that were funded. A further 38 low traffic neighbourhoods and three school streets will be delivered under the Active Travel Fund, alongside numerous improvements

and upgrades to existing schemes. These will be delivered during this financial year.

Bishopsgate judicial review

Our appeal against the High Court decision in relation to a judicial review claim brought by UTAG and the Licensed Taxi Drivers Association Ltd (LTDA) against a temporary traffic management scheme in Bishopsgate on the A10 and against the interim Streetspace for London guidance that we issued to boroughs in May 2020 took place on 15 and 16 June 2021. The Court of Appeal allowed our appeal on all grounds, set aside the grant of judicial review in respect of the Mayor's Streetspace Plan, our interim guidance and the A10 order, and set aside the orders quashing the plan, guidance and the A10 Order. The judgment, with reasons, will be given at a later date together with the decision on costs. UTAG and the LTDA will need permission from the court if they want to appeal the Court of Appeal's decision to the Supreme Court.

Cycleways

Cycleway 4

Works along Creek Road within the Royal Borough of Greenwich are now complete, and the project team is liaising with the borough to ensure their works on Creek Road Bridge are completed as soon as possible. The next section of Cycleway 4 proposed for delivery is the Evelyn Street section in Lewisham, with the main scope of installing 2.8km of segregated cycle track. Construction is due to start later this month, and is planned to be completed by the end of March 2022.

Cycleway 9

Works on the eastern arm of Kew Junction towards Chiswick roundabout and Kew Bridge towards the south have been completed and new traffic signals have been commissioned. Work for the western arm of Kew Junction towards Brentford is continuing with the planning phase. Detailed design has also started on the Hammersmith Gyratory and is due to be completed in August this year.

Chiswick High Road Cycleway trial

On 9 July, in collaboration with Hounslow Council published new data that suggests the trial cycle lane in Chiswick has led to a significant increase in the number of people cycling in the area, while also leading to a reduction in the number of people being hurt while cycling.

In December 2020, Hounslow Council introduced trial changes in Chiswick, which were designed and delivered by us, to enable people to make journeys in a safe and sustainable way, including to the many businesses along the road. These changes included a temporary protected cycle lane along Chiswick High Road. The trial cycling route is an amended version of earlier designs for the Cycleway 9 route that had been supported in consultation before the pandemic and were delivered as part of Hounslow Council and our emergency response to the coronavirus pandemic.

This new data clearly demonstrates that cycling continues to increase on the already-busy corridor and that there has been a significant fall in cyclist

collisions since its installation. The data also shows that cycling along the trial route has increased by 72 per cent on weekdays between February and April 2021. In addition to this, up to 2,700 people a day are cycling along the route, including children and families. Cycling is now a major form of transport for people in the area and around 20 per cent of the 'vehicles' using the road during the day are bikes.

Provisional data from the MPS also suggests that it is now safer to cycle along Chiswick High Road than before the cycle lanes were introduced. In the 12 months before we introduced new temporary cycle lanes to Chiswick High Road, there were eight collisions involving a cyclist, while in the six months since we introduced the temporary scheme, there have been two such collisions. Data from an air quality monitoring station in Chiswick High Road opposite Windmill Road also shows an overall improvement in air quality, with levels of nitrogen dioxide, nitric oxide and particulate matter that are consistently lower than before the cycle lane was installed.

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 have been vital during pandemic

Santander Cycles

Our Santander Cycles scheme continues to go from strength to strength. It has played a crucial role throughout the pandemic, as more and more Londoners have turned to cycling for everyday journeys and exercise and has experienced record usage. Last month the scheme had its most successful June with more than 1.1 million hires. Since March 2020, we have offered free cycle-hire access codes for NHS staff and other key workers. So far, there have been more than 250,000 hires and more than 20,000 people have benefited from this offer. The busiest location for NHS code redemption is the docking station on Lambeth Palace Road in Waterloo, near St Thomas's Hospital.

Work to modernise, electrify and expand Santander Cycles is under way. This initiative aims to broaden and increase usage of Santander Cycles, drive revenue, ensure operating costs deliver value for money and adapt to the requirements of the latest regulations. It will improve the customer offering with the rollout of 500 electric bikes (e-bikes), flexible fare models and enhanced app functionality. In May, we placed an order for 500 e-bikes and development of the system continues, with a planned summer 2022 launch. Options are being explored to expand the geographical footprint of the cycle hire scheme.

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 had a transformational impact on 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 the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions of Londoners. Cars, motorcycles, minibuses (up to 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 migrate the existing operational systems to a cloud-based platform to be able to deal with the increased volumes of data that the larger zone will bring. We have successfully migrated three of the four tranches of systems and applications to the cloud platform and are now in the final testing and integration stages of the final tranche ahead of migration at the end of July.

Installation of new cameras across and around the expanded zone continues, and we have now installed about 700 new cameras to date. We have completed design and build of the new camera data processing system and are in the final stages of testing ahead of bringing this online in August. For the new road signs, we have completed installation of foundation sockets for the boundary signs and have started the installation of boundary 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 the October launch. This campaign includes posters, radio adverts, press and online advertising, leaflets for residents living along the boundary, press activity and stakeholder engagement, and will run until the scheme launches.

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 nearly 10,000 vehicles, with more than £43.7m of grant payments issued. To enable the ULEZ car and motorcycle scrappage scheme to extend towards the end of this year and potentially beyond, further funding is being secured.

Rapid charging

To support the growing number of zero-emission capable taxis and wider take up of electric vehicles, we have invested £18m to build a network of electric vehicle rapid charge points. We have now installed more than 300 such charge points, as well as the multiple rapid charge point hub site at Glass Yard in Greenwich. Work continues on the rapid charge point hub site at Baynard House in the City of London, which is expected to be completed in late summer.

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 needs to 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 increased demand for infrastructure.

Accordingly, we are now developing a new strategy outlining our updated forecasts for London's electric vehicle infrastructure needs by 2030, identifying how the public sector can further support this and remove barriers for the private sector, and what Government funding or support is required to achieve this.

Bus Priority Programme

Strategic priorities for the bus network are a core element of the revitalised approach to Healthy Streets and the new pipeline of multi-modal schemes. The Bus Action Plan will underpin the pipeline of schemes that are developed. A total of 30 strategic bus corridors have been analysed, including 14 in-depth reviews to identify bus priority opportunities. A selection of these corridors has now been progressed into outcome definition and feasibility and are planned for detailed design and delivery in 2021/22. On 11 June, construction of the West End Gate (Edgware Road) bus priority scheme was completed. This work delivered a new section of bus lane at a notorious delay point for buses. Monitoring will now take place, with journey times expected to reduce by 30 seconds per passenger, leading to £80,000 of operational cost savings every year.

Over 100 borough schemes have received funding for 2021/22, with the expectation that 5km of new and improved bus lanes will be delivered. Between April and June this year, 75 traffic signal timing reviews

took place to improve journey times for buses, and 70 further locations moved to the design phase, with the hope to deliver in future years.

Zero-emission buses

London now has more than 500 zero-emission buses in its fleet – marking a major milestone on our journey to reducing reliance on conventional diesel vehicles and cutting CO2 emissions in the Capital. We surpassed this number, totalling more than five per cent of our overall fleet, at the end of May, at the same time as the Mayor visited Switch Mobility's electric bus factory in North Yorkshire. On 23 June, the Mayor also launched the introduction of 20 double-deck zero-emission hydrogen fuel cell buses into the fleet. This is technology we have harnessed in London previously to help reduce bus-fleet emissions and, like pure electric buses, emits no harmful exhaust gases. The hydrogen vehicles are based at Perivale garage in west London.

Our aim is to continue adding zero-emission buses to our fleet as quickly and affordably as we can so that we can make the entire fleet zero emission by 2037, with options for bringing this forward to 2030 if funding can be provided from the Government for new vehicles and charging infrastructure. Since January, emissions for the entire core bus fleet have reduced further after older, more polluting vehicles were upgraded or phased out – leaving only the cleanest Euro VI engine buses with much lower nitrogen oxide levels and particulate matter exhaust emissions.

Lower speed limits

Lowering the speed of vehicles in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. The Lowering Speed Limits programme plays a vital contribution to the Mayor's Vision Zero ambition to eradicate fatal and serious injury collisions from London's roads by 2041.

The second phase of the programme is under way, reducing the speed by 10mph on more than 140km of our roads.

Currently, nearly 80km of our roads are subject to a 20mph speed limit. Design work is progressing well, with the first schemes undergoing local stakeholder engagement. These schemes will see a reduction in speed limits to 20mph:

- Westminster, lowering the speed limit on our remaining roads in the borough
- A13 Commercial Road
- A10/A503 corridors
- A232 West Wickham town centre
- A107 corridor
- A23 London Road

In addition to this, we are also reducing the A10 Great Cambridge Road to 30mph.

Westminster is the next scheme to see a reduction in speed limits, with proposed changes including:

- A 20mph speed limit on 13km of roads, including Marylebone Road, Vauxhall Bridge Road and Edgware Road between the A40 and St John's Wood Road
- Raised tables at six existing pedestrian crossing locations on roads with newly lowered speed limits to reduce danger to people walking and increase compliance with the new speed limit
- New road signs throughout to ensure that all drivers are fully aware of the new speed limit
- Recalibrating speed cameras in the area to ensure compliance with the new speed limits

We are encouraging people to share their views on how the proposals might change the way they travel through a survey which is available on our website. The survey also seeks views on making the temporary 30mph limit on the A40 Westway and temporary 20mph limits on Park Lane northbound and Grosvenor Road permanent. The survey will be open until 18 August and all responses and feedback will be carefully considered. Subject to feedback, the planned changes could be introduced in spring 2022.

We have also been working with developers of the Waze navigation app on a new feature which aims to encourage safer driving. When a vehicle is stationary, the

app displays a message from us to remind drivers to drive safely and watch their speed limit. This initiative is part of a wider behaviour change marketing campaign to tackle speeding on our streets.

Old Street

Construction is progressing at Old Street Roundabout, where a new design will bring safety improvements to cyclists and pedestrians by providing enhanced crossings, fully segregated cycle lanes, and a new public space with an accessible main entrance to Old Street Tube station and the subsurface shopping arcade.

The main construction works are continuing, with the new station entrance at Cowper Street. Installation of the glass cladding has been completed and the new entrance is on track to be opened and brought into public use in August 2021. The opening of this entrance will enable the permanent closure of the northeast entrance to the station, Subway 1, and the next traffic management phase for the project to start. For the new main station entrance on the peninsula area, the substructure is nearing completion and works have already started on the above ground superstructure. Excavation for the new goods lift pit and sump have also begun in the peninsula area.

Construction works are continuing to progress on the highways, drainage and station roof strengthening elements. Refurbishment continues of the existing stairs at the northwest entrance, Subway 4, with completion expected in August 2021. This will enable the stairs to be reopened

and the ramp to be permanently closed for the new passenger lift works to start.

Installation of the critical fire safety systems works in the below-surface shopping arcade area, both public and retail area, are continuing as planned and with ongoing installation of new mechanical, electrical and communication equipment.

Completion of the project is scheduled for 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.

Battersea Power Station is the first developer to build out their site. In line with the planning permission conditions associated with the occupation of their buildings and the opening of the Northern Line station, Battersea Power Station started construction to deliver the first phase of the corridor improvements in spring 2020. Construction work between Duchess Bridge, over the railway, and Sleaford Street will be completed two months later than originally planned, in August this year, due to coordination with utility works. Once completed, this will deliver 300m of safer segregated cycle facilities, a widened footway, new pedestrian crossings and new interchange

space outside the Tube station which is due to open in autumn. Future delivery phases of the highway are being coordinated with other developers.



There have been 600 rentals of e-scooters in our trial

E-scooter rental trials

On 7 June, the e-scooter rental trial launched in Canary Wharf, Ealing, Hammersmith and Fulham, Kensington and Chelsea, Richmond and Tower Hamlets. The trial began with this core group of boroughs, with the City of London, Lambeth and Southwark also joining from the second trial period on 5 July. More boroughs are expected to join throughout the summer.

The e-scooter rental trial is part of a wider effort by us, London Councils, London boroughs and the Government to enable people to use greener forms of transport and help avoid a damaging increase in car use, as well as to collect data in order to help shape the UK's future policy on e-scooters. Alongside London Councils and participating boroughs, we will work together to ensure the e-scooter operators Dott, Lime and TIER meet rigorous safety, parking, and operating standards. Our equality impact assessment is available on our website and the public is encouraged to send feedback on the trial via our Have Your Say website.

During the first trial period from 7 June to 4 July, there were around 600 e-scooters available to rent across the trial area and around 35,000 journeys made. The average journey length was 2.9km and average journey time was 24 minutes.

Works for London

We have brought together all of the maintenance of roads, tunnels, and assets such as bus stations and streetlights that are essential for Londoners

making journeys around the city under a new Works for London programme, which will ensure that London's road network is more efficient, safer and greener.

We have partnered with three leading infrastructure companies, Ringway, FM Conway Limited and Tarmac Kier JV, over the next eight years on the Works for London programme, which is one of the UK's most prestigious highways contracts, worth up to £1.7bn. The new programme will oversee the maintenance of our road network, which consists of five per cent of London's road space and carries 30 per cent of the Capital's traffic. It will also support more than 600 direct jobs and thousands of indirect jobs through our supply chain.

This includes the maintenance of:

- 347 road bridges that we manage, including 123 footbridges
- 31,000 lamp columns and 63,000 other forms of lighting
- 21,500 bus stops
- 420 bus stations and facilities
- 23,500 trees
- 580km of carriageway, including any trial cycle lanes
- 43km of permanent protected cycle tracks

- More than 6,000 cycle stands
- 630 Legible London walking maps
- Nine river piers
- Victoria Coach Station
- Seven Dial-a-Ride depots

Works for London will ensure that sustainability is at the centre of our road maintenance and projects, and all new electric Works for London vans will be introduced over the next year along with 5,500 new LED streetlights. Cargo bikes will also be added to the fleet used to perform inspections, audits and repairs, and drones will be used for structural inspections. As part of the programme, 70 per cent of all streetlights we use will be LED by the end of 2023, saving us £2-3m and leading to a 65 per cent reduction in the use of electricity on our LED assets.

The programme will also be used to deliver schemes to boost walking and cycling, including future projects to expand London's growing network of high-quality Cycleways. These projects will be vital to enable more people in the Capital to make journeys by bike and on foot, helping to cut congestion, air pollution and road danger across London.

Green spaces and tree care will also be managed through Works for London with increased tree planting and improved maintenance of green verges, trees, and hedges on London's roads.

A316 Richmond and Hounslow block closure programme

From 8 to 24 June, we carried out a series of essential maintenance works. Block closures provide a safer working environment for our contractors and facilitated several pieces of work to be carried out at the same time. This set of closures enabled us to: renew the road makings and road studs; carry out structure inspections and maintenance; clean the gullies; carry out drainage repairs, tree pruning, grass cutting, weed spraying; and complete removal and repairs to street lighting, carriageway, footway, safety barriers and street furniture.

Crossrail

We are making good progress as we move closer to the opening of this vital new line



We have started trial running of trains through some sections on the new line

At this stage in the programme, and with the number of milestones achieved, the opening of the central section of the Elizabeth line for passenger services is still on schedule for the first half of 2022.

Following a successful controlled start, focused on maintenance activities, we started timetabled trial running on 10 May 2021, initially at four trains per hour. On 7 June 2021, this was increased to eight trains per hour and has now been increased to 12 trains per hour. This ramp-up period is helping increase confidence and experience of drivers and of staff in the Romford Control Centre.

We have completed an 18-day blockade, which focused on finishing the works that affect the tunnels and systems and would otherwise require potentially disruptive access to the railway. During this time, trial running of trains was paused but the time was used to complete further training, implement outstanding modifications to the trains and update rules and procedures.

We are making good progress with the central station handover process, with five stations now under our responsibility as Infrastructure Manager, enabling our teams to fully prepare for trial operations. We continue to work closely with the Crossrail Programme team on progressing the remaining stations, with Paddington due to be handed over in the next few weeks.

Trial operations will involve exercises to confirm that the railway is passenger ready. This includes a wide range of scenarios such as 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 start.

A revised staged opening plan for earlier opening of the Elizabeth line Stage 5 has been developed with the aim of bringing forward these benefits by six months. The revised plan will replace Stage 4 with Stage 5b to connect the central section of Crossrail to the eastern and western branches simultaneously. This will enable Elizabeth line trains to operate from Reading and Heathrow in the west to Abbey Wood and from Paddington to Shenfield in the east, meaning customers will benefit from direct services as soon as possible.

TfL Rail continues to deliver a good service with the Public Performance Measure beating its target during Period 2, the four-week period between 2 and 29 May 2021. The eastern section of the line saw 97.3 per cent of trains meet their reliability target, with the western achieving 95.6 per cent. Overall, the moving annual average trend continues to be better than target at 95.8 per cent.

Finance

We continue to closely monitor our finances as we emerge from the impacts of the pandemic

TfL funding update

On 1 June 2021, we reached agreement with the Government for further funding to support us in delivering our essential services for London up to 11 December 2021.

The core funding terms in the agreement provide £1.08bn of base funding to 11 December 2021, and it also extends the flexible revenue top up, depending on our actual passenger income. This replaces the previous agreement of 31 October 2020, which was extended twice, first to 18 May 2021 and then to 28 May 2021, providing an additional £0.6bn of funding for this financial year, from 1 April to 28 May 2021.

The new agreement sets out a number of conditions to provide a trajectory for us to achieve financial sustainability by April 2023, and the Government is committed to supporting us in achieving this. The letter includes a number of conditions, beyond those included in previous funding agreements, including an agreement to include a review of our pension scheme and reform options, new revenue sources from 2023, funding period savings from 2021, development of an implementation plan for accelerating our existing Modernisation Programme, and a review of the implementation of driverless trains on London Underground.

We continue to work alongside Government through an Oversight Group to report on progress in delivering against these conditions. As of 9 July 2021, we have submitted seven out of 37 letter deliverables to the DfT, which are spread across 13 different workstreams.

The DfT has made it clear that any long-term funding deal is contingent on the delivery of the letter conditions. We are working with the DfT on the approach to our funding in the upcoming Comprehensive Spending Review this autumn. The Structural Reform workstream is completing a joint review of options for longer-term reform of the funding framework for us, which will be presented to the DfT and TfL Oversight Group on 15 October 2021.

TfL 2021/22 financial performance to date

Our latest financial report covers Quarter 1 of the financial year 2021/22, from 1 April to 26 June. Our financial performance is measured against our Budget submission, as approved by the Board on 16 March 2021. Our Revised Budget is being presented to the Board on 28 July 2021, following the most recent funding agreement.

Our year-to-date position on the net cost of operations – our day-to-day operating deficit including capital renewals and financing costs – before the Government's funding, is a deficit of £636m. This is £370m, or 37 per cent, better than Budget. Of this, £175m was due to better than forecast passenger income, which is also £363m higher than last year during the first wave of the pandemic.

Both Tube and bus journeys have seen gradual overall increases since January 2021. In the financial year to date, there were 128 million journeys on the Tube and 306 million on buses. Tube journeys were 46 per cent of pre-pandemic levels in Period 3, with bus journeys 61 per cent. Despite this,

weekly passenger income is still around £40m lower than pre-pandemic levels. Period 3 saw only slight growth across the network, with total journeys across the network increasing by four million compared to the previous period, a rise of two per cent.

Similar to the 2020/21 funding agreement for the second half of the financial year, it was agreed in the 1 June 2021 funding agreement that we would not carry the financial risk from lower passenger revenue, as we receive a revenue top up should our actual passenger revenue be lower than a pre-defined DfT revenue scenario. The Government funding and financing support, agreed in June 2021, has provided £640m to date, which includes £575m of base funding and £82m of net revenue top-up.

Operating costs are £71m lower than Budgeted, driven by lower staff costs, lower Elizabeth line running costs, and lower investment spend. Total spend on capital renewals and new capital investment for the year to date is £271m, £190m (41 per cent) lower than budget, reflecting greater caution on capital spend approvals due to earlier uncertainty as we approached the end of the funding period.

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.

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Board



Date: 28 July 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.

2 Recommendation

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

3 Elizabeth Line Operational Readiness

- 3.1 Following a successful controlled start, focused on maintenance activities, we commenced timetabled Trial Running on 10 May 2021, initially at four trains per hour. On 7 June 2021, this increased to eight trains per hour and, on 13 July 2021, this increased to 12 trains per hour. This ramp-up period is helping increase confidence and experience of drivers, and of staff in the Romford Control Centre.
- 3.2 On 21 June 2021, Crossrail started an 18-day 'blockade' focussed on finishing works that affects the tunnels and systems and would otherwise require potentially disruptive access to the railway. The blockade completed on 11 July 2021 and achieved a 95 per cent productivity rate. While the blockade was underway, Trial Running of trains was paused and the opportunity was taken to complete further training, implement outstanding modifications to the train fleet and update some rules and procedures.
- 3.3 We are making good progress with the central station handover process, with five stations now under our responsibility as Infrastructure Manager, enabling our teams to fully prepare for Trial Operations. We continue to work closely with the Crossrail programme team on progressing the remaining stations, with Paddington due to be handed over in the next few weeks.
- 3.4 Operational hours will increase as the railway moves to Trial Operations and optimising the move between operations and maintenance hours is a significant objective, with a number of initiatives underway focused on process and some improvements to infrastructure.

- 3.5 A revised stage opening plan for earlier opening of the Elizabeth line Stage 5 has been developed with the aim of bringing forward the Stage 5 benefits by up to six months. The revised proposal will principally see the replacement of Stage 4 with Stage 5b to connect the central section of Crossrail to the eastern and western branches simultaneously. This will allow Elizabeth line trains to operate from Reading and Heathrow in the west to Abbey Wood and from Paddington to Shenfield in the east. The approach would de-risk the final timetable while also bringing forward most of the customer and income benefits of earlier end-to-end running. At its meeting on 15 July 2021, the Elizabeth Line Committee approved the required amendment to the Sponsors Requirement for Crossrail in relation to the changes to the staged opening. Approval for the change was also being sought from the Department for Transport, as joint sponsor.
- 3.6 TfL Rail continues to deliver a good service with the Public Performance Measure (PPM) beating target during period 2, the four-week period between 2 and 29 May 2021. The eastern section of the line achieved 97.3 per cent with the western achieving 95.6 per cent of trains meeting their reliability target. Overall, the Moving Annual Average trend continues to be better than target at 95.8 per cent.
- 3.7 Train software updates have driven an improvement in reliability in the Class 345 nine-car full length trains operating the Reading and Heathrow services, but not up to the forecast level, partly due to the emergence of non-software related door defects and other equipment hardware failures. The manufacturer, Alstom, is undertaking root-cause analysis and instigating a fleet-wide component inspection regime.

4 Crossrail Update

- 4.1 The programme continues to manage the coronavirus pandemic risk with the measures implemented by the supply chain remaining in place, with no intention to reduce the controls at this time. Controls continue to be assured weekly by independent inspections. The programme is preparing detailed plans for a controlled return to the programme offices, in line with TfL's approach.
- 4.2 After moving under The Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), there was a notable reduction in productivity due to issues around access. An independent review of access planning arrangements was conducted, and recommendations are being implemented in order to improve productivity and increase our safety focus as good planning is the basis of the "Target Zero" ethos.
- 4.3 Current indications suggest that Trial Running is progressing well. Once completed, it will demonstrate that the Elizabeth line can run at performance levels necessary to move to the next phase of the programme known as Trial Operations.
- 4.4 Trial Operations will involve exercises to confirm that the railway is passenger ready. It will comprise of 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.

