

Meeting: Board

Date: Wednesday 21 October 2020

Time: 10.00am

Place: Teams Virtual Meeting

Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Cllr Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Bronwen Handyside

Ron Kalifa OBE

Dr Alice Maynard CBE

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

Government Special Representatives

Andrew Gilligan

Clare Moriarty

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

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

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 13 October 2020

**Agenda
Board
Wednesday 21 October 2020**

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

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

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

3 Minutes of the Meeting of the Board held on 29 July 2020 (Pages 1 - 18)

General Counsel

The Board is approve the minutes of the meeting of the Board held on 29 July 2020 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority (Pages 19 - 32)

General Counsel

The Board is asked to note the updated actions list and the use of authority delegated by the Board, in particular the establishment of the Elizabeth Line Committee.

5 Commissioner's Report (Pages 33 - 80)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an update on our response to Covid-19, restart and recovery and finance, since the report to the briefing on 29 July 2020.

6 Elizabeth Line Operational Readiness and Crossrail Update (Pages 81 - 84)

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

The Board is asked to note the paper.

7 Finance Report (Pages 85 - 108)

Chief Finance Officer

The Board is asked to note the Report.

8 Funding Update - To Follow

Chief Finance Officer

This will be issued as a late paper as discussions on TfL's funding with Government are continuing.

9 TfL Scorecard H2 2020/21 (Pages 109 - 118)

Chief Finance Officer

The Board is asked to approve the H2 TfL scorecard, note the approach to managing changing circumstances through H2 and note the proposal to include five-year trajectories for longer-term Mayor's Transport Strategy targets in the 2020 Business Plan.

10 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 9 September 2020 (Pages 119 - 122)

Panel Chair, Kay Carberry CBE

The Board is asked to note the summary report.

11 Report of the meeting of the Audit and Assurance Committee held on 11 September 2020 (Pages 123 - 126)

Committee Chair, Anne McMeel

The Board is asked to note the summary report.

12 Report of the meeting of the Customer Service and Operational Performance Panel held on 23 September 2020 (Pages 127 - 130)

Panel Chair, Mee Ling Ng OBE

The Board is asked to note the summary report.

13 Report of the meeting of the Finance Committee held on 30 September 2020 (Pages 131 - 136)

Committee Chair, Ron Kalifa OBE

The Board is asked to note the summary report.

14 Report of the meeting of the Programmes and Investment Committee held on 16 October 2020 (Pages 137 - 140)

Committee Chair, Prof. Greg Clark CBE

The Board is asked to note the summary report.

15 Any Other Business the Chair Considers Urgent

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

16 Date of Next Meeting

Wednesday 9 December 2020, at 10am.

Transport for London

Minutes of the Meeting

Teams Virtual Meeting 10.00am, Wednesday 29 July 2020

Members

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

Government Special Representatives

Andrew Gilligan
Clare Moriarty

Executive Committee

| | |
|-----------------|--|
| Andy Byford | Commissioner |
| Howard Carter | General Counsel |
| Michèle Dix CBE | Managing Director, Crossrail 2 |
| Vernon Everitt | Managing Director, Customers, Communication and Technology |
| Stuart Harvey | Director of Major Projects |
| Simon Kilonback | Chief Finance Officer |
| Andy Lord | Managing Director, London Underground and TfL Engineering |
| Lilli Matson | Chief Safety, Health and Environment Officer |
| Alex Williams | Director of City Planning |
| Tricia Wright | Chief People Officer |
| Shashi Verma | Director of Strategy and Chief Technology Officer |

Also in attendance

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

Staff

| | |
|----------------|---|
| Andrea Clarke | Director of Legal |
| Patrick Doig | Divisional Finance and Procurement Director |
| Jackie Gavigan | Secretariat Manager |
| Joanna Hawkes | Corporate Finance and Strategy Director |
| Philip Hewson | Head of Procurement, Strategy and Performance |
| Shamus Kenny | Head of Secretariat |

| | |
|------------------|--|
| Tony King | Group Finance Director and Statutory Chief Finance Officer |
| Emma Lucas | Chief of Staff, Chief Finance Officer |
| Claire Mann | Director of Bus Operations, Surface Transport |
| Jonathan Patrick | Chief Procurement Officer |

27/07/20 Apologies for Absence and Chair's Announcements

All Members were present.

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

The Chair expressed his continued thanks to all staff and contractors for their response to the Covid-19 pandemic and their work to lead London and the country back to recovery. A number of staff and contractors had died as a result of Covid-19 and condolences were offered to the families of all those who had passed away. The Government intended to erect a memorial at Victoria station to mark the deaths of transport workers.

University College London Institute of Health Equity had been asked to provide independent advice to better understand the pattern of deaths and sickness caused by the coronavirus, and further steps that TfL could take to limit its impact. An update on the work was provided in the Commissioner's Report.

As reported at the last meeting, the Mayor's term of office had been extended until May 2021 and he had reappointed Heidi Alexander as Deputy Mayor for Transport and as Deputy Chair of TfL for the same period. All Members of the Board whose terms expired in September 2020 had now been extended to 5 September 2021; the Chair thanked Members for agreeing to continue to serve TfL.

Under the necessary financial support package agreed with Government, the Secretary of State for Transport had appointed Andrew Gilligan and Clare Moriarty as the two Special Representatives to attend all Board meetings, with one attending meetings of the Finance Committee and the Programmes and Investment Committee. The Board welcomed the representatives and was confident that the demonstration of TfL as a well-managed and transparent organisation, and the greater understanding of its financial model, would help the future funding discussions with Government.

The Chair welcomed Andy Byford to his first meeting of the Board following his appointment as the Commissioner for Transport. He returned to TfL having previously worked for London Underground. He had developed a track record of leadership and transformation within major urban transport authorities across the world, serving as the Chief Operating Officer and Deputy Chief Executive Officer for RailCorp in New South Wales, Australia, the Chief Executive Officer of the Toronto Transit Commission and the President and Chief Executive Officer of the New York Transit Authority, where he oversaw a dramatic improvement in the network.

Andy Byford joined TfL at a pivotal moment in its history, given the current impact of Covid-19 on its finances and operations, and likely future impact on its operating and funding model. He shared the Mayor's commitment to a sustainable and safe recovery.

On 7 July 2020, the Mayor paid tribute to the 52 people who died and more than 700 people injured in the 7 July 2005 London bombings, the 15th anniversary of the terror attack. He also paid tribute to the heroic efforts of the emergency services and transport workers.

Since the last meeting, the issue of diversity and inclusion had been given greater prominence through the Black Lives Matter movement. The Chair had appointed TfL's most diverse Board, to better reflect the city it served. Andy Byford was committed to improving TfL's diversity, addressing pay gap issues and making TfL an inclusive organisation where all talents thrived. Progress in this area would accelerate, as improving diversity enabled TfL to deliver better on behalf of Londoners.

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

28/07/20 Declarations of Interests

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

Ron Kalifa OBE had recently been appointed by the Chancellor of the Exchequer to undertake a review of the FinTech sector, which had been added to his register of interests and published on the website.

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

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

29/07/20 Minutes of the Meeting of the Board held on 2 June 2020

The Chair, following consultation with the Board, approved the minutes of the meeting of the Board held on 2 June 2020 as a correct record. The minutes would be provided to the Chair for signature at a future date.

30/07/20 Decision Making During Covid-19 Emergency Measures, Use of Delegated Authority and Actions List

Howard Carter introduced the paper, which set out the arrangements for TfL meetings while social distancing and travel restrictions remained in place. The items for decision at the last meeting were approved under Chair's Action as set out in the minutes.

The use of Chair's Action had also been exercised by the Programmes and Investment Committee in relation to a Crossrail contract for Bond Street station and reappointments to the Board of Crossrail Limited.

There had been two Mayoral Directions to TfL in relation to temporary changes to (i) free travel arrangements for older Londoners and (ii) the Congestion Charge to support the Streetspace for London plan and TfL's response to the Covid-19 pandemic.

It was anticipated that the legislation allowing local authority meetings to be held virtually would shortly be amended so that it also applied to TfL. Members would be advised when the changes were enacted. **[Action: Howard Carter]**

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

31/07/20 Commissioner's Report

Andy Byford introduced the report, which provided an update on TfL's response to Covid-19, its ongoing restart and recovery work, and a brief update on its finances since the last meeting.

The key issues arising from the overview and discussion were:

- 1 Andy Byford was very pleased and honoured to be back at TfL, and expressed his thanks to his predecessor, Mike Brown, for the fantastic job he did for London as Commissioner, and for his part in leading the organisation through the Covid-19 crisis. He welcomed Andrew Gilligan and Clare Moriarty who had also joined their first TfL Board meeting, and looked forward to working closely with them, as well as with all the Board Members and the broader stakeholder community.
- 2 Since starting in his role, Andy Byford had been out on the network visiting frontline services and making site visits, and commended staff for their hard work and dedication to London's safe and sustainable restart, and welcoming customers back onto its services. He was honoured to welcome His Royal Highness the Prince of Wales to Ashfield House recently, alongside the Mayor and Mike Brown, who thanked London Underground colleagues who worked during the height of the pandemic.
- 3 His first two key priorities as Commissioner were; to lead TfL safely through the Covid-19 recovery, including rebuilding the financial position, reducing reliability on fares and encouraging the public back onto the system; and to work with the Crossrail Board to finish the project and get the Elizabeth Line open. These priorities were linked as the Covid-19 recovery would be aided by the additional capacity and revenue stream generated by Crossrail.
- 4 His core principles and themes would be; a relentless focus on safety and security; and customer service excellence delivered by a motivated, engaged and diverse team.

- 5 An enormous amount of work was being done to ensure TfL was on the best financial footing possible and prepared for the next round of funding discussions with Government. The revised budget for 2020/21 set out to rebuild financial stability during the current recovery stage of the pandemic and ensure services could continue to support the city as it emerged from lockdown. It marked the start of TfL making its economic case to Government for more certainty around how it was funded, as the unusually heavy reliance on fare revenue did not work in the current situation. The next priority was to secure a fair and sustainable financial settlement from the Government to ensure London could play its part in restoring momentum back into the UK economy.
- 6 Andy Byford expressed his condolences to the families of the 44 colleagues from TfL and partner organisations who had sadly died as a result of the coronavirus pandemic. TfL had commissioned the University College London (UCL) Institute of Health Equity to provide independent advice to better understand the pattern of coronavirus infections and deaths amongst London's bus workers. Part two of the study would consider factors such as age, gender, race and any pre-existing health conditions, and would be published in the autumn.
- 7 Huge efforts were being made to keep the transport system safe and clean, which focussed on ensuring employee and customer safety, and were essential for getting the public back onto the transport network. Services on the bus network had returned to pre-pandemic levels and front-door boarding was reinstated, with all London buses now taking payments after safety measures were installed across the fleet to protect drivers and customers.
- 8 Lilli Matson confirmed that, in response to the initial UCL study findings, TfL was working closely with the bus companies to address the variations between operators and to prepare for the anticipated increase in risk as passenger numbers increased and to prepare for the risk of a second wave of coronavirus. A range of actions and mechanisms were being put in place to prepare and respond consistently and to ensure health and safety processes were optimal. Changes to the driver assault screens virtually eradicated particulate and air flow into cabs and enhanced cleaning was proving effective. Operators would use the findings from the second part of the UCL study to implement long-term measures to improve the health of bus workers.
- 9 TfL's Occupational Health team worked with the NHS to develop a risk assessment process to understand the specific risks to individuals and was supporting the bus operators' occupational health providers to use the same process.
- 10 TfL and operators were also working closely and collaboratively with the trade unions, including a working group to consider further improvements to toilet and rest facilities.
- 11 London Underground (LU) was running an almost normal service at peak times on weekdays, frequently delivering around 95 per cent of services and, on occasion, delivering a higher level of service than even pre-pandemic levels.
- 12 The LU cleaning and hygiene regime had been enhanced with the contractor being very supportive.

- 13 There had been a rise in reported hate crime against East Asian, Chinese and South East Asian communities, and levels could be higher due to under-reporting. Andy Byford confirmed that TfL used campaigns and intelligence-led policing to target hotspots and identify those who attacked its staff or customers; TfL and its police partners took action to address the issues and pressed for the toughest penalties.
- 14 The transformative Streetspace for London plan made road space safer for those who walked or cycled, to allow for social distancing as well as encouraging healthier modes of travel.
- 15 A significant expansion of Santander Cycles had been announced, to address the unprecedented recent rise in demand.
- 16 Alex Williams confirmed that, while there was good progress in installing 5,100 electric vehicle rapid charging points, there was an uneven distribution between boroughs. Councils were being encouraged to accelerate installation.
- 17 As a condition of the funding agreement with Government, the Congestion Charge was reintroduced with extended hours and to seven days a week, with no resident discount for new entrants and some exemptions for key workers. With reduced use of public transport, the impact of the scheme on those living in London who needed to travel was being monitored and stakeholders consulted.
- 18 TfL was taking a methodical approach to bringing staff back from furlough and to getting staff back to Covid-safe offices where appropriate. This was supported by the outcomes of the organisation-wide Wellbeing survey. The results of the Wellbeing survey would be shared with Members. **[Action: Tricia Wright]**
- 19 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. **[Action: Tricia Wright]**
- 20 TfL communications to Londoners during the pandemic were commended in terms of their volume, quality, timing and responsiveness, which had a real impact on ridership and fares. Vernon Everitt confirmed that customer concerns focussed on the cleanliness regime, an orderly and organised network, and enforcement of face coverings. LU and bus ridership was slowly increasing and messaging had been changed to raise awareness of the busy and quieter times to support staggered work times. Millions of emails had been sent to customers, hundreds of new posters printed, over a thousand journalists contacted and hundreds of stakeholders engaged to ensure transparency and inform people about the work done to transform the network and keep people safe.

The Board noted the Commissioner's Report.

32/07/20 Elizabeth Line Operational Readiness and Crossrail Update

The Chair had agreed to the late publication of the paper to enable the inclusion of issues arising from the meeting of the Crossrail Limited (CRL) Board, which met on 23 July 2020, which was after the papers for this meeting were published.

Andy Byford introduced the item, which provided an update on the status of the CRL project, including an update on the schedule and cost position and the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from the CRL project. On 20 July 2020, the Programmes and Investment Committee considered a similar paper, along with an update on the periodic reports from the Project Representative on CRL. The Committee discussed the impact of the Covid-19 Safe Stop and resumption of construction work on the project (including the Network Rail works on stations) and the decision to conclude the existing joint venture contract for the remaining works at Bond Street station.

Tony Meggs and Mark Wild provided further information on progress and welcomed Andy Byford's priority to work with the CRL Board to get the project finished and the Elizabeth Line open. Since the last meeting, productive discussions had taken place on the transition of CRL governance to TfL.

Planning work was robust and realistic for trial running and testing, and for the timing of station handovers. Despite best efforts, the central section would not be open in summer 2021 and costs were expected to be higher than the previous maximum £650m funding package. The CRL Board deeply regretted the further delays and was undertaking further work on the forward plan. A more comprehensive assessment would be available after the next meeting of the CRL Board at the end of August 2020.

Safety remained a top priority, with all sites open and Covid secure with very low rates of infection. The workforce was motivated and vigilant to the complexities introduced as part of the progressive handover. The track had been handed over and was in the process of being maintained by TfL. Safety submissions were being completed and the rate of progress remained the only issue due to the impact of the Safe Stop programme.

Train testing and the final safety certification of the signalling system would be completed by the end of the central section blockade in September 2020. The aim was to get the next variant of software for trial running to the railway by November 2020, to commence the reliability growth stage. Important tasks ahead were the continued reliability growth of the signalling software, completing the testing and assurance work followed by hooking up the large station complexes, to ensure all the systems worked together.

TfL Rail was already operating the east and west end of the railway, with over 98 per cent performance levels running regularly. The safety software fix on full length trains was completed and the first modified trains would enter into service in the next few days, including operating into Heathrow for the first time. Collaboration was ongoing on planning and support for the blockade and the outstanding assurance work. Progress would be monitored during the blockade and strategic risks continued to develop and would be reported to the next meeting of the Programmes and Investment Committee.

[Action: Andy Lord]

Andy Lord confirmed that the handover of most works had been as expected, and the costs of outstanding work remained under CRL. The alternative delivery model was being finalised to enable the safe operation of stations for trial running whilst works were

outstanding. Assets handed over had been safe and compliant. As part of the funding conditions, the transition was in three phases; corporate governance into TfL structures; bring back people and streamline office processes; and operational end of project.

Heidi Alexander commented that, over the last two years, issues had been unearthed that were inherited from the previous leadership but that the collaboration, openness and candour now shown was appreciated. The transition of governance arrangements should not detract from the hard work of the CRL team or distract from the delivery of the project. Andy Byford agreed that timing of the transition was key, once the CRL Board had completed its timing and budget deliberations and should not distract from the critical blockade work.

On behalf of the Board, the Chair expressed his huge disappointment at the additional cost and delay in opening the central section, which was inconvenient for Londoners. He expressed his thanks to the teams for all their hard work but wanted to see a stretching target and a redoubling of efforts so that the full railway could open safely and as soon as possible.

The Board noted the paper.

33/07/20 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2020

The Chair had agreed to the late publication of the paper, as the Covid-19 situation had delayed the sign-off of the Group and subsidiary company accounts with Ernst & Young LLP (EY), TfL's external auditor. The draft Annual Report and Statement of Accounts was provided in a separate document.

Tony King introduced the paper, which sought the Board's approval of the Annual Report and Statement of Accounts for the year ended 31 March 2020 and their publication. The paper also sought the provision of an ongoing parent company guarantee by Transport Trading Limited to a number of TfL's subsidiary companies and the extension of that guarantee to two other subsidiary companies. Working remotely had presented significant challenges and Tony King thanked the Finance team and EY for all of their efforts which had ensured the close out and auditing of the accounts had been completed to the normal year end timetable.