- 4.5 Before being able to start Trial Operations, several programme milestones need to be achieved in addition to commissioning the remaining stations. Following the completion of the blockade and the move to 12 trains per hour Trial Running, the two remaining key milestones scheduled to take place over the summer period are:
- (a) complete and integrate the ELR 100 software release, the train and signalling software that will be used for passenger service; and
 - (b) complete the integration and testing phase to ensure that all of the components work seamlessly together.
- 4.6 Woolwich and Liverpool Street stations have both recently been handed over to TfL, who will be responsible for the stations as the infrastructure manager. Whitechapel station has recently entered into the T-12 process and it is expected to be handed over later on in the summer. 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 station will now be primarily focused on the extensive testing and commissioning of systems ahead of the Elizabeth line opening. Reaching this important milestone allows the contractor to commence the demobilisation process across the site and enables Crossrail to commence the process of handing the station over to TfL.
- 4.7 Works continue at Canary Wharf station to support its scheduled handover to TfL after Whitechapel station; Bond Street is currently showing encouraging signs that it will meet its requirements to be able to support Trial Operations, although there is still considerable work to do at the station for it to be ready for passenger service at the front end of our opening window.
- 4.8 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 and are forecast to become step free before the opening of the central section.

List of Appendices:

None

List of Background Papers:

None

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Item 7 - TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2021 is published as a separate document

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Board



Date: 28 July 2021

Item: TfL Safety, Health and Environment Annual Report 2020/21

This paper will be considered in public

1 Summary

- 1.1 The TfL Safety, Health and Environment (SHE) Annual Report describes the SHE performance across all the TfL businesses. Generally, the report covers the financial year from 1 April 2020 to 31 March 2021. However, some road safety data for Greater London and the Transport for London Road Network covers the calendar year from January to December 2020.
- 1.2 It summarises our commitments to safety, health and the environment through our Vision Zero objectives of eliminating deaths and serious injuries from the transport network, doing zero harm to our people, and working towards zero-carbon transport.
- 1.3 The report covers the safety performance of London's roads, public transport network, capital delivery and policing and enforcement on our network. It focuses on the impact of the coronavirus pandemic, our response and the mitigations we put in place as we ran essential services for those who needed them. It covers how the physical and mental health of our workforce remained a priority as we coped with the impacts of the pandemic. Finally, it highlights our efforts to improve air quality, reduce waste and our efforts towards carbon reduction.

2 Recommendation

- 2.1 The Chair, following consultation with the Board, is asked to approve the report prior to publication.**

List of appendices to this report:

Appendix 1: Safety, Health and Environmental Annual Report 2020/21

List of Background Papers:

None

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Safety, Health and Environment Annual Report

2020/21



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About this report

Measuring our actions to improve our safety, health and environment performance

Throughout this report, our customers refers to direct users of our services, and our workforce includes our directly employed staff as well as people working in our supply chain. For both groups, we use data collected directly from our operational businesses. Some assault data comes from our own internal reporting systems and from the police. Health data relates to employee wellbeing and includes employee sickness absences, but does not cover contractor or customer health issues.

Unless otherwise stated, streets refers to all of London's roads, including those managed by the London boroughs. Safety data for streets is collected by the Metropolitan Police Service (MPS) and the City of London Police, in line with Government requirements. All road safety data is provisional and subject to review and assurance, with the final data published annually in line with Department for Transport requirements.

Reporting period

Most data cover the period from 1 April 2020 to 31 March 2021. Some data is provisional and subject to change

Foreword

I am proud of our work during the pandemic and determined to continue to progress on our safety, health and environmental goals

This is my first foreword to our Safety Health and Environment annual report since taking over as Commissioner, and I could not be prouder to be leading such a fantastic organisation. Equally, as I reflect on the last year, I am deeply saddened by the tragic losses of lives or injuries to our valued people and customers on our transport network.

When I joined TfL in June, I set the organisation five priorities: secure our future funding; completing transformative projects; recovering from the pandemic; creating a new vision for our people with greater diversity and inclusion; and delivering a green and sustainable future. The golden thread of safety, health and environment runs through these priorities and our day-to-day business and I applaud the dedication of all our staff and partners in maintaining – and often going beyond – the high standards we set.

In April 2020, our then new Safety, Health and Environment directorate was officially stood up. Little did we know just how important this work would be in the midst

of a global pandemic and will continue to be as we grapple with wide-reaching societal, climate and technological changes that impact the provision of safe, reliable and sustainable public transport in London. There will always be new and more ways we can better serve our people, customers and London.

I am immensely proud of the work we have done throughout the pandemic and am determined that we continue to make progress on our safety, health and environmental goals as we support London's recovery.



Andy Byford
London's Transport Commissioner

'I applaud the dedication of all our staff and partners in maintaining – and often going beyond – the high standards we set'



Foreword

Safety, health and the environment have never been more at the forefront of our thinking than during the global coronavirus pandemic

We are committed to supporting Londoners and the key workers, including transport workers, on which our society depends during this important time for our city and our country.

This report looks back from 1 April 2020 to 31 March 2021 and predominantly covers the period that the coronavirus pandemic affected London. Sadly, 89 people from TfL and our partner organisations lost their lives to this virus during this time. At the time of publication, a further person had lost their life, bringing the total to 90. Our thoughts are with their friends and families, and of all those who have suffered during the pandemic.

I am so proud of all the efforts made to keep our staff safe and ensuring we continued to run a transport network for key workers. We rapidly adapted the network with safety measures such as social distancing and enhanced cleaning and ventilation. Throughout the year, we supported our staff through our occupational health and wellbeing initiatives, adapting them to home working where required.

I am also proud of our ongoing work throughout this challenging period to make London greener and safer. This year, we successfully launched the Direct Vision Standard and introduced tougher requirements for our Low Emission Zone. Along with London's Boroughs, we rapidly adapted our streets to create more space for walking and cycling through our Streetspace for London programme.

Looking forward, the pandemic will profoundly change the city in which we work. As London recovers, it will be vital that we do not waver in our commitment to safety, the environment and the wellbeing of our own people. As I reflect, I am proud of the progress we have made in pushing our Vision Zero agenda for safety, health and environment.

Lilli Matson
Chief Safety, Health and
Environmental Officer

'It will be vital that we do not waver in our commitment to safety, the environment and the wellbeing of our own people'





We will work to continually improve our performance for London

Introduction

Ensuring safety, health and the environment are at the heart of everything that we do

Our commitments to safety, health and the environment are summarised in our Vision Zero objectives of eliminating deaths and serious injuries from the transport network, doing zero harm to our people, and working towards zero-carbon transport. To achieve these, we must meet all our legal and regulatory obligations, but also go beyond those requirements in order to drive improvement.

We continually strive to improve the safety of our customers and our workforce. Nevertheless, 90 people from TfL and our partner organisations sadly lost their lives to COVID-19 this year. Tragically, four customers lost their lives following accidental incidents on the Tube and three people died in incidents involving buses. Our thoughts are with all of their families and friends and we continue to do all we can to support them.

This year, absence and sickness levels were complicated by the pandemic and widespread use of the Government's furlough scheme in the first quarter. Occupational health and wellbeing activity has been dominated by the response to the pandemic, particularly as it became the largest cause of short-term absence in the year. Mental health conditions and musculoskeletal injury remain the largest cause of long-term absence, which is why we continue to focus on preventative measures to address this.

Despite the challenges of the pandemic, we have introduced a wide range of programmes and initiatives across our organisation to improve staff safety. We have continued the rollout of body-worn cameras to discourage violence and aggression against our people and have worked to tackle fatigue among construction staff and bus workers.

Road safety data remains provisional until fully validated, however the data available indicates that the number of people killed or seriously injured reduced by 18 per cent compared to the previous year. While this is largely because of lockdown restrictions, which reduced travel, particularly the number of people walking, this reduction has been helped by our rollout of measures such as lower speed limits on our roads, protected spaces for active travel and support for Low Traffic Neighbourhoods.

The Direct Vision Standard was launched this year, helping to make more than 30,000 heavy goods vehicles safer. Construction activity came to a Safe Stop at the start of the year, and cautiously restarted under COVID-19-compliant conditions, such as virtual site visits and social distancing.

As part of our commitment to improve London's air, we introduced tougher standards for our Low Emission Zone. This is already having an impact, with nearly 90 per cent compliance with the standards, compared to around 70 per cent in May 2019.

Key events from 2020/21

Some of our activities from the past year



April 2020

We rolled out enhanced safety measures and cleaning across our network



May 2020

The phased restart of our construction activity in a COVID-compliant way

We introduced COVID-19 risk assessments for public transport operators

June 2020

Wearing face coverings becomes mandatory on the network, unless people are exempt



July 2020

We introduced the first Streetspace for London schemes

University College London published the first report into bus driver deaths

August 2020

We set out measures to reduce fatigue in transport workers



September 2020

We introduced school bus services to provide extra capacity to enable social distancing

Imperial College London started taking regular coronavirus samples on our network

October 2020

We introduced UV cleaning devices on Tube escalators



January 2021

We started testing staff for COVID-19 at key locations

March 2021

We completed the 41st Safer Junction
We introduced tougher standards for the Low Emission Zone
The Direct Vision standard launched

Our performance

Our role is to get London working and moving safely and sustainably, helping to achieve the goals of the Mayor's Transport Strategy



Our scorecard

We have adapted our performance scorecard to reflect the ongoing situation of the pandemic

Measure	Unit	2020/21 target	2020/21 actual
People killed or seriously injured in road traffic collisions	People killed or seriously injured per million journey stages	0.63	0.43 (1 person injured for every 2.3 million journeys)
Customer and workforce injuries	People killed or seriously injured per million journeys	0.13	0.09 (1 person injured for every 11.1 million journeys)

Measure	Unit	2020 target	2020 actual
People killed or seriously injured in road traffic collisions in or by a London Bus	People killed or seriously injured per million journey stages	0.021	0.019 (1 person injured for every 54.1 million journeys)

Measure	Unit	Target for second half of financial year	Actual for second half of financial year
Reduction in CO2 emissions from our operations and buildings	Tonnes of CO2e	409,000	399,550

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy. This includes increasing the attractiveness of public transport and making cycling and walking easier and more convenient options. We work with many partners, including London's boroughs, businesses, the police, local communities and consumer organisations.

Our performance scorecard has been adapted to the circumstances of the current pandemic, while reflecting the need to make progress against the goals in the Mayor's Transport Strategy.

We used a rate based approach to set our targets, to reflect the fluctuation in ridership patterns throughout the year. We only had a carbon emissions target for the second half of the year.

Performance summary

We are working towards the Mayor's goal of creating a safer, cleaner and greener London

We continue to focus on the safety of customers and workforce on our roads, buses and the wider transport network, as well as our environmental impact.

Road safety

Working towards our ambition to eliminate all deaths and serious injuries on our roads, our aim in 2020/21 was to reduce the number to fewer than 0.63 people killed or seriously injured per million journeys. In the first half of the year, the number of people killed or seriously injured was much lower than expected, offsetting a larger than expected number in the second half. Overall, we met our aim for the year, with 0.43 people killed or seriously injured on the roads per million journeys.

Bus safety

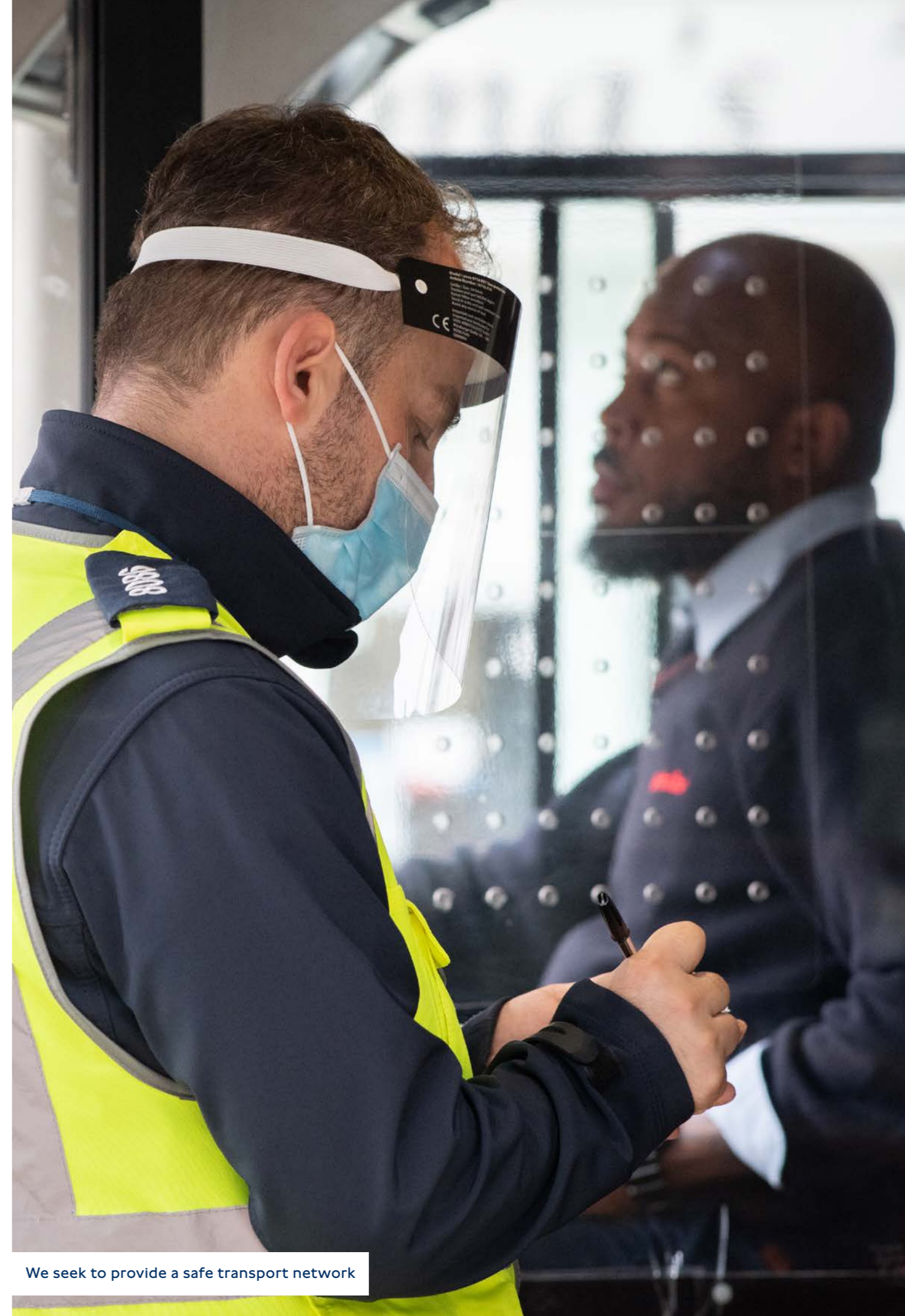
Our ambition is that no one is killed or seriously injured on, or by, a bus. In 2020/21, our aim was to have fewer than 0.021 deaths or serious injuries involving a bus per million surface journey stages. There were 0.019 deaths or serious injuries per million surface journey stages. This is a positive result as we progress on our journey towards zero.

Customer and workforce injuries

We want everyone to get home safely from work and on our network every day. Our aim is to have fewer than 0.13 deaths or serious injuries to our customers and workforce per million journeys. While the rate of serious and fatal injuries to our customers and workforce fluctuated this year, our scorecard targets were met.

Carbon emissions

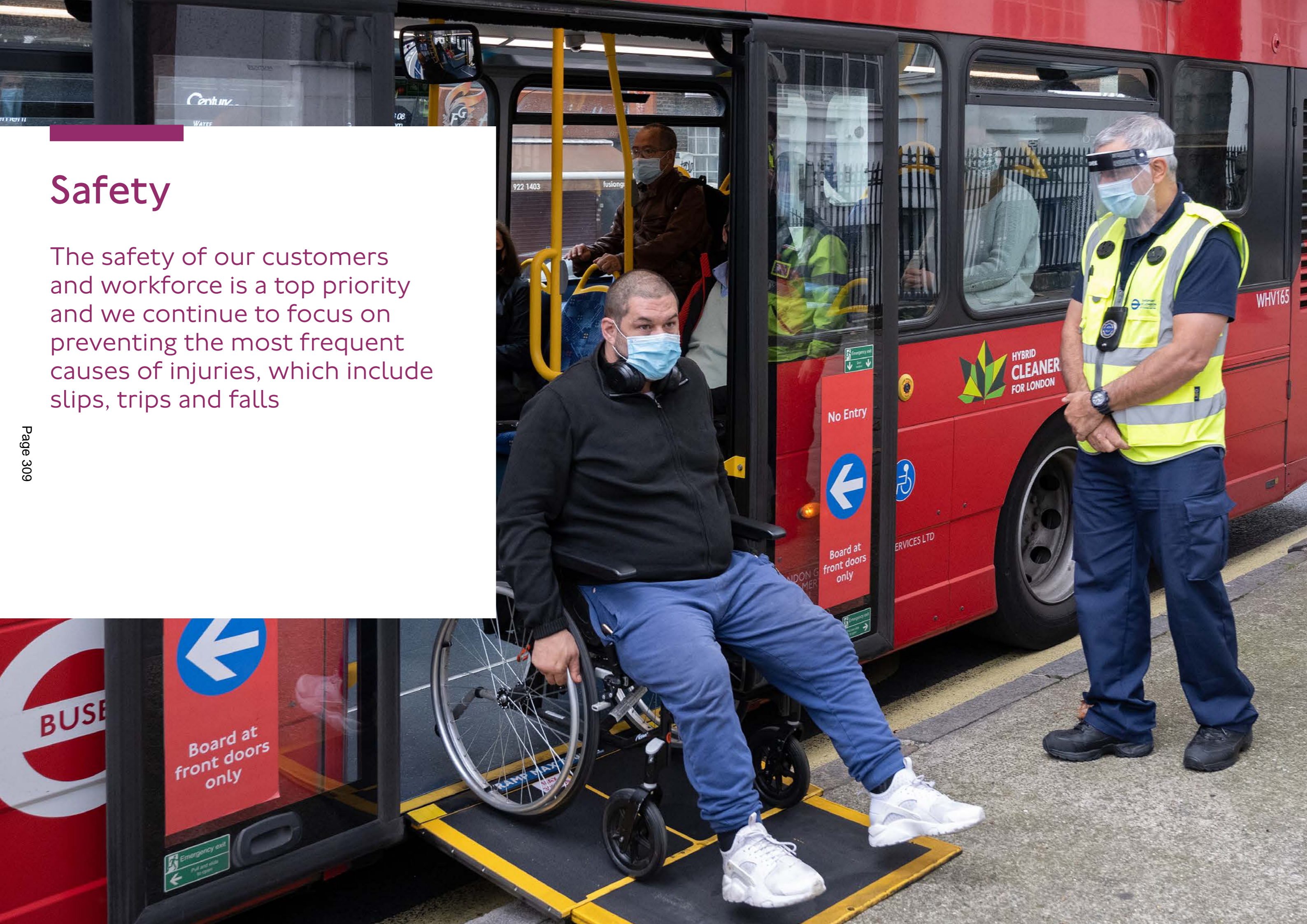
We aim to contribute to the goal of a carbon-neutral London by 2030. Our scorecard target for carbon dioxide emissions was met, with 399,550 tonnes compared to a target of 409,000 tonnes. This was 17 per cent lower than the previous year, owing to a combination of lower bus emissions, reduced electricity consumption and a cleaner grid.



We seek to provide a safe transport network

Safety

The safety of our customers and workforce is a top priority and we continue to focus on preventing the most frequent causes of injuries, which include slips, trips and falls





We are making our streets safer

Taking action to tackle the causes of customer injuries across our transport network

We have worked on measures to help prevent people being killed or injured

The number of people killed or seriously injured on our roads is provisionally estimated to have fallen by 18 per cent in 2020/21 compared to the 2019/20 financial year, which is a substantial improvement, although every death and serious injury is a tragedy and our thoughts are with all those affected. This is largely as a result of the pandemic restrictions, which reduced travel, particularly the number of people walking, alongside our rollout of measures such as lower speeds, protected spaces for walking and cycling and support for Low Traffic Neighbourhoods.

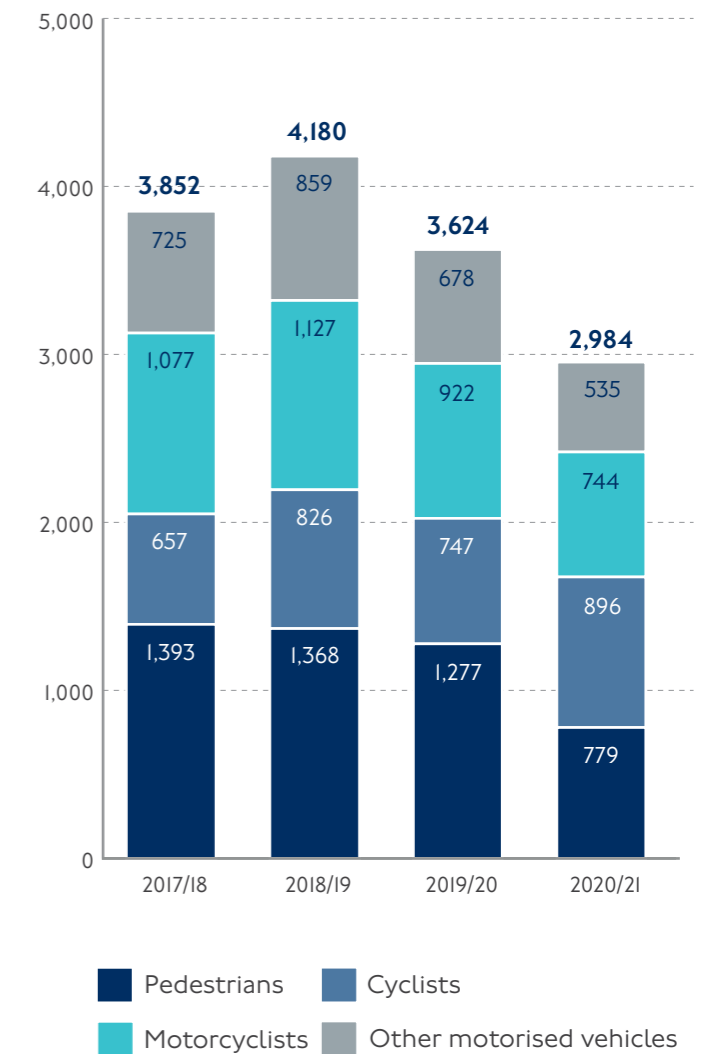
Fewer people were killed or seriously injured across all modes in 2020/21 than in the 2019/20 financial year, except for cyclists and other vehicles. However, the majority of the reduction in deaths and serious injuries was as a result of the fall in pedestrian casualties.

There was an increase in the number of people killed or seriously injured while cycling and using other vehicles, which reflects the increase in the number of people using bikes and e-scooters to travel around London.

The number of kilometres travelled by cycling increased by 46 per cent between 2019 and 2020 calendar years, and there was a 12 per cent increase in the number of people killed or seriously injured while on a bike.* Overall, as a result of increased journey numbers, cycling risk, which is measured by the number of people killed or seriously injured per billion kilometres cycled, fell by 24 per cent. This means cycling kilometres are at a record high, and the risk to people riding bikes is at a record low. This may be a result of a shift away from commuter cycling to more leisure and weekend travel.