At its meeting on 8 June 2020, the Audit and Assurance Committee considered the draft Statement of Accounts for the year ended 31 March 2020; its comments were addressed in the documents. An updated EY audit results pack was distributed to the Committee members on 24 July 2020, which set out the closure steps and any items that had changed during the completion of the audit.

Pre-Covid-19, TfL's financial performance for 2019/2020 had been very strong, with results forecast to be significantly better than Budget and strong cost control. The impact of Covid-19 on travel patterns on this year's results was estimated at £220m, with most of the negative impact being reduced passenger income.

The Group Income and Expenditure statement showed a surplus on provision of services of £671m, up marginally from £659m on 2018/19. During 2019/20, TfL consolidated its holdings of commercial property into a single portfolio and the fair value gains arising of

£875m were recorded under Other Comprehensive Income. This was a non-cash revaluation and the other side of the entry from the Group Income and Expenditure statement was taken to Unusable Reserves. Usable Reserves at 31 March 2020 were £1,604m, down from £1,627m at the end of March 2019. This was below forecast by around £185m, driven by the Covid-19 losses.

Covid-19 impacts continued during the 2020/21 financial year, with the catastrophic loss of revenue requiring TfL to prepare an emergency Budget and negotiate an emergency funding package with Government for the first half of the year (H1). A Revised Budget was presented to the Board for approval at this meeting, ahead of the negotiations for funding in H2 2020/21, and 2021/22. The changes to TfL's financial position had a significant impact on the disclosures and EY audit opinion.

Key changes during the completion of the audit were the addition of the Auditor's Opinion on material uncertainty relating to the availability of funding to deliver current operational and capital plans. Without Government funding support, it stated that services and capital programmes may need to be reviewed and the potential for impairment of assets. There were further disclosures around investment property and valuations, and the increased level of uncertainty surrounding the valuations as a result of Covid-19.

There was an unadjusted audit difference included in EY's audit results report due to the implementation of a new IFRS 16 accounting standard, for the accounting treatment for rolling stock leases. EY's view was that TfL's right of use lease assets and lease liabilities were understated by £49m and £34m respectively, which derived from the approach to delivery under rolling stock contracts and the appropriate Incremental Borrowing Rate assigned to each delivery. TfL's view was that payments under the lease and the rate of financing embedded in the contract was set for all rolling stock to be received under the contract at the outset and payments did not vary with the timing of receipt of batches, but were instead related to the bank financing arrangements underpinning the lease. This better reflected the commercial reality of the transaction. Disclosures had been added to the financial statement to make the accounting treatment applied in respect of these contracts clear to users. This was not deemed material for the Comprehensive Income and Expenditure Statement or the Balance Sheet for Non-Current assets and Non-Current liabilities, as it was within the one per cent planning range set by EY.

Having modelled the future impacts of changing interest rates, it was considered likely that the quantum of the Summary of Audit Differences adjustment would increase over 2020/21, as the remaining units under the contracts were accepted into service. The impact depended not only on movements in interest rates, but also on the repayment profile of the liabilities. At interest rates outstanding at 30 June 2020, it was estimated that the adjustment for rolling stock assets forecast for 31 March 2021 would not change significantly from £49m at 31 March 2020. The understatement in respect of lease liabilities was however likely to increase from £34m at 31 March 2020 to £55m-£65m at 31 March 2021.

The Chair, following consultation with the Board:

- 1 approved the 2019/20 Annual Report;**
- 2 authorised the Managing Director, Customers, Communication and Technology, to make any further design or editorial changes to the Annual Report as may be required;**

- 3 approved the Statement of Accounts and agreed that the statutory Chief Finance Officer will make any adjustments arising from the work prior to the auditors, Ernst & Young LLP, signing their opinion or from any comments made by the board of any Subsidiary company. Should any changes be required to the Statement of Accounts which, in the opinion of the statutory Chief Finance Officer, are material, he will seek the approval of the Board to these changes;**
- 4 noted that the Chair will sign and date the Statement of Accounts in due course;**
- 5 confirmed overall approval of the provision of an ongoing guarantee by Transport Trading Limited (TTL) of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited:**
- (i) Woolwich Arsenal Rail Enterprises Limited;**
 - (ii) City Airport Rail Enterprises Limited;**
 - (iii) London Underground Limited;**
 - (iv) LUL Nominee BCV Limited;**
 - (v) LUL Nominee SSL Limited;**
 - (vi) Docklands Light Railway Limited;**
 - (vii) Tube Lines Limited;**
 - (viii) Rail for London Limited;**
 - (ix) Rail for London (Infrastructure) Limited;**
 - (x) Tramtrack Croydon Limited;**
 - (xi) London Buses Limited;**
 - (xii) London Bus Services Limited;**
 - (xiii) London River Services Limited;**
 - (xiv) Transport for London Finance Limited;**
 - (xv) Victoria Coach Station Limited;**
 - (xvi) TTL Properties Limited;**
 - (xvii) TTL Blackhorse Road Properties Limited;**
 - (xviii) TTL Earls Court Properties Limited;**
 - (xix) TTL Kidbrooke Properties Limited;**
 - (xx) TTL Landmark Court Properties Limited;**
 - (xxi) TTL Northwood Properties Limited;**
 - (xxii) TTL South Kensington Properties Limited; and**
 - (xxiii) TTL Southwark Road Properties Limited;**
- 6 confirmed approval in respect of the provision of a guarantee to the following subsidiary companies with effect from the financial period ended 31 March 2020:**
- (i) TTL Build to Rent Limited;**
 - (ii) TTL FCHB Properties Limited; and**
 - (iii) TTL Wembley Park Properties Limited; and**
- 7 noted that, as a result of the application of IFRS 9 Financial Instruments, our auditors, Ernst & Young LLP, have requested that letters of financial support previously provided by TfL in respect of the liabilities of its subsidiaries be re-signed annually by TfL's Chief Finance Officer. Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.**

34/07/20 Safety, Health and Environment Annual Report 2019/20

The Chair had agreed to the late publication of the paper, as the Covid-19 situation had delayed the production and verification of data by other parties.

Lilli Matson introduced the paper, which set out the Safety, Health and Environment (SHE) performance across all TfL businesses for the financial year from 1 April 2019 to 31 March 2020. The road safety data for Greater London and the TfL road network covered the calendar year from January to December 2019. The safety data included customer, employee and supplier incidents. The health data related to employee wellbeing but not contractor or customer health issues. The environment data covered London's public transport operations, including taxis and private hire vehicles, plus the activities undertaken by TfL and its suppliers.

There was strong performance in improving the trajectory of the number of deaths and serious injuries on the road network, which had reduced overall by 40 per cent, and was the most valid figure since the data was cleaned by the Metropolitan Police. Risk of injuries was higher due to the increased use of cycles and motorcycles during lockdown, with increases in speed enforcement and the Streetspace plan used to counter this.

The Vision Zero figures were currently unusual as journeys were significantly suppressed, which had halved the level of fatalities. Measures to protect from the dangers of road vehicles and reduced traffic would drive real change to reach the 65 per cent target, although a potential car-led recovery posed an increased risk.

2019 had seen the introduction of the first Ultra Low Emission Zone (ULEZ). This had the potential to have a major impact on reducing air pollution by huge reductions in nitro dioxide and CO₂ levels, as would the delivery of electric vehicle charging points and the transformation of procurement of energy for the transport networks.

Sadly, there had been two tragic deaths of colleagues on the London Underground and bus networks. Workforce injuries generally were at their lowest in five years due to the work done to drive down incidents, such as the bus safety standard and the focus on Vision Zero overall. The wellbeing tracker and counselling support service focussed attention on mental health and the wider issues of staff wellbeing going forward.

Details and lessons learnt from the successful trial of body worn cameras and their rollout for London Underground and Surface staff would be provided to Members.

[Action: Siwan Hayward]

Work would be taken forward to quantify the totality of the health dividend created from the benefits of initiatives such as the ULEZ, Vision Zero and Streetspace, in terms of savings to the NHS, health economies, saved lives, quality of life and years created etc. in the context of the Mayor's Transport Strategy and the role transport played in a cleaner, greener London.

[Action: Alex Williams]

The Chair, following consultation with the Board, approved the Safety, Health and Environment Annual Report 2019/20, prior to its publication.

35/07/20 Finance Report and Revised Budget

The Chair had agreed to the late publication of the paper, as time was needed to produce the Revised Budget and to allow the most up to date information to be provided.

Simon Kilonback introduced the report, which set out the Revised Budget, progress in the first half of 2020/21 against the Emergency Budget and the 18-month period of the second half of 2020/21, and the full financial year 2021/22. It was an update and extension of the Emergency Budget which was approved by Chair's Action following consideration by the Board at its meeting on 2 June 2020.

The Revised Budget would support the next round of funding discussions with Government, which were expected in September 2020. It included updated assumptions based on the conditions as set out within the Government funding and financing agreement, the latest cost estimates and profiles including updated social distancing assumptions and associated impacts, and the reprioritisation of remaining projects based on criticality, affordability and alignment to Government, Mayoral and organisational priorities.

TfL's two clear priorities were: to restart and recover from Covid-19; and to complete Crossrail and open the Elizabeth line. The Revised Budget set out plans to continue the restart of projects and maximise services to support London's economic recovery. It ensured a public transport system that operated safely and reliably and provided choice to travel in sustainable ways with more opportunities for cycling and walking. While the Emergency Budget was an urgent response to the immediate financial impact of Covid-19 and included a set of emergency measures, it was a short-term plan to ensure liquidity to continue providing services and maintain a balanced budget. The Revised Budget was more detailed with the latest estimates on cost and current thinking on revenue modelling.

The Revised Budget reflected actions taken since the Government funding agreement with the ramping up of services since late May 2020; the earlier restart of projects; starting the delivery of Streetspace schemes and responding to the conditions of the Government deal. With the support of Government funding, it maintained the statutory obligation to balance the budget, preserve liquidity and keep assets safe and operable. It prioritised the renewals and maintenance works, which were deferred under the emergency measures, to catch up on spend and ensure the reliability of the network. It also proposed schemes aligned with Government and Mayoral objectives on social distancing and active travel through extending the Streetspace programme and moving away from the car-led recovery seen in other cities around the world.

The Revised Budget also reflected the latest updates to revenue modelling and the recovery of passenger numbers from the impact of Covid-19. Demand was slowly increasing across the modes, but a great deal of uncertainty remained around future social distancing measures, future economic trajectory and impact on underlying demand in the longer term. Any scenario modelling gave rise to a wide range of outcomes, both risk and opportunities. London's disproportionate dependence on fares to fund its transport compared to other cities made it even more vulnerable to these shocks to demand. The combined effect of these factors meant that TfL would require further financial support for several years to come, to ensure London continued to compete as a leading global city with a safe and sustainable transport network, and continued to

benefit the UK as a whole through the wealth it generated and the jobs it created in the regions.

The assumptions on Crossrail were currently unchanged from the 2019 Business Plan. TfL would continue to discuss with Government the additional funding of £400m-£650m that Crossrail advised they required in November 2019, in order to complete the project. Crossrail was continuing its work to understand the financial impact of the pandemic and a recovery plan would be presented to its Board in August 2020. This would feed into the funding discussions with Government, alongside TfL's own H2 funding.

The latest forecast projected that TfL would need £1.5bn of the Government funding and financing available in H1, depending on the social distancing measures in force. It did not expect to draw down from the additional funding facility of £300m so would hand back £100m of base funding, so £0.4bn less overall than the £1.9bn available. While this was positive in H1, the uncertainty around social distancing meant there was a wide range of scenarios around passenger demand and revenue, ranging around +500/- £235m in the opportunities and risks going into H2 and 2021/22. In H2, the Revised Budget assumed funding support of £2.0bn would be required to ensure the minimum cash level of £1.2bn was not breached. In 2021/22, current projections indicated a funding requirement of around £2.9bn.

Members expressed concern that, whatever the funding settlement with Government, there was a disproportionate transfer of costs to Londoners. London's economic recovery needed support as the pandemic had a disproportionate impact on the city, with increased unemployment and the reduced disposable incomes and business investment. There was also concern over the uncertainty of funding for initiatives such as step-free access, which supported customers to access the network who might otherwise be more reliant on cars to travel.

Simon Kilonback confirmed that work was underway to consider long-term future scenarios going forward, based on the possibility of a structural shift in demand and the long-term impact on fares.

The Chair, following consultation with the Board, noted the report and approved the TfL Revised Budget, as set out in the paper.

36/07/20 TfL Independent Review

As part of the funding agreement, the Government commissioned KPMG to undertake a review of TfL's short to medium-term financial position and financial structure. At the last meeting of the Board, Members agreed the establishment of an Independent Panel to consider TfL's long-term funding, financing and operating model needs. The Chair was very grateful to the high-calibre members of the Panel for agreeing to lead this vital work, which they were doing without any remuneration. Simon Kilonback introduced the paper, which provided an update on the Government led review and an overview of the TfL Independent Review.

The Terms of Reference of the Government's review had been published and would consider evidence and options for: understanding TfL's current financial position; strengthening its financial position over the remainder of the current (2020/21) and next financial year (2021/22); and more fundamental changes that could put TfL in a fully sustainable financial position by the end of the current business plan period (2024/25).

The review would inform the position after the support period of the current funding package, which ended in October 2020.

TfL would require further financial support to provide a full transport service to support London, while continuing with on-going public health and safety restrictions such as social distancing, and the possibility that Covid-19 may change transport use permanently.

The Board noted the paper.

37/07/20 Annual Update on the Mayor's Transport Strategy

The Chair was proud of the ambitious nature of the Mayor's Transport Strategy (MTS) and the progress made to date. A key role of this Board was to monitor progress against the strategy, both on a year by year basis and to evaluate whether TfL was on the right trajectory to achieve the long-term ambitions. This was the third annual update to the Board, which addressed progress and the impact of Covid-19 on travel demand from March 2020.

Alex Williams introduced the paper, which set out the sound progress made to deliver the outcomes of the MTS, London Plan and London Environment Strategy. Despite the uncertain national economic environment, the expected status had improved across key outcomes up until the start of the Covid-19 pandemic. Long-term trends pointed to reduced car use and more sustainable modes of transport, with reductions in carbon in each sector. Good progress was made in reducing the differences between step-free access and non-step free journeys.

The MTS had also informed the policy approach for the Covid-19 restart and recovery phases, with the focus on providing space for active travel, reducing road danger, road space priority for essential traffic, and improving air quality. The policy framework was focused on tackling the underlying challenges that London faced before the emergence of Covid-19, with reduced public health caused by poor air quality and low physical activity rates, climate change, social inequality and accommodating and facilitating growth in a sustainable way. These challenges remained and underlined the importance of delivering the strategy.

The potential longer-term impacts of Covid-19 on the economy and travel patterns were uncertain and the paper included a summary of the work to develop future scenarios to help understand this. It drew on a range of monitoring data, using the most recent information available from a variety of sources.

Alex Williams would contact Prof. Greg Clark CBE to discuss scenario planning.

[Action: Alex Williams]

The Board noted:

- 1 the progress in delivering the outcomes set out in the Mayor's Transport Strategy (MTS) and London Environment Strategy;**
- 2 that work undertaken to facilitate the Covid-19 restart and recovery phases are consistent with delivering the outcomes of the MTS; and**

- 3 the ongoing work to develop scenarios to understand the potential longer-term impact of Covid-19 on patterns of travel.**

38/07/20 Slavery and Human Trafficking Statement 2019/20

Simon Kilonback introduced the paper, which sought approval for TfL's annual slavery and human trafficking statement. TfL, as a huge purchaser of services both directly and through its supply chain, was committed to identifying the risks of modern slavery, forced labour and human trafficking, and was working with its suppliers to proactively address these risks.

The statement set out TfL's organisation and supply chain and the relevant policies that it applied. It covered TfL's work on risk assessment, prevention and mitigation and due diligence. It provided details of activity in 2019/20, including: contract management; industry engagement; training and awareness raising; and how TfL reported progress and key performance indicators. The statement then set out the focus of activity for 2020/21.

The revised GLA Group Responsible Procurement policy set out the GLA Group's strategic plans, ambitions and commitments for ensuring continuous collaborative improvement in London. Key responsible procurement achievements in 2019/20 included: diverse apprenticeships and new job starts in its supply chain; pre-employment programmes with supply chain partners; responsible procurement staff training and e-learning; and scoring the joint highest in the external assessment against the ISO 20400 sustainable procurement standard in Quarter 4, 2019/20.

Simon Kilonback confirmed that a paper would be presented to the Safety, Sustainability and Human Resources 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. **[Action: Simon Kilonback]**

The Chair, following consultation with the Board, noted the paper and:

- 1 approved the draft TfL Slavery and Human Trafficking Statement appended to the paper; and**
- 2 authorised the General Counsel to agree the final form of the Statement.**

39/07/20 Appointments to Committees and Panels and Board Effectiveness Review

Howard Carter introduced the paper, which proposed changes to the membership and terms of reference of TfL's Committees and Panels and provided an update on the progress on addressing issues arising from the 2019 external Board Effectiveness Review.

The proposed changes to Committee and Panel memberships arose from the appointment of Cllr Julian Bell to the Board in February 2020 and the reappointment of all other Members by a year, following the postponement of the May 2020 Mayoral election. The proposed changes were set out in Appendix 1, including the attendance by

Government-appointed Special Representatives to meetings of the Board, the Finance Committee and the Programmes and Investment Committee.

The changes to the terms of reference related to an amendment to the list of officers within the remit of the Remuneration Committee, following a change in line management responsibilities. It was also proposed to delegate to the Finance Committee the approval of the Treasury Management Strategy and related policies.

The full Board Effectiveness Review report was presented to the meeting of the Board on 18 September 2019, with an update provided on 20 November 2019. Most actions had been addressed, with some impacted by the Covid-19 lockdown and the deferral of the May 2020 Mayoral election to May 2021. Appendix 2 to the paper presented the key issues that the Board was asked to consider and the proposed actions to address these.

It was anticipated that some meetings of the Safety, Sustainability and Human Resources Panel could be extended and the agendas managed to allow fuller consideration to Human Resources issues, without the need for extra meetings.

The Chair, following consultation with the Board, noted the paper and:

- 1 approved the changes to the membership and attendance at Committees and Panels, set out in Appendix 1 to the paper, which were:**
 - (i) the appointment of Cllr Julian Bell to the Safety, Sustainability and Human Resources Panel;**
 - (ii) Ron Kalifa OBE and Dr Alice Maynard MBE standing down as members of the Programmes and Investment Committee;**
- 2 approved a change to the Remuneration Committee's terms of reference to add the Chief Safety, Health and Environment Officer under the list of officers in section 3;**
- 3 delegated to the Finance Committee approval of the following strategies and policies:**
 - (i) the Treasury Management Strategy (TMS) including the Investment Strategy, the Borrowing Strategy, the Liquidity Strategy, the Risk Management Strategy and the Counterparty Exposure Limits;**
 - (ii) any changes to the TMS during any year;**
 - (iii) the Treasury Management Policies; and**
 - (iv) the TfL Group Policy Relating to the Use of Derivative Investments; and**
- 4 noted the progress update against the previous Board Effectiveness Review.**

40/07/20 Report of the meeting of the Audit and Assurance Committee held on 8 June 2020

The Chair of the Committee, Anne McMeel, introduced the item. Engagement with the Independent Investment Programme Advisory Group (IIPAG) was working well and it had provided a good report on benchmarking. IIPAG had an important role to play in TfL's recovery, and review of the Investment programme and budgets.

The Committee also reviewed strategic and enterprise risks and each risk continued to be reported to the relevant Committees and Panels..

The Board noted the summary report.

41/07/20 Report of the joint meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020

The Chairs of the Panels, Kay Carberry CBE and Mee Ling Ng OBE, introduced the item. The joint Panel discussed public messaging during the pandemic and commended staff on the clarity and timeliness of communications to help keep customers safe.

The Board noted the summary report.

42/07/20 Report of the meeting of the Finance Committee held on 24 June 2020

The Chair of the Committee, Ron Kalifa OBE, introduced the item. The Committee discussed TfL's financial position, H1 Scorecard, developer income update and the Commercial Development property programme.

The H1 Scorecard focussed on key priorities of safety and wellbeing of staff and customers, running maximum services, the Investment programme pivot to support reallocation of street space and liquidity. The H2 Scorecard would be considered in due course.

On the developer income update, planning obligations and leverage of third-party funding would be key going forward. The challenge was that many deals represented good value for money and delivered objectives.

The Commercial Development property update discussion included the housing programme, small and medium-sized enterprise tenants, and the review of office estate given remote working and promoting the green agenda.

The Board noted the summary report.

43/07/20 Report of the meeting of the Remuneration Committee held on 24 June 2020

The Chair of the Committee, Ben Story, introduced the item. In March 2020, the Committee had agreed the performance awards for 2019/20 pending the Scorecard outcome. Although the anticipated targets had been achieved, the Committee had agreed that, given the financial circumstances, payment of the awards would be deferred for a year and the performance award process for 2020/21 was suspended. The Committee agreed that the decision was difficult but necessary but commended staff's dedication and commitment and the decisions were no reflection on that.

The Board noted the summary report.

44/07/20 Report of the meeting of the Programmes and Investment Committee held on 20 July 2020

The Chair of the Committee, Prof. Greg Clark CBE, introduced the item. The Committee had a very productive meeting and spent a lot of time considering the Crossrail project update.

The Committee approved and commended the new Streetspace programme and discussed future potential of the Investment programme overall and the status of major projects.

The Board noted the summary report.

45/07/20 Any Other Business the Chair Considers Urgent

There was no other urgent business.

46/07/20 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 21 October 2020 at 10.00am.

The meeting closed at 2.30pm.

Chair: _____

Date: _____

Board



Date: 21 October 2020

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

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the temporary decision making arrangements in place to support the current travel and social distancing measures to control the spread and impact of Covid-19. It then informs the Board of any use of delegated authority, issuance of Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 29 July 2020.
- 1.2 In August 2020, TfL was included in revised Regulations that now allow the Board and its Committees and Panels to meet and take decisions by videoconference. All meetings are streamed contemporaneously to provide access to the public and press (the Board on London.gov.uk and Committees and Panels on TfL's YouTube channel).
- 1.3 Apart from the use of Chair's Action set out in the minutes of the meeting of the Board on 29 July 2020 (elsewhere on the agenda), the only other use of Chair's Action was to approve revised governance arrangements for Crossrail.
- 1.4 The actions from previous meetings are attached as Appendix 1.
- 1.5 There has been one Mayoral Direction to TfL since the last meeting, relating to the London Cleaner Vehicle Support and Scrappage scheme, which supports the Ultra Low Emission Zone. This was reported to the Finance Committee and details are published on tfl.gov.uk.

2 Recommendation

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

3 Decision Making During the Covid-19 Emergency Measures

- 3.1 Prior to August 2020, TfL did not benefit from changes in Regulations that enabled some local authorities to meet and take decisions by videoconference. TfL's meetings were held as if the Regulations did apply as far as possible with decisions taken using Chair's Action. The meetings of the Board were streamed live on the London.gov.uk website and public access to meetings of the Committees and Panels was provided through the

publication of a recording of the discussions on TfL's YouTube channel on the day of each meeting.

- 3.2 The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020/392, which came into force in August 2020, included TfL. Since then all meetings and decisions of TfL and its Committees and Panels can now be taken by meetings held using videoconference. The meetings of the Committees and Panels are now also streamed live on TfL's YouTube channel.
- 3.3 When it is appropriate to do so, the Regulations will also permit TfL to hold meetings with some Members and staff physically present and the others attending by videoconference.

4 Use of Chair's Action and Delegated Authority

- 4.1 The last briefing of the Board was held on 29 July 2020 and minutes of that briefing, including the exercise of Chair's Action appears as Item 3, elsewhere on the agenda for this meeting.

Crossrail Governance Transition

- 4.2 As the last meeting of the Board, Members were advised that it was proposed to exercise Chair's Action ahead of this meeting to transition governance arrangements for the Crossrail project to TfL, with structures more closely reflecting the governance of TfL's other activities.
- 4.3 On 30 September 2020, following consultation with all Members of the Board, the Chair of TfL exercised Chair's Action in relation to Crossrail Governance Transition. The paper setting out the changes has been published on tfl.gov.uk, with the papers for this meeting.
- 4.4 The Chair's Action:
- (a) approved amendments to the Sponsors Agreement (between TfL and the Department for Transport (DfT)) and the Project Development Agreement (between TfL, DfT and Crossrail Limited (CRL)), which have been made;
 - (b) approved amendment of the Articles of Association of CRL, should that be necessary or desirable to give effect to the transition;
 - (c) approved the establishment of a new Committee of the Board (the Elizabeth Line Committee) to simplify decision making and provide assurance and oversight for the Board on the completion and close out of the Crossrail project and the opening of the Elizabeth line;
 - (d) revoked the Board's delegation of 27 March 2019 to the Programmes and Investment Committee of authority to approve those matters reserved to the Board in relation to the Crossrail project;

- (e) approved the amendment of the Terms of Reference for each of TfL's other Committees and Panels to reflect establishment of the new special purpose Committee and the inclusion of Crossrail in the responsibilities of those other Committees and Panels. The updated Terms of Reference of the Committees and Panels, including the new Elizabeth Line Committee, have been published on tfl.gov.uk;
- (f) approved amendment of TfL's Standing Orders to reflect the establishment and role of the new special purpose Committee including, without limitation, the reservation of certain matters to that Committee that are currently reserved to the TfL Board. The updated Standing Orders have been published on tfl.gov.uk;
- (g) approved, in place of any delegations of any Authorities previously made to CRL or any officer of CRL, Programme and Project Authority of £14,964m for the Crossrail project, provided that the decisions of CRL and officers of CRL taken before the date of these approvals shall remain valid;
- (h) approved, in place of the requirement in Standing Orders for the Procurement Authority required for any increase in value (including risk) of a contract already entered into by CRL, that additional Procurement Authority may be approved at the aggregate value of any such increases, rather than the total contract value;
- (i) authorised the General Counsel to implement the changes to Standing Orders and Terms of Reference for Committees and Panels;
- (j) approved termination or amendment of the Shareholders Agreement between TfL, Transport Trading Limited and CRL, noting that such termination or amendment may take place after 1 October 2020 on a date to be agreed with the DfT; and
- (k) approved the usual authorisation to Delegated Officers or any relevant Subsidiary Entity of TfL in relation to the finalising and execution of documents relating to the approvals above.

4.5 The use of Chair's Action was considered appropriate as a decision was required outside the usual cycle of meetings, to ensure efficient delivery of the proposed transition.

4.6 There has been no other exercise of Chair's Action by the Chair of the Board or delegated authority by the Chair of a Committee since 29 July 2020.

5 Actions List

5.1 The actions from previous meetings is attached at Appendix 1.

6 Mayoral Directions to TfL

- 6.1 The Greater London Authority Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 6.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 6.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 6.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 6.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 6.6 A summary of current Mayoral Directions to TfL is now maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 6.7 Since the last report to the Board on 29 July 2020, there has been one Mayoral Direction to TfL and this was reported to the meeting of the Finance Committee on 30 September 2020.

(a) London Cleaner Vehicle Support and Scrappage

Delegation/Direction:

The Mayor approved a new Mayoral Delegation and Direction to TfL, which incorporates and expands the range of vehicles covered by the two existing vehicle scrappage schemes that support the Ultra Low Emission Zone, which related to vans and mini-buses and cars and motorcycles. The new Direction and Delegation supersedes and replaces these previous delegation and directions MD2417, MD2563 and MD2489, which are revoked.

List of appendices to this report:

Appendix 1: Actions list

List of Background Papers:

Papers from the scheduled meeting of the Board on 29 July 2020.
Board Chair's Action paper on Crossrail Governance Transition.

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Board Actions List (to be reported to the meeting on 21 October 2020)

Actions from the meetings held on 2 June and 29 July 2020

| Minute No. | Item/Description | Action By | Target Date | Status/Note |
|--------------|---|--------------|-------------|---|
| 19/06/20 (1) | <p>Commissioner's Report – Response to Covid-19 – UCL The University College London (UCL) Institute of Health Equity had been asked to provide independent advice as part of a two-part study to better understand the pattern of coronavirus infections and deaths amongst London's bus workers. This study would help ensure that all possible measures were taken to protect the health, safety and wellbeing of those working to keep the bus network moving. The work was due to start shortly and would take between three and four months to complete. The Board would be updated on any findings from the studies.</p> | Lilli Matson | Ongoing | Updates are provided to the Board (via the Commissioner's Report) and to the Safety, Sustainability and Human Resources (SSHR) Panel. Board updated on initial findings from Part One of the study on 29 July 2020. |
| 19/06/20 (2) | <p>Commissioner's Report The SSHR Panel had recently had a detailed briefing on the number of deaths among bus drivers and welcomed the review and the urgent application of its recommendations. The recent rise in incidents of aggression and spitting towards bus drivers who had to limit capacity on buses would be raised with the UCL review researchers, as would the bus driver fatigue research findings. Assault screens were providing some additional protection, and intelligence was being gathered on where workplace violence issues arose with hot spots targeted by the police.</p> | Lilli Matson | June 2020 | Completed. The assault and driver fatigue issues had been raised with the UCL researchers. |

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|--------------|--|---------------|----------------|---|
| 19/06/20 (3) | <p>Commissioner's Report – Energy Use and Green Recovery TfL would look at what it could bring forward to support the opportunities that the green recovery provided to build on the new walking and cycling initiatives, achieve net zero on carbon emissions and address climate change. The Government had issued a decarbonisation document that aligned with the Mayor's Transport Strategy, and TfL would work to access funding to aid a green recovery. The CO2 measure was included in the Scorecard and so formed part of the decision-making process going forward. TfL aimed to move TfL's energy consumption to more renewable resources and a paper would be brought to a future meeting.</p> | Lilli Matson | September 2020 | Completed. Energy Update: Renewable Power Purchase Agreements report considered by the Finance Committee on 30 September 2020. |
| 20/06/20 (1) | <p>Elizabeth Line Operational Readiness and Crossrail Update – Risks Members requested that a paper on shared risks with stakeholders be brought to the Programmes and Investment Committee.</p> | Andy Lord | October 2020 | Papers relating to the risks with the project will be considered by the new Elizabeth Line Committee. |
| 20/06/20 (2) | <p>Elizabeth Line Operational Readiness and Crossrail Update – Transition Plans Andy Lord was working on robust transition plans for taking ownership of stations and the outstanding works, including the skills required in teams and where different responsibilities lay; the Board would be kept updated on the transition plans, including the monitoring of costs and responsibilities to ensure there was no cost leakage from Crossrail to TfL.</p> | Andy Lord | October 2020 | Governance arrangements were transitioned from 1 October 2020. The new Elizabeth Line Committee will provide assurance relating to the further progress of the project. |
| 30/07/20 | <p>Decision Making during Covid-19 It was anticipated that the legislation allowing local authority meetings to be held virtually would shortly be amended so that it also applied to TfL. Members would be advised when the changes were enacted.</p> | Howard Carter | September 2020 | Completed. Regulations that came into effect in August 2020 included TfL. All meetings held since have complied. Details provided in item 4 on the agenda for this meeting. |

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|--------------|--|---------------|----------------|--|
| 31/07/20 (1) | <p>Commissioner's Report – Staff Wellbeing Survey TfL was taking a methodical approach to bringing staff back from furlough and to getting staff back to Covid-safe offices where appropriate. This was supported by the outcomes of the organisation-wide Wellbeing survey. The results of the Wellbeing survey would be shared with Members.</p> | Tricia Wright | September 2020 | Completed. An update was considered by the SSHR Panel on 9 September 2020. A further survey is included in the TfL Viewpoint staff survey and will be reported to the Panel. |
| 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 | September 2020 | An update on the planned return to offices was considered by the SSHR Panel on 9 September 2020. |
| 32/07/20 | <p>Elizabeth Line Operational Readiness and Crossrail Update Progress would be monitored during the blockade and strategic risks continued to develop and would be reported to the next meeting of the Programmes and Investment Committee.</p> | Andy Lord | October 2020 | An update is included on the agenda for this meeting and further information will be provided to the new Elizabeth Line Committee. |
| 34/07/20 (1) | <p>Safety, Health and Environment Annual Report 2019/20 – Body Worn Camera Trail Details and lessons learnt from the successful trial of body worn cameras and their rollout for London Underground and Surface staff would be provided to Members separately.</p> | Siwan Hayward | November 2020 | An update will be provided to Members. |
| 34/07/20 (2) | <p>Safety, Health and Environment Annual Report 2019/20 – Health Dividend from Mayor's Transport Strategy Work would be taken forward to quantify the totality of the health dividend created from the benefits of initiatives such as the Ultra Low Emission Zone, Vision Zero and Streetspace, in terms of savings to the NHS, health economies, saved lives, quality of life and years created etc. in the context of the Mayor's Transport Strategy and the role transport played in a cleaner, greener London.</p> | Alex Williams | October 2020 | A summary of our analysis of the health dividend from our investment programme will be sent to Board Members. |

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|-----------------|--|-----------------|---------------|---|
| 37/07/20 | Annual Update on the Mayor's Transport Strategy – Scenario Planning Alex Williams would contact Prof. Greg Clark CBE to discuss scenario planning. | Alex Williams | October 2020 | The work on scenario planning has progressed since the last meeting of the Board and a single hybrid scenario has been developed. This will be sent to Greg Clark for comment |
| 38/07/20 | 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. | Simon Kilonback | November 2020 | On forward plan for the SSHR Panel. |

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 SSHR Panel look at how local borough strategies were performing against the Mayor's Transport Strategy. | Gareth Powell | February 2021 | On the forward plan for the SSHR Panel as part of the next update on Vision Zero. |
| 07/01/19 (2) | 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 SSHR Panel. | Lilli Matson | February 2021 | The waste strategy is being developed as part of the Corporate Environment Strategy which will be presented to the SSHR Panel. |
| 61/07/19 (2) | HSE Annual Report – Carbon Reduction Initiatives Future reports would contain information on carbon reduction initiatives, including work with TfL's contractors. | Marian Kelly | June 2020 | Completed. Addressed in the 2020 report. |

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|--------------|--|---------------------------------|----------------|---|
| 79/09/19 (1) | <p>Tram Overturning at Sandilands, Croydon on 9 November 2016 - Update – pan-TfL Lessons Learnt</p> <p>Members also agreed that a report would be considered by the SSHR Panel on pan-TfL lessons learnt and changes to processes arising from the information from the Bus Fatigue study, which brought together the relevant parts of the operating business.</p> | Lilli Matson | February 2021 | On the forward plan for the SSHR Panel. |
| 05/01/20 (2) | <p>Commissioner’s Report – Bus Safety Standard Visit</p> <p>Members would be offered a visit to see a bus that met the new Bus Safety Standard.</p> | Gareth Powell | TBC 2020 | Members will be asked again about availability when lockdown measures are relaxed. |
| 05/01/20 (4) | <p>Commissioner’s Report – Mini Hollands Post Impact Assessment</p> <p>It was confirmed that monitoring of outcomes took place on the effects of Mini Hollands on disabled people and older people. Gareth Powell would brief Dr Alice Maynard CBE on the post impact assessment undertaken following these changes.</p> | Gareth Powell/ Alex Williams | September 2020 | An update on TfL’s engagement approach, particularly around the new Streetscape schemes was considered by the Customer Service and Operational Performance (CSOP) Panel on 23 September 2020. |
| 05/01/20 (5) | <p>Commissioner’s Report – Electric Charging Infrastructure</p> <p>An update would be sent to Members on the work being done on the electric vehicle infrastructure taskforce, a key component of which was to increase delivery of charging infrastructure on borough roads and to set up a coordination body with London councils over the next few months.</p> | Alex Williams | November 2020 | A comprehensive update on Electric Vehicle charging infrastructure will be considered by the SSHR Panel in November 2020. This will be an annual update on the Mayor’s Electric Vehicles Infrastructure Taskforce report, released last year. A copy of the Panel report will be shared with Finance Committee members. |