This is clearly an area for further improvement and our Streetspace for London programmes will have a key role to play here. Our data relating to performance on cycling casualties is available through the online Road Danger Reduction Dashboard. This is publicly available and we use it to review and refine our approach to improving safety performance.

People killed or seriously injured on our roads (number of injuries)



* Figures relating to January to February 2021 are provisional and subject to change. Figures relating to March 2021 and beyond have been factored for police severity review and are provisional, subject to change. Risk estimates are currently only available for calendar years.



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Launch of our Direct Vision Standard

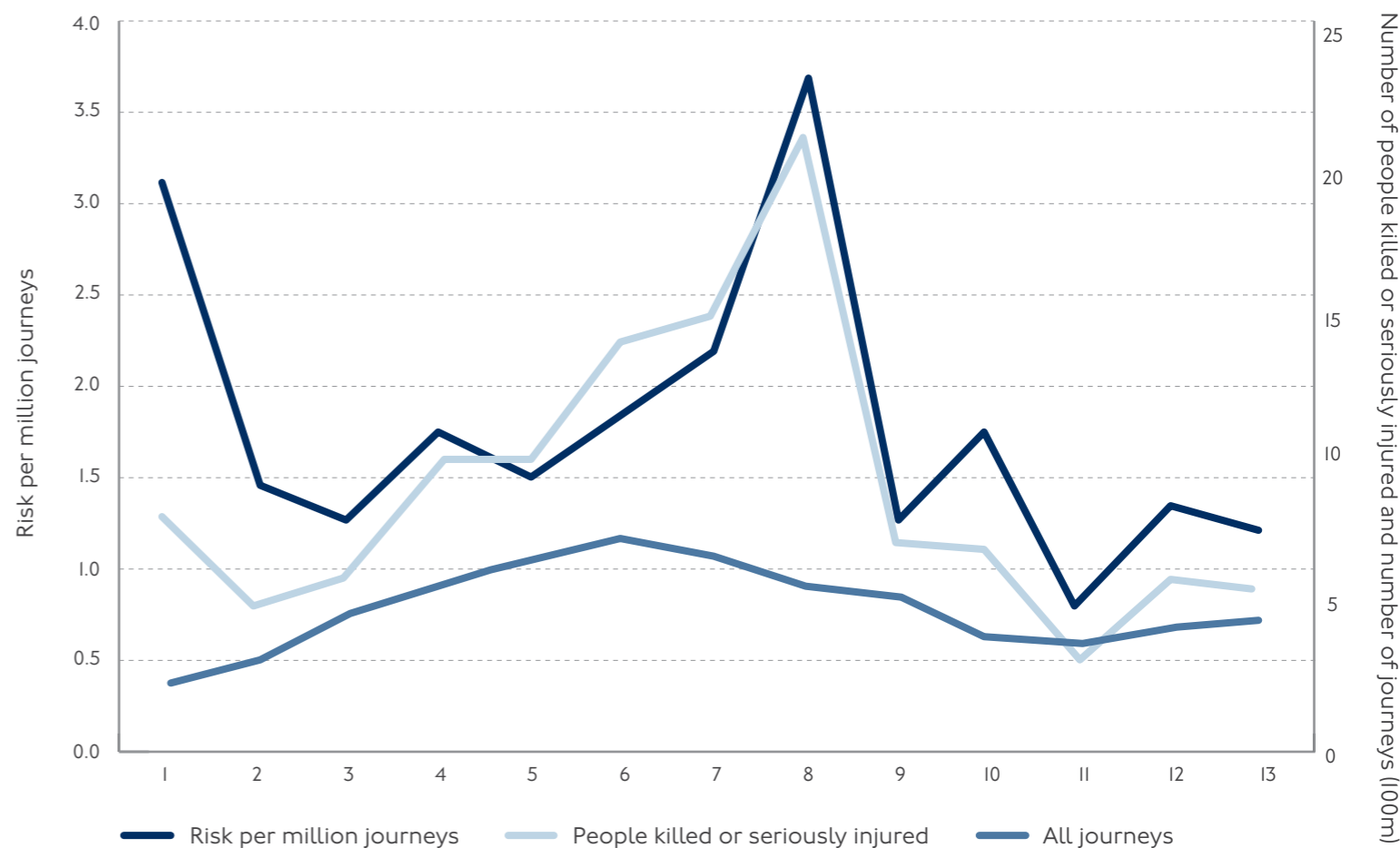
In March 2021, we began enforcing our pioneering Direct Vision Standard, which will help save lives and reduce serious injuries across London.

More than 40,000 heavy goods vehicles have been made safer thanks to the scheme, which reduces lethal blind spots by assigning vehicles with a star rating from zero to five based on how much the driver can see directly through their cab window. All owners of heavy goods vehicles over 12 tonnes now need a valid permit to operate in London or face a new penalty charge notice. More than 90,000 permits have been issued, including more than 3,000 to five-star vehicles, which provide the highest levels of direct vision.

This vital lorry safety scheme is now operating 24-hours a day, seven days a week and is enforced on all roads in London, with standards set to tighten further in 2024. Our data shows that around 150,000 heavy goods vehicles enter London every year.

Working to prevent people being killed on or by our buses

Buses involved in killing or seriously injuring people in 2020/21 (rate and absolute)

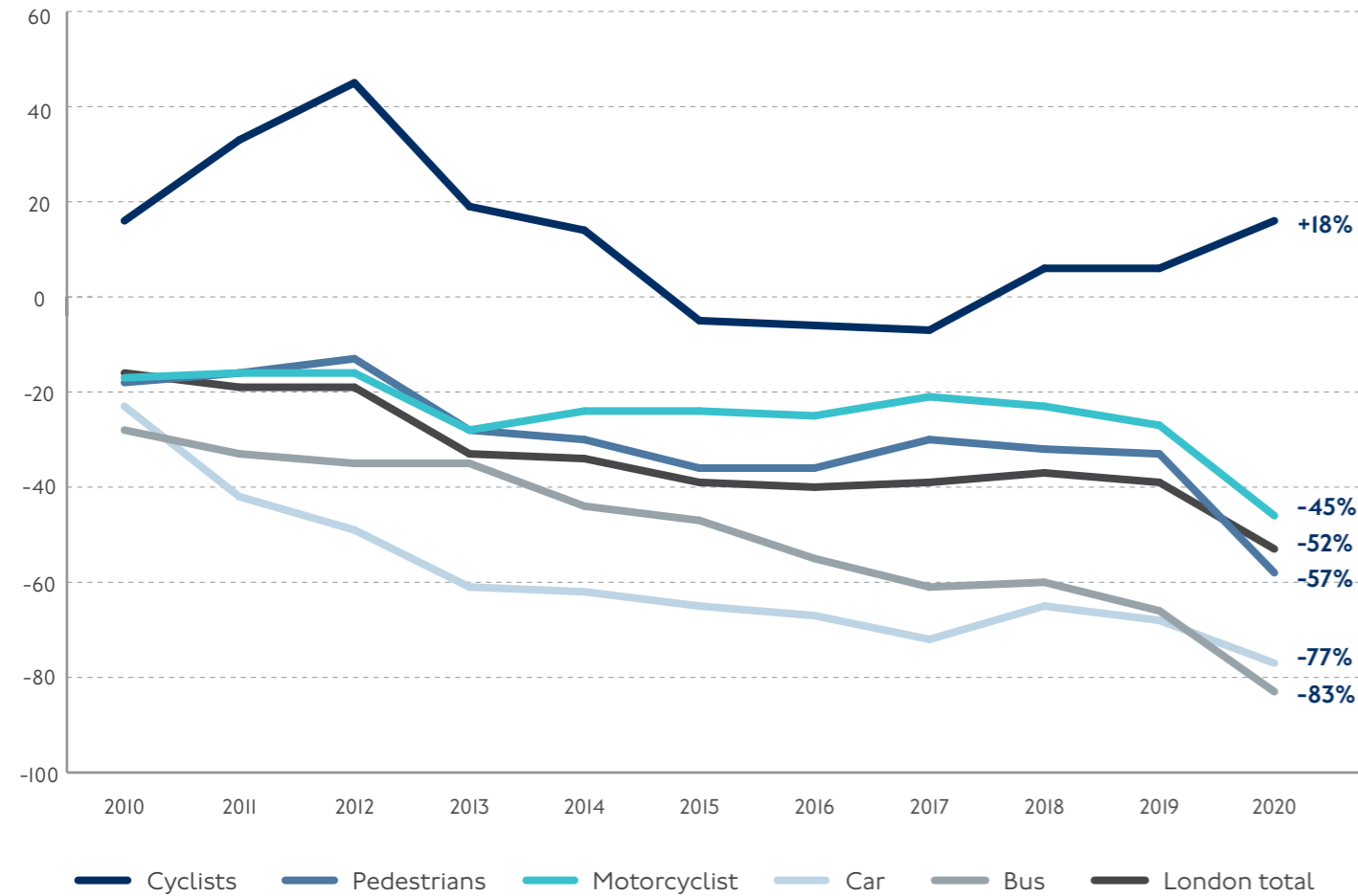


The risk of a bus being involved in a collision that kills or seriously injures either a bus passenger or someone else on the roads remains extremely low. Passenger injuries remained low throughout 2020/21, with fluctuations reflecting the change in passenger numbers. October 2020, which covered Period 8, saw a peak in the risk that was not reflected throughout the rest of the year.

Our Direct Vision Standard will help save lives

Our trajectory to achieving our Vision Zero ambition

People killed or seriously injured compared to the 2005-09 baseline (mode of travel)



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While London has made great strides in reducing road danger, and outperformed many other UK cities, our journey to zero is far from complete. As a city, we need to do more to reduce deaths and serious injuries among people walking, cycling and riding motorcycles as these groups make up 82 per cent of all people killed or seriously injured on London’s roads. We must also not slip back to previous trends, which suggest that if the roads return to 2019 levels of risk after the pandemic, we may not meet our ambitious 2022 target to reduce deaths and serious injuries by 65 per cent, against 2005-09 levels. In 2020, there was a 52 per cent reduction against the 2005-09 baseline. However, this is likely to be an anomaly to the long-term trend and we expect road risk in the medium term to more closely resemble pre-pandemic levels of risk.

Buses carry more people than any other public transport mode in London and are also the safest way to travel. Our Bus Safety Programme has helped achieve the greatest reduction in people killed or seriously injured of any mode on the roads, with a 78 per cent reduction in 2020 against the 2005-09 baseline, exceeding our Vision Zero target of 70 per cent by 2022.



We want to make it safer for people to cycle



We have made it safer to walk and cycle in London

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Our Streetspace for London programme

Together with London's boroughs, we are creating more space for people to safely walk, cycle or scoot as we try to help authorities manage the coronavirus pandemic. Through our Streetspace for London programme, we are building a strategic network for cycling, transforming town centres and reducing traffic on residential streets.

Enabling more Londoners to walk and cycle safely is more important than ever. As London recovers from the coronavirus pandemic, it is vital that as many journeys as possible are made by walking, cycling or public transport rather than by car, to ensure a sustainable recovery.

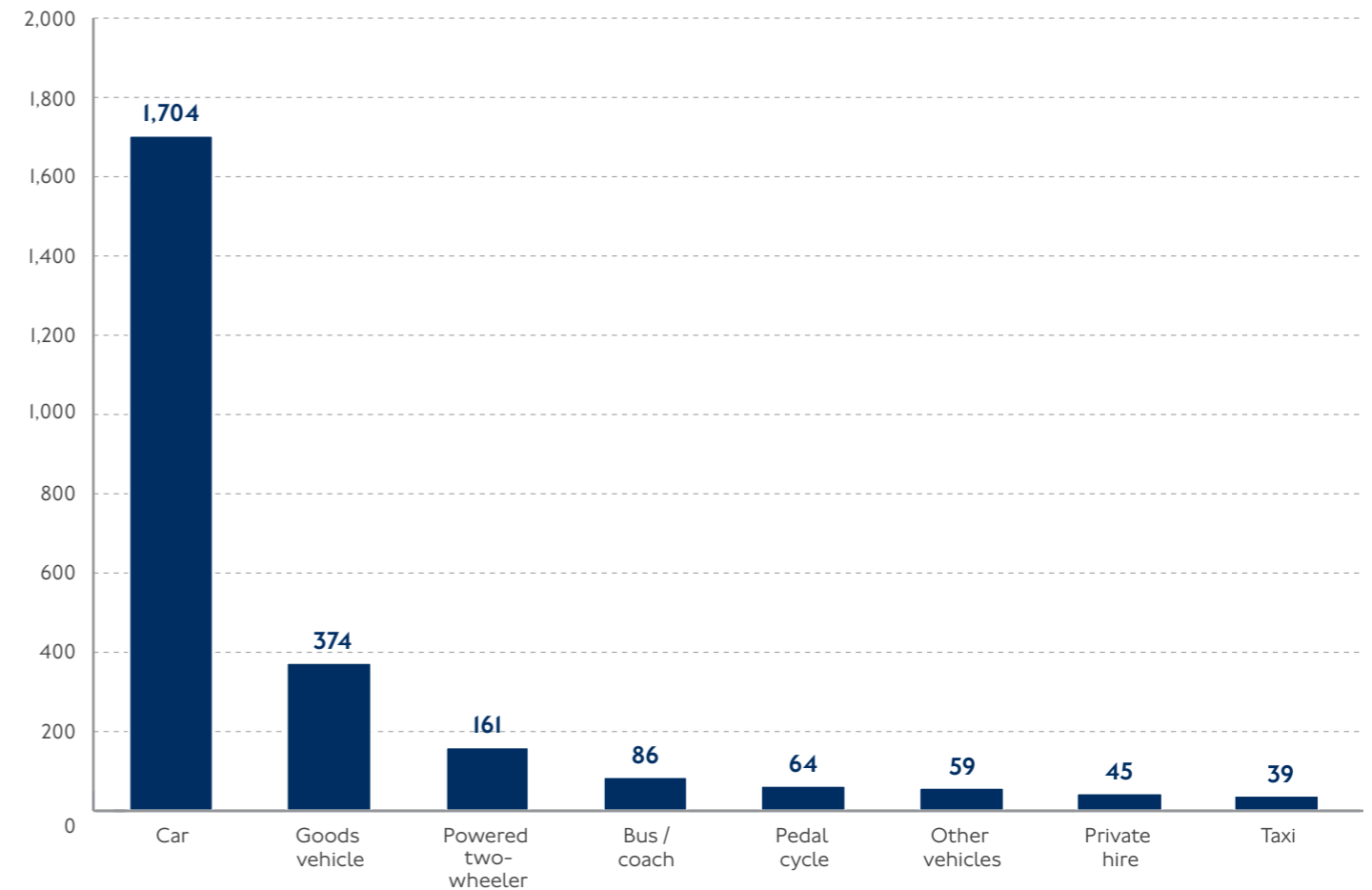
Police activity to support Vision Zero

Together with the MPS, we continue to support the Mayor's Vision Zero target of eliminating all deaths and serious injuries on London's roads by 2041. We have a range of initiatives to make our roads safer, including tackling speeding, which remains a top priority. Throughout the year, we have supported the Roads and Traffic Policing Command to tackle speeding, by responding to speeding concerns on borough roads.

In February, we ran an operation to tackle mobile phone use while driving in support of the National Police Chiefs' Council mobile phone campaign. This resulted in 436 traffic offence reports being issued for mobile phone use and 116 reports for dangerous or careless driving.

Reducing the risk for road users

Vehicles injuring others in 2020
(number of people killed or seriously injured)



Cars remain the most likely mode to be involved in a collision that kills or seriously injures someone else on the road, being involved in 67 per cent of these collisions that kill or seriously injure people outside the vehicle.

The size of cars being driven in London has been steadily increasing, meaning they have more kinetic energy and can cause more harm to vulnerable road users. Provisional figures for 2020 show that around one in five cars involved in collisions were sports utility vehicles.

There was a continued long-term trend in 2020/21 for certain vehicles to be disproportionately hazardous to other road users. Motorcycles are most likely, per journey, to be involved in a collision that kills or seriously injures another road user, particularly pedestrians and cyclists. Heavy goods vehicles also kill or seriously injure people at a rate disproportionate to their share of traffic. This is why we have specific programmes to reduce risks from these road users, such as our Direct Vision Standard and upcoming plans to tackle risk from powered two wheelers.

Customer and workforce injuries

The pandemic created a unique year for public transport safety. With fewer customers travelling on our network, there was a corresponding fall in the number of customer and workforce injuries. However, seven customers were tragically killed on the public transport network through accidental causes, with four on London Underground and three on buses. There were 91 serious customer injuries. Details of specific incidents are reported every quarter and are available on our website. We work with our regulators to ensure incidents are investigated and actions are taken to prevent similar occurrences.

The number of customer injuries was lowest in April 2020, at the start of the first lockdown. Injury numbers then gradually grew, broadly in line with the easing of restrictions as customers returned to the public transport network. When restrictions were tightened again in autumn and winter, both customer journeys and numbers of injuries gradually fell again.

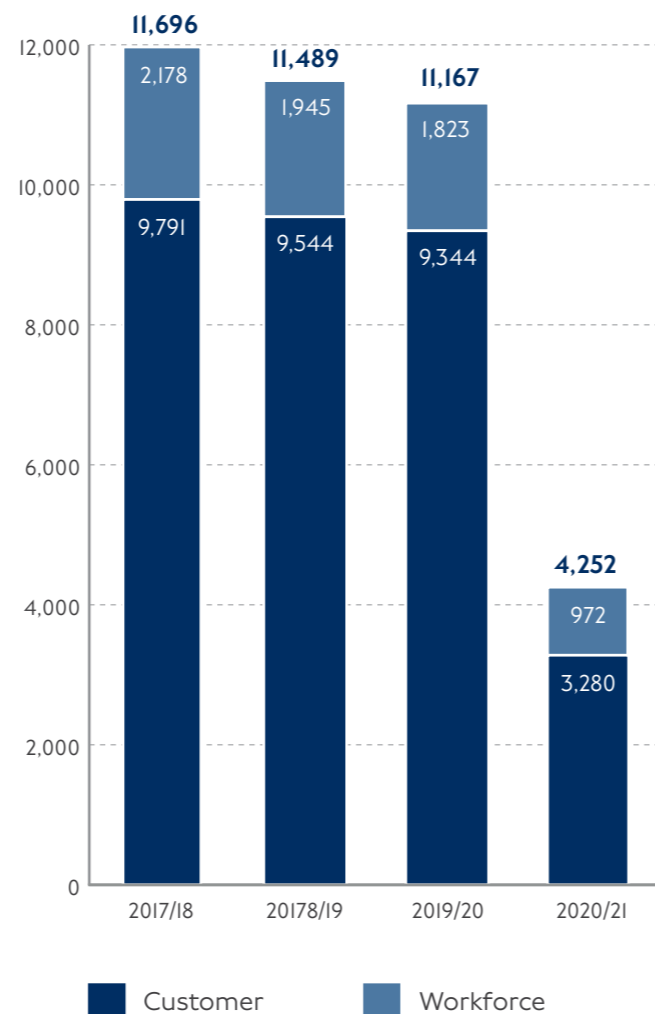
There were also fewer workforce injuries than previous years, with 20 serious injuries recorded. However, on average, the pandemic has had a less significant impact on workforce injuries than customer injuries. This is because, despite a large fall in customers using our services, the number people involved in the operation, construction and maintenance of our transport network was largely the same as pre-pandemic levels.

In the three financial years before the pandemic, both our customer and workforce injury numbers had been very gradually decreasing.



The pandemic saw fewer people travelling

Customers and workforce injuries on public transport (number of people)

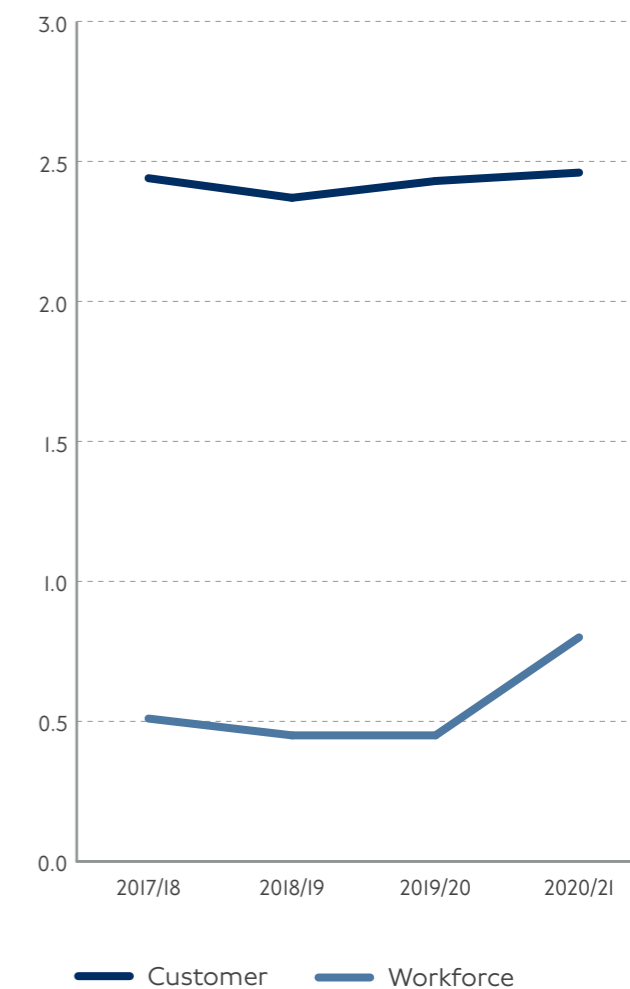


Calculating the injury rate of our customers and workforce

This year, we have calculated our workforce injury rate using passenger journeys. As the number of people travelling during the pandemic has been lower, particularly during lockdowns, it is expected that the peak in our workforce injury rate was driven by low passenger numbers, rather than increased injuries or risk to our workforce.

The rate of customer injuries has fluctuated more this year compared with previous years. However, on average, the risk of injury for our customers has not increased during the pandemic.

Customers and workforce injuries (rates of injuries)



Higher standard for bus safety

At the end of the financial year, we had 455 buses that met the first generation of the Bus Safety Standard. From late 2021, new vehicles will start meeting the second generation of this standard, which requires new buses to have camera monitoring systems in place of side mirrors, offering a wider field of view and clearer visibility in low light. It also includes toggling to help drivers identify the brake pedal and its relative position from their feet. There will also be new safeguards to the brake system to prevent buses rolling away without a driver in the cab and enhancements to the bus interiors to help reduce the risk of customer injuries.



Suicide prevention programme

Since 2018, our Suicide Prevention Programme has helped reduce the number of suicides by 44 per cent across the network. This represents the lowest number of suicides in a decade, equal to our previous low in 2014/15. We have trained 87 per cent of station staff in suicide prevention so far. Over the last few years, we have made more than 1,000 life-saving interventions at our stations. It is a reminder that, while vulnerable people still view our network both as a means of ending their life, they also see it as a place where they can find a friendly face and support when they have lost all other hope.



Supporting the Sandilands inquest

On 9 November 2016, Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith tragically died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The Rail Accident Investigation Branch (RAIB) investigated the incident, as well as the British Transport Police and the Office of Rail and Road. The RAIB issued its report in 2017 and updated it in 2018. The report made 15 recommendations. All of those that related to TfL and London Trams have been implemented.

Owing to coronavirus restrictions, the Sandilands Inquests scheduled to start in 2020 were adjourned. They commenced on 17 May 2021 and are expected to last until 13 August 2021. We have, and continue to, support the inquests by providing disclosure and witness evidence and will take forward any learning lessons that are made.