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| 05/01/20 (6) | 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. | Lilli Matson | Winter 2021 | On Forward Plan. |
| 05/01/20 (7) | Commissioner's Report – Northern Line Extension Visit Members would be offered a visit to view the Northern Line Extension work. | Stuart Harvey | TBC 2020 | Members will be asked again about availability when lockdown measures are relaxed. |
| 05/01/20 (8) | 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. | Simon Kilonback/ Graeme Craig | TBC 2020 | On the forward plan for Finance Committee, date to be scheduled. |
| 05/01/20 (11) | Commissioner's Report – Accessibility Feedback Lessons Learnt A report would be brought to a meeting of the CSOP Panel on lessons learnt from feedback from the accessibility challenge process and other accessibility feedback. | Vernon Everitt | February 2020 | Completed. A paper on Accessibility and the Step Free Tube Challenge was submitted to the CSOP Panel in February 2020. |
| 06/01/20 | Crossrail Update – Operationalisation Reporting As the emphasis shifted over the coming year towards TfL taking over and operating the Elizabeth line, Members requested that Elizabeth line operationalisation should be a standing item at meetings of the Board and the Programmes and Investment Committee. It was also suggested that a subset of the Board could operate to provide confidence and assurance without the need for additional meetings. A further suggestion was inclusion of a performance section in the Commissioner's Report on the outer working parts of the line and reliability of the trains. Andy Lord confirmed that governance proposals would shortly be taken to the Commissioner and agreed the importance of the right level of challenge and involvement of Members. | Andy Lord/ Mike Brown | October 2020 | Completed. Governance arrangements for Crossrail have now transferred to TfL and a new Elizabeth Line Committee has been established. |

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| 08/01/20 (2) | <p>TfL Viewpoint Survey Results 2019 – Transformation Changes</p> <p>Further updates on the Viewpoint survey would be brought to meetings of the SSHR Panel on an ongoing basis. This would include an update on the work being done to track Total Engagement scores in correlation with areas that had undergone change programmes to identify what lessons could be learnt from this. Members also asked that information on organisational changes be included in future reports on the survey results.</p> | Tricia Wright | February 2020 | Completed. An update was provided to the Panel. The outcome of the current survey will also be reported to a future meeting of the Panel. |
| 08/01/20 (3) | <p>TfL Viewpoint Survey Results 2019 – Pay Feedback</p> <p>Members asked if the Remuneration Committee could look at underlying issues of why pay dominated the open feedback. It was confirmed that a Talent attraction and Retention paper would be taken to a future meeting.</p> | Tricia Wright | November 2020 | This issue has been discussed informally by the Committee. On the forward plan for Remuneration Committee. |

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Board



Date: 21 October 2020

Item: Commissioner's Report

This paper will be considered in public

1 Summary

- 1.1 This report provides a review of major issues and developments since the meeting of the Board on 29 July 2020.

2 Recommendation

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

List of appendices to this report:

Commissioner's Report – 21 October 2020

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

21 October 2020

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I Introduction

This report provides a review of major issues and developments since the Board meeting of 29 July.

My first few months at Transport for London (TfL) have been dominated by tackling what I see as the two biggest priorities, namely leading TfL through and beyond the COVID-19 crisis and driving the opening of the Elizabeth line to the earliest possible date. With coronavirus cases sadly rising again, our resolve will continue to be tested for some time yet. However, what fills me with hope, is our people. I could not be prouder of all our colleagues and their continued professionalism and commitment to this city and its people. I have been out and about across the network constantly since I began this job, and everybody I have met is a credit to this wonderful organisation in what are testing times.

Despite the challenges we are all facing, we have made real progress, such as the smooth return of children to school thanks to a complete reconfiguration of the school bus network. I am also extremely pleased that the successful transition of Crossrail was completed within 100 days of the start of my tenure, underscoring the importance that I attach to the project.

Overarching everything we do is our commitment to the safety and wellbeing of our people and customers throughout this pandemic. We are continuing with our vigorous cleaning regimes to keep the network safe as well as enforcing the use of face coverings to protect our people and our customers.

Since the last Board, I have continued my visits across the network. I am delighted with the progress being made at Bank station as part of station capacity works and at Nine Elms station as part of the Northern line extension. I was also amazed at the new Elizabeth line platforms at Farringdon, Liverpool Street and Paddington stations. As always, I am impressed at the remarkable work our colleagues have been able to achieve in such difficult circumstances.

Finally, our colleague Ibrar Akram has been recognised in the Queen's Birthday Honours for his continuous hard work. He is a shining example of the lengths that our staff go to everyday, to ensure that those who live and work in London are supported when it is needed the most. I am also delighted to see that my predecessor, Mike Brown MVO, has received a CBE for services to London. Mike has been a fantastic ambassador for transport and the need for investment in public transport to support the economy.

Our financial discussions with Government continue, in order to reach a fair future settlement for TfL following the calamitous impact of the pandemic on our finances. These discussions have so far been productive, and I hope they will be concluded soon, so we can ensure that London and TfL are in a strong position as we enter this next phase of the pandemic, during the particularly challenging winter months ahead.

2 Safety and security

Deaths in service

We are doing everything we can to support the families of the 45 colleagues who have died from coronavirus and will continue to do so. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to Cruse, the dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line. In addition, we have recently changed our Death in Service policy so that all employees' nominee passes will be extended for six months from the day we are notified of their death. For those families who have been affected since we went into lockdown in early March this year, we extended their nominee passes retrospectively in September 2020 for a period of six months.

Bus driver death review

Following the tragic deaths of a number of colleagues among bus operators within London, we commissioned University College London (UCL) to study the pattern of infection and deaths from coronavirus among London bus workers.

The study has been split into two phases. Phase one was an initial assessment by UCL of the mitigations implemented to protect London bus drivers from coronavirus. This was completed in July and some of the main findings of the report included:

- Among the bus drivers who died, most stopped work in the 10 days either side of lockdown, on 23 March, suggesting most drivers became infected before lockdown
- Death rates came down among drivers after lockdown, confirming evidence that showed lockdown was an effective measure in saving lives
- Many of the London bus drivers who died from coronavirus were suffering with underlying health conditions, particularly high blood pressure
- A high proportion of drivers who died had a number of personal characteristics which increased their risk to coronavirus in terms of their age, gender, and ethnicity

The report also made a number of recommendations for action which are now being implemented, including:

- All bus drivers, particularly those with multiple risk factors, need enhanced protection through early intervention, and reduced exposure during epidemics
- Action taken by bus companies should, where possible, be led by scientific evidence, be implemented simultaneously across bus companies and come with clear instructions, in the event of a second wave
- Black, Asian and minority ethnic (BAME) employees, especially those living in poorer areas, are more at risk. The recommendations in Public Health England's report 'Beyond the data: Understanding the impact of COVID-19 on BAME groups' should be implemented

- Our occupational risk assessment tool should be used by London bus companies to identify those most vulnerable and reduce the risk of employees' exposure to coronavirus
- The contribution of pre-existing health conditions, known to increase the severity of COVID-19, suggests a need for bus operators and for us to introduce criteria for staff to be offered additional protection. This would enable us both to make arrangements to protect those now known to be more vulnerable
- Improved engagement with health promotion initiatives and a commitment to preventive interventions is also essential, to reduce the risk of diseases such as hypertension, diabetes and cardiovascular disease

We are working with the bus operators to address the above recommendations in the short term, with medium to longer term measures being developed and implemented over the coming months.

Phase two of the study will look at risks that bus workers face from exposure to coronavirus by carrying out a survey of bus drivers. The survey will be issued in late October, with the final report and its findings expected in January 2021.

Black, Asian and minority ethnic and vulnerable colleague risk assessments

A working group has been set up to continue addressing what local lockdowns or a second wave of coronavirus could mean to those in our 'vulnerable persons group'. This group includes all of our 'clinically extremely vulnerable' and 'clinically vulnerable' staff. We continue to put contingencies in place to protect these vulnerable groups and are offering support to the individuals affected and their line managers in making informed decisions that are critical to their health, safety and wellbeing. We are also engaging with line managers across the business to ensure that we correctly respond to any issues that may arise as a

result of another wave of coronavirus infections.

We have encouraged all employees to undertake a new COVID-Age questionnaire, managed by our Occupational Health and Wellbeing team, to determine the risk categories of all personnel so we can manage the risk accordingly. By the end of August, our Occupational Health and Wellbeing team had received more than 2,200 of these self-assessments. We are therefore able to identify our more vulnerable employees and enable them to return to work where possible. This will also allow us to support them in case of local lockdowns and changes in government advice. We will continue to review this to ensure our vulnerable people are protected.

Asymptomatic testing

In August, we concluded a two-week trial on asymptomatic testing to help support the Department for Health and Social Care. The aim was to improve understanding of the prevalence of coronavirus in identified industries, learn more about who is at higher risk and how the virus is spread between groups to help minimise spread among high contact professions.

We were provided with test kits for our frontline employees and trial testing was undertaken on a voluntary basis, with around 18,000 emails sent to staff ahead of the trial. Tests were carried out across the business using a combination of home testing kits and mobile test units. Almost 1,000 colleagues took part in the trial and, of those who were tested, fewer than seven people tested positive for coronavirus. This result is encouraging, as we all continue to follow government guidelines and implement safety measures across the business to help protect ourselves and our customers.

The trial identified key lessons around how the tests were conducted, individuals' risk perception and the communication of the testing

programme. This vital work is informing how future surveys and testing are conducted.

Croydon tram overturning

The Rail Accident Investigation Branch (RAIB) conducted an independent investigation into the tragic overturning at Sandilands in November 2016 and published its report in December 2017. It included 15 recommendations to address safety on London's tram network, as well as other networks across the country. We have made significant progress to implement these recommendations by working closely with all parties concerned, including the RAIB, Office of Rail and Road (ORR), Light Rail Safety and Standards Board and the wider UK tram industry.

The majority of the recommendations have been completed, with the remaining in the late stages of implementation. More recently, we have fitted and introduced into service a new system on all 35 trams that will automatically apply the brakes and bring a moving tram to a controlled stop if it exceeds the speed limit at designated locations.

The Coroner has held two pre-inquest review hearings to agree the timetable and scope for the inquests. Disclosure and evidence was provided to the Coroner by the end of March 2020. The third pre-inquest review hearing took place on 6 August. The inquests are expected to begin on 19 October with planning under way to ensure social distancing measures are adhered to and proceedings are carried out safely.

The victims and all others affected by this incident remain in our thoughts, particularly as we approach the fourth anniversary on 9 November and the upcoming inquests. We continue to offer support to those people directly affected as well as the wider community.

Kentish Town

On 21 August, an external illuminated station sign fell and struck a member of

the public. The man was taken to hospital for treatment and was released from hospital the following week. We have been in touch with the person injured and their family to offer any support that we can.

We immediately reviewed the sign structure and made sure it was safe. We have also ensured that all equipment and signs across our network are safe and, where we have any outstanding faults, are now making sure that these are correctly signposted and fixed promptly.

We notified the ORR and RAIB after the incident.

We have also commissioned our own investigation and have produced an interim report which will be finalised in November.

Memorial for Christian Tuvi

On 18 September 2019, Christian Tuvi, a colleague working on the Underground, tragically died while working at Waterloo station.

On 18 September 2020, we helped his family hold a private remembrance service for Mr Tuvi at Waterloo station, and our thoughts remain with them.

We have completed our own investigation and are working through the recommendations, with some already being implemented. The ORR and British Transport Police (BTP) investigations are ongoing, and we continue to support these.

Crime and antisocial behaviour on public transport

Tackling work-related violence and aggression remains a priority and continues to be a concern for staff and unions. Two key deliverables of our strategy were achieved with the phased roll out of body-worn video cameras and the launch of our Transport Support and Enforcement officers, which helped to tackle the triggers of work-related

Our support and enforcement officers have helped ensure customers are complying with face covering guidance on our network



violence and aggression and antisocial behaviour.

As part of the wider roll out, the first sites to provide frontline staff with our new body-worn video cameras, did so on 24 August. Staff are now able to use and download footage at Hammersmith, Victoria and Stratford bus stations and Kings Cross St Pancras, Seven Sisters, Tottenham Hale and Stratford Tube stations and our Palestra head office. Initial feedback from our frontline teams has been extremely positive, with several examples of how the wearing of a body-worn camera has helped to defuse potential escalations. We are on target to complete the full roll out by the end of December.

The first week of September was the first time our pan-TfL Transport Support and Enforcement officers were deployed on the London Underground network. Transport Support and Enforcement officers focus on tackling anti-social behaviour and the common triggers of aggression and violence towards our

frontline colleagues by taking a preventative and problem-solving approach. They are trained and equipped to defuse situations, challenge behaviour and enforce bylaws. Their initial deployment to Tube stations has concentrated on face covering compliance.

During the first three days of deployment, officers covered five Tube stations: Old Street, Angel, Kentish Town, Stockwell and Brixton. Officers engaged with more than 400 individuals and approximately 50 passengers were refused travel. Officers were able to de-escalate potentially violent situations and dealt with several breaches of behaviour. This important work helps create a more pleasant and welcoming environment for our customers and a safe workplace for our staff.

Hate crime

Over the months of July and August, the Roads and Transport Policing Command's (RTPC) Safer Transport Teams continued their focus on tackling hate crime and

engaging with the Capital's diverse communities. In total, there were more than 50 engagements, some through social media and others face to face because of coronavirus restrictions.

On 23 September, the Metropolitan Police Service (MPS), RTPC's Safer Transport Teams and the BTP also ran a general hate crime operation across London to help encourage reporting among people who may experience hostility or prejudice because of their race, religion, sexual orientation, gender identity or disability. The next hate crime operation is due to run during Hate Crime Awareness Week, 10 to 17 October. Working with the MPS, the RTPC Safer Transport Teams will undertake a series of hate crime engagement operations across London. The Safer Transport Teams will also have stands set up at busy transport hubs and will visit community centres and places of worship to raise awareness of what hate crime is and how to report it.

Face covering enforcement on the network

On 30 September, I visited operational staff on the Tube network to assist them in encouraging customers to wear face coverings unless exempt. Our staff play a pivotal role in demonstrating best practice in compliance for those using our network by wearing face coverings themselves and, have adapted to their new way of working with true professionalism.

We continue to enforce the mandatory wearing of face coverings on all public transport modes. More than 400 officers – made up of our Crime, Policing and on Street Officers, operational officers, revenue control inspectors and enforcement staff – supported by the BTP and MPS, covered key locations across London, every day. Deployments have taken place across buses, Trams, London Overground, Docklands Light Railway (DLR) and London Underground.

After a period of engagement and education, from 4 July we ramped up

enforcement activity. With support from the BTP, we took a four-stage approach to enforcement: first engaging and explaining, before moving to exclusion, refusing travel for those that refuse to wear a face covering and enforcement through a fixed penalty or court summons. Between 4 July and 13 October, 108,937 passengers have been stopped by our enforcement officers from getting on our public transport services until they put on a face covering. A total of 7,914 people have been prevented from boarding and 1,834 have been ejected from the service. Our enforcement officers have also reported 557 people for Fixed Penalty Notices (FPNs). We are unique among transport operators in that we have successfully negotiated with the Department for Transport (DfT) to have the power to issue FPN's and court summons for face coverings.

On 28 August, the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020, were amended to include increased financial penalties for those who repeatedly fail to comply with the requirements. The level of FPN will double for each offence, to a maximum of £6,400.

Along with the Criminal Records Office, we now have a process in place to permit the lawful sharing of information on offenders dating from the beginning of enforcement, on 4 July.

Introduction of face covering exemption badge

We recently introduced a downloadable exemption card for customers with underlying health conditions that prevent them from being able to wear a face covering.

Following feedback from our stakeholders and customers, we introduced a face covering exemption badge on 5 October. Customers can request the badge via an online form on our website. Those who are unable to

The Metropolitan Police Service special constabulary held a day of action across London in support of Vision Zero



access our website can contact our contact centre and order it via telephone.

Police activity to support Vision Zero

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

Throughout August, the RTPC team carried out a 24-hour operation targeting uninsured drivers. This resulted in 112 vehicles being seized and 547 traffic offence reports being issued. In addition to this, officers made 79 arrests for drink and drug driving, disqualified driving, theft and other offences. This work is vital to making London's roads safer, as uninsured drivers are six to seven times more likely to be involved in a fatal collision.

On 22 August, the MPS's special constabulary held a day of action at several sites across London in support of Vision Zero. A total of 750 vehicles were

stopped resulting in six arrests, 25 seizures and 118 traffic offence reports.

The RTPC have continued to work with us in addressing borough speeding concerns through our new London borough speed enforcement request process and, up until 1 October, 192 targeted deployments have been carried out.

On 16 September, the RTPC supported Project EDWARD (European Day Without A Road Death) by carrying out a road safety operation across London. This year's theme focused on those who drive to work – with a particular focus on speed, fatigue, maintenance, driver behaviour, loading and towing for work. Between 12 and 18 October, the RTPC ran a truck and bus operation which focused on the safety and compliance of these vehicles.

Publication of 2019 casualty data

On 30 September, we published data showing that 125 people were killed on London's roads in 2019, with 3,780 people seriously injured. It is neither inevitable

nor acceptable that anyone should be killed or seriously injured when travelling in London.

Of the 125 people killed:

- 68 were people walking (up from 57 in 2018) representing 51 per cent of all fatalities. Of these 68, 44 were the result of a collision with a car (up from 28 in 2018)
- 31 motorcyclists were killed (up from 22 in 2018)
- 17 people died while using a car (up from 16 in 2018)
- Five people died while cycling (down from 12 in 2018)
- Two people died while using a bus or coach service (up from one in 2018)
- Two people died while using other vehicles (mobility and e-scooters). No change from 2018

There were 25,341 reported collisions in London in 2019. People walking, cycling and motorcycling made up 81 per cent of all people killed or seriously injured last year, which highlights the need for urgent lifesaving measures, such as segregated cycle lanes, the removal of lorry blind spots and motorcycle training, which all aim to protect the most vulnerable people on our streets.

Overall, 2019 showed a continuing decline in the number of people killed or seriously injured on London's roads compared to the 2005-09 baseline, helping us towards our Vision Zero goal. However, the rate of the decline has 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.

Bus Safety Standard

We continue to roll out the Bus Safety Standard to new vehicles joining the fleet, despite the slowdown in the manufacturing sector during lockdown. We now have 258 buses fitted with better visibility mirrors or camera monitoring

systems, slip-resistant floors, cab warning systems and Intelligent Speed Assistance. As Intelligent Speed Assistance was ready earlier than the full spectrum of requirements in the safety standard, this was introduced first, and 16 per cent of the fleet now has this speed management tool.

The most modern types of electric and hybrid buses also have Acoustic Vehicle Alerting Systems to help raise awareness of these virtually silent buses in busy traffic.

The pace at which we planned the introduction of Acoustic Vehicle Alerting Systems has been slowed by lockdown as we were trialling the equipment from December to July, and much of the data we expected to gather was not available. However, we have 155 buses with this alert system and the urban bus sound developed for London is now being adopted by other cities in the UK. These new technologies are a central part of our efforts to get closer to our Vision Zero target of no one being killed on or by a bus by 2030 and no one being seriously injured by 2041.

Bus driver training

The roll out of the Bus Safety Standard is accompanied by bespoke safety training for bus drivers. The Destination Zero course, which runs in group sessions, had to be halted due to lockdown, with only a quarter of London's 24,400 bus drivers having attended up to that point. On 29 September, training restarted following a raft of safeguards such as hospital grade cleaning arrangements for the equipment – which includes virtual reality headsets; computer tablets and coronavirus-safe delivery methods. Our bus operators are now aiming to get the remaining three quarters of drivers through the course by the end of 2021.

Managing bus driver fatigue

To keep our bus driver workforce as safe as possible, our operators have implemented a fatigue risk management system. This helps safeguard our frontline

staff from reduced alertness behind the wheel. This work is supported by new fatigue awareness training for operational managers which started on 29 September, slightly later than planned.

Uber London Limited v TfL

On 25 November 2019, we notified Uber London Limited (Uber) that it would not be issued with a private hire vehicle operator's licence at the expiry of its current licence. We concluded that Uber was not fit and proper to hold a licence after identifying a pattern of failures, including several breaches that placed passengers and their safety at risk. Uber submitted an appeal to Westminster Magistrates' Court on 13 December 2019. The Licensed Taxi Drivers' Association was an interested party to the appeal. The appeal hearing took place from 15 to 17 September 2020.

Judgment was handed down on 28 September 2020. The Court held that Uber is now fit and proper to hold a licence and granted an 18-month licence, subject to a number of conditions. The Court noted that there were continuing concerns and, as many of the improvements made by Uber were relatively new, considered that the conditions were appropriate. We were also awarded our costs of £374,770, payable within 28 days.

At the hearing, the Court was required to assess Uber's fitness in light of the evidence available at the time of the hearing. Uber presented no real challenge to the facts as presented by TfL. Uber concentrated on demonstrating that it had taken breaches seriously, rebutting the suggestion made by the Licensed Taxi Drivers' Association of bad faith. Uber declined to cross-examine TfL's witness. The Court agreed that TfL's concerns were legitimate, particularly with regard to insurance issues and driver ID fraud and agreed in favour of all substantive points made by TfL.

The Court took a holistic view in assessing fitness, noting that the 'fit and proper

person' test is not a test of perfection. It considered that Uber's Programme Zero was having an impact in reducing the occurrence of breaches and took into account the improvements in the oversight conducted by Uber's Board. The Court did not consider there was evidence of any concealment or cover up of the driver ID fraud issue as alleged by the Licensed Taxi Drivers' Association.

Ola UK Private Limited v TfL

On 3 October 2020, we notified Ola UK Private Limited (Ola) that it would not be granted a new London private hire vehicle operator's licence. We concluded that Ola was not fit and proper to hold such a licence after discovering a number of failures that could have put public safety at risk.

Our regulation of London's taxi and private hire trades is designed to ensure passenger safety. Private hire operators must meet rigorous regulations, and demonstrate to us that they do so, in order to operate. Before granting a licence, we must be satisfied that an operator is fit and proper to hold a private hire operator's licence.

Ola has been operating in London since February 2020 and recently made us aware of a number of failures that had potential public safety consequences which included:

- Breaches of the licensing regime that led to unlicensed drivers and vehicles undertaking more than 1,000 passenger trips on behalf of Ola
- Failure to draw these breaches to TfL's attention immediately when they were first identified

Ola has a right to appeal the decision not to grant a licence to the Magistrates' Court and must do so within 21 days of notification of the decision. Ola can continue to operate pending any appeal process and its outcome. We will closely scrutinise Ola and compliance with its

conditions for the duration of the appeal process.

Congestion Charging private hire vehicle exemption removal – judicial review

Following a remote hearing on 30 June and 1 July, the Court of Appeal dismissed a judicial review challenge which was brought by a trade union representing private hire vehicle drivers against the Mayor's decision to remove the Congestion Charge exemption for non-wheelchair accessible private hire vehicles. TfL was an interested party. The Court found that removal of the exemption was an appropriate means of achieving the aim of reducing traffic and congestion in the Congestion Charging Zone without reducing the number of wheelchair accessible vehicles. Costs were awarded in favour of the Mayor.

Vehicle inspection centres

All six vehicle inspection centres have now fully reopened and are offering service levels which are comparable with those prior to the coronavirus pandemic, with social distancing measures in place. We are continuing to monitor sites to ensure that they are complying with government guidelines and are also exploring opportunities to increase capacity in line with an expected increase in demand for inspections between September and December 2020.

Taxi and private hire driver assessment centre

Knowledge of London assessments for prospective taxi drivers restarted on 15 June. However, we are operating at a reduced capacity to ensure we maintain social distancing guidelines. Despite this, the backlog of examinations which could not take place during the height of the pandemic, has now been cleared. We will also be restarting the Introduction to the Knowledge of London presentations from 7 October.

On 6 July, Topographical assessments (an assessment of all private hire vehicle driver applicants carried out by us) restarted at our Baker Street premises.

However, to meet social distancing requirements, our capacity has been significantly reduced. We therefore opened a second site on a temporary basis at Ashfield House on 18 August. Throughout September, we opened six further assessment centres at third party premises so that we could increase our capacity. All assessments will continue to be carried out by TfL assessors, including those conducted on third party premises. In total, once all centres are opened, we will have capacity to conduct approximately 776 assessments per week and aim to have fully addressed the backlog by the end of this year.

Partitions in private hire vehicles

To date, we have approved three partition screens; two for Toyota models and one for specific Ford models. On 1 September, the total number of licensed vehicles that are compatible for screens were:

- Toyota: 37,058
- Ford: 4,598

We continue to share this information with senior trade representatives and large operators every fortnight. All approved screens are listed on our website and updated accordingly. We will continue to work with further suppliers who are looking to bring new screens to the market.

Department for Transport statutory standards

On 22 July, the Secretary of State for Transport issued a range of new statutory standards for the taxi and private hire vehicle sector across England and Wales. The DfT expects all of the recommendations to be implemented unless there is a compelling local reason not to.

These standards cover the following areas:

- Administering the licensing regime
- Gathering and sharing information
- Decision making

- Driver licensing
- Vehicle licensing
- Operator licensing
- Enforcing the licensing regime

Key recommendations include: criminal record checks for drivers to be carried out every six months; safeguarding training for all taxi and private hire vehicle drivers; and a recommendation for licensing authorities to consider whether the use of CCTV would be beneficial or proportionate in their areas.

We have considered all the measures and recommendations in the statutory standards and identified where we already comply and no further work is required, or where additional activity is necessary. We have already complied with approximately half of the measures and are developing delivery plans for the remainder. Some of these are simple changes that can be delivered in the short term, but given the volume of licensees in London, some of the measures will be complex to implement. As part of this process, we will liaise with the DfT and Local Government Association to ensure that there is a consistent approach throughout the country. The DfT asks that all licensing authorities provide an update to the Department of their consideration of the Standards and delivery plans by the end of January 2021.

Q-Parks scheme

The Q-Parks subsidy charge scheme was established to support the taxi trade in their transition to Zero Emission Capable vehicles. The subsidy allows taxi drivers to use rapid charge points in Q-Park car parks. To continue to support taxi drivers in accessing these rapid charge points in central London locations, we are extending the scheme until 31 December 2020, in order to allow a new rapid charge hub to be introduced in Baynard House.

3 Restart and recovery

On 22 September, the Government announced new restrictions to help reduce the spread of coronavirus further in the coming weeks and months. This change to the Government's guidance means that anyone currently working from home will continue to do so. This means the majority of our desk-based colleagues will continue to work from home, until at least next year. These new restrictions do not impact our operational colleagues and they will continue to support the restart and recovery of the capital. Their safety is our top priority and we will continue to do everything to support them.

The safety of our people and suppliers remains our top priority. Over the past few months, we have put significant effort into ensuring our offices are COVID-secure for those who are currently using them. We will continue to follow government advice and will take every step to ensure that our network and buildings remain safe for our customers and employees.

School restart

Managing the return to schools in September presented a unique challenge, due to increased demand and reduced capacity due to social distancing requirements. Buses are the form of transport most commonly used by children to make their journeys to school. To address the anticipated demand, we added more than 230 extra buses to our bus routes to strengthen some of the busiest low-frequency routes for schoolchildren to travel on, including adding more vehicles to our existing school bus services.

In addition, we designated some existing buses on high-frequency routes to school services, providing an additional 229 buses in the morning peak and 103 in the

afternoon peak. These services are prioritised for school travel and operate at full seated capacity, consistent with Government guidelines for school bus services. They are operating on around half of all buses on over 220 high-frequency routes during school travel times.

To help keep customers and school children aware of these changes, we have installed posters and signage on the routes affected. We also raised awareness of these changes through pan-London radio adverts, roadside outdoor advertising posters targeted at the routes, direct engagement with schools through email, Healthy Streets and Borough Officers, a 1-minute 'Sustainable Travel: Active, Responsible, Safe' (STARS) animated video and information on our website.

To ensure we were able to successfully get children to their schools on time and keep London moving, our stakeholder teams engaged with schools and boroughs since June, to understand their requirements and factor these into our wider plans. We also worked closely with the 65 schools identified as being on our busiest bus routes to manage demand and help them plan their pupils' return.

We also advised more than 3,200 schools on how to encourage active travel (walking, cycling and scooting) and on staggering their start and end times. A dedicated web page was also set up with advice and resources for schools, parents and pupils. On 24 August, we launched a new STARS Safer Journey Planner so that families can walk, cycle or scoot to school safely. The online resource also helps support year six and seven pupils with their transition towards independent travel. It also reinforces key safety information, promotes the benefits of



Children returned to schools safely with the help of dedicated bus services at the beginning of September

active travel, provides journey planning advice and features new video content to support walking and cycling.

As part of the Streetspace for London Programme, we also worked closely with London Boroughs to plan and fund the delivery of School Streets across the Capital. School Streets create a safer and healthier environment by temporarily closing roads to traffic outside schools for 30-90 minutes at either the end or beginning of a school day. In total, we have funded over 420 school streets of which over 270 have been delivered. These changes have generally been received positively by local communities.

Before any changes were made to the bus network, we engaged extensively with colleagues across the London Boroughs, Department for Education and DfT to ensure a joined-up approach. We also engaged with London Assembly Members and Members of Parliament to ensure they were aware of our plans.

Other key stakeholders we engaged with included education charities such as ParentKind, and education and youth stakeholders such as NetMums and our own Youth Panel. We also engaged with children’s services, faith school groups, community groups, resident associations, parent teacher associations and local parent groups. We continue to reassure parents, pupils and teachers that public transport is clean, well-managed and running a reliable service, helping mitigate the risk of a car-based recovery.

From the first week in September, we deployed our operational officers along with the RTPC and BTP to priority locations on the bus network to provide support and encourage face covering compliance among pupils returning to school.

The speed at which these comprehensive changes were applied to the bus network demonstrate the talent and dedication of the various teams within the organisation. This is the first time we have undertaken

such major changes to our bus network in such a short space of time.

Extensive cleaning regime

An enhanced cleaning regime continues across our network. We introduced the use of an anti-viral cleaning product at the end of February, and further intensified our cleaning regime from mid-March.

We routinely use an anti-viral disinfectant across our network. This product gives long-lasting protection and is reapplied every 21 days. We are also undertaking in extensive daily cleaning with antiseptic chemicals, with a focus on touch points – such as grab poles and doors. These points are treated with additional hospital-grade anti-viral agents every night, after regular cleaning has been completed. We have also brought in cleaning services to clean touch points during the day to ensure the safety of our customers while they travel.

Touch points such as Oyster readers, lift buttons, handrails, seat arms, emergency points and escalator rails are subject to increased cleaning. Regular cleaning has been enhanced on a daily, weekly and four-weekly basis, using anti-bacterial and antiviral cleaning fluids.

To ensure that our cleaning regime is working effectively, we have carried out testing for coronavirus on parts of our network. Results from testing carried out so far has found no evidence of coronavirus on our network. On 23 September, we started a new coronavirus testing plan with Imperial College London. This work will see monthly air and surface sampling, on both the Tube and buses, for a period of four months. The need for ongoing sampling will be reviewed at the end of this period. The results from the first round of collaborative sampling in September have already been received and were, again, all negative.

Partnership with Dettol

On 2 September, we launched a partnership with Dettol, the UK's leading disinfectant brand, to give customers free access to Dettol's hand sanitiser gel at all

London Underground stations. This is the latest step in our work to make our services cleaner than they have ever been, and to ensure returning customers experience safe, reliable and well-managed journeys.

The partnership will see more than 800 hand sanitiser dispensers across 270 Tube stations dispensing Dettol's hand sanitiser, alongside an advertising campaign about the importance of using hand sanitiser to help protect others across the transport network.

The dispensers will also feature new branding encouraging all customers to use them and 'help protect the little things we love' like getting out and about, back to work or seeing friends and family. This will be supported by a major multi-asset marketing campaign which includes media assets across the London Underground and bus network.

Work to install the 874 branded hand sanitiser units on the Tube network has now been completed. A further 210 hand sanitiser units have been installed at bus stations and other locations across our network which will continue to use the previous hand sanitiser product.

Managing demand on our services

At the start of lockdown, we closed 38 stations to prioritise our station staff resource. As of 13 October, only Heathrow Terminal 4 remains closed as the terminal is shut until further notice.

During the pandemic, a number of stations have been operating with reduced hours as a result of staff absences. Recently, only six stations have operated with reduced hours. These include; Tufnell Park, Chalk Farm, Hampstead, Stepney Green, Chancery Lane and Temple. During the month of October, we returned Tufnell Park, Chalk Farm, Hampstead, Stepney Green and Temple back to their normal operational hours. We also plan to open Chancery Lane between 07:00 and 22:00 every day from 25 October.

Customer numbers remain low on the Tube, and we are currently seeing about 30-35 per cent of pre-pandemic passenger levels on the Tube.

Buses continue to operate with advisory seating capacities to support social distancing, and 25 bus stations are now supervised as we manage passenger numbers in the busiest travel hubs.

We are also asking our customers to walk, cycle or scoot where they can and asking customers to travel at quiet times to help maintain social distancing. We continue to keep customers informed of any changes to our services so that they can plan their journeys in advance and travel during quiet times.

Promoting travel during quiet times

A suite of Travel Demand Management information has been live since early lockdown. Underpinned by modelling and operational information, our customer information includes publishing the best times to travel, as static information and via a digital tool, and communicating this message at hotspots, on our website, via social media, email, Journey Planner, and on Network Rail platforms.

We continue to refresh our information around quiet times to travel and advertise our passenger numbers, before the pandemic and now.

On 21 August, bespoke emails for each Tube line were sent to customers who had been travelling at peak times to illustrate the space that there is at quiet times on these lines. To help raise awareness of quiet times, we updated our posters at 'hotpot' stations and stops and updated our website.

The growth in demand has been manageable so far, with the peak starting to spread and significant capacity remaining outside of the busy periods. We continue to monitor network performance and remain ready to flex our approach in response to demand challenges and any

further changes to Government messaging.

Using data to understand demand

From the start of the pandemic, we have been using detailed data from our ticketing system (Oyster and contactless payment) to understand how customers have been travelling on our network. By undertaking comparative analysis, we have been able to produce daily insights showing how the network is being used and how the overall volumes of travel on the bus and Tube have changed since the start of the year.