The victims and all others affected by this incident remain in our thoughts and we continue to offer support to those people directly affected, as well as the wider community. Our Sarah Hope Line remains available to provide help with counselling and other support to anyone who needs it.

Taking action to tackle fatigue

Fatigue is a known risk across transport operations, resulting in slower reactions, reduced ability to process information, memory lapses, decreased awareness, lack of attention, underestimation of risk and reduced coordination.

We are working across the organisation to conduct fatigue risk screening, enabling us to better break down, define and quantify the factors that contribute to fatigue. This gives us better definition and understanding of specific fatigue risk factors to help us develop, target and prioritise interventions.

We are developing interventions to reduce fatigue risk through staff training, including providing supportive guidance to their family and friends, while more technical interventions around rostering and scheduling are being investigated across a number of modes.

As part of this screening process we have also started to establish baseline data to enable us to monitor and track progress improvements in reducing fatigue risk, with key performance indicators being developed to support this.

The fatigue programme also continues to work with our occupational health and wellbeing team to support people through initiatives such as online sleep clinics and sleep assessment surveys.

‘Fatigue can lead to memory lapses, decreased awareness, underestimation of risk and reduced coordination’

Reducing the risk of customer slips, trips and falls

Across all our transport services, slips, trips and falls are routinely the top cause of customer injury. This year, they accounted for 89 per cent of London Underground injuries and 72 per cent across all surface transport modes, including buses. The most common reasons for slipping, tripping and falling vary between modes, but some common themes are intoxication, not holding on and carrying luggage. Older customers are also particularly vulnerable to these types of injuries.

On buses, many slips, trips and falls are the result of the driver needing to brake hard in reaction to other road users. These incidents are not new, but 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 customers to hold on to rails and poles inside the buses. We have also reissued guidance to drivers on giving customers plenty of time to settle on board following calls at bus stops.

A longer-term strategy is being developed 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 give them more time to be able to brake smoothly. We are also reviewing research and evidence, as well as best practices, from other transport authorities.



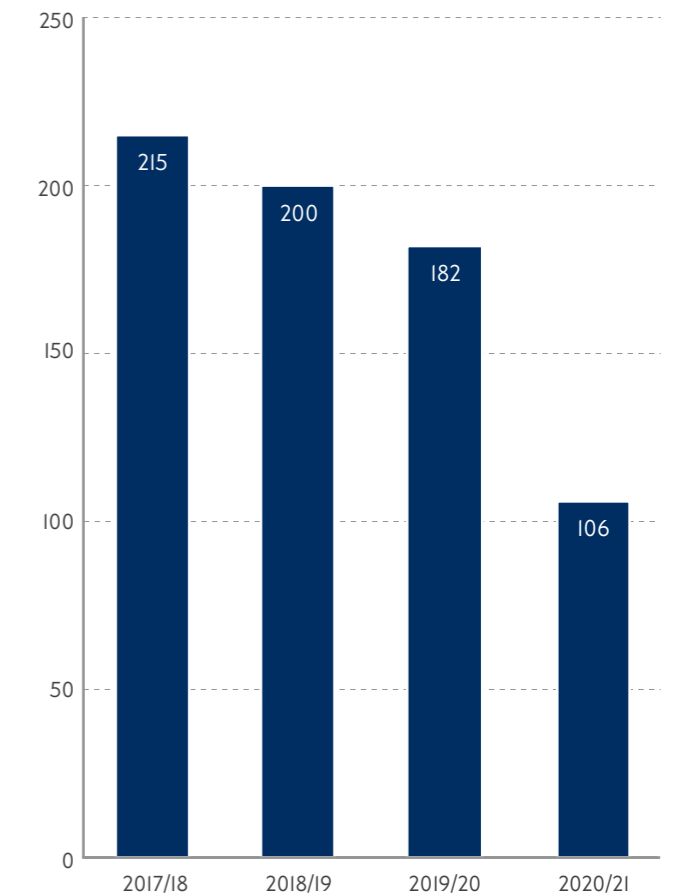
We have worked with our suppliers throughout the year

Capital delivery workforce injuries

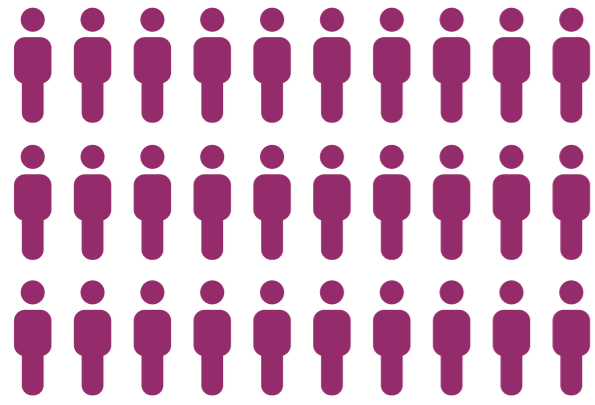
Our capital delivery teams have had an incredibly difficult year but, working together with our suppliers, partners and stakeholders, we have overcome the challenges as an organisation to keep London moving, while improving our safety, health and environment performance. Despite the restrictions that were in place for most of 2020/21, our capital delivery activity, following the Safe Stop in March 2020 and the phased restart in May 2020, continued to operate safely under COVID-secure conditions.

There were 108 physical injuries across our capital delivery teams, which is a 41 per cent decline on the previous year. This also continues our year-on-year decline in the number of injuries across our capital delivery projects. Despite this welcome news, injuries must be considered in the context of hours worked, which were 39 per cent lower in than in 2019/20, at 10.4 million.

Injuries in our capital delivery areas (number of injuries)



We are tackling the top causes of injuries



3,000

workers on our sites on Monday 23 March 2020



10

workers on our sites following Safe Stop procedures on 1 April 2020

Buried services training

We operate in a number of areas across London with difficult ground conditions, where unidentified buried services are often a risk. We have developed virtual training on avoiding utilities, such as buried pipes and power cables, within our surface transport projects area. This includes the associated safety risk and interruption of service. The training is aimed at improving people's ability to recognise when precautions need to be enhanced.



Safely stopping and restarting our construction activity

At the start of the pandemic in March 2020, to minimise the risk of transferring coronavirus, most of the activity at our construction sites came to a controlled stop. As we developed a better understanding of the virus, our Capital Delivery Improvement Group, chaired by Director of Major Projects Stuart Harvey, provided a consistent, coordinated approach to a range of project-related

issues, but particularly in our planning around COVID-19.

The return to work across our sites was done in a planned and controlled way, which included a safe-start process to ensure the COVID-19 risks could be managed by ourselves and our suppliers. Initially a limited number of exemptions to a Safe Stop were considered, but as

our preparations developed, different projects could request approval for a Safe Start. This process examined the urgency and complexity of the work, and whether COVID-19-secure arrangements were sufficient for the type and scale of works being proposed. This process began in May 2020, and virtually all sites and projects had resumed to some degree by July.

Keeping our capital delivery workforce safe during the pandemic

We ran a coronavirus induction for our workforce, which included essential information to keep themselves and others safe. Our Second Spike team within the Capital Delivery Improvement Group worked on our strategic planning in case urgent interventions were required. There was also agreement across all areas to encourage suppliers to adopt flexible shift patterns to minimise the number of people using public transport at peak times and across popular locations.

We supported our suppliers in their efforts to maintain the health of their workforce and managing their sites and tasks differently. Together with our suppliers, we quickly introduced extensive changes to worksites and ways of working to ensure sites could reopen as safely and quickly as possible, and to help all workers stay safe and maintain social distancing. For example, workers on the Northern Line Extension project were offered voluntary lateral flow tests. In the Four Lines Modernisation

project, the more transient work groups managed by Thales were organised into bubbles in order to minimise the risk.

Visits to construction sites were only made if it was essential to help minimise the possible spread of coronavirus. Site-based workers were supported with regular communications and virtual site visits and tours to ensure they felt supported.

Nothing can replace the benefits of face-to-face contact, but the pandemic has also provided scope to innovate. Our Major Projects Directorate developed an app to record virtual safety health and environment conversations. This is now being used for more general conversations too. London Underground trialled virtual Beacon assessments, which is our award for sites with the best standards. While this will not be a direct replacement for Beacon, it has given sites the opportunity to demonstrate their high standards, and to motivate teams.



We have shared learning and experiences

Learning together through our Zero Harm Forums

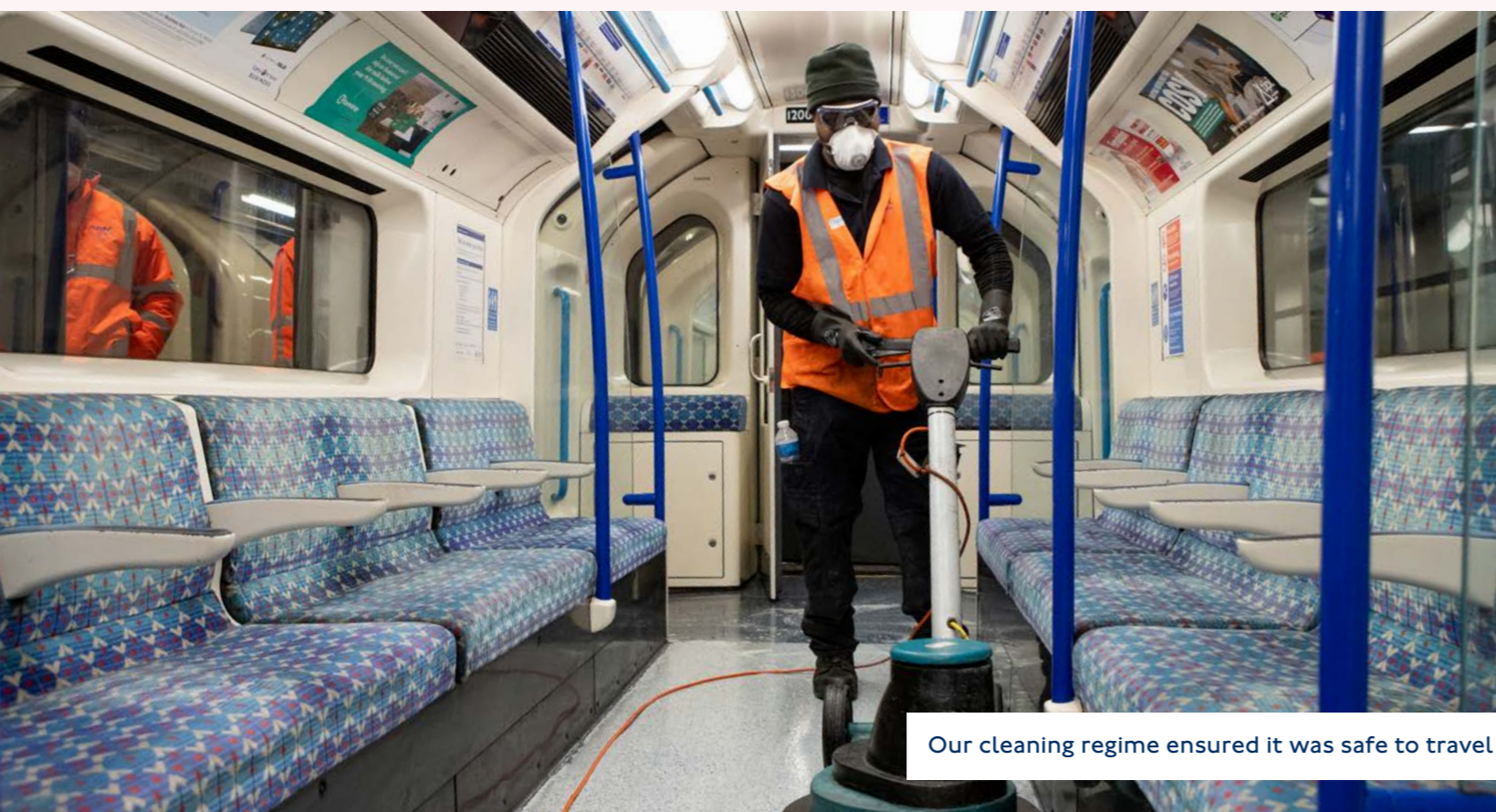
We have continued to run our Zero Harm Forums virtually, with the first forum in August 2020 focusing on coronavirus control measures and how to manage the re-start of our project sites in a safe and controlled way. These sessions were probably more necessary than ever as they helped us and our suppliers share information, ideas and initiatives.

In March 2021, our Zero Harm Forum brought together 61 representatives from 35 supplier organisations. Our guest speaker was Karl Simons OBE, Chief Health, Safety and Wellbeing Officer at Thames Water, who gave an insight into the work being done at Thames Water.

The forums are evolving to cover more than just traditional health, safety and environment issues, with an added emphasis on people issues. For example, the

Morgan Sindall/Volker Fitzpatrick joint venture has been working on the social value of the Barking Riverside Extension project and the wider benefits being delivered beyond the site boundary. They have created and supported community gardens, worked with schools to offer work placements, supported 35 apprenticeships and carried out fundraising for the local community partnership. With this, we hope to create more than just a vital new addition to London's transport network.

Our next full conference event will be held towards the end of the year, which will focus on sharing knowledge on a wide range of relevant issues such as innovation, aspects relating to the Challenges within the Government's Transport Infrastructure Efficiency Strategy and our drive towards our goal of eventually becoming a carbon-neutral organisation.



Our cleaning regime ensured it was safe to travel

Studying the effects

Research into bus driver deaths

We commissioned a two-part study looking at the impact of coronavirus on London's bus drivers, which was conducted by University College London's Institute of Health Equity.

The first phase, which looked at COVID-19-related deaths among London bus drivers between March to May 2020, was published in July 2020.

This research found that many of the drivers who sadly died had underlying health conditions and characteristics that contributed to their risk, such as being from a Black or minority ethnic background, or living in areas of deprivation. Crucially, it showed that the first national lockdown was an effective measure in saving lives, with most of the drivers who tragically passed away during this period having stopped work 10 days either side of 23 March 2020. It concluded that more lives could have been saved if lockdown had happened earlier.

For the second phase, we invited all London bus drivers to complete a questionnaire, which gathered data such as where they lived, personal characteristics, underlying conditions and whether they thought they had COVID-19. The research found that bus drivers suffer from the same level of pre-existing conditions as the general population, although there is some evidence of earlier onset of some conditions. Monitoring the health of



We are studying the impacts on bus drivers

our bus drivers is a priority, as well as consistently recording their ethnicity and pre-existing health conditions to help identify risk factors. We responded to the recommendations and moved quickly to ensure bus operators took extensive action to stop the spread of coronavirus. This included cleaning with long-lasting, anti-viral fluid and limits on the number of people onboard buses. We also sealed driver cabs and improved ventilation systems when needed.

Looking ahead, we will improve driver health assessments and support operators with the potential long-term impact of coronavirus, as well as continuing with our work on fatigue management. We have

asked the operators to introduce the Office for National Statistics census ethnicity categories for their reporting. Throughout the pandemic, we have worked closely with bus operators and followed Public Health England and Government advice as it evolved.

The operators adapted staff facilities, reconfiguring them to enable better social distancing. Temporary Portakabin facilities have been installed to enable staff to spread out. Initiatives to improve staff physical and mental health have been trialled, such as self-service health assessment kiosks and access to health information. The outcomes of these initiatives are shared across the London industry to inform best practice.

Testing of our staff for COVID-19

We have been at the forefront of rolling out asymptomatic rapid testing to staff to help control infection outbreaks. Staff in our operational control centres are regularly tested to help reduce absence rates, by enabling testing as an alternative to self-isolation.

In March 2021, we launched a pilot programme in conjunction with the Department for Health and Social Care to enable the restart of in-cab training for train drivers, which had been suspended since December 2020. We used lateral flow home test kits, in conjunction with PCR tests, to ensure that drivers and trainers were negative before starting the training.

Remembering the transport workers we have lost

As of 31 March 2021, 89 TfL workers had tragically lost their lives to COVID-19 since the start of the pandemic. At the time of publishing this report, 90 people had lost their lives. We sadly lost 17 people from our Tube and rail areas, two people who worked in our head offices, 67 people from surface transport, including 52 bus and two Dial-a-Ride drivers, and we also lost four people who worked for our partner organisations.

Each of these losses is a personal tragedy to their friends, family and colleagues and our thoughts are with everyone affected.

Ensuring everyone follows the rules to keep London safe

Face covering enforcement across the network

In June 2020, it became mandatory for customers to wear face coverings on all public transport modes, unless they were exempt. The enforcement of this was supported by the British Transport Police and the MPS's Roads and Transport Policing Command. Customer compliance remains very high in general, particularly during peak travel times. Research shows that 90 per cent of customers are wearing a face covering at all times while using our services. Of those not wearing a face covering, more than half claim to have an exemption or valid reason for not complying.

To help support our messaging, we have ongoing radio advertising and posters across the network. We have also developed new

communications to target the minority who are still not wearing a face covering, including a video of our enforcement officers stopping people not wearing face coverings and reiterating that if you do not wear one you could be turned away or fined up to £6,400. The video runs on paid social media and mainly targets males aged 16 to 34, as research and enforcement team feedback has shown us that this group is least likely to comply.

We also used Instagram to target 12 to 18-year-old children ahead of schools restarting. We used trusted peer-to-peer voices to help change behaviours and persuade young people that wearing a face covering on public transport is the caring and vital thing to do.

Keeping the transport network clean

Our extensive anti-viral cleaning regime continues across the transport network, including using hospital-grade cleaning substances that kill viruses and bacteria on contact and provide ongoing disinfection. The testing by Imperial College London continues, with no traces of coronavirus being found on our public transport network.

More than 1,000 hand sanitiser units have been installed across the network for everyone to use and we have used 33,885 litres of hand sanitiser. Our cleaning contractors continue to focus on customer touch points, such as card readers, handrails and help points.



Imperial College London sampling

As part of our continued efforts to keep everyone safe, we have worked with Imperial College London to carry out monthly test for coronavirus in the air and surfaces on the Underground and the buses. This testing includes swabbing surfaces such as buttons, grab handles and escalator handrails to simulate a real customer journey, travelling at the same time each month to ensure comparable testing conditions. Throughout 2020 and 2021, the sampling has detected no active virus.

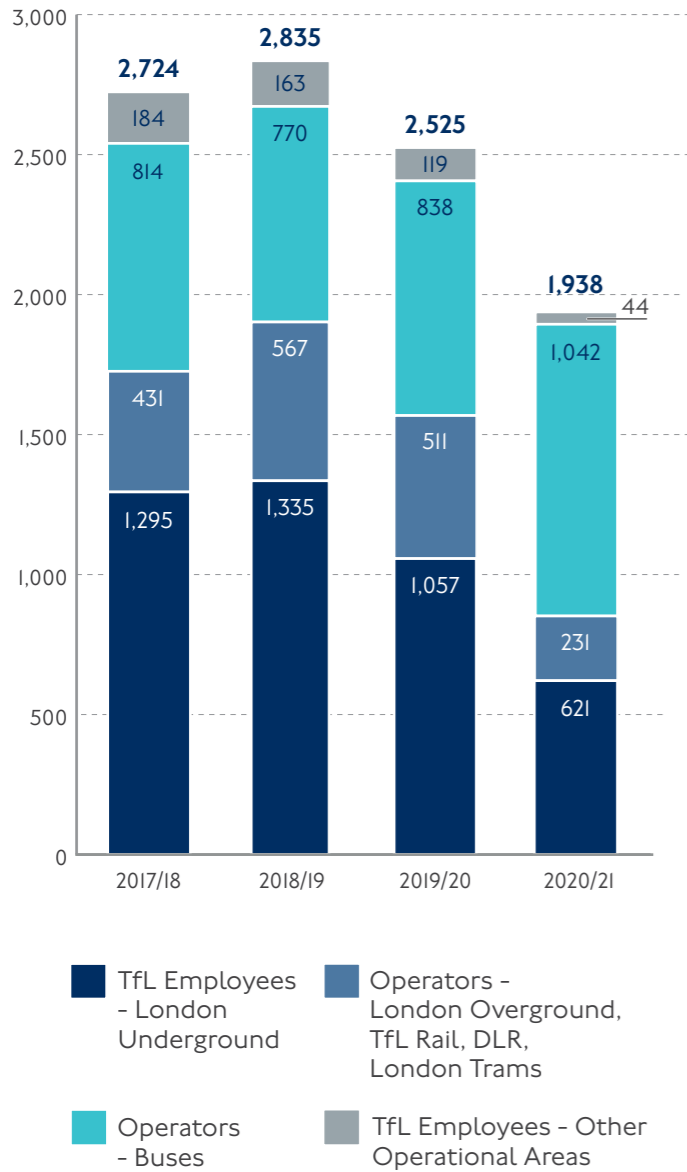
Our Occupational Health team continues to liaise with academic institutions and other transport networks worldwide to ensure our approach is at the cutting edge. The results of these surveys are continually communicated to the public and formed part of the campaign to reassure customers ahead of the Government's relaxation of restrictions.



Our enforcement officers ensure face coverings are worn

Tackling workplace violence

Workplace violence incident data (number of incidents)



In 2020/21, we saw a reduction in the number of workplace violence incidents on the transport network. However, this was not in proportion to the fall in passenger journeys.

Around half of the offences were targeted at bus drivers, with the majority of incidents involving verbal abuse and threatening behaviour. We are working with the British Transport Police to take action against anyone who commits these offences.

Taking action against violence and public order offences

During 2020/21, the overall positive outcome rate for offences against our staff was 22 per cent, compared with 16 per cent in 2019/20. This value fluctuates greatly between the British Transport Police and the MPS, reflecting the live nature of investigations, with many cases still open at the time of reporting.

The majority of work-related violence and aggression offences were on the London Underground and buses, with the positive outcome rate being 33 per cent and 14 per cent respectively.

Our workplace violence and aggression strategy

A year after the launch of our first Work-Related Violence and Aggression strategy, we have made excellent progress in many important areas, despite the financial impact and restrictions imposed by the coronavirus pandemic.

We have completed the first phase roll out of body-worn cameras, introduced our new transport support and enforcement officers, created a workplace violence unit that combines teams in London Underground and surface transport, and launched customer communications outlining the consequences of assaulting our people.

While some projects had to be paused, our priority to do more to protect our frontline teams meant the roll out of body-worn cameras was given 'safety critical' status, enabling the work to continue. Around 6,000 colleagues now have access to a body-worn camera while they are on duty and we are assessing the possible roll out to other frontline colleagues.

Despite the restrictions of social distancing creating challenges for training, we have recruited and trained 58 new transport support and enforcement officers, who provide a highly visible and reassuring presence on our network, tackling the triggers of work-related violence and aggression and dealing with anti-social behaviour through engagement and enforcement. They also enforce our byelaws, health regulations and other offences using a variety of powers. We will continue with our plans to recruit more officers over the coming year.

While developing our Work-Related Violence and Aggression strategy, frontline teams told us they wanted more customer-facing communications to show customers the consequences of assaulting them. We are now in the process of creating a multichannel campaign, which will launch in 2021/22.



58

new transport support and enforcement officers have been recruited and trained



Body-worn cameras were rolled out for staff

Health

The physical and mental health of our workforce remains a priority as we cope with the impacts of the pandemic



Supporting our people as we work through the impacts of the coronavirus pandemic

Our health performance overview

Our Occupational Health and Wellbeing activity over the last year has been dominated by the response to the pandemic. There was an immediate switch to remote assessments, with telephone, video and other online tools used to enable clinicians to continue to support both individuals and groups. The service criteria were extended for both physiotherapy and counselling services, to enable more people to get help.

Bereavement guidance was added for staff and managers to our internal resources alongside self-help tools, podcasts, guidance on lifestyle factors for maintaining and improving mental and physical health, and other information.

Our Occupational Health team also adjusted working arrangements to ensure compliance with social distancing and sourced PPE for clinicians whose activities mean that social distancing is not always possible. This meant that periodic and pre-employment medical examinations were able to restart and other appointments that could not be carried out remotely. We now have a mix of face-to-face and remote assessments and treatments being offered by medical and treatment services.

When looking our health performance, it is important to distinguish between short- term and long-term sickness, which is classed as absences more than 28 days. While short-term sickness absence can



We have supported our people through the pandemic

be influenced by a range of factors, such as personal life issues, it can provide an indication of trends and can lead to long-term sickness absence.

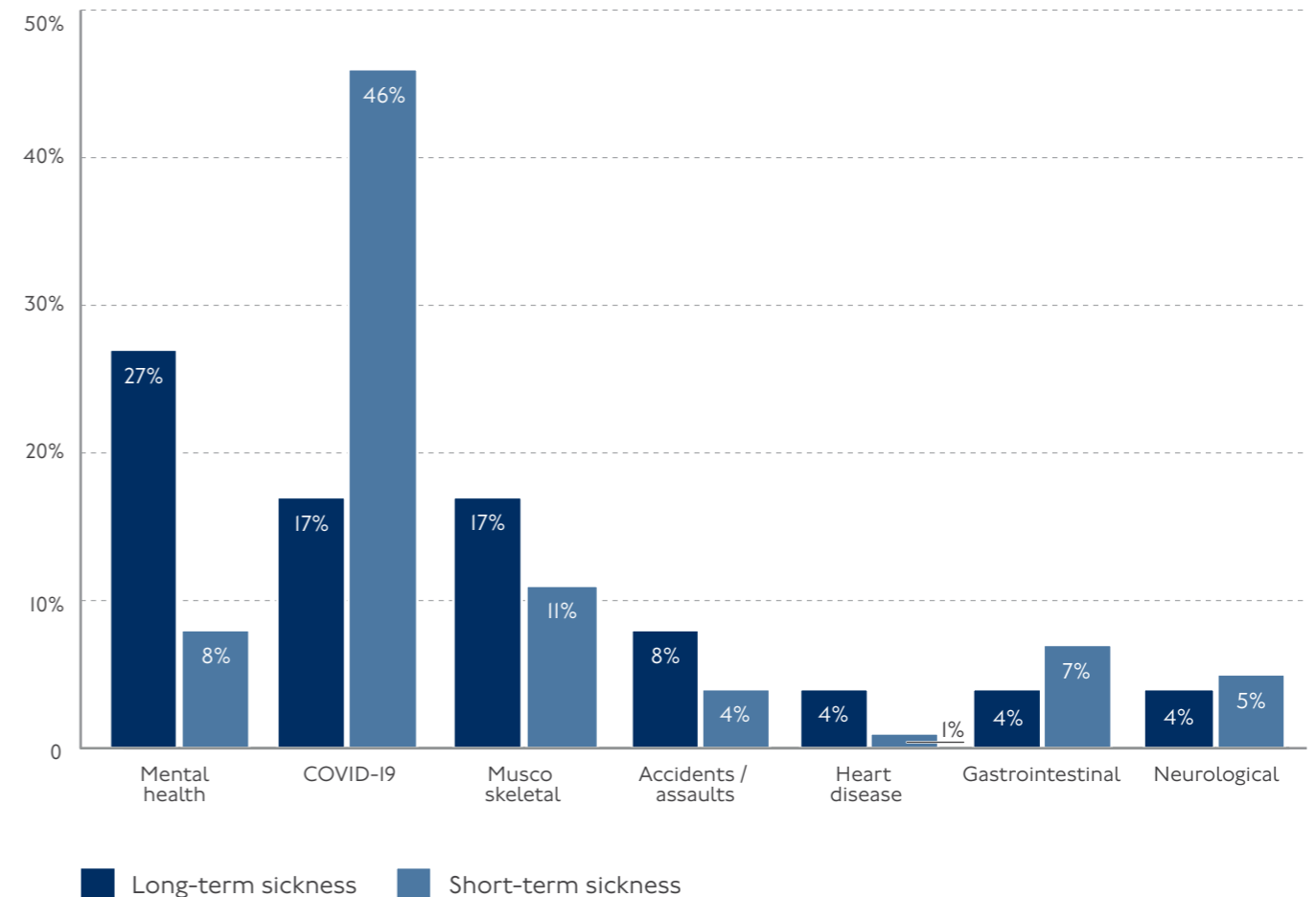
By looking at the underlying causes in detail, we gain a meaningful insight into where we can best target preventative measures. Around 60 per cent of absences at any time are caused by long-term sickness.

In 2020/21, the average sickness level was 4.9 per cent, which means at any point in time, around one in twenty planned work days were lost due to absence.

Mental health was the top cause of long-term absence, accounting for 27 per cent of all long-term absences. However, it only related to eight per cent of short-term absences in the same period.

Mental health and musculoskeletal pain were the top two causes of long-term absence, which is similar to the previous year. COVID-19 was the top cause of short-term sickness in 2020/21, coinciding with the start of the global pandemic.

Top causes of sickness (%)



Working together to tackle mental health issues

We launched two new online mental health training courses in 2020. All our employees can access the MIND Mental Health Awareness at Work e-learning course, along with another course for managers called Managing Mental Health in the Workplace. Both are available online on our Ezone learning platform.

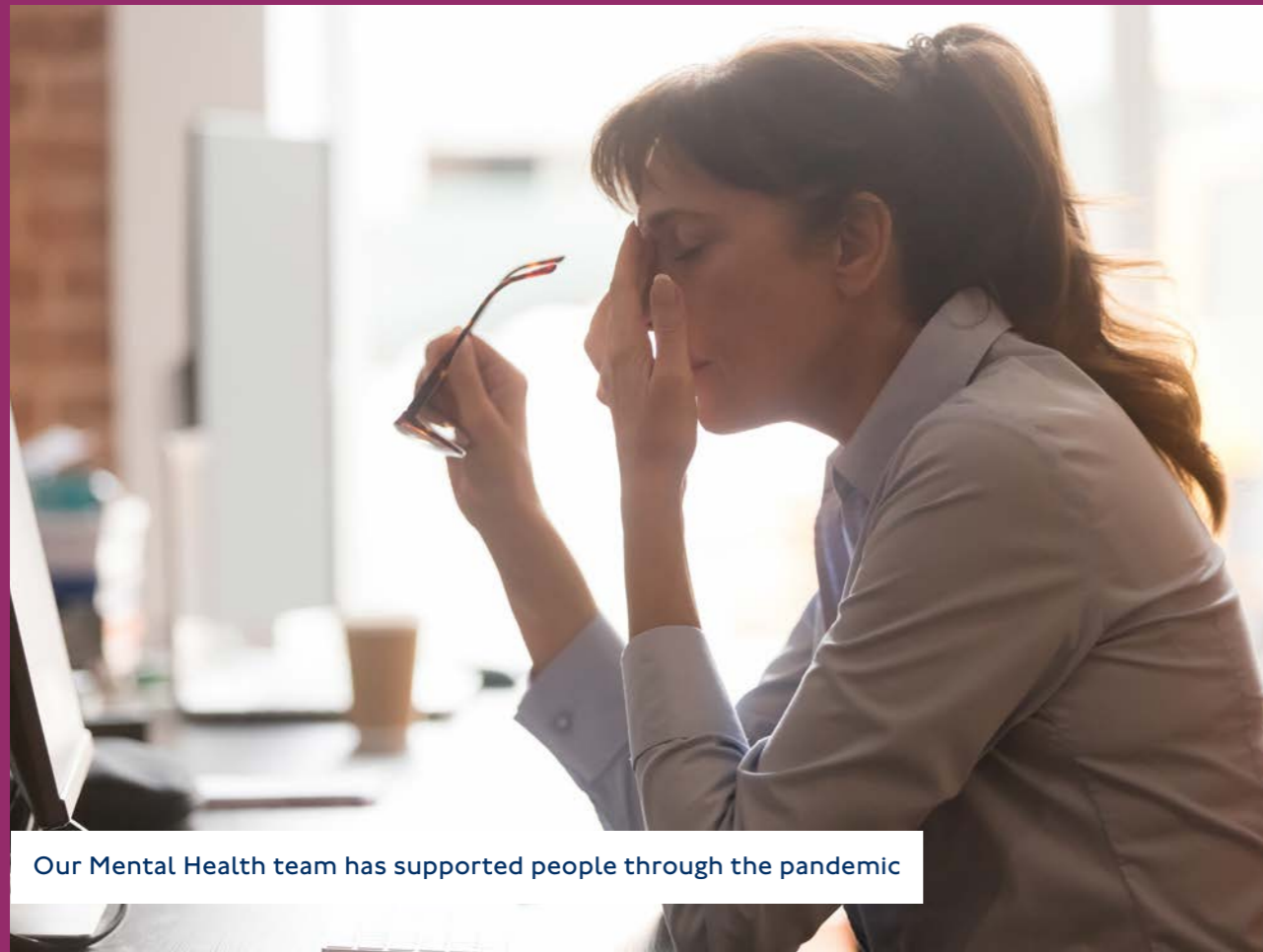
Our Stress Reduction and Management Resilience groups continued to run by moving online, and a COVID-19 Anxiety Support group was set up for those struggling with anxiety. Practical skills training was provided for managers on how to support their own mental health and that of their teams during the coronavirus pandemic.

The Mental Health team offers remote counselling services via video appointments. Trauma response training sessions were provided to new employees within our Compliance, Policing, Operations and Security team to support them in their roles. All the training and support sessions for mental health peer supporters were moved online and have continued throughout the year.

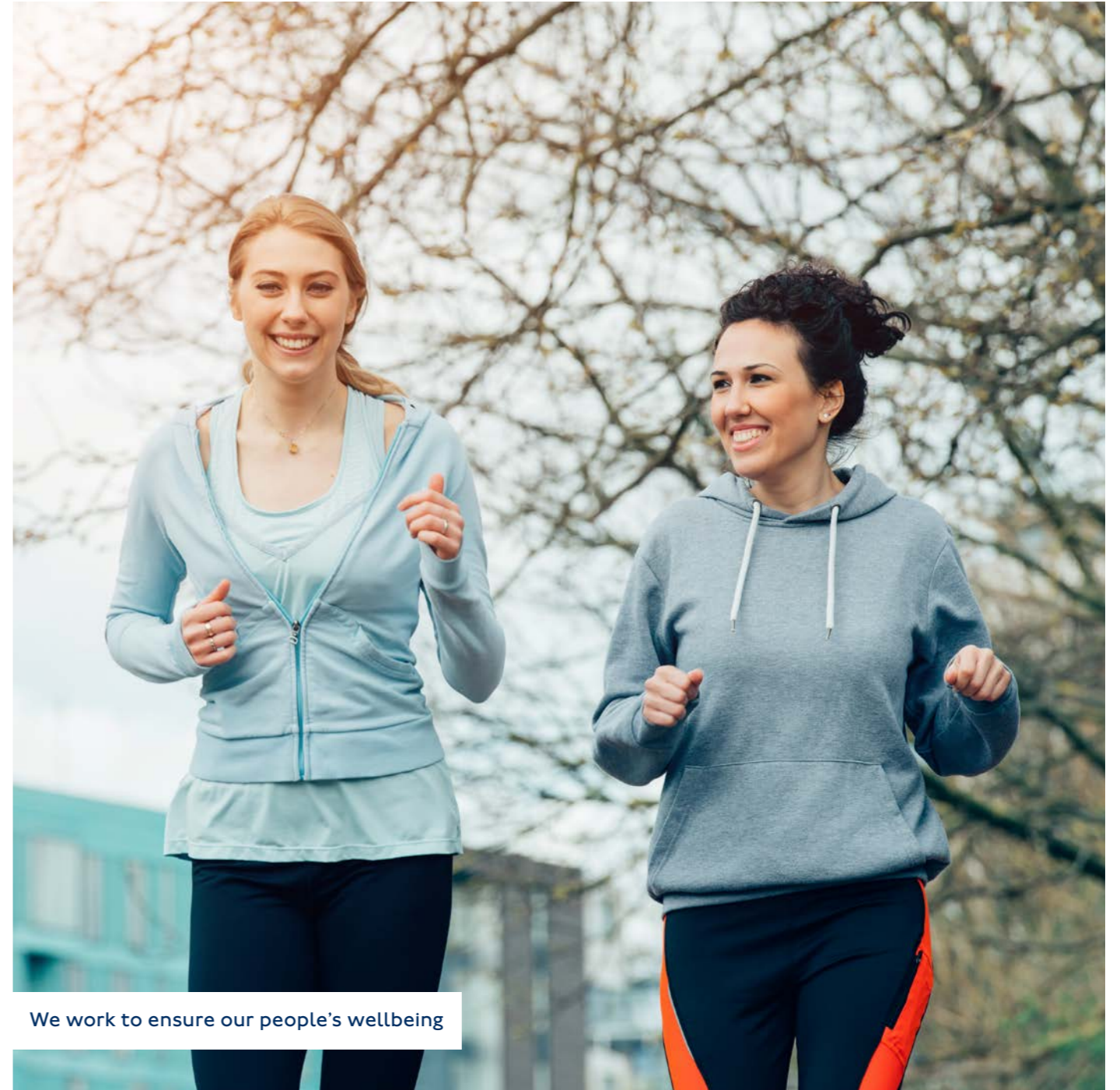


2

new online training courses were launched to help support our people's mental health



Our Mental Health team has supported people through the pandemic



We work to ensure our people's wellbeing

Our wellbeing initiatives

We had a full programme of wellbeing initiatives, including mental health awareness, tackling obesity, a focus on prevention and management of Type 2 Diabetes, and increasing physical activity.

We launched an 'Out of sight but not out of mind' campaign to support those

working remotely or on furlough, with a focus on improving physical health and mental wellbeing. This included remote exercise and pilates classes, wellbeing webinars giving resilience tips and support, and a wellbeing channel containing videos, including warm-up routines and workouts.



Our people can get physiotherapy support

Providing physiotherapy support

During the year, our Physiotherapy Service has offered fast appointments to employees with musculoskeletal pain that impacts on their work. Although assessments have remained remote, there has been a move towards a mixture of telephone and video appointments, as well as the return of some face-to-face treatment. Group lower limb and back fitness classes and a new maintenance class have been offered online to support staff.

The Physiotherapy team has developed new guidance to help our train operators and instructors look after their musculoskeletal health while in train cabs. This includes leaflets and videos, and gives people advice and tips on how to reduce the risk of pain and discomfort.



2,000

people signed up to our Kaido team wellbeing challenge

Providing health assessments

In October 2020, we ran a trial of COVID-19 secure face-to-face health assessments at our Acton Depot. The assessments are a mini health MOT and include evidence-based assessments of health risk, including blood pressure, cholesterol and glucose tests.

Employees received a report with their statistics, an indication of their risk of developing health problems and how to reduce their risk. The health assessment trial was then continued virtually, with test kits being sent out and the assessments carried out either by phone or online.

Supporting our people through health and wellbeing team challenges

We ran two wellbeing team challenges with the Kaido app, which were open to all our employees. The challenges were designed to show improvements in physical, mental and social wellbeing and included various activities, tasks and team boosters.

More than 2,000 employees have signed up for the Kaido challenges. After the first challenge, 50 per cent felt more motivated, 46 per cent felt calmer and 39 per cent noticed their mood had improved.



We have worked to support our people's health

Environment

The sustainability of our environment is a key priority and covers everything from air quality to waste and carbon



Creating a sustainable environment

The sustainability of our environment is a key priority and covers everything from air quality to waste and carbon. We are committed to securing a greener and more sustainable recovery for London by making environmental sustainability a top priority.

London has one of the most mature low-carbon transport systems in Europe, and our capital expenditure is already focused on a green recovery. Our Financial Sustainability Plan, published in January 2021 at the request of Government as part of our funding agreement for the second half of 2020/21, showed how, with the right level of capital investment, we can support the Government objectives to meet the 2030 ambition of decarbonising transport and securing a sustainable green recovery for London. Our forthcoming Corporate Environment Plan will set out our approach to environmental sustainability across our activities.

Installing more LED lighting

We are increasingly replacing fluorescent lighting with LED lighting, which reduces the risk of obsolescence and maintenance costs. LEDs have around a three-times longer maintenance interval as they have a longer lifespan. This reduces our energy costs, reduces our carbon footprint and improves lighting levels.



We are working to help clean up London's air



Supporting electric vehicles will help cut emissions

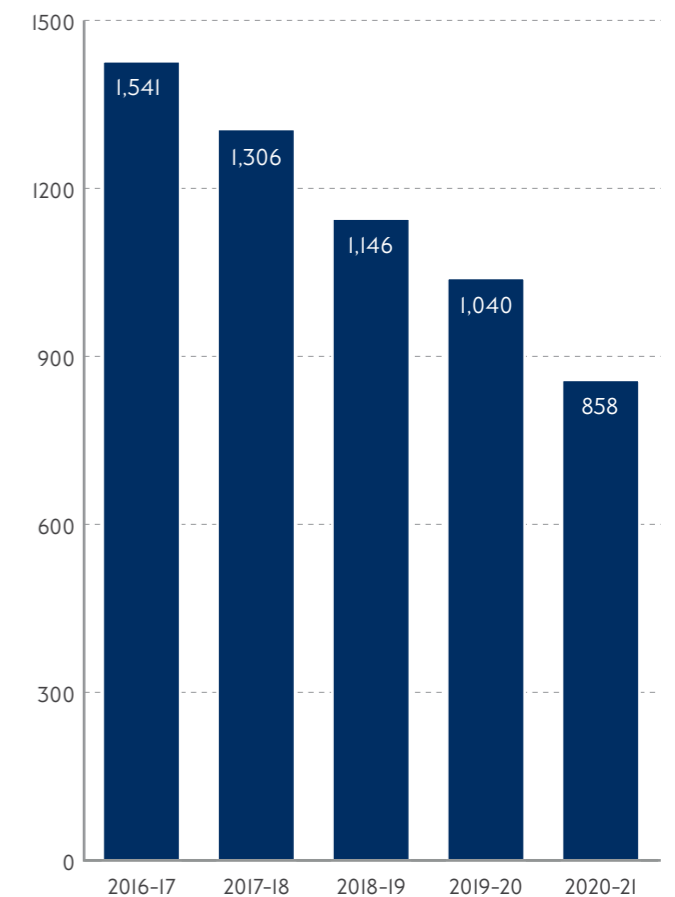
Tackling the climate emergency

The years leading to 2030 are crucial in our fight to prevent devastating climate change. The UK must make significant reductions in its carbon emissions if it is to meet its legally binding goal of reaching net-zero carbon by 2050. In London, the Mayor has set an ambitious goal of London becoming carbon neutral by 2030.

Transport is responsible for more than a quarter of London's carbon emissions, and this is increasing as other sectors decarbonise. We play a vital role in providing low carbon public transport to Londoners and in promoting walking and cycling. However, we must also lead by example and reduce carbon emissions from everything we do.

In 2020/21, carbon emissions from our services continued to fall, as a result of reduced rail and bus services caused by the pandemic, reduction in the carbon intensity of grid electricity supplies and the further roll out of electric buses.

CO2 emissions from our operations (kilotonnes)





Our electricity consumption was lower this year

Working to reduce our electricity consumption and move to cleaner energy

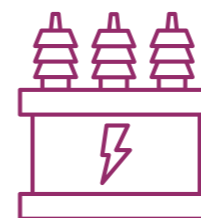
The reduction in public transport services as a result of the pandemic led to a decrease in our overall electricity consumption, compared to previous years. The total electricity consumption across our network was around 10 per cent lower than in 2019/20. We remain London's largest user of electricity, and CO2 emissions from the electricity we use is the second largest component of our carbon footprint after our bus fleet.

We have a strategy to move to 100 per cent renewable energy and are using Power Purchase Agreements with renewable generators to achieve this. Procurement will begin in 2021/22, with the aim of securing



10%
less electricity consumption than last year

up to 20 per cent of our consumption in this first step. We are working with the Greater London Authority (GLA) to explore opportunities to jointly procure renewable electricity in this way for the GLA Group, alongside potentially creating a fund for public and private investors to invest directly into new renewable projects, which in turn supply energy to the GLA Group.



1.54
tera watt hours of total electricity consumption on our network

'We are working with the Greater London Authority to explore ways to jointly procure renewable electricity'

Emissions from our support services

Emissions of CO2 from our head office buildings, London Transport Museum and our support vehicle fleet were significantly lower in 2020/21 than previous years, as a result of our office staff moving to home working and use of the Government's furlough scheme.

The emissions from these areas contribute to the Mayor's target of a 60 per cent reduction in the GLA Group's CO2 emissions by 2025, compared to a 1990 baseline.



There was a drop in emissions from our buildings

Creating a greener bus fleet for London

This year saw a major milestone in helping to transform London's air quality. Our entire 9,000-strong core bus fleet now meets or exceeds the cleanest Euro VI emissions standards, the same strict standards that apply in the Ultra Low Emission Zone (ULEZ). This has significantly reduced the contribution from our bus fleet to nitrogen oxide (NOx) emissions and will play a key role in London's green recovery from the pandemic.

We have invested around £85m in retrofitting older buses with cleaner engines and phasing out polluting diesel buses. Each retrofitted bus emits up to 95 per cent less NOx and 80 per cent less particulate matter than before. As a result, NOx emissions from our bus fleet were more than 55 per cent lower than in 2019/20, and emissions of particulate matter reduced by around 20 per cent over the same time period.

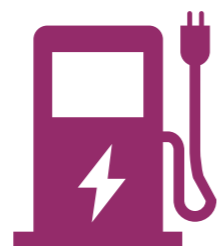
We continue our move towards a zero-emission bus network, with more than 500 zero-emission buses already introduced, including the UK's first full routes of electric double-deck buses. Around 300 additional zero-emission buses are expected to join the fleet by the end of 2021/22. We continue to roll out zero-emission buses, with plans for up to 2,500 to be in operation by 2025.

We are pressing ahead to make all buses in London zero emission by no later than 2037. However, we have an ambition to bring this forward to as early as 2030. We continue to engage with the Government to secure the funding certainty needed to help accelerate the conversion of the fleet. With 500,000 tonnes of carbon emitted each year from the bus network, or 10 per cent of London's road based carbon, making all buses in London zero emission earlier will help the UK meet its new carbon target of a 68 per cent reduction by 2030, compared to 1990 levels.