This has helped inform our own operations and planning, and tailor our external messaging to help to:

- target specific audiences
- assist the rest of the Greater London Authority (GLA) and inform the DfT, Cabinet Office and other UK Government bodies

To support our customers using the network, we have published two new dashboards on our website. The first, helps customers understand how busy any station on our network is, at any time of day. Customers are able to select any station on the network and see when it is quietest, to help ensure social distancing when planning their journeys. The second, shows how travel volumes on our Tube and bus networks have changed since the start of the year. The dashboards provide overall figures as well as at an individual station level. Stations are also grouped into different types (shopping, tourism, the City, etc.) to allow users to easily understand travel patterns across different parts of London.

These products will continue to be enhanced with the changing landscape to ensure we are keeping our customers and stakeholders informed.

Restart of revenue protection

The impact of the pandemic and new social distancing measures meant that in March, the checking of tickets as part of our revenue protection was paused to

protect staff and customers from the risk of infection. In July and August, our operational teams across all public transport modes worked to align the resumption of ticket checking in a safe and secure manner. Ahead of this work resuming, risk assessments were carried out to ensure that safe systems of work were in place.

On 28 July, we began trialling our first revenue protection operations on buses, with feedback from staff and trade unions to ensure staff are kept safe. A range of measures have been put in place to maintain social distancing, limit interactions and minimise time spent in confined spaces. All revenue protection staff must wear face coverings and all interactions must take place outside vehicles, and at gatelines for all other modes. The deployment of operational officers is being co-ordinated to ensure a widespread presence is felt across the network, including on the additional buses supporting the return to schools.

Changes to concessionary travel for customers under the age of 18

We continue to discuss with the DfT on how to implement their requested changes to concessionary travel arrangements for people under the age of 18. The proposed change asks that we administer bus and tram fares for those who are not entitled to statutory free home-to-school transport.

60+ London Oyster photocard

On 1 August 2019, we introduced an annual renewal fee for new applicants of our 60+ London Oyster photocard. This year, on the first annual renewal, we successfully implemented the process through which cardholders can renew their photocard. We created a new application page, customer status and functions on our online concession platform so that customers can easily start the process to renew their card. Cardholders are contacted by email on the anniversary of their card being issued and are given a period of six weeks to renew their card.

Business sector and recovery efforts

We continue to meet with businesses and business representative organisations on a daily basis to reiterate that we are ready for customers to return to the network in a steady and orderly way, ensuring they feel safe and confident to travel again.

We surveyed more than 300 office-based employers, using vital insights around businesses' reoccupation and recovery plans, to inform our advice and approach to the next phase of our engagement.

On 7 August, we published our updated guidance for business. This guidance was shared with thousands of businesses and business organisations, along with key political stakeholders. We also released our Active travel toolkit on 26 August, a practical guide to help employers encourage and enable their employees to take more journeys by cycle or on foot, as part of their reoccupation and recovery plans. To date, this has been shared with more than 4,000 businesses.

We have also hosted webinars and events with New West End Company, London First, the Confederation of British Industry, the Federation of Small Business and London Chamber of Commerce and Industry. On 15 and 22 September and 6 October, we hosted Spotlight sessions where senior TfL leaders outlined how we are helping people return to the network. Business representative organisations have been encouraged to share this information with their members. These webinars and events are designed to give employers confidence that we are doing everything possible to encourage people to return to our network in a safe manner. We have scheduled further sessions on 20 October and 3 November.

Arch Day

On Saturday 29 August, we celebrated Arch Day which encouraged people to visit their local businesses. In collaboration with The Arch Company and Network Rail, we promoted businesses on our estate and showcased some of the excellent work they have been doing to support the



Deputy Mayor Heidi Alexander celebrated Arch Day with local businesses Berber & Q and 58 Gin and TfL colleagues

recovery of London. Activity took place across the week from Kew Bridge and Latimer Road through to Haggerston where the Deputy Mayor for Transport, Heidi Alexander, visited Berber & Q and 58 Gin, two local businesses, to hear how they changed their operations in response to the coronavirus pandemic.

Making our offices COVID-secure

The safety of our people and suppliers remains our top priority. Over the past few months, we have put significant effort into ensuring our offices are COVID-secure to allow a greater number of people to reoccupy them, in line with government advice at the time.

However, given the pandemic's emerging situation and the newly issued government advice to work from home, we have taken the decision to review our approach to the further reoccupation of our offices.

The change to the government's guidance means that anyone currently working from home will continue to do so.

Those colleagues who are already working in our offices for business-critical and wellbeing purposes, can continue to do so. COVID-safe protocols are in place, such as enhanced cleaning regimes, one-way systems, protective screens at reception desks, hand sanitising stations and additional signage.

For meetings, current government guidance will be followed, including using remote working tools to avoid face-to-face meetings; those who do need to attend in person should adhere to social distancing guidelines; colleagues should not share items such as pens, documents and other objects. Desks will be kept clear and there will be one empty desk between working desks to ensure social distancing is maintained.

We will keep the situation under review and continue implementing the planned COVID-secure measures in our offices to make sure they're ready to accommodate more people when the situation allows.

Supporting our employees

Viewpoint

Our annual staff engagement survey, Viewpoint, is currently open. Viewpoint enables our people to tell us how they feel about working in our organisation, such as what is working well and what could be improved. Our performance against Employee Engagement and Inclusion Index measures are calculated from the results of our Viewpoint data.

The survey opened on 28 September and will run until 23 October. This year's Viewpoint has gone fully online for the first time. We have adapted the process to ensure we still reach operational employees who may not have email access. Colleagues from Crossrail will also be taking part in this year's survey. Results will be available in November and a summary will be provided at a future Board meeting.

Employee Health & Wellbeing SharePoint site

We have developed a Health & Wellbeing SharePoint site which our employees can easily find and access, containing information and guidance to support our employees during this period. Resource for our Employee Assistance Programme has been increased by 30 per cent to cope with any additional demand for counselling or psychotherapy sessions. We are also converting our previously classroom-based health and wellbeing related courses into online courses so our employees can continue to access these valuable resources.

Supporting our employee's mental health during this period is a key focus of our Occupational Health team. There are online tools and resources for employees to use, videos providing top tips to help maintain mental health and resilience are

also available online, along with links to external resources and support.

Wellbeing support for our staff

The Occupational Health team continues to provide ongoing support to all employees in a number of ways. The Stress Reduction Groups, which were set up online, have had a good uptake and are being well received by our staff.

We have launched a new initiative called 'Out of sight but not out of mind', aimed primarily at those employees who are on furlough or remote working. A mixture of online exercise classes, Pilates and wellbeing sessions have been made available every Wednesday for employees to join. The classes are small and friendly, and aimed at helping colleagues to feel more connected with each other. The exercise classes are also designed to increase physical activity levels while the wellbeing sessions cover topics such as stress, anxiety and sleep.

At the end of July, we launched the 'Around the world in 40 days' team fitness challenge through the Kaido app. The challenge encouraged employees to increase their activity levels through engagement and interactive activities. It also introduced our staff to wellbeing techniques such as meditation and provided a focused look at nutrition. More than 1,200 staff took part in this challenge which ran over six weeks.

The impact of coronavirus on certain health conditions has been highlighted in recent months. In line with the current NHS campaign for reducing obesity, support has been made available to employees with a Body Mass Index (BMI) of 28 or higher with the offer of access to the Slimming World 12-week weight management programme. For those employees who have Type 2 diabetes there is a remote educational programme available. This is designed to help people with Type 2 diabetes manage their condition better through making healthier lifestyle changes.

Wellbeing survey results

Over the summer, we ran a Wellbeing Tracker survey to find out how our colleagues were coping with the impact of coronavirus. This survey lasted four weeks and employees could complete the survey more than once.

We received 8,778 responses and, of those who responded, 44 per cent reported their wellbeing as being 'good' or 'very good'. A further 39 per cent considered it 'okay'. A total of 51 per cent reported that TfL's support of their wellbeing was 'good' or 'very good' and a further 32 per cent deemed it 'okay'.

The main concerns highlighted were about: job security, pressure from workload and concern for the welfare of family and friends. Those who were furloughed and in operational roles had worse results for wellbeing and the latter group also felt less well supported. There was also a difference in outcome highlighted between different areas of the business.

After reviewing these results, we placed the follow up actions into three groups: communication, connection and equipment. Some of the specific actions include:

- Results being reviewed by senior managers to look at general concerns and any specific to their area
- All managers are reviewing their teams' workloads and ensuring that their employees are taking annual leave in order to rest and recuperate
- Further guidance on staying in touch has been issued and managers have been reminded about the health and wellbeing initiatives which are on offer for furloughed employees
- Managers are committed to knowing, promoting and engaging with wellbeing initiatives and to make MIND mental health training mandatory for their teams
- A 'working from home' IT initiative is taking place to ensure employees have

the right equipment available to them. Managers are also encouraging their teams to make sure Display Screen Equipment assessments are up to date

- Weekly communication from senior leaders and communications to all employee with updates are taking place. Managers will ensure this is being cascaded especially for those in operational areas
- The Diversity, Inclusion and Talent team are reviewing the disparity between different demographic groups in order to determine any action to support these groups specifically

A second wave of this survey will run as part of Viewpoint.

Welcoming our people back from furlough

To alleviate the impact of the pandemic on our finances, we have used the Government's Coronavirus Job Retention Scheme to furlough a number of our people whose work was reduced or paused as a result of the pandemic. The total number of people we placed on furlough was 7,413. This represents around 25 per cent of our workforce. All of our employees on furlough have had their salaries topped up so they receive 100 per cent of their salaries.

The Coronavirus Job Retention Scheme is scheduled to close on 31 October. Many of our employees who spent a period of time on furlough have now returned to work, and we anticipate that everyone will have returned before the Government Job Retention Scheme ceases to operate. The only exceptions to this will be instances where an employee has a continued need to shield or self-isolate for health reasons. On 8 October the number of employees on furlough was 1,425.

We recognised that the experience of furlough was unique for many of our people and developed specific guidance to support line managers in successfully welcoming their team members back from furlough. This guidance focused on best

practice to help manage the transition back to the workplace, recognising there will need to be a period of readjustment to establish work routines. If an employee had been on furlough for an extended period, we recognised they will require a re-introduction and guidance to get back up to speed.

Black History Month

We have celebrated Black History Month throughout October. The RACE (Raising Awareness of Culture and Ethnicity) Staff Network Group have organised a range of multi-media events including a staff quiz, blog and podcast connecting colleagues across the business. Staff have also been sharing stories and poems of black people who have inspired them and sharing video testimonials describing 'What Black History Month means to me'.

The RACE Staff Network Group have also explored the many intersections that exist within and across our workforce by collaborating with other groups including the Women's Staff Network Group and by marking World Mental Health Day. On 27 October, the group will be launching its new career development mentorship initiative. There will be five workshops across the rest of this year for employees to attend.

4 Improving transport and generating growth

Before the coronavirus pandemic, the Government committed to investing £100bn in additional infrastructure spending. While there is still uncertainty about the shape of the recovery, and what work and leisure will look like in the future, we have ongoing priorities that are shared across the UK. These include combating the climate emergency, getting people walking and cycling more, maintaining critical infrastructure and regenerating areas by delivering new jobs and housing.

On 29 September, we submitted our Comprehensive Spending Review proposal to the Government. We have had to review the number of projects we had previously committed to and be realistic about what is affordable over the next decade. Very large projects from the Mayor's Transport Strategy, particularly Crossrail 2 and the Bakerloo Line Extension, are still relevant and aligned to the DfT's decarbonisation plan. However, given current affordability constraints, our immediate priority for these is safeguarding these projects, as they are still likely to be needed in the future to support long-term growth and modal shift in London.

Most importantly, our submission to the Government showed that with 55 per cent of Tube investment being spent outside of London, our investment plan can help drive and shape the recovery of both London and the UK.

Northern Line Extension

The Northern Line Extension (NLE) project includes a twin-tunnelled extension from

Kennington station to a new terminus at Battersea Power Station, via a new station at Nine Elms. It is expected to be completed in autumn 2021.

As a result of the pandemic, we brought all site work to a safe stop from 24 March until 27 May, resulting in a 64-day delay. We are working closely with our supply chain to assess the impact on our target date for achieving service availability between Kennington and Battersea in autumn 2021.

During the site safe stop period, we continued to work remotely, carrying out offsite manufacturing where possible, and detailed design and assurance documentation. Our contractors carried out limited but critical works onsite, finishing the installation of high voltage switchgear rooms at Kennington and rotating tunnel vent fans to prevent flattening of the bearings. All these works were undertaken while adhering to Public Health England guidelines on social distancing. To facilitate the re-opening of the NLE sites on 27 May, we implemented measures across all four sites to comply with social distancing, such as signage, thermal cameras at site entrances, and segregation screening.

The current focus is on fitting-out the new stations at Battersea and Nine Elms. This includes installing the power supplies and vital station systems as well as extending the train signalling used on the Northern line into the extension.

At the Battersea Power Station site, the remainder of the station box roof slab was

A recent site visit to Battersea Power Station included discussions centred on the progress of the Northern Line Extension project



handed over to the Battersea Power Station Development Company, to enable them to continue with the next phases of their oversight development. Work to complete the new station entrance continues at ground level while the fitout works within the station are proceeding at pace.

At Nine Elms station, the external station canopy is now complete, with its prominent London Underground roundel in place. Surface landscaping, communications equipment, power, ventilation, fire doors, finishes, lifts and escalator works have also restarted. At the new Kennington Park and Kennington Green shafts, external brickwork cladding is being applied to the new headhouses. Cable management systems, CCTV, tunnel vent and ducting installation work have all restarted. Landscaping works have begun at both sites, following acceptance of planning applications.

To deal with the impact of the pandemic on the project's works programme, we have adopted new ways of working in

order to maintain progress towards completion. For example, the railway systems team has successfully carried out virtual factory acceptance testing of the emergency traction current discharge system and train radio, with all tests passed successfully.

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

We are installing a new digital signalling system on the Circle, District, Hammersmith & City and Metropolitan lines. We were able to resume site testing in August, as a result of several innovations devised by our engineering team. We set up a small team to identify ways to use innovation to enable signal testing to resume while keeping colleagues safe. The team engaged with the supply chain to search for a suitable physical barrier to enable colleagues to work safely at less than two metres apart. The team also focused on developing technology to move activities normally carried out within the train cab out into the saloon areas, where self-contained

workstations were created for vehicle testers and operational upgrades colleagues. Some of the other innovations created by the team included cameras, technology via tablets and protective plastic curtains, which were successfully designed, procured, built, tested and assured in time for system tests in August.

Bank station

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

The project was significantly impacted by the pandemic, with all site activities safely stopped for nine weeks. These activities have now returned to pre-pandemic levels following extensive reconfiguration of the site, including one-way systems, additional welfare facilities and updated working procedures so that social distancing guidelines can be followed.

We have now completed all four of the new escalator barrels in the new parts of the station, the last of which is from the Northern line to the DLR level. All but one of the new cross passages are finished. Tunnelling is now nearly complete and, by the end of winter, the project will have completed all civil and tunnelling work.

With tunnelling and secondary lining now complete for the new link to the Central line, work has started on the support structures for the new moving walkways. This will reduce journey times from the Northern line to Central line.

The new station entrance on Cannon Street continues to take shape, with interior walls and floor screeding completed and fitout of the services now begun. We have taken delivery of nine of the 12 new escalators, which are now undergoing final preparation ready to be installed in early 2021.

In this quarter, we have carried out enabling works during several Northern line and DLR closures to prepare the station for the new tunnel connections. Cable pulling of the high voltage cables that will feed the new station entrance has been completed and the remaining works are on schedule to enable the power to be turned on in early 2021.

High Speed 2

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

HS2 Ltd's construction partners carried out a safe stop of their London construction sites in March, but most were back in operation by the end of April after a risk-based review.

Following the Government's go-ahead for the project in February and the publication of the Oakervee review, we took part in the DfT-led OneEuston review of the most effective way to deliver HS2 at Euston, recognising the design requirements and constraints from all stakeholders, including HS2, Network Rail, Lend Lease, the London Borough of Camden and us.

We are working with HS2 Ltd to support the early works programme to minimise disruption at Euston, on the Hampstead Road – including alternative solutions for utilities diversions to limit the impact on the road network – and at Old Oak Common on its planned works near the Elizabeth line depot.

We are continuing to review designs for the TfL elements of the new HS2 Euston station, substation and ventilation building, and have facilitated piling enabling works at Old Oak Common. We have continued working with HS2 Ltd and its supply chain in finalising the management processes that define the long-term working arrangements between us and HS2 Ltd.

Bakerloo Line Extension

The Bakerloo Line Extension remains important for us and the Mayor and is essential to enable London to achieve the goals set out in the Mayor's Transport Strategy and London Plan, including unlocking tens of thousands of new homes in South East London. Following the public consultation, we held in autumn 2019, we have been finalising our 'Consultation Report' and 'Response to Issues Raised Report', both of which will be published at the end of November. We are also continuing discussions with the Government and other stakeholders to safeguard the route of the scheme.

Marylebone

At Marylebone station, we are replacing two escalators serving the Bakerloo line, and installing a third new escalator. On 14 September, work started on the new escalator, which replaces the existing central staircase. We will then replace the two existing escalators, which date from 1943 and are some of the oldest on the network. We will work on them one at a time, to reduce the impact on customers. The station will remain open throughout these works, with two escalators always in operation. The work is set to be completed by autumn 2023.

As part of additional improvement works, we will also expand the ticket barriers at the station by demolishing the former disused ticket office. This will reduce congestion in the peak periods once all the works are complete. Marylebone station sees 13.7m customer journeys each year and provides an important interchange with National Rail services.

West Ham

At Twelve Trees Park in West Ham, the developer Berkeley Homes is creating around 4,000 new homes, in addition to a new entrance at West Ham station and three new bridges over the railway: two pedestrian and cycle bridges and a road bridge.