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300
zero-emission buses expected to join our fleet by the end of 2021



500
zero-emission buses already introduced to our fleet

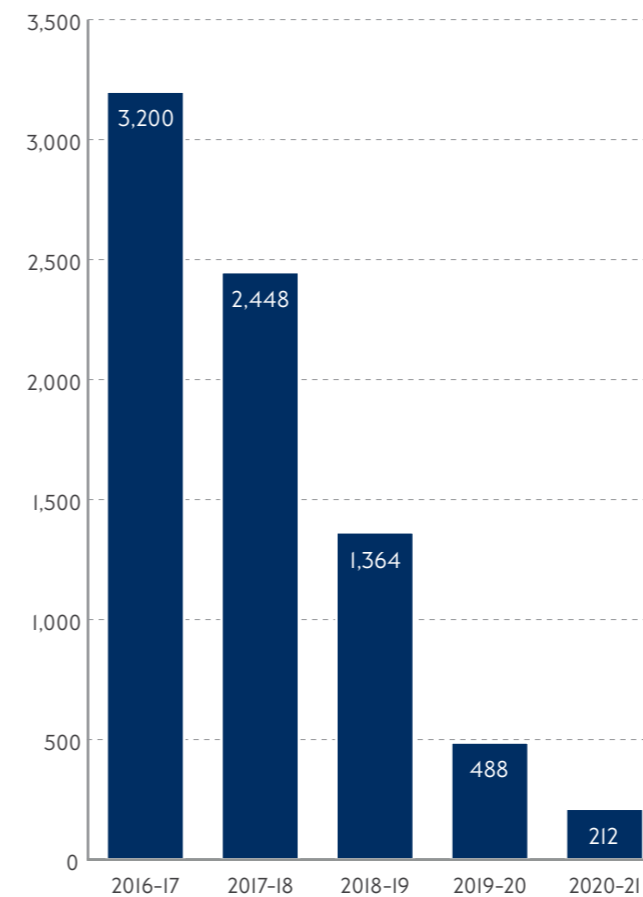


We are adding to our electric bus fleet

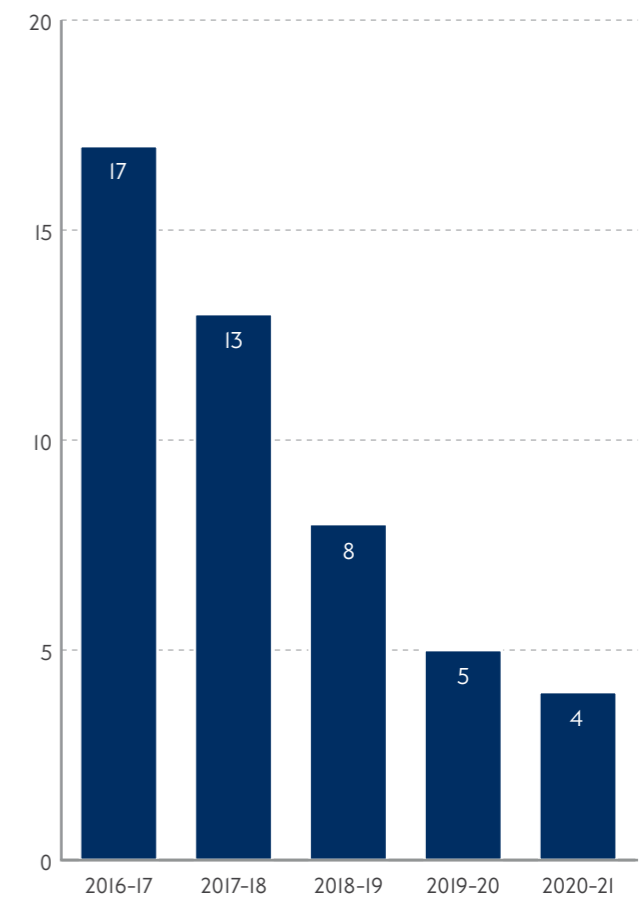


There are already 400 electric buses in our fleet

NOx emissions from London Buses (tonnes)



PM10 emissions from London Buses (tonnes)



Our Low Emission Zone standards

The Low Emission Zone (LEZ) aims to encourage the most polluting heavy diesel vehicles driving in London to be cleaner. It covers most of Greater London and operates 24-hours a day, every day of the year. On 1 March 2021, stricter LEZ emissions standards for heavy vehicles came into force, with standards for heavy goods vehicles, vans and other specialist vehicles more than 3.5 tonnes and minibuses, buses and coaches more than five tonnes increasing from Euro IV to Euro VI.

This brings the LEZ standards for these vehicles into alignment with the ULEZ standards. The tougher LEZ is already having an impact, with data showing compliance with the new standards at nearly 90 per cent, compared to around 70 per cent in May 2019.

Tree planting on our roads

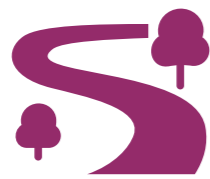
We continue to be ahead of our average one per cent target for planting trees on our streets. Despite restrictions from the pandemic limiting the 2020/21 tree planting season to a single month from its usual six month window, 717 new trees were planted, although this figure was lower than the number of trees removed for disease and safety reasons as part of our annual inspections.

Despite this year's challenges we are ahead of our Mayor's Transport Strategy target, owing to tree planting efforts in previous years.



717

more trees planted on our streets



24,103

trees across our road network



The Ultra Low Emission Zone will be expanded in 2021/22

The Ultra Low Emission Zone and its expansion

Research evaluating the impact of the central London ULEZ was published in March 2021. It showed that throughout the pandemic, compliance with the standards has remained high. At the end of December 2020, compliance was more than 90 per cent for cars and 85 per cent for all vehicle types. This compares to 39 per cent compliance in February 2017, when the Toxicity Charge, the precursor to the ULEZ, was announced.

Later this year, the ULEZ will be expanded up to, but not including, the North and South Circular roads. This is expected to further reduce NOx emissions from road transport by around 30 per cent across London in 2021 and will help deliver wider benefits for the Capital, including preventing more than one million air pollution-related hospital admissions over the next 30 years, saving the NHS around £5bn.



1 million

air pollution related hospital admissions prevented over the next 30 years from the ULEZ expansion



£5bn

saving to the NHS from preventing air pollution related hospital admissions

London Underground polychlorinated biphenyls

Polychlorinated biphenyls (PCBs) are substances that are toxic to humans and animals. There is legislation in England and Wales, as well as an international agreement, which bans their use. Some of the thousands of different types of electrical capacitor used in signalling, power, fleet, tunnel telephone systems on the London Underground predate this legislation and therefore sometimes contain PCBs.

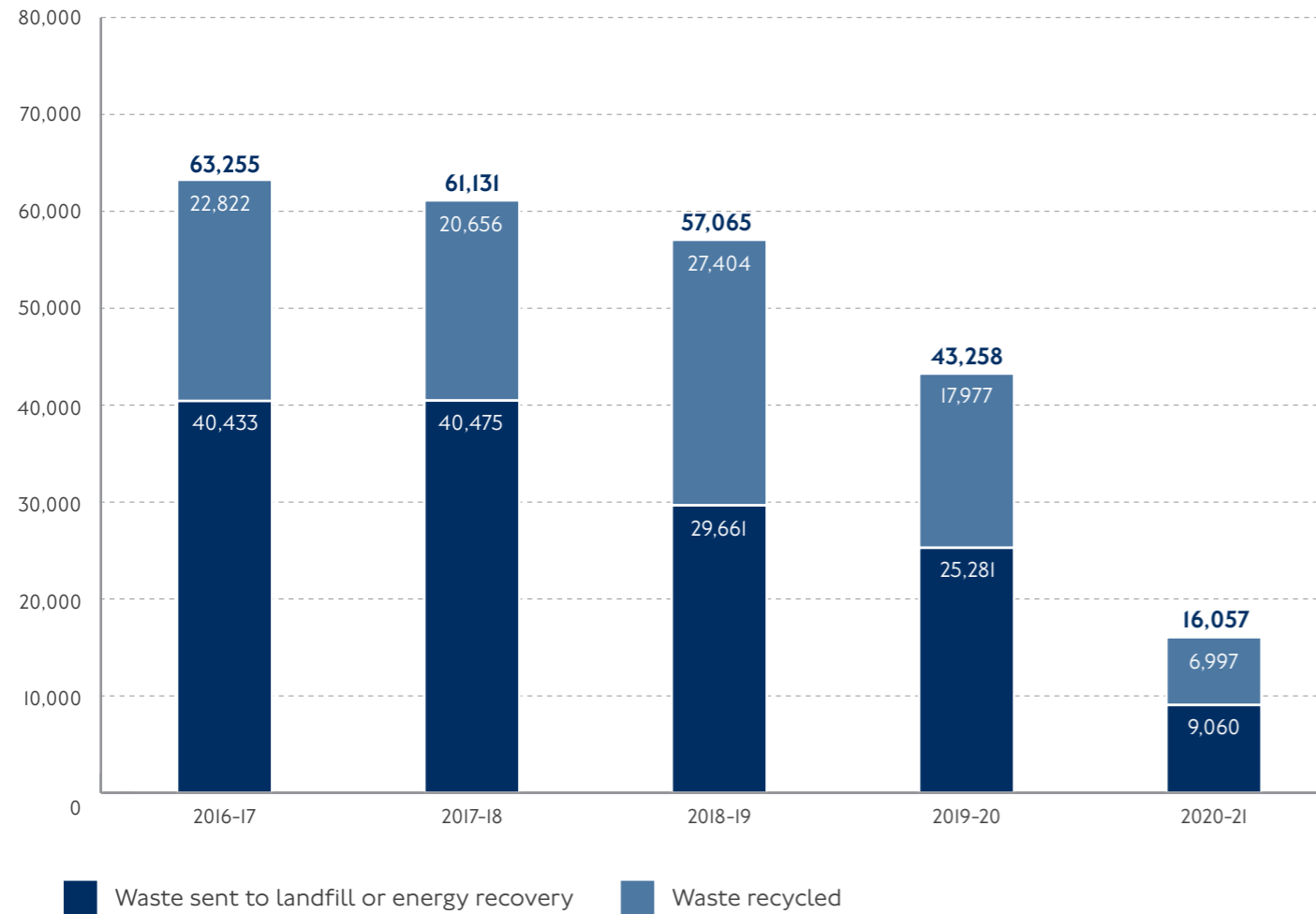
These PCBs are contained within the oil of transformers and, in the last weeks of 2020/21, we reached a big milestone when the last two remaining PCB transformers had their oil changed. These large power transformers in substations hold the largest volumes of potentially PCB contaminated oil and our last few were hermetically sealed, so posed particular challenges. Transformers have their own specific PCB legislative requirements and London Underground has applied them a few years ahead of the UK and international deadline.

We continue to survey and test for equipment that may contain PCBs and prepare to re-start on-site retrieval and replacement programmes, which were delayed due to the pandemic.

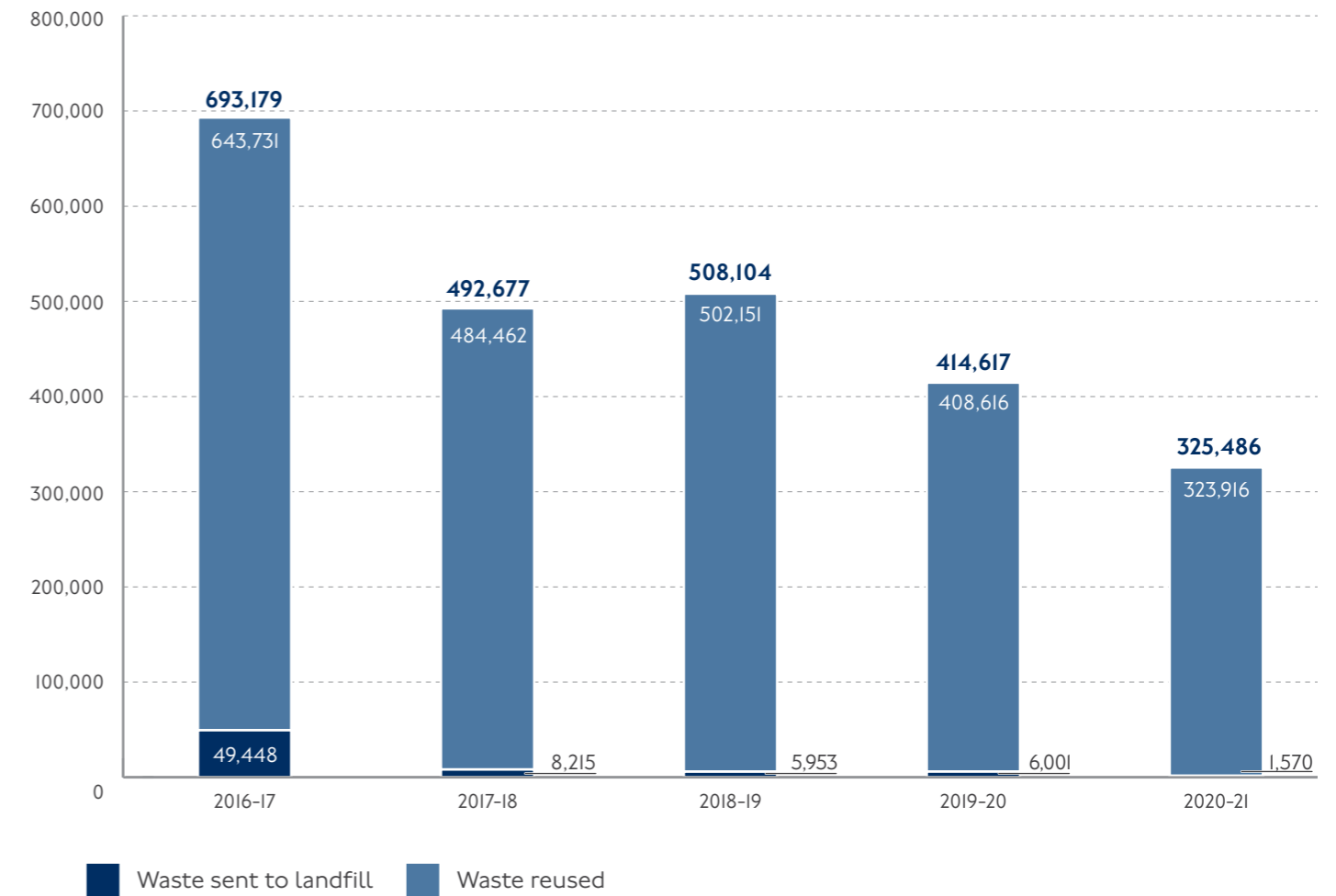
'Transformers have their own specific PCB legislative requirements and London Underground has applied them a few years ahead of the UK and international deadline'

Working towards our ambition of becoming a zero-waste city

Commercial and industrial waste collected and recycled (tonnes)



Construction, demolition and excavation waste collected and reused (tonnes)



Page 331

We are committed to supporting the Mayor's ambition of making London a zero-waste city and embedding circular economy principles in how we operate, maintain and improve our network.

The overall quantity of waste collected in our operations reduced significantly in 2020/21, as a result of the pandemic. Total commercial and industrial waste collected on the network was more than 60 per cent lower than in 2019/20.

Overall levels of recycling increased slightly to around 44 per cent. High recycling rates

in non-public locations, such as depots and offices, were balanced by low levels for waste collected on buses or at stations. We are working with our waste collection partners and operators on initiatives to increase recycling in these areas.

The quantity of waste produced in our projects and construction activities also reduced in 2020/21 as work in a number of sites was suspended. The proportion of non-hazardous waste from these activities that was reused or recycled remained high, at more than 99.5 per cent.

About 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'. We are committed to creating a 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 on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help 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 and improve air quality, revitalise town centres, boost businesses and connect communities.

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, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo Line Extension that will deliver the new homes and jobs London and the UK need. 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 freezing TfL fares so everyone can afford to use public transport, 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. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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Board



Date: 28 July 2021

Item: Slavery and Human Trafficking Statement

This paper will be considered in public

1 Summary

- 1.1 The Modern Slavery Act 2015 requires the publication of an annual slavery and human trafficking statement (the Statement). This paper describes the activity undertaken in compliance with the Act and seeks approval of a statement for the Financial Year 2020/21 that is required to be made and published.
- 1.2 On 30 June 2021, the Safety, Sustainability and Human Resources Panel considered a more detailed paper on Responsible Procurement, which included the draft Statement. The Panel supported the Statement and requested more regular updates on TfL's procurement activities and its linkages to sustainability.
- 1.3 The Statement is also being considered and approved by each of TfL's subsidiary entities, subject to any changes to the Statement approved by the Board at this meeting. From the discussions at these subsidiary company meetings, additional text has been included to explain assurance in light of the coronavirus pandemic.

2 Recommendations

- 2.1 **The Chair, following consultation with the Board, is asked to note the paper and:**
 - (a) **approve the draft TfL Slavery and Human Trafficking Statement 2021, appended to this paper; and**
 - (b) **authorise the General Counsel to agree the final form of the Statement.**

3 2021 Statement

- 3.1 A Statement is required to be made annually, within six months of the end of the financial year (i.e. by September) and must be published on the TfL website "with a direct link in a prominent place on the homepage". That Statement must be approved at Board level prior to publication.
- 3.2 TfL's approach is to require all of its operating subsidiaries to make a single statement approved by the Board, whether or not they reach the turnover threshold set out in the Modern Slavery Act 2015. The proposed draft Statement is included at Appendix 1 and has been approved by TfL's subsidiary companies, subject to Board approval. Crossrail, who previously prepared an equivalent Statement tailored to its specific circumstances, has included its activity within the TfL Statement this year.

- 3.3 TfL's key categories of focus for 2020/21 have been critical infrastructure contracts, electronic equipment, facilities management, personal protective equipment (PPE) and supplier engagement.
- 3.4 To mitigate the risk of modern slavery associated with the provision of the Surface Technology Contracts Retender and HV Power contracts, we required comprehensive Ethical Sourcing Actions Plans to be evaluated at the tender stage and contract managed post-contract award.
- 3.5 In response to Electronics Watch requirements included in ICT Hardware framework, the reseller of ICT Hardware disclosed the factory locations of some of their products and we will continue to work with our reseller to increase the transparency of their supply chain.
- 3.6 Through inclusion of direct employment requirements embedded in our cleaning contract TfL has taken a proactive approach to manage the risks of worker exploitation in the UK cleaning sector. In March 2021, 95.2 per cent (an increase from 80 per cent in 2019) of the approximately 2,500 cleaning staff were directly employed by the supplier.
- 3.7 Due to the recognised risk of modern slavery in the supply of PPE, our main supplier shared evidence of the due diligence processes of its two key suppliers, which included manufacturing factories to be audited at least every two years (Sedex Members Ethical Trade Audit (SMETA) or SA8000 Social Accountability audits) and compliance to their Ethical Standard Code of Conduct, as well as other due diligence initiatives.
- 3.8 We engaged with 10 of our key suppliers to commence dialogue on understanding their approaches to mitigating and managing the risk of modern slavery in their organisations and their supply chains, to share our approach and to identify areas for improvement. We intend to continue this engagement with our key suppliers to improve their provision of Modern Slavery assurance activities on to us.
- 3.9 In March 2021, the Mayor published the refreshed Greater London Authority Group Responsible Procurement Policy, including promoting ethical sourcing practices. A GLA Group Central Responsible Procurement Team is hosted by TfL to support the Functional Bodies of the Group in undertaking this activity.

List of appendices to this report:

Appendix 1 – Draft Slavery and Human Trafficking Statement 2021.

List of background papers:

None.

Contact Officer: Simon Kilonback, Chief Finance Officer
Email: SimonKilonback@tfl.gov.uk



Transport for London Slavery and Human Trafficking Statement 2020/21

Period covered by this statement

Transport for London's (TfL) financial year end occurs on 31 March. This statement covers the financial year 1 April 2020 – 31 March 2021.

Organisations covered by this statement

This statement covers Transport for London, its subsidiary company Transport Trading Limited and the following subsidiary companies of Transport Trading Limited¹:

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

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

<https://content.tfl.gov.uk/tfl-subsiidiary-organisation-june-2020.pdf>

Introduction

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

¹.

TfL's policy with respect to modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains and the steps taken to identify, prevent and mitigate the risks. This is TfL's fifth annual statement to be published under the Act and relates to the period 1 April 2020 through to 31 March 2021.

1 Our organisation and supply chain

TfL is the integrated transport authority responsible for delivering Mayor of London, Sadiq Khan's, strategy and commitments on transport. We run the day-to-day operation of the Capital's public transport network and manage London's main roads. In a normal year of operations more than 31 million journeys are made across our network each day. In 2020-21, daily ridership decreased to 3.5 million daily journeys, but the supply chain required to deliver services remained in place. We do all we can to keep the city moving, working and growing and to make life in our city better.

Managing TfL's supply chain is the direct responsibility of the Chief Procurement Officer reporting to the Chief Finance Officer, who in turn reports to the Commissioner of TfL. During 2020/21, TfL spent in excess of £6.7bn on goods, services and works required to deliver and upgrade services across London Underground, Surface Transport, Professional Services and Technology and Data. Our Purchasing and Supply Chain function has circa 617 staff.

Our 62 key suppliers represent around £3.9bn of our spend. These suppliers offer a wide range of strategically important goods and services to TfL. Over 95 per cent of our key suppliers are registered in the UK but many of their operations and supply chains are global. Some of our suppliers have complex supply chains with multiple tiers of sub-contracting and, in some cases, such as construction or electronic equipment, we have little visibility over where products are made. Therefore, we are using a risk-based approach, receiving expert advice from the Ethical Trading Initiative (ETI) and Electronics Watch where relevant, prioritising steps to achieve greater supply chain visibility where our risks are highest, recognising that workers in the lowest tiers of supply chains are often the most vulnerable.

2 Policies in relation to modern slavery

In March 2021, the Mayor published the refreshed [Greater London Authority \(GLA\) Group Responsible Procurement Policy](#).

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

The GLA Group Policy commits us to promote ethical sourcing and addresses risks of modern slavery by:

- adopting the nine provisions of the ETI Base Code², or equivalent, as the standard we expect of our suppliers to support working conditions that are legal, fair and safe;
- adopting a risk and opportunity-based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, modern slavery, forced labour, human rights abuses, sourcing from conflict-affected areas or negative impacts on security and crime; and
- seeking to improve transparency within the supply chain by working with suppliers and in partnership with the ETI and Electronics Watch to improve any poor performance identified as part of a process of continuous improvement, reflecting existing and emerging legislation and guidance.

To support the business in implementing the Policy, TfL hosts the GLA Group’s Central Responsible Procurement Team (CRPT) within its Procurement and Supply Chain (P&SC) function. It is expected the team will publish the Responsible Procurement Implementation Plan for the Mayoral term 2021-24 before the end of September 2021. The plan sets out the actions TfL, along with the wider GLA Group, will prioritise to deliver on the commitments of the GLA Group Responsible Procurement (RP) Policy, including how we plan to promote ethical sourcing practices and address risks of modern slavery.

3 Risk assessment and management

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

The highest risks of poor working conditions and human rights abuses from our global supply chain are associated with the production and manufacture of electronic equipment, textiles and materials used in our construction and infrastructure projects. The mining and extraction of conflict and rare earth minerals such as copper, lithium, nickel and cadmium, used in the production of batteries for electric vehicles is an increasing risk as TfL supports the transition to a net zero fleet. We will work with partners, such as Electronics Watch, to address these risks as outlined in Section 7. TfL recognises the corresponding source countries and associated sector risks in its supply chains for these categories to be as follows:

Category	Country	Identified Sector Risks
Construction	United Kingdom	Multi-tiered supply chains involving use of labour agencies which could result in poor labour practices due to lack of transparency. Unethical practices including workers being charged unlawful or excessive recruitment fees, workers being misinformed about terms of

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

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

TfL mitigates and manages these risks through our due diligences processes. A summary of our activity this year is outlined below.

4 Due diligence

Through robust procurement and governance processes, including the use of a Responsible Procurement (RP) checklist for each tender in developing an approach to market, our P&SC staff can identify categories and contracts which are likely to present a high risk of human rights abuses and poor working conditions.

All relevant procurements include a question at supplier selection stage on compliance to Section 54 of the Modern Slavery Act 2015. TfL continues to include award criteria and contractual requirements in contracts where a significant risk of human rights abuses is identified.