The bridges, together with the new station entrance, will dramatically improve

transport connectivity between the site and the rest of our network. These works are fully funded and being delivered by the developer, who is continuing to work with us to finalise the design of the transport infrastructure.

Rickmansworth and Chorleywood

We have completed stabilisation work on the cutting between Rickmansworth and Chorleywood stations on the Metropolitan line. The project went ahead during lockdown to ensure the safe operation of the railway. The work consisted of fixing a double layer of steel mesh into the slope face by drilling and grouting a series of steel anchors. This work helps prevent shallow instability of the slope and chalk blocks falling onto the track.

Harrow-on-the-Hill

As part of our work to provide step-free access at Harrow-on-the-Hill station, a giant 750-tonne crane, one of the largest in Europe, helped us install steelwork in the week from 17 to 24 August. We are creating three new lift towers, three lift lobbies and a connecting link bridge. We will also be adding an additional fourth lift. All lifts are due to be brought into use in late 2021.

Harrow on the Hill is one of a number of stations that are scheduled to go step-free in the coming year, including Amersham, Ickenham, Wimbledon Park, Debden, Osterley, and Sudbury Hill.

Cockfosters

Work to modernise the station has now been completed and customers can enter and exit the station step-free. A lift was installed at the northern terminus of the Piccadilly line, making Cockfosters the 80th Tube station to become step-free. The lift shaft was craned into the station in a complex overnight operation, with the lift itself built on site. Serving both platforms, it will vastly improve access to the station and wider transport network for people with accessibility needs. New tiling and brick work around the new lift was carefully selected to match the Grade II listed station's heritage design.

Control centre power

We have successfully replaced the uninterruptible power supply (UPS) at Highgate service control centre. This is the third control centre to have its UPS replaced in the past year, after successful replacements at our Allsop Place and Neasden control centres.

In the event of an issue with the power supply, the UPS signal system supports our critical signalling assets. Replacing UPS units as they reach the end of their life without impacting our operations is a huge task, requiring close collaboration between teams and with our supply chain to design, procure and install the UPS systems safely.

The teams worked hard throughout the pandemic to design a UPS system that offers significantly improved redundancy in the event of a major failure. This design will be used as a generic design for future control centre UPS replacements.

TfL Go app

On 4 August, we launched TfL Go, a new iOS travel app to help Londoners plan their journeys and travel safely.

The first release is built on Harry Beck's iconic Tube map and provides users with real-time travel information in a mobile-friendly way. The app also offers information to enable travel at quiet times to help customers maintain social distancing, as well as alternative routes and walking and cycling options. These existing features will be developed further based on customer feedback. New features including live bus arrivals will be added over the coming months, and we plan to launch the Android version.

The app also improves accessibility information by providing a step-free mode. It shows where routes are step-free to platform or train and whether there are manual ramps, enabling customers with accessibility needs to travel around London with ease. Customers can also make use of the iOS VoiceOver and

Dynamic Type capabilities when using the app.

We will provide data used within the app, such as step-free access data, as open data for use by third parties. There have been more than 48,000 downloads so far.

New Homes

Blackhorse View, Waltham Forest

We have launched sales of the first homes at Blackhorse Road alongside our partners Barratt London.

Blackhorse View, located opposite Blackhorse Road station, is the first of more than 50 sites we are transforming into thousands of new homes, shops, offices and public spaces. We continue to aim to deliver 50 per cent of new homes as affordable across our projects. We also continue to look for opportunities to create Healthy Streets, which encourages more walking and cycling.

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

Earl's Court and Old Brompton Road, Kensington & Chelsea

We are making good progress with one of our largest sites, Earl's Court. With our partner Delancey we have appointed Hawkins\Brown and Studio Egret West architects to create a new mixed-use masterplan for the site. Together we want to create a sustainable, community-focused, vibrant neighbourhood at this important Zone 1 location.

We have already launched a consultation on 344-350 Old Brompton Road, which is a smaller section of the site that can deliver homes ahead of the masterplan. Old Brompton Road will form a gateway to the emerging Earl's Court masterplan, and we

Ealing council has approved our plans to deliver 460 new homes in Southall, 40 per cent of which will be affordable



are proposing around 50 new homes, 35 per cent affordable and some non-residential ground-floor use.

Woodside Park, Barnet

Alongside our partner, Pocket Living, we were granted planning permission for 86 affordable homes at Woodside Park by Barnet Council. These homes are deliberately aimed at first-time buyers who live or work locally. Enabling works on the site are already under way to ready the site for construction.

Bollo Lane, Ealing

After an extensive programme of engagement and consultation, we submitted plans for 852 homes at Bollo Lane, next to Acton Town station. Half of the homes will be affordable, and our proposals will also provide a new green corridor, creating a continuous and safe pedestrian walkway between Acton Town and Chiswick Park stations. The green spaces proposed across our site will provide current and future residents with much-needed public spaces, and our diverse retail and industrial space will

unlock growth spaces for small and medium sized businesses.

To support the local authority during the statutory consultation period, we produced a video presentation of our plans which was available to watch on our website and was viewed more than 2,000 times. We continue to work with the local community throughout the process to ensure our schemes reflects the needs of residents and are hopeful for a Planning Committee decision in November.

Small Sites

As part of the Mayor's Small Sites, Small Builders programme, we have been granted planning consent for nine homes on Aylesbury Street in Neasden, in the London Borough of Brent. The homes will be affordable and will be delivered by Innisfree Housing Association. On 28 August, planning was also secured for nine more homes on Portree Street in Poplar, in the London Borough of Newham.

We also released a further five small sites for small developers, housing associations

and communities to bid on. Collectively, they have the potential to deliver more than 90 new homes.

Connected Living London – our Build to Rent partnership

Nine Elms and Montford Place, Lambeth

We have now submitted planning applications for 1,240 homes, across four schemes in three different boroughs (Nine Elms, Montford Place, Arnos Grove and Southall) alongside Grainger plc as part of our partnership with Connected Living London. Together, we are proposing to deliver thousands of quality rental homes across London, 40 per cent of which will be affordable. As well as creating quality rental homes, Build to Rent offers us a stable revenue stream which can be reinvested.

Our latest application for homes is situated next to the Nine Elms Tube station, to be delivered as part of the Northern Line Extension. We are proposing to deliver a total of 479 new homes, alongside a public square for the local community.

We have also submitted our application for 139 homes, and over 2,700sqm of light-industrial workspace at Montford Place, which is a short distance from Oval Tube station.

Limmo Peninsula, Newham

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

Southall, Ealing

Ealing Council has approved our plans to deliver 460 new homes in Southall, 40 per cent of which will be affordable. The scheme encompasses a 1.16-acre site that was converted to railway sidings in the

mid-20th century and is currently being used for storage and associated Elizabeth line works. The homes will be a mixture of one-, two- and three-bedroom properties, providing options for all types of households, with affordable homes offered through Discounted Market Rent. The development will also incorporate renewable forms of energy through solar panels and air source heat pumps to minimise the impact on the local environment.

It was the first of Connected Living London's proposals to be granted planning permission and was closely followed by an approval by Enfield Council for 149 quality rental homes next to Arnos Grove station.

Arnos Grove and Cockfosters, Enfield

At Arnos Grove, we are proposing 162 well-designed quality homes for rent, 40 per cent of which will be affordable. A Planning Committee decision is due in October. Connected Living London's planning application for its second site in Enfield, Cockfosters will soon be submitted.

Together, this boosts the strength of our partnership with Grainger plc, and is the first step in Connected Living London becoming the Capital's landlord of choice.

South Kensington, Kensington and Chelsea

Alongside Native Land, we submitted our planning application for South Kensington station to the Royal Borough of Kensington and Chelsea on 11 June. Our proposals will sensitively repair and enhance the station and the surrounding streets, provide new homes (35 per cent of which will be affordable), create new workspace and shops, completing the delivery of step-free access to the Circle and District lines. A heritage-led approach will see the restoration of the listed station arcade and shop fronts on Thurloe Street back to their former glory.

Canons Park, Rayners Lane and Stanmore, Harrow

We have submitted our application for three 100-per-cent-affordable schemes in the London Borough of Harrow (128 homes at Rayners Lane, 280 homes at Stanmore and 120 homes at Canons Park). These homes will be a mix of Affordable Rent and Shared Ownership. As well as the environmental benefits of our scheme, we will also be delivering on the ambitions set out in the Mayor's Transport Strategy. Our proposals at Stanmore will also deliver a lift to improve step-free access to the station. We continue to run a robust consultation and work in close partnership with senior stakeholders and are working towards a Planning Committee in November.

Wembley Park, Brent

Located near Wembley Park station, we are proposing to transform the car park into more than 450 homes, 50 per cent of which will be affordable. The London Borough of Brent has now validated the planning application, which will deliver new green spaces and play areas along with improved walking and cycling facilities for residents and the local community, as well as new office space for our own staff.

5 Healthy Streets

Streetspace for London programme

On 6 May, The Mayor launched the Streetspace for London plan, providing the London boroughs and us with a strategic framework to create more space for people to walk and cycle safely – freeing up public transport for those who really need it and helping the recovery of the Capital.

The programme focuses on three key areas:

- Providing temporary additional space for walking at locations likely to become crowded, such as local town centres, transport hubs, and parts of the Central Activities Zone - London's vibrant centre and one of the world's most attractive and competitive business locations
- Providing temporary pop-up strategic cycle lanes on routes with the highest existing and potential cycling demand, expanding the cycle network to enable Londoners to switch mode
- Delivering more low traffic neighbourhoods to assist with a higher level of walking and cycling to and from local town centres and schools, retaining the improved air quality from reduced motor traffic trips, and providing a space that is safe for sustainable travel and enables social distancing. This also included funding school streets, limiting traffic access to streets outside hundreds of schools at key times of the day

Delivering this programme will make it easier and safer for people to maintain social distancing and enable people to travel by cycle or on foot. Measures are also intended to discourage a sharp increase in car use; if people switch even a

fraction of their previous journeys to cars, essential deliveries and emergency services will be gridlocked and the public safety objective of the related schemes will be undermined.

We have created a total of 22,516 square metres of extra space for pedestrians on our road network between 6 May and 13 October. We have continually reviewed these temporary social distancing schemes and have amended, upgraded and even removed schemes as a result, to ensure that the space is used to its full potential. We have also begun permeability trials on three projects to enable pedestrians and cyclists to use the areas in which these schemes operate, for example, introducing gaps in continuous barriers or replacing barriers with build outs.

We allocated £55m from our settlement from the DfT to fund the programme, with £45m assigned to borough-led schemes and £10m for TfL-led schemes. Guidance was issued to boroughs and published on our website to enable local authorities to bid for scheme funding and we have been managing the assessment process on behalf of the DfT. At the end of September, boroughs had been assigned in excess of £30 million to deliver 870 Streetspace schemes by mid-October, with a further £13 million assigned to borough sunk costs.

Progress continues to reflect the rapid requirement for roll out of temporary schemes to support London's recovery from the pandemic. At the end of September, more than 450 borough schemes had been completed, with many more in construction. More than 80km of new or upgraded cycle infrastructure has



Our Streetspace for London programme continues, with 22,516 square metres of extra space created for pedestrians on our roads

been completed or is under construction on our and borough road networks, including segregated routes along Park Lane and on Cycle Superhighway 8 between Chelsea Bridge and Lambeth Bridge.

Pedestrians are also benefiting from more than 2,100 signal timing changes. We have delivered 20 Green Man Authority sites where traffic signals show a green signal for pedestrians continuously until a vehicle is detected. This has provided more than 190 hours of additional green man crossing time to pedestrians each day.

We have also made changes to increase the operational hours of 86km of bus lanes on our road network across 20 boroughs and introduced restrictions for general traffic between 07:00 and 19:00 on weekdays on London Bridge, allowing access for buses, cycles, taxis and motorcycles.

On 31 August, temporary restrictions came into operation on Bishopsgate and

Gracechurch Street in the City of London. The restrictions will be in operation on weekdays between 07:00 and 19:00, making it safer and easier for people to access central London by cycle. Wider footways have been constructed along the corridor to give people on foot more space and a number of banned turns, which will be in operation 24 hours a day, will also be introduced along the road. These temporary measures will continue to provide access for service transport and taxis for most of the busy corridor, except for two short sections of road – Middlesex Street to Liverpool Street and Leadenhall Street to Fenchurch Street – where access to vehicles is restricted between 07.00 and 19.00. Access to buildings on these streets will be from either end of these sections, with direct access remaining at all other times.

These new temporary measures will reduce the level of motor traffic on the road, while still ensuring it is an accessible area. We are committed to making sure that the Streetspace schemes are inclusive for all, which is why general

traffic, including taxis, can continue to access the corridor from side streets during restricted hours.

We also continue to work on several temporary cycle schemes using temporary materials and traffic restrictions to introduce new or upgraded cycle lanes. We have completed these cycling improvements along sections of Cycle Superhighway 7 and new cycle lanes on Hampstead Road, whilst works are progressing well with Cycleway 9 on Chiswick High Road. As part of these measures, we have also installed several bus stop bypasses, suspended parking and loading bays where necessary and banned turning movements to help protect cyclists.

Given the need for rapid delivery of many schemes to enable social distancing as the economy restarted, concerns have been raised by some groups about the pace and scale of change, including in relation to restrictions to road access. We have received two legal claims brought on behalf of the taxi trade in relation to the issuing of borough guidance: about the Streetspace for London programme generally, and seeking to set aside the A10 Bishopsgate scheme specifically. We are defending the claims.

Streetspace-inspired orienteering challenges

In partnership with British Orienteering, we have created a season of active travel-inspired urban orienteering challenges, giving Londoners the chance to explore the city in a whole new way throughout the months of September and October. These challenges complement our other work under the Streetspace for London programme.

From Dalston, to Clapham and Camden, the orienteering challenges will take people on a journey of discovery across the city using recently widened pathways and newly completed Streetspace schemes. Participants can find their way around the city on carefully mapped routes.

The challenge is to simply visit the 12 numbered points marked on the map and match them to their corresponding photographs. Participants can find them in any order and completing the task correctly is an exercise of skill rather than speed, testing their map reading skills and ability to plan their route. Participants who successfully finish the challenge and submit their results will automatically be entered into a prize draw. Eight winners will be chosen at random to win a special limited-edition moquette picnic set from the London Transport Museum.

Central London Footways

On 17 September, we unveiled the new illustrated Central London Footways map in partnership with the London Living Streets charity. The printed map and design concept, developed by the Urban Good social enterprise, provides a wealth of new information about walking in the Capital and will support Londoners and visitors to walk longer distances on everyday trips. Printed copies of the free map are available at several central London locations and can be found online at www.footways.london alongside more information about the walking network.

Central London Footways is a network of routes connecting London's mainline railway stations, popular destinations and green spaces with the Capital's most appealing and accessible streets. London Living Streets volunteers have walked extensively across London with residents, businesses, cultural organisations, councillors and local campaigners to find opportunities for safe and attractive walking routes. The project is universally supported by central London boroughs and Business Improvement Districts.

As London continues to recover from the coronavirus pandemic, we are expanding opportunities for those keen to incorporate more walking into their daily routines. The Central London Footways network enables Londoners and visitors make the most of these transformations by prompting people to choose walking as the most enjoyable way to get from A to



We published the new illustrated Central London Footways map in partnership with London Living Streets to help encourage walking in the capital

B, with walking journeys often quicker than expected. Walking is also the great for physical and mental wellbeing, as well as London's environment.

Santander Cycles

On 30 July this year, we celebrated 10 years of the cycle hire scheme, which opened with an initial 350 docking stations across eight London boroughs. By this year, those numbers have more than doubled, with Londoners now having access to 781 docking stations. This proves that the cycle hire scheme has been at the forefront of the cycling boom over the last decade, contributing to the largest increase in cycling in London since records began.

This year, Santander Cycles has played an even more critical role by keeping London moving during the coronavirus pandemic. In response, six new docking stations have been installed this summer to ensure more people than ever have access to the bikes.

The number of cycle journeys made across London has dramatically increased in recent weeks, particularly at weekends as people are choosing to cycle for leisure journeys. The weekend of 19 to 20 September was the fifth busiest weekend in the scheme's history and saw just under 100,000 hires – the first time we have seen more than 50,000 hires on a single day since July 2020.

Throughout the pandemic, Santander Cycles has supported NHS and key workers by offering free access codes. More than 60,000 free journeys have been made since the offer was made available in March, with the most popular location for code redemption close to St Thomas's Hospital.

Cycleways

Delivery of additional strategic cycling schemes under the Streetspace for London programme have continued at pace. More than 50 kilometres of new or improved cycle infrastructure, has been completed or is under construction on our and borough road networks using

largely temporary materials since May this year. This has included significant upgrades of Cycle Superhighway 7 between Colliers Wood and Oval, and Cycle Superhighway 8 between Chelsea Bridge and Lambeth Bridge.

We have also led the delivery of improvements for cycling on the A21 between Lewisham and Catford, the first section of Cycleway 37 between Mile End and Bow Common Lane, and an extension of Cycleway 4 between Greenwich and Charlton.

Through the Streetspace for London programme, we have worked in collaboration with the London boroughs to fund the safe restart of schemes including Cycleway 5 on Baylis Road and the A1010. New routes have also been delivered using temporary materials, including on Queenstown Road and Colliers Wood to Sutton.

These schemes have contributed to the total Streetspace for London delivery, and we are continuing to work with the boroughs to develop further schemes for delivery in the coming months.

Cycleway 4

On 24 August, we completed work between Tooley Street and Rotherhithe Roundabout as well as resurfacing of the whole route on 11 September. The remainder of the route is being developed under the Streetspace for London programme, with improvements already delivered on London Bridge, and work expected to begin soon on Evelyn Street in Lewisham and Creek road in Greenwich.