This year, with support from Modern Slavery experts at Action Sustainability, we developed assurance tools to support our commercial processes to identify and prevent modern slavery risks in our supply chain. A workshop with representation from all of our P&SC teams took place in November enabling Commercial Managers to input into the following documents: *Modern Slavery Assurance Handbook* - a detailed guide to assurance in construction in relation to modern slavery and exploitation; *Procurement Guidance* – an easy to use guide setting out the key procurement requirements at the planning, selection and management stages and a *Risk Assessment Matrix* of medium to high risk categories.

We obtain assurances from our supply chain directly through our suppliers as part of the tendering process and then via online platforms such as the Supplier's Ethical Data Exchange (Sedex), where we access independently verified audit reports of factories as part of our contract management processes. While the coronavirus pandemic has meant we have not been able to exercise our usual due diligence, for example through a reduced level of physical inspection of factories overseas, we will return to our usual level of inspection as soon as circumstances allow.

The following section highlights this year's interventions at the procurement and contract management stages. We have reviewed our contract pipeline and undertaken work to include requirements in future contracts with the expectation that the range of categories and number of contracts will increase as our approach continues to mature.

Examples of How TfL Manages These Matters

Surface Technology Contract Retender (STCR) and High Voltage Power

The STCR contract includes the supply of a number of essential assets to Surface Transport, notably CCTV, Traffic Signals, Variable Message Signs, Overhead Vehicle Detection, etc plus the provision of capital works and maintenance activities across London for the above asset categories. Modern slavery risks were identified in the supply of these assets and in the labour provision in London therefore, and considering feedback from early market engagement in early summer, we developed a bespoke approach to mitigate these risks.

Within supplier selection, bidders will be required to provide their approach to identifying the Modern Slavery risk in their workforce, and their supply chains workforces and as a minimum, include: Management practices and governance structure; Risk assessment and due diligence procedures, including the use of auditing; Communication with suppliers and supply chain; Policies / contract requirements and Supply chain training. The successful bidder(s) will be required to provide an Ethical Sourcing Plan to be agreed by the Contractor and TfL RP Manager and will be updated on an annual basis for the duration of the contract.

The same approach was included in London Underground's contract to upgrade its High Voltage Power Networks and associated Low Voltage Works as part of the Piccadilly line Upgrade and other substation works.

TfL is a founding member of Electronics Watch - an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply. Electronics Watch contract conditions, where suppliers are required to disclose the factories where goods and key components are produced, were also included in the STCR. We will closely monitor these outcomes going forward to ensure our suppliers share their often-complex global supply chains with us.

The tender documents for the STCR and the HV Power contract are due to be published later in 2021.

LU parts and components

TfL continues to implement the 9 principles of the ETI Base Code as the minimum level of performance for suppliers and their supply chain in sectors with a recognised risk of poor working conditions and labour standards. This year, bidders for the Supply of Wheels and Axels and the Framework for Bespoke Components (Rolling Stock, Track and Signals) were required to outline how both their organisation and their supply chains complied with the ETI base code as part of supplier selection. Further guidance was provided to those businesses, mostly SME's, to whom these requirements were new, to develop their capacity.

Contract Management

Electronic equipment:

Our frameworks for our ticketing payment solution - Oyster Cards - and ICT Hardware included Electronics Watch contract conditions and this year our reseller of ICT Hardware disclosed the factory locations of some of their products and we will continue to work with our reseller to increase the transparency of their supply chain.

Due to the drop in customer demand for Oyster Cards we are yet to procure new cards from the framework and therefore have not requested the suppliers to disclose the factories where goods and key components are produced. Given the recognised risk in the manufacturing of the microchips in each card, in January this year with support from Electronics Watch we held initial discussions with NXP (chip manufacturer) on their due diligence processes and approach to eradicating forced labour risks in their complex supply chains.

Facilities Management (Cleaning and Security Services):

Through inclusion of direct employment requirements embedded in our cleaning contract TfL has taken a proactive approach to manage the risks of worker exploitation in the UK cleaning sector. In March 2021, 95.2 per cent (an increase from 80% in 2019) of the circa 2,500 cleaning staff were directly employed by the supplier. All contracted and sub-contracted workers on this contract receive the current London Living Wage rate or above.

Uniforms:

In August 2020, we reached out to the supplier of TfL Uniforms to support their ability to meet World Health Organisation's health and safety guidelines on key issues such as health and safety, personal protective equipment and social distancing. Our supplier completed the ETI's Enhanced Expectations Survey, for their factories in Bangladesh and China, and were not deemed to be a risk as a result.

Workwear and Laundry:

This contract replicated the approach to ethical sourcing included in TfL's Uniform Contract where, following contract mobilisation each factory is required to undergo an annual, independent, third party social audit against the nine principles of the ETI Base Code. Contract mobilisation was delayed due to the Covid-19 pandemic, however a plan will be place by October 2021, to initiative the contract conditions which include a time-bound corrective action plan for each factory to address any areas of non-compliance identified in the annual audit. Audit results are viewed, and corrective action plans tracked online through the Sedex system.

Personal Protective Equipment (PPE):

Due to the recognised risk of modern slavery in the supply of PPE, our main supplier shared evidence of the due diligence processes of their two key suppliers, which included manufacturing factories to be audited at least every two years (Sedex Members Ethical Trade Audit (SMETA) or SA8000 Social Accountability audits) and compliance to their Ethical Standard Code of Conduct, as well as other due diligence initiatives. We will continue to work with our main supplier to improve transparency of these supply chains, as the issues are complex and systemic and will take time and collaboration to fully address.

Supplier Engagement

In the spring of 2021, we met with 10 of our key suppliers to commence dialogue on understanding their approaches to mitigating and managing the risk of modern slavery in their organisations and their supply chains, to share our approach and to identify areas for improvement. We intend to continue this engagement with our key suppliers to improve their provision of Modern Slavery assurance activities on to us.

Through engaging with a key supplier of an application hosting platform for the London Underground on supply chain transparency through Electronics Watch, we were able to obtain the factory location of where the product is assembled and the factory location of the top three component parts. We identified that the assembly factory has unionised positions and thus very unlikely to have poor working conditions.

Industry Engagement

CRPT continue to utilise its networks to collaborate and share knowledge on socially responsible procurement and from April 2021 will be participating in the Organisation for Economic Co-operation and Development (OECD) Pilot on Due Diligence in the Public Procurement of Garment & Textiles and the ICLEI (Local Governments for Sustainability)-led International Working Group on Ethics in Public Procurement for IT, with public authorities from a global and European reach respectively. The CRPT are also members of the International Working Group on ethical Public Procurement. Key learnings will be incorporated into future relevant procurements across TfL and the GLA group.

A CRPT member shared TfL's approach to corporate transparency as part of an international panel at the Electronics Watch Occupational Health and Safety Summit in December 2020. The CRPT represent TfL on the Supply Chain Sustainability School's (SCSS) Labour Group: Modern Slavery group which includes key infrastructure and construction organisations in the UK.

Crossrail

Contractors on the Crossrail (CRL) project are required to pay their employees the London Living Wage (LLW) and to undertake audits of on-site employers' pay and employment arrangements. During the financial year 2020/21, CRL sought reaffirmation from all forty-two contractors that they are paying their own employees the LLW and using reasonable endeavours to ensure that their supply chains also pay the LLW for time worked on the CRL Project. All the contractors responded to confirm compliance.

During the financial year, no construction activities were identified as giving rise to a risk of slavery in any periodic contract reviews undertaken of contractor performance or in cost verification exercises.

CRL plans to open the Elizabeth line as soon as practically possible in the first half of 2022. CRL has already transferred responsibility for eighteen elements of the railway to the future Infrastructure Managers and at the end of the year, the railway became operational.

London Transport Museum

London Transport Museum (LTM) assessed their top 20 retail suppliers approaches to Modern Slavery by inviting them to complete the UK Governments Modern Slavery Assessment Tool (MSAT) this year. 17 completed the assessment, with a wide range of scores, evidencing a breadth of maturity in combatting Modern Slavery. The LTM Retail Team will work with the low scoring suppliers to act on the tailored good practice recommendations to improve their anti-slavery activity in 2021/22. A Modern Slavery requirement was also included within LTM's standard stock purchase orders.

5 Training and Awareness Raising

This year we focussed on training and raising awareness in our P&SC department and our Capital Delivery and Projects teams, as there are the business areas identified from our risk assessment in section 3 of this statement.

Procurement and Supply Chain

To ensure that modern slavery and ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies, RP training is available to the P&SC teams. This year, we ran two virtual half day sessions enabling 27 staff to refresh their knowledge and awareness of our approach. 125 staff completed our RP e-learning module, providing them with an introduction to the RP Programme. The e-learning module is available on our internal system enabling continual access to the information.

As part of the development of the Modern Slavery Assurance Handbook and associated documents, 17 staff representing all of our P&SC teams attended a 3-hour workshop in November 2020.

Capital Delivery and Projects

Due to the need for high volumes of low-skilled labour with relatively short delivery deadlines using tiered supply chains, the UK construction sector is identified as a high-risk by the Gangmasters Labour Abuse Authority (GLAA). To ensure our staff working on our construction and project sites are aware of the signs of modern slavery and know what to do if they do see suspicious behaviour, we ran four Modern Slavery awareness raising sessions in March 2021. A total of 170 staff across Renewals and Enhancements, Major Projects, London Rail, Programme and Projects Directorate, Commercial Development and our Safety, Health and Environment Teams benefited from the interactive sessions, facilitated through the Supply Chain Sustainability School. Two of the sessions were held at 22:00 to capture night shift staff. A Toolbox Talk has been developed, to be rolled out to other groups unable to make the sessions, with further engagement planned later in 2021.

TfL intends to continue to use its membership of the ETI and Sedex to maintain awareness of best practice and current developments, benchmark with other organisations and externally verify our approach.

6 Reporting and key performance indicators (KPIs)

The Responsible Procurement Implementation Plan 2021-24 will include how the approach TfL, and the GLA Group, will promote ethical sourcing practices and address risks of modern slavery over the next three years, including metrics to monitor continuous improvement of internal capacity building and supply chain assurance. The plan is expected to be published before the end of September 2021.

7 Goals for 2021/22:

Next year we plan to:

Raise Awareness: Continue to raise awareness of modern slavery to TfL staff in the Safety, Health and Environment (SHE) Directorate; Commercial Development and the Capital Delivery and Projects community, through TfL's membership of the Supply Chain Sustainability School. Develop a module for all TfL staff and include in Induction for our new employees.

Increase capability: We will further upskill commercial and procurement staff, as well as contract managers on how to tackle modern slavery in supply chains through the Home Office e-learning package and on supply chain transparency through bespoke learning sessions with Electronics Watch.

Peer Learning: Establish a pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group in relation to modern slavery due diligence and to continue to learn and share with the transport industry through TfL's representation on the Rail Safety and Standards Board (RSSB) Modern Slavery Group

Risk Assessment: Undertake a risk assessment of our key suppliers using the Cabinet Office Risk Assessment Template to identify medium and high-risk suppliers.

Site Set Up: Develop a standard project site set up based on best practice, such as the 'SCSS Site Set Up Guidance' to include requirements for awareness raising, identifying and managing risks of exploitation on site.

Supply Chain Assurance: Improve performance of TfL key suppliers, and those assessed to be medium and to high risk, in eradicating the risks of Modern Slavery in their organisations and their supply chains.

- 1) All TfL key suppliers to be risk assessed using the Cabinet Office Risk Assessment Template, by Nov 2021.
- 2) All TfL key suppliers, and those assessed to be medium to high risk, to complete the UK Government's Modern Slavery Assessment Tool (MSAT) by the end of 2021 and develop an improvement plan based on MSAT recommendations by April 2022.
- 3) All TfL key suppliers, and those assessed to be medium to high risk, to achieve an MSAT score of a minimum 70% by Jan 2024.

Minerals Supply Chains: Support Electronics Watch in developing a new approach for public bodies to improve supply chain transparency of the mining and manufacturing of minerals used in the provision of batteries for electric vehicles.

State-sponsored forced labour: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to progress due diligence issues, such as the treatment of Uyghur Muslims in China, in our supply chains.

London Transport Museum: Following assessment of their top 20 retail suppliers approaches to Modern Slavery through the MSAT, the LTM Retail Team will work with the low scoring suppliers to act on the tailored good practice recommendations to improve their anti-slavery activity in 2021/22.

Crossrail: In final complex stages of the delivery of the Elizabeth line, CRL will:

- Seek reaffirmation from its contractors of payment of the London Living Wage for the current financial year.
- Seek confirmation from its contractors that they each have:
 - Whistleblowing policies about which that they carry out awareness training. They will be asked to summarise any cases where an incident of modern slavery (potential or real) has been raised through the whistleblowing process, how the case was managed and the outcome.
 - Incorporated CRL's requirements into any lower tier contracts for Crossrail works awarded during the year.
- Continue to carry out surveillance of remaining construction activities to identify any activities where there is a risk of slavery and audit contractor's compliance where appropriate.
- Encourage relevant remaining contractors to participate in TfL's partnership with Electronics Watch to support improvements to working conditions and prevent exploitation and abuse in the global electronics industry

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

[Name of Signatory]

[Date] 2021

For TfL Board

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Board



Date: 28 July 2021

Item: Report of the Meeting of the Finance Committee held on 23 June 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 23 June 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 23 June 2021 were published on 15 and 21 June 2021 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Committee were:
- (a) Use of Delegated Authority;
 - (b) Finance Report;
 - (c) TfL Roadside Advertising;
 - (d) TfL Energy Purchasing and GLA Energy Procurement Collaboration Programme;
 - (e) Sale of Lillie Bridge Depot;
 - (f) Funding Update on TTL Properties Limited;
 - (g) Update on Income from Developers Through Planning Obligations and Other Related Funding Mechanisms to Deliver TfL Transport Priorities;
 - (h) Enterprise Risk Update – Supply Chain Disruption (ER5); and
 - (i) Procurement and Supply Chain Improvement Programme.

- 3.3 A summary of the items considered, and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 6 October 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 10 March 2021. There had been four uses of Chair's Action in relation to: extending the funding arrangements with Government; statutory Chief Finance Officer interim arrangements; the Greater London Authority (GLA) Collaborative Recruitment Services Contract; and the Telecommunications Commercialisation Project.
- 4.2 There had been no use of authority delegated by the Board nor use of Procurement and Land Authority granted by the Commissioner or the Chief Finance Officer. There had been one Mayoral Direction to TfL, in relation to the zoning stations for Northern Line Extension (MD2810, 11 May 2021).

Finance Report

- 4.3 The Committee noted TfL's financial results to the end of Period 2, 2021/22 – the year-to-date period ending 29 May 2021.
- 4.4 Since approval by the Board of the Budget in March 2021, a new funding arrangement with Government for 2021/22 had been finalised. The settlement required TfL to find £900m of cash savings this year compared to the approved Budget, which would be met through a combination of utilising cash reserves in excess of the £1.2bn minimum cash level, additional non-passenger income and reduced and/or deferred costs. Whilst there were encouraging signs of passengers returning to the network, there was a high degree uncertainty on future journeys, especially through the winter. These measures and other matters contained in the funding arrangements would be fully worked through in the revised Budget submission to be considered by the Board at this meeting.

TfL Roadside Advertising

- 4.5 The Committee noted the paper, which set out the options and made proposals for the future strategy for roadside advertising assets. Prior to the coronavirus pandemic, roadside advertising panels across London generated rent receipts of around £9m per annum. These included traditional fixed hoardings as well as newly developed digital screens. Use of the panels was sold by several companies on TfL's behalf, typically on 10-year licences tendered on the open market. TfL generally received a fixed rental or guaranteed minimum return and, at some locations, an agreed share of outperformance over the contract term.

TfL Energy Purchasing and GLA Energy Procurement Collaboration Programme

- 4.6 The Chair, following consultation with the Committee, endorsed the GLA, along with a small pool of investors, offering an optional finance instrument to potential bidders for Power Purchase Agreement 2 (PPA2).
- 4.7 On 25 November 2020, the Committee had endorsed the proposed procurement by TfL of renewable energy through two PPAs, each representing around 10 per cent of TfL's estimated demand. An update was provided on the preparation of those procurements, current energy market conditions and the progress that had been made on the GLA Energy Procurement Collaboration Programme, in which TfL was involved.
- 4.8 The recommendations of the GLA Energy Procurement Collaboration Programme were expected to conclude later this year. As an early output, there was an appetite to test a finance instrument in conjunction with TfL's procurement of its PPA2. The finance instrument was being developed by the GLA with the aim of delivering a lower PPA cost. Renewable developers would not be required to utilise the finance instrument as part of their tender for TfL's PPA2.

Sale of Lillie Bridge Depot

- 4.9 The Chair, following consultation with the Committee, approved Land Authority for the disposal of Lillie Bridge Depot and Ashfield House (LBD) and for TfL and/or any other of its subsidiary entities to grant a long leasehold interest of LBD to Earls Court Partnership Limited (ECPL) or a group company, taking a leaseback of the same length, and agree, subject to conditions, to grant ECPL an option to acquire additional land and to provide vacant possession of LBD and surrender TfL's leaseback, the principal conditions being: ECPL obtaining planning permission for the development of Earls Court and LBD; ECPL securing third-party funding for TfL's estimated costs of providing vacant possession of LBD; and TfL developing and committing to deliver a plan to provide vacant possession of LBD.
- 4.10 The arrangements for the proposed sale were flexibly structured so as to require no net investment by TfL as the owner of LBD nor by TfL as a shareholder in ECPL. The condition requiring ECPL to secure third-party funding for TfL's vacant possession costs meant TfL would not be required to contribute equity to ECPL for these costs. The joint venture arrangements within ECPL allowed TfL to reduce its shareholding rather than contribute equity to the net land receipt payable by ECPL over and above the externally funded vacant possession costs.

Funding Update on TTL Properties Limited

- 4.11 The Committee noted the funding update on TTL Properties Limited. TfL's landholdings had the potential to deliver thousands of homes across London and create substantial sums to reinvest in the transport network.

- 4.12 The coronavirus pandemic had accelerated the need to bring forward homes and unlock growth in the Capital. Given wider financial pressures, a TfL property vehicle would be structured in such a way as to avoid diverting any investment from transport, while continuing to maximise the long-term return available to reinvest in the transport network.
- 4.13 Property had been a specific workstream in the discussions with Government on TfL's Financial Sustainability Plan (FSP). A condition of the funding agreement was to agree to a plan for housing delivery through a dedicated commercial property company that met the shared ambitions of the Mayor and the Government to deliver housing in a high demand area and to provide an increased revenue stream. The plan would include a clear milestone for housing to be delivered by the end of 2024.

Update on Income from Developers Through Planning Obligations and Other Related Funding Mechanisms to Deliver TfL Transport Priorities

- 4.14 The Committee noted the paper, which provided an end of year (2020/21) update on the Mayor's Community Infrastructure Levy (MCIL) that supported the funding of Crossrail, as well as a brief overview of a range of other developer contributions and funding mechanisms, such as Section 106 (s106) and Borough CILs that contributed towards other TfL transport priorities.
- 4.15 There were approximately 240 referable planning applications involving significant TfL input last year, as well as just under 2,000 non-referable applications with transport implications. Securing developer income was inherently related to the level of development activity and the implementation of relevant planning permissions.
- 4.16 Uncertainties associated with the coronavirus pandemic had less of an impact than envisaged on the Mayoral CIL receipt.
- 4.17 Leveraging third party funding was vital to delivering transport infrastructure and improvements for the city and would play an increasingly important role as TfL faced major financial pressures. These funding sources were needed to deliver TfL priorities around step-free access, Healthy Streets and mode shift, as well as underpinning sustainable development and supporting wider objectives around housing and regeneration.
- 4.18 The recently announced intention by Government to replace CIL and s106 developer contributions with an Infrastructure Levy would continue to be monitored closely.

Enterprise Risk Update – Supply Chain Disruption (ER5)

- 4.19 The Committee noted an update on Enterprise Risk 5 – Supply Chain Disruption. The paper outlined TfL's current position following the Brexit agreement on 24 December 2020 and a second coronavirus wave.

- 4.20 Failure to sufficiently identify and manage supply chain disruption could result in an increase in TfL's cost base, delays to project delivery and interruption to operational services.
- 4.21 TfL continued to monitor its supply chain and where a risk was identified contingency plans were developed and implemented where necessary.

Procurement and Supply Chain Improvement Programme

- 4.22 The Chair, following consultation with the Committee, endorsed the recommended approach set out in the paper on the Procurement and Supply Chain Improvement Programme. An update was provided on the progress of the Programme, following the previous overview provided to the Committee in November 2020.
- 4.23 The Programme managed estimating, procurement, contract and cost management across TfL, as well as supporting procurement related activities for the GLA as part of a shared services agreement. The Programme would transform the end to end procurement and supply chain process across all the organisational areas of TfL
- 4.24 The Programme would deliver phases of change, recognising the need to transform quickly across the following elements: updated operating model for working consistently across the business; consistent and efficient Source to Pay processes across TfL; upgraded technology systems landscape to support the process; fit for purpose data architecture; and an end to end reporting suite, driving insights for timely decision making.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 23 June 2021

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Board



Date: 28 July 2021

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 30 June 2021

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 30 June 2021.

2 Recommendation

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

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 30 June were published on 22 June 2021 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>. A link to a video recording of the meeting can also be found on the page.

3.2 The main matters considered by the Panel were:

- (a) Rail Safety - Presentation by the Office of Rail and Road;
- (b) Quarterly Safety, Health and Environment Performance Report;
- (c) Rental E-scooter Trial June 2021 - June 2022;
- (d) Work-related Violence and Aggression Strategy - 2021/22 Delivery Action Plan;
- (e) Human Resources Quarterly Report;
- (f) TfL New Ways of Working programme;
- (g) Responsible Procurement;
- (h) Enterprise Risk Update – Major Safety, Health or Environmental Incident or Crisis (ER1); and
- (i) Enterprise Risk Update – Protecting the Wellbeing of TfL's Workforce (ER2).

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 14 September 2021.

4 Issues Discussed

Rail Safety - Presentation by the Office of Rail and Road

- 4.1 The Panel noted the overview of the role of the Office of Rail and Road (ORR), the current views on safety regulation in TfL during the last year, and the current areas of focus.
- 4.2 The ORR had a good working relationship with TfL. It considered TfL's response to the coronavirus pandemic to be effective and well managed. It also considered the approach to risk management to be appropriate and was delivering a good level of safety to staff, customers and the public.

Quarterly Safety, Health and Environment Performance Report

- 4.3 The Panel noted the safety, health and environmental performance for London Underground (LU), TfL Rail, Surface Transport (including London Overground) for Quarter 4 2020/21 (13 December 2020 – 31 March 2021). As of 30 June 2021, 90 transport workers had lost their lives to Covid-19. TfL continued to work hard to support all those affected by the pandemic.
- 4.4 The quarter had seen performance remain positive against a background of customer numbers being affected by the coronavirus pandemic. The increase in cycling had seen an increase in numbers killed or seriously injured although risk rates remained the same. The period had also seen an increase in violence and aggression against staff, notably on buses, which was attributable to drivers' roles in managing safety and the changing profile of customers. Rates of intoxication and fare evasion had also increased.
- 4.5 Work was progressing on investigations and workstreams related to the safety incidents that had occurred on the tram network, between August and November 2020.
- 4.6 Planning was underway for Step 4 of the Roadmap out of lockdown.

Rental E-scooter Trial June 2021 - June 2022

- 4.7 The Panel noted the paper, which set out the key areas of risk and the approach to mitigating and reducing these through the rental e-scooter trial launched in London on 7 June 2021.
- 4.8 At the time of the meeting, the trial was in its fourth week, with 600 rental scooters available across five London boroughs. The findings from the trial would inform policy at a London-wide and nation-wide level.
- 4.9 E-scooters featured many safety measures and requirements for hiring to ensure risk was minimised. TfL was working with stakeholders to ensure the public understood the trial, differences in permitted usage between rental and

private e-scooters and the environmental and other benefits of safe e-scooter usage.

Work-related Violence and Aggression Strategy - 2021/22 Delivery Action Plan

- 4.10 The Panel noted the paper, which set out the work to deliver the Work-related Violence and Aggression strategy.
- 4.11 Recent highlights included the roll-out of body worn cameras, recruitment of Transport Support and Enforcement Officers, the creation of a single Work-related Violence and Aggression team and a communications campaign. Data reporting was being reviewed and improved. Funding challenges would be mitigated by careful analysis of the costs and impacts of activity.

Human Resources Quarterly Report

- 4.12 The Panel noted the overview on key Human Resources led activities and statistics for the period of March – June 2021. Work continued to be focussed on the support of staff through the coronavirus pandemic recovery phase and looking ahead. Members also welcomed the appointment of the new Diversity and Inclusion Director, Marcia Williams, who started at TfL on 5 July 2021.
- 4.13 Open and transparent engagement was taking place with staff, particularly on TfL's funding situation.

TfL New Ways of Working programme

- 4.14 The Panel noted the update on the proposals for the hybrid working model, which would help achieve efficiencies and drive a more flexible and agile approach to working. Feedback from staff had also shown there was an appetite for continued home and hybrid working.
- 4.15 Risk Assessments and an Equality Impact Assessment had been undertaken and staff would be well supported during the transition.

Responsible Procurement

- 4.16 The Panel noted the paper, which set out the Modern Slavery Statement and the activities relating to responsible procurement. TfL worked with functional bodies to share best practice and review government tools to support monitoring of Modern Slavery Statements. Supply chain transparency was challenging in some areas and TfL collaborated with partner organisations, including the Ethical Trading Initiative and Electronics Watch, to progress due diligence in its supply chains.
- 4.17 Members requested more regular updates on TfL's responsible procurement activities and its linkages to sustainability.

Enterprise Risk Update – Major Safety, Health or Environmental Incident or Crisis (ER1)

- 4.18 The Panel noted the paper, which set out how TfL managed risk associated with the failure to sufficiently identify and manage safety, health or environment risks that could result in injuries, deaths, poor health and wellbeing of staff, customers, contractors or the wider population or harm to the environment and could therefore impact TfL's reputation, financial capacity and operational resilience.
- 4.19 Members noted the role of the Audit and Assurance Committee in overseeing TfL's management of Enterprise Risks and that it had requested an all-Member discussion on risks later in the year.

Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2)

- 4.20 The Panel noted that paper, which set out how TfL managed risk related to the focus on employee wellbeing in responding to the continuing challenges of the coronavirus pandemic and as TfL moved into the recovery phase.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 30 June 2021.

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Board



Date: 28 July 2021

Item: Report of the Meeting of the Remuneration Committee held on 7 July 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Remuneration Committee at its meeting on 7 July 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 7 July 2021 were published on 29 June 2021 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/remuneration-committee>. A link to a video recording of the meeting can also be found on the page.

- 3.2 The main matters considered by the Committee were:

- (a) Matters Arising, Actions List and Use of Delegated Authority;
- (b) Senior Management Performance Awards;
- (c) 2020/21 Scorecards; and
- (d) Performance Assessments 2020/21.

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 10 November 2021.

4 Issues Discussed

Matters Arising, Actions List and Use of Delegated Authority

- 4.1 The Committee note five uses of Chair's Action, in consultation with the Committee, to approve salaries of £100,000 or more.

Senior Management Performance Awards

- 4.2 On 24 June 2020, the Committee agreed to defer the payment of all the approved 2019/20 senior management performance awards for 12 months and to suspend any payments from the scheme for the 2020/21 performance year due to uncertainty over TfL's financial situation at the time. It asked to review the operation of the 2021/22 scheme in 2021.
- 4.3 The Committee discussed the operation of the scheme in 2021/22, recognising that it was an integral part of the remuneration package for senior staff that supported TfL's goals and, being linked to scorecards, ensured that rewards were linked to achievement. The staff covered by the scheme had also been subject to a pay freeze since 2016 and the conditions related to the latest funding settlement sought continued pay restraint. The scorecard performance and performance reviews for the last year had shown staff going above and beyond to deliver for Londoners during the coronavirus pandemic.
- 4.4 While recognising the need for pay constraint, the Committee noted the impact of the pay freezes and withdrawal of performance awards on attraction and retention, particularly as a number of key staff, including many from diverse backgrounds, had recently left for jobs that were considerably better remunerated in other organisations.
- 4.5 Staff were asked to develop options for the performance award scheme for 2021/22. All options would be linked to performance and out-performance against the Scorecard and attaining financial sustainability, with payments deferred until TfL no longer required temporary support from government for operational costs. The future paper would include information on competitor organisations and the views of the Department for Transport in relation to meeting the spirit of the current funding conditions on pay. Members also requested a paper on how TfL would continue to attract and retain diverse talent.

2020/21 Scorecards

- 4.6 The Committee noted and commended staff for the business performance results, as measured by the TfL and delivery business scorecards, for the year ended 31 March 2021. It had been an extraordinary year as TfL addressed the impact of the coronavirus pandemic on its operations and finances.
- 4.7 Despite the circumstances, TfL had continued to deliver and keep London moving and had retained the confidence of its customers. Members noted the good safety record and measures taken to keep staff safe, including initial Safe Stops of projects until they were made Covid-safe. The Committee noted that the scorecards showed some reds against safety metrics for service users and the increase in assaults on staff. These had been considered by the Safety, Sustainability and Human Resources Panel, which acknowledged the good performance in the circumstances but

cautioned against any complacency. Safety was the top priority for TfL and the Executive Committee kept all safety metrics under close review.

Performance Assessments 2020/21

- 4.8 The Committee reviewed the performance assessments for those individuals under its direct accountability. It noted the priorities of the Commissioner and how these had been adopted and expanded by the Executive Committee. Good progress had been made in all areas, while taking on additional workload as a result of the coronavirus pandemic. Across TfL and its contractors, people had gone above and beyond their day jobs, working outside of their comfort zones to look after their teams and deliver for London. The Committee supported the assessments against individual staff and expressed its thanks to the Commissioner and his leadership team for their professionalism and ability to deliver services and make key decisions in such a novel situation.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Remuneration Committee on 7 July 2021

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Board

Date: 28 July 2021

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 14 July 2021

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Customer Service and Operational Performance Panel at its meeting on 14 July 2021.

2 Recommendation

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

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 14 July 2021 were published on 6 July 2021 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>. A link to a video recording of the meeting can also be found on the page.

3.2 The main matters considered by the Panel were:

- (a) Communication and Stakeholder Engagement during the Coronavirus Pandemic – Update; and
- (b) Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12).

3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 7 October 2021.

4 Issues Discussed

Communication and Stakeholder Engagement during the Coronavirus Pandemic – Update

4.1 Members noted an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from the coronavirus pandemic.

4.2 Ahead of the relaxation of social distancing measures on 19 July 2021, the Mayor had asked TfL to retain its Conditions of Carriage to require customers (without a reason for exemption) to wear face coverings on the network. This

was to provide additional reassurance to customers to encourage the continued use of public transport, which was key to London's recovery. This had been welcomed by customers, staff, trade unions and businesses in London. TfL was engaging with other transport organisations and operating companies to understand their views and develop consistent messaging.

- 4.3 To date, compliance levels had been good on the network and effective communication and robust enforcement would be key to avoid any potential ambiguity. Staff were being trained on effective messaging and appropriate enforcement to minimise potential for conflict and support would be provided by British Transport Police and the Metropolitan Police Service.
- 4.4 In the last month, 74 per cent of Londoners had used the network, with 2.5 million people using it each day. Confidence levels were strong, and the TfL Care Score had increased to 59 per cent. TfL had also managed several significant events in London recently, including a rugby match at Twickenham, cricket at Lords, tennis at Wimbledon and the football matches at Wembley for the Euro 2020 tournament. Members noted the challenges in relation to the disruptive and criminal behaviour of some fans on TfL networks in relation to the Euro 2020 games.
- 4.5 Scenario planning was taking place to look at demand patterns during recovery. The range of possible outcomes from the planning process was being steadily narrowed as time went on and demand patterns become more visible.

Enterprise Risk Update – TfL Asset Condition Unable to Support TfL Outcomes (ER12)

- 4.6 Members noted an update on how this Enterprise Risk was managed across its business units. Mitigations and controls across the assets and infrastructure were working effectively.
- 4.7 Regimes of control changed over the lifecycles of assets and infrastructure. Asset data was reviewed with a focus on safety.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer Service and Operational Performance Panel on 14 July 2021

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Board



Date: 28 July 2021

Item: Report of the Meeting of the Elizabeth Line Committee held on 15 July 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 meeting on 15 July 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 15 July 2021 were published on 7 and 14 July 2021 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/elizabeth-line-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Committee were:
 - (a) Safety Update;
 - (b) Project Status Update;
 - (c) Elizabeth Line Readiness;
 - (d) Finance and Risk Update;
 - (e) Project Representative Report;
 - (f) Elizabeth Line Programme Assurance Update;
 - (g) Crossrail Complaints Commissioner's Report;
 - (h) National Audit Office Report - Crossrail - A Progress Review; and
 - (i) Staged Opening Update

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 30 September 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 Periods 1-2 2021/22 covered by the report and in Period 3 and performance remained stable. Members noted details of high potential events which had all been investigated and corrective actions implemented. Overall, there was a good reporting culture across the Crossrail and TfL teams to ensure improvements were identified and implemented.
- 4.2 Following the challenges with the transition to the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS), there had been significant improvements to access issues as the teams and processes were maturing. A dedicated Access Control Unit had been established and was working effectively.
- 4.3 A “Stepping Up” week was planned for September 2021, with a focus on safety, and members of the Committee would be invited to attend.
- 4.4 Members noted how coronavirus issues were being addressed, with an increase in self-isolation among staff. Resilience plans were performing as expected and there was currently no concern about safety, delivery or productivity.

Project Status Update

- 4.5 The Committee noted the update on the status of the Crossrail project. Good progress continued across the project in line with the schedule. As noted in the safety update, the transition to ROGS had been challenging but processes and working practices were maturing. Several key milestones had been achieved to enable Trial Running to commence, which had moved from four trains per hour (tph) to eight tph and had just increased to 12 tph. The recent blockade had achieved a 95 per cent productivity rate, enabling the project to catch up time lost by the transition to ROGS. Related assurance work would take several weeks to verify but was not expected to uncover any significant issues.
- 4.6 The National Audit Office (NAO) Report was welcomed and demonstrated the substantial progress made in the project since the previous NAO report in 2019. While risks remained, the project remained within its current cost and time schedules. The management response was subject to a report later on the agenda.

- 4.7 Good progress continued to be made on completing and handing over stations. Progress on Canary Wharf and Bond Street stations was discussed; both remained on target against their handover schedule.
- 4.8 Software for the signalling and tunnel ventilation systems was performing well but further work was required before they met the high standards required for customers. Final integration tests were starting, which would be followed by a further blockade ahead of Trial Operations.
- 4.9 The Committee requested visibility of the Access Improvement Plan and how construction and maintenance work was separated. Members also requested an update on the plans, progress and timelines in relation to demobilising the Tier 1 contractors, given their impact on the budget. A part of that process included crystallising the remaining scope within the project and determining who was best to deliver it.

Elizabeth Line Readiness

- 4.10 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.
- 4.11 TfL Rail continued to deliver excellent performance and, along with London Overground, were two of the three best performing railways in the country. The services to the east had just started operating at 12 tph and would move to full length “tunnel ready” units shortly. No new software issues had been identified and the next interaction was expected to resolve the known issues.
- 4.12 The Committee would receive an update on the Trial Operations Plan that had been developed. As the opening of the Elizabeth line moved closer, Members would be briefed on the campaigns to launch the new service.

Finance and Risk Update

- 4.13 The Committee noted the update on Crossrail’s financial performance up to Period 2, 2021/22 and on risk management processes.
- 4.14 The project was compliant with the funding conditions from the 30 November 2020 funding and financing agreement and discussions were underway with the Greater London Authority and the Government on the next drawdown of funds.
- 4.15 While the P50 Anticipated Final Crossrail Direct Cost (AFCDC) was currently above the funding envelope, new cost pressures were being prudently recognised as they arose, and the project continued to maintain substantial risk and contingency budgets and a refreshed DCS 1.2 baseline was creating a programme of interventions to minimise cost to go. Members noted that demobilisation of Tier 1 contractors was key to managing costs.
- 4.16 Risks were being actively managed and were also monitored by the Elizabeth Line Delivery Group.

Project Representative (P-Rep) Report

- 4.17 The Committee noted the latest periodic reports from the P-Rep on the Crossrail project and the management responses to these reports, for Periods 1-2, 2021/22. Copies were also available on the TfL website, with commercially sensitive material redacted.
- 4.18 The P-Rep congratulated the team on the 12 tph milestone. While good progress was being made, risks and challenges remained. The access issues following ROGS were being mitigated, supported by the mobilisation of the Access Control Unit and further improvements were expected in the next period. The recent blockade had been successful but it was important that the assurance documents were closed out. The next iterations of the signalling and tunnel ventilation software and ensuring train reliability growth were all key activities prior to Trial Operations.
- 4.19 The Elizabeth Line Readiness item going to the next meeting would include more information on train reliability review points and the countdown process for Trial Operations.

Elizabeth Line Programme Assurance Update

- 4.20 The Committee noted progress with Programme Assurance activity across the Crossrail three Lines of Defence (LoD) Integrated Assurance Framework.
- 4.21 The first LoD recognised the improved stability of the project as the new ROGS processes bedded in and the successful ramp up of the Trial Running from four to 12 tph. The project was within the overall timeframe and significant effort was being dedicated to cost reduction and efficiency to remain within budget.
- 4.22 Internal Audit had issued two audit reports since the last meeting of the Committee. The Demobilisation of Tier 1 Contractors was considered well controlled. The Management of Staff Costs required improvement, though this reflected a timing issue as considerable work was underway during the audit to address issues and the follow-up report was expected to confirm it was now well controlled.
- 4.23 The third LoD, led by the Independent Investment Programme Advisory Group (IIPAG) Crossrail Sub-Group would review DCS 1.2 in detail when it was made available. It was confident that the digital management system, for the biggest digital railway in the world, was progressing. A further update would be provided to the Committee when the assessment was completed.
- 4.24 IIPAG was also encouraged by the success of the recent blockade and the good working relationship between Crossrail and Rail for London (Infrastructure) staff.
- 4.25 The safety assurance processes were ongoing though there were concerns about retaining key resources. This was being managed tightly.
- 4.26 The Chair, in consultation with the Committee, approved the IIPAG workplan.

Crossrail Complaints Commissioner's Report

- 4.27 The Crossrail Complaints Commissioner dealt with complaints from communities living near Crossrail sites, when they could not be resolved satisfactorily by Crossrail or TfL. The Commissioner presented his first report since a high-level forum in May 2019. A close-out report would be provided before the office closed, which would provide more analysis of the cases and issues and lessons learned. The Commissioner would arrange a meeting later in 2021 with TfL to discuss the outstanding issues and the process for resolving.
- 4.28 Crossrail acknowledged the disruption to people around its sites and the Chief Executive met regularly with the communities affected. The project's footprint was shrinking, and he hoped to have all issues resolved in the first half of 2022.
- 4.29 The Committee noted the report and thanked the Commissioner for his work.

National Audit Office Report - Crossrail - A Progress Review

- 4.30 The Committee noted and welcomed the report from the NAO and endorsed the management response. The report acknowledged the progress since the NAO's previous report in 2019. The report would be considered by the Public Accounts Committee in the House of Commons on 19 July 2021.

Staged Opening Update

- 4.31 The Chair, following consultation with the Committee, endorsed the change in Sponsor Requirements that amended the staged opening sequence of the Elizabeth line to bring tunnel ready services to the surface lines east and west of the central tunnel section as soon as was practicable. This would accelerate the frequency of services on the west section, avoiding the need to wait for the next six-monthly timetable change for services out of Paddington.
- 4.32 Approval for the change was also being sought from the Department for Transport, as joint sponsor.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 15 July 2021

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Board



Date: 28 July 2021

Item: Report of the Meeting of the Programmes and Investment Committee held on 21 July 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items to be considered by the Programmes and Investment Committee at its meeting on 21 July 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 to be held on 21 July 2021 were published on 13 and 19 July 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 to be considered by the Committee are:

- (a) Use of Delegated Authority;
- (b) Investment Programme Report – Quarter 1 2021/22;
- (c) Independent Investment Programme Advisory Group Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) London Underground Four Lines Modernisation Programme;
- (f) Piccadilly Line Upgrade – Stage 1 Progress Update;
- (g) Docklands Light Railway – Housing Infrastructure Funding;
- (h) Public Transport Programme; and
- (i) Healthy Streets 2021/22 Programme.

- 3.3 A summary of the items to be considered and decisions to be 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 13 October 2021.

4 Issues To Be Discussed

Use of Delegated Authority

- 4.1 The Committee is asked to note the paper on the use of delegated authority since the meeting on 19 May 2021. There had been one use of Chair's Action, relating to the London Underground Enhancements Programme, which was discussed by available Members at the meeting on 19 May 2021 but approved by the Chair after the meeting as he was not present for the discussion of that item.
- 4.2 A planned use of Chair's Action in relation to the Healthy Streets Programme had been superseded by the paper elsewhere on the agenda.
- 4.3 The Commissioner had approved two Procurement Authority requests relating to the building of a workshop in Acton depot and to the purchase of components for the London Underground Fleet Heavy Overhaul. The Chief Finance Officer had also approved four requests relating to the purchase of various components for the London Underground Fleet Heavy Overhaul.
- 4.4 There had been no Mayoral Directions to TfL within the Committee's remit.

Investment Programme Report – Quarter 1 2021/22

- 4.5 The Committee is asked to note the update on the progress and performance in Quarter 1 2021/22 of a range of projects that will deliver world-class transport services to London.
- 4.6 For each major project or programme, the financial and milestone data represented the position at the end of the quarter and included commentary for key achievements and progress made. The report also contained updates on notable progress made after the end of the quarter.

Independent Investment Programme Advisory Group (IIPAG) Quarterly Report

- 4.7 The Committee is asked to note the update on the IIPAG work undertaken since the last report. The IIPAG had engaged in several reviews and crosscutting work continued.
- 4.8 The annual review of benchmarking in TfL had been completed and the report was submitted to the meeting of the Audit and Assurance Committee on 7 June 2021. Issues raised with respect to staff resources were being discussed with the relevant Directors across TfL and the Committee would be updated at its meeting in October 2021.

TfL Project Assurance Update

- 4.9 The Committee is asked to note the update on the project assurance work undertaken between 5 April and 26 June 2021 and the key findings from the reviews.
- 4.10 During that period, four programme reviews were undertaken, with the IIPAG involved in all four and 11 project assurance reviews were undertaken, with the IIPAG involved in five. The reviews resulted in a total of 57 recommendations, with one considered a critical issue.

London Underground Four Lines Modernisation Programme

- 4.11 The Chair, following consultation with the Committee, is asked to note the update on the benefit delivery and programme of the London Underground Four Lines Modernisation, and to approve the additional unbudgeted Programme and Project Authority request.
- 4.12 Additional Financial Authority would be granted following approval of the Budget by the Board at this meeting.
- 4.13 The matters for which Authorities were sought included commitment that extended beyond the period of the Business Plan and Budget to be approved by the Board at this meeting; appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

Piccadilly Line Upgrade – Stage 1 Progress Update

- 4.14 The Chair, following consultation with the Committee, is asked to note the update on progress with delivery of Stage 1 of the London Underground Piccadilly Line Upgrade, and to approve a reduction in Programme and Project Authority of £300m for the Stage 1 programme, giving a total revised Programme and Project Authority of £2,994m, to reflect efficiencies achieved since authorisation in May 2018.
- 4.15 Financial Authority was only up to 2022/23, based on the March 2021 TfL Budget and, for future years, would need to be reserved in future Business Plans. The Authority sought included commitments that extended beyond the period of the Business Plan and Budget to be approved by the Board at this meeting and appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

Docklands Light Railway – Housing Infrastructure Funding

- 4.16 The paper provides an update following approval of Financial Authority and Programme and Project Authority by the Committee on 11 December 2020, which enabled TfL to enter into a conditional Grant Determination Agreement (GDA) with the Greater London Authority and the Ministry of Housing, Communities and Local Government to receive £281m Housing Infrastructure Fund (HIF) funding to supplement the Docklands Light Railway

(DLR) Rolling Stock Replacement Programme. This was to facilitate new housing developments in east London.

- 4.17 The Chair, following consultation with the Committee, is asked to endorse that the GDA becomes unconditional on 31 July 2021 (or such later date as may be agreed between the parties to the GDA if an extension is required to confirm the final number of additional HIF trains), noting that this committed TfL to deliver the HIF Programme and to repay all grant funding received under the GDA if TfL defaulted on its obligations.
- 4.18 The Chair is also asked to approve Procurement Authority (which includes provision for movement in exchange rates) for DLR Limited (DLRL) to exercise pre-priced options under the existing contracts with the train manufacturer, for an agreement for the design, supply and manufacture of replacement DLR trains, and for an agreement for the supply of spares and supporting services, expiring in 2061, and a fixed and variable scope, which allowed DLRL to call off spares supply and services as required.
- 4.19 The matters for which Authorities were sought included commitments that extended beyond the period of the Business Plan and Budget to be approved by the Board at this meeting and appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

Public Transport Programme

- 4.20 The paper provides an update of the Programme's success in delivering projects to maintain and promote a safe, operable and reliable surface public transport service, since the previous annual submission to the Committee in March 2020.
- 4.21 The Chair, following consultation with the Committee, is asked to approve additional budgeted Programme and Project Authority of £104m, giving a total of £499m for the continuation of the Public Transport Programme in 2021/22 and 2022/23. The Chair is also asked to approve the transfer of the Woolwich Ferry Resilience and Renewal project into the Public Transport Programme from the Surface Assets Programme.
- 4.22 Additional Financial Authority would be granted following approval of the Budget by the Board at this meeting.
- 4.23 The paper excluded any request for additional Programme and Project Authority for the East London Line HIF beyond that approved in June 2020. Any further request would be presented to the Committee in December 2021.

Healthy Streets 2021/22 Programme

- 4.24 The Chair, following consultation with the Committee, is asked to grant additional Programme and Project Authority of £67.4m to support delivery of

the Healthy Streets Programme, bringing the total Programme and Project Authority to £308.7m.

- 4.25 The matters for which Authorities were sought included commitments that extended beyond the period of the Budget to be approved by the Board at this meeting and appropriate provision would, therefore, need to be made for those commitments in future Budgets.
- 4.26 A short-term approval of Authorities was agreed by Chair's Action on 19 April 2021 and reported to the last meeting of the Committee. While a further approval by Chair's Action was sought in June 2021, further revisions were required and so that request was superseded by the request in the paper for the continued delivery of the Healthy Streets Programme, including the London Streetspace Programme.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 21 July 2021

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