Cycleway 9

On 15 June construction work restarted at Kew Bridge, following the safe stop protocol for sites during lockdown, and was completed on 3 September. This is the first section of Cycleway 9, with the remainder of the route being developed under the Streetspace for London programme. Work is now also under way on the section on Chiswick High Road,

which is expected to be completed in December this year.

Cycleway 34

On 17 August, we restarted the work on Cycleway 34. The new cycle track and footway have been completed between Savoy Circus and Kathleen Avenue, including installation of new signalised cycle crossings at junctions. Upgrades to the existing shared-use facility between Wood Lane and Savoy Circus have also been completed.

Mini-Hollands

Following the first full Mini-Holland funded programme opening in Waltham Forest earlier this year, ten low-traffic neighbourhoods and 30kms of cycleway have been delivered by the borough as part of this partnership with TfL. Good progress is being made in Enfield and Kingston. Schemes currently under construction include protected Cycleways between Kingston Vale and Kingston, and Kingston and Surbiton in the Royal Borough of Kingston, and between Ponders End and Freezey Water on the A1010 in Enfield.

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

The Low Emission Zone (LEZ), which covers most of Greater London, encourages the most polluting heavy diesel vehicles driving in the Capital to become cleaner by setting minimum standards for emissions. These standards were due to be tightened on the 26 October 2020 for buses, coaches and lorries in line with the requirements in place for the central London Ultra Low Emission Zone.

We launched phase I of our world-leading Direct Vision Standard (DVS) for heavy goods vehicles (HGVs) over 12 tonnes in October 2019, when the application process for the associated HGV safety permit scheme went live. A permit is required to operate in Greater London and HGVs that do not meet the minimum

one-star DVS rating are required to fit additional safety measures.

However, the early stages of the pandemic placed intense demands on the road freight sector, making it difficult to focus on meeting the new LEZ standards and DVS requirements. The pandemic also caused a short-term delay to the manufacture of new vehicles, retrofit emissions abatement and safety equipment, and the fitting of such equipment to vehicles. This made it harder for vehicle owners to upgrade their fleet's vehicles to the new LEZ standards and the required DVS by the original October deadline. As a result, we have extended the introduction of the stricter LEZ standards and enforcement of DVS to March 2021.

The review was based on an assessment of the impact of the pandemic on the supply of new vehicles and retrofitting equipment, on the economic recovery from the pandemic of affected vehicle owners, and on the likely significant environmental and safety impacts of a further delay. The review included, and was informed by, engagement with representative bodies for HGV operators and vehicle manufacturers. The original integrated impact assessment for both schemes has also been updated in light of the review.

On 28 September, we confirmed that the stricter emissions standards for HGVs through the LEZ scheme and enforcement of the DVS would commence in March 2021. The introduction of the new LEZ standards will be accompanied by a grace period for any vehicle owner that has booked but is awaiting the fitting of emissions abatement equipment. We also announced the launch of our HGV scrappage scheme, which has a limited fund to support small businesses who meet the criteria to scrap or retrofit their vehicles.

Vehicle scrappage and support schemes

On 28 September, we launched a new scrappage support scheme for heavy vehicles. We currently operate vehicle scrappage and support schemes to encourage the switch to cleaner, less polluting vans and minibuses operated by third sector organisations and businesses, and motorcycles and cars for people on low incomes and in receipt of disability benefits. The Mayor recently approved a revised delegation of his environmental powers to us to allow us to cover eligible heavy vehicles (lorries, coaches and buses), vehicle retrofits and, in the future, zero-emission vehicles, as well as a direction for us to prepare, finance and implement these schemes. The new delegation and direction will replace the current versions under which the existing schemes are operated.

Safer Junctions

Construction works were under way at nine Safer Junction sites before the majority were brought to a safe stop following government advice in response to the pandemic.

Since July, safety benefits have been delivered at the following sites, although some surfacing, lighting and snagging works remain:

- East India Dock Road/Birchfield Street
- New Kent Road/Harper Road
- Kennington Park Road/Braganza Street
- Edgware Road/Harrow Road
- Camberwell town centre
- Clapham Road/Union Road

Improvements at 38 Safer Junction locations have now been completed, introducing mitigation measures at all of them to reduce road danger. Design and modelling work continued to progress in the first half of this financial year on the Knightsbridge/Brompton Road Safer Junction project.

There remain some challenges to be overcome regarding the impact of recent borough-led Streetspace for London

work. Concerns have been raised by stakeholders during consultation at Camden Road/Camden Street, as well as the complexity of traffic management and statutory undertakers at Holloway Road/Drayton Park. These projects have been paused due to financial constraints.

On 27 July, work restarted on the A3 Clapham Road junction with Union Road and was completed on 5 August. Work on Camberwell town centre restarted on 27 July and was completed on 10 August, without carriageway resurfacing due to budget constraints. Work is scheduled to start on the A10 Kingsland Road junction with Balls Pond Road on 7 October and will take approximately six weeks to complete.

The original Vision Zero target to complete 41 junctions will be achieved once funding becomes available.

Rapid charging

To support the growing number of zero emission capable taxis and the wider take-up of electric vehicles, we are spending £18 million and working with the boroughs and other organisations to build a network of rapid charge points across London. We have now installed 260 rapid charge points and, despite delays related to the pandemic, are still aiming to meet our original target of 300 by December 2020. We have continued work on multiple hub sites at Baynard House in the City of London and Glass Yard in Greenwich.

Lowering speed limits

On 2 March, we launched a new 20mph limit on our road network in central London, as part of the Mayor's Vision Zero ambition to eliminate death and serious injury from London's transport network. The new speed limit is being enforced across all our roads within the Congestion Charging Zone, including Millbank, Victoria Embankment and Borough High Street, following strong public support for the proposals. To maintain these speed reductions, we have recalibrated speed cameras in central London and are using

mobile speed cameras to ensure that drivers are complying. A marketing and communications campaign was launched to announce the speed limit change and educate drivers on the purpose of the new limit. This is closely aligned with our current 'Watch your speed' campaign. More than 50km of our road network is now subject to a 20mph speed limit.

Phase two of this work has been paused due to funding constraints. This phase would have introduced lower speed limits on a further 140km of our road network in inner and outer London. However, where opportunities exist, we are introducing 20mph speed limits into social distancing schemes being delivered under the Streetspace for London programme.

Making buses greener

Our plans to raise the bus fleet to the ultra-low Euro VI emission standard or better will now be achieved by the end of this year due to the constraints of social distancing and furloughing of staff during lockdown.

We continue to work closely with our suppliers and bus operators to meet our final target. We are also continuing work to grow our zero-emission bus fleet from the current 375 electric buses to more than 450 by March 2021. This forms part of our medium-term plans to get to 2,000 zero-emission buses by 2025 and have a full zero-emission fleet no later than 2037. Similarly, our Dial-a-Ride fleet has taken delivery of 86 of its 166 new Euro VI vehicles to help it comply with the forthcoming expansion of the Ultra Low Emission Zone.

Currently, over 8,750 buses meet Euro VI compliance or better, which is around 96 per cent of the bus fleet. The TfL NOx Bus Retrofit Programme was paused from March – July 2020 as a result of measures introduced to tackle COVID-19. Bus manufacturers (UK and global) closed factories between March – July 2020. There were production and supply chain issues globally as lockdown eased and production restarted, and this has

Around 50 streets across London became car free on 22 September to encourage people to walk and cycle



resulted in the late delivery of some new TfL buses and retrofits. We are working with bus operators and retrofit suppliers to accelerate delivery where possible, with the overall aim for the core fleet (excluding the additional temporary school buses) to fully meet the Euro VI standard by the end of 2020. This means the bus fleet will be fully compliant with the new LEZ standards which will now be introduced in March 2021.

Green bus shelter roofs for Lewisham

We have worked with our contractors to install five new green roofs on bus shelters in the Borough of Lewisham as part of last year's capital renewals Bus Stops and Shelters programme. Installation of these new roofs was delayed due to the pandemic; however, work was completed on 23 September.

The Borough of Lewisham was selected as a location for these new green bus shelters as they met the specific renewal criteria, were located close together and were within the London B-lines. B-lines are identified across the UK to increase

diversity and abundance of pollinators, like bees, running through the countryside and towns generating a corridor of insect pathways.

Our five new shelters will encourage existing wildlife through a series of wildflowers which, once bloomed, create a new network for insects and encourage new areas of habitation available for pollination.

All five have been planted with bulbs ready to bloom in spring 2021. These shelters will help to improve the biodiversity of the area, adding additional greenery on these double-deck bus routes and making the local area more appealing for residents.

Car Free Day

On 22 September, we marked Car Free Day with a two-week virtual campaign to celebrate London as a great city to walk and cycle in. The campaign for Car Free Day launched on 4 September, celebrating Londoners' personal stories of walking and cycling, and encouraging people to

pledge to go car free, using the hashtag #MyCarFreeTrip. To promote and support the campaign, we worked with more than 200 partner organisations, and developed a series of unique animations and videos especially for the campaign, as well as Facebook and Instagram filters which have been widely shared on social media.

We also joined up with a number of partners to give away prizes to those sharing these car free trips on social media. We had our first social media 'takeover' of our official Instagram account in partnership with GoPro. We shared content captured by well-known influencers in London and GoPro camera bundles were given away as prizes. The campaign closed with a £3,000 Brompton e-bike give-away and with Santander Cycles offering free rides to the public for the three days leading up to Car Free Day and 25 per cent off annual memberships to those who signed up on the day.

GoJauntly partnership

As part of our ongoing partnership with GoJauntly, which encourages walking for leisure and short journeys, we promoted their walking routes across multiple TfL channels from 26 August.

A series of 20 local walks across London were published on our Experience London blog. These walks are designed to offer inspiration for all Londoners to go out and explore their city on foot. As well as being promoted on our social channels and the homepage of our website, the routes were also promoted on GoJauntly's social channels, their app's homepage and via email to 25,000 people on their database.

Mayor's air quality programme

On 3 October, the GLA published a report on the air quality improvements delivered since 2016. We have been instrumental in delivering the achievements the report highlights. From 2016 to 2019, the number of Londoners living in areas exceeding the legal limit for Nitrogen Dioxide (NO₂) fell from over two million to 119,000, and the number of state primary and secondary

schools in areas exceeding the legal limit for NO₂ fell from 455 to 14. There is more work to be done, such as reducing the number of Londoners exposed to atmospheric particulate matter that has a diameter of less than 2.5 micrometers (PM_{2.5}), but we have made great strides over the last few years and will continue to work with GLA colleagues to progress this work.

Old Street

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

At surface level, the main works have continued, with construction of the new station entrance at Cowper Street on the south east side of the roundabout, now set to be completed and opened in July 2021. The base slab for the Cowper Street station entrance was constructed in March and work is currently progressing with construction of the side walls, followed by the precast stairs and canopy roof. Other associated highways and drainage works in the southeast arm of the roundabout have progressed, together with construction of the station roof strengthening works in the peninsula area. At subsurface level, the retail units in the shopping arcade have all been vacated through mutual agreement with the existing tenants. Works have progressed to strip out the units, including any asbestos, in readiness for construction of the new goods lift and installation of the critical fire safety systems works.

The second traffic management switch will allow us to reopen the southeast arm of the roundabout and temporarily close the northeast arm, enabling completion of the remaining station roof strengthening works. A final traffic management switch on the roundabout

will then reopen the northeast arm of the roundabout and permanently close the northwest arm, facilitating the construction of the new main station entrance, new passenger lift and new public space. Ahead of this final traffic management switch, the subsurface shopping arcade area, including the existing subways, will operate as exit only in the morning peak for customers wishing to use Old Street Underground station. Completion of the project is scheduled for autumn 2022.

Hammersmith Bridge

Following the closure of the bridge to all users in August 2020 the government has now established a taskforce, led by Baroness Vere, that includes Deputy Mayor Heidi Alexander and Gareth Powell, Managing Director of Surface Transport. The objective of the taskforce is to identify the most appropriate way to safely re-open the bridge to full use and provide appropriate temporary measures during the works.

Our officers are working with counterparts in Hammersmith & Fulham, Richmond, the Port of London Authority and the DfT to develop the necessary emergency measures that would allow the bridge to open first to pedestrians and cyclists, and explore the option of a ferry to provide a link across the river in the short term. In addition, we have increased the frequency of service on bus route 533 (Hammersmith bus station to Lonsdale Road) and on route 378 (Mortlake bus station to Putney Bridge station) and are continuing to work with various stakeholders, including state and private schools on both sides of the river, to see how we can further help customers and pupils in this area.

Highbury Corner gyratory

Construction is substantially complete for the major reconfiguration of the road network and removal of the gyratory at Highbury Corner. On 24 September, installation of new hostile vehicle measures outside Highbury & Islington station was completed following the

necessary approvals from Network Rail. All remaining snagging and defect works will be completed before the end of autumn 2020.

Vauxhall Bridge

On 9 August, construction works commenced on Vauxhall Bridge to waterproof the structure. The works will prevent further corrosion of the structural steelwork and avoid restrictions to traffic using the bridge. People will still be able to walk or cycle across the bridge throughout the works, but the bridge will be closed to vehicular traffic, except southbound buses, coaches and taxis. Works are progressing well and are due to be completed by end of November 2020.

Renewable energy

On 30 September, we presented our strategy to procure renewable energy to the TfL Finance Committee. This paper outlined the steps to meet our ambition for our rail services to be zero carbon by 2030, with the aim of launching a procurement for up to 20 per cent of our electricity. Our initial procurement would target the equivalent energy consumption of more than 85,000 homes, demonstrating our commitment towards a green recovery.

6 Crossrail

Crossrail transition plan

Crossrail Ltd has continued to work on a plan to drive the Crossrail project to completion and, although some details are still to be finalised, they have provided us with an initial proposal that indicates the central section of the Elizabeth line opening during the first half of 2022. Crossrail Ltd.'s proposal is not a confirmed opening window and remains subject to review and validation.

Crossrail Ltd also continue to assess the potential range of costs associated with the proposed opening window and has advised that, based on its latest proposal, the cost to complete the Crossrail project is currently expected to be up to £1.1bn above the Financing Package agreed between the DfT, the GLA and TfL in December 2018. Crossrail Ltd will continue to review the cost schedule and update us as appropriate. We are in discussion with the DfT regarding how funding of the additional costs will be resolved.

The responsibility for the Crossrail project has now moved to sit directly with TfL to ensure that decision making is seamless and fully aligned during the critical final phases of the programme as the operational testing is undertaken and the remaining parts of the railway are completed and transferred to our operational teams. Over time further governance changes will take place as the Crossrail project becomes a fully integrated part of TfL.

The new arrangements include a single Elizabeth Line Delivery Group that I will chair and will comprise of senior members of TfL, London Underground

and the Crossrail project. High-level oversight will be provided by a Special Purpose Committee of the TfL Board known as the Elizabeth Line Committee. This Committee will meet in public every eight weeks and will include members of the TfL Board and will be attended by a special representative from the DfT.

Delivery of the Elizabeth line is in its complex final stages with a comprehensive plan to complete the railway focused on the remaining construction and systems integration, followed by intensive operational testing. Crossrail Ltd is working to complete the remaining infrastructure so it can fully test the railway and successfully transition the project as an operational railway to TfL.

Crossrail Ltd has also identified a number of 'watch points' through the Safety and Health Leadership Team that build on themes in reported safety events. These are electrical safety, working at height and safe systems of work, controlling access to equipment rooms, isolation sequencing, and Dynamic Testing. These form the basis of project-wide and Tier I contract targeted assurance.

The Crossrail construction blockade achieved a high level of productivity delivering a major programme of works across the central section routeway by the supply chain. The blockade has demonstrated strong performance and has helped to recover significant time lost due to the temporary pause in construction works as a result of COVID-19 earlier this year.

From 14 September, TfL Rail services between Paddington and Heathrow have been operated entirely by the Class 345 Elizabeth line trains. The units inherited from the previous Heathrow Connect service have been withdrawn with our customers benefiting from much longer and more spacious trains with full air conditioning and modern customer information.

The majority of shafts and portals have now been fully handed over with the remainder approaching that milestone. In preparation for taking on the remaining assets we are carrying out further recruitment and training, particularly of maintenance staff. This training is being undertaken in full compliance with the safe systems of work in place in response to COVID-19. The risk remains, however, that further restrictions, if introduced, may impact training.

7 Finance

TfL's case for extraordinary Government funding support

This report comes at the end of our second quarter and as we near the expiration of our funding and financing agreement with Government for the first half of 2020/21 on 17 October. As this report goes to publication, we are awaiting the final agreement with Government on a settlement for the second half of 2020/21 (H2) and further clarity on medium term funding going into 2021/22 and beyond.

Our Revised Budget, which was approved by the TfL Board on 29 July 2020, set out a funding gap of £2.0bn in H2 and £2.9bn in 2021/22. The scale of the revenue impact of COVID-19 on our finances is so significant that it is absolutely clear our budget cannot be balanced in the short or medium term without further extraordinary government grant funding support in the short term or new funding sources and/or further government support in the medium term. A Government funding deal will ensure we can preserve our liquidity, maintain service levels and stewardship of our core network.

We have been in discussion with Government since the beginning of September and are working closely with them as a matter of utmost urgency to get a settlement for H2 in place with agreement on the conditions so we can offer short-term, and ideally medium-term, clarity and certainty to our stakeholders.

TfL 2020/21 financial performance to date

Our latest financial report covers the period from 1 April to 19 September and measures our performance against the Revised Budget.

Our year to date position on the net cost of operations, our day-to-day operating deficit including capital renewals and financing costs, was a deficit of £829m, £183m better than the Revised Budget. Journey growth was better than expected, with passenger income £82m higher than planned. Nonetheless, journeys remain very low, with Tube journeys down just over 60 per cent compared to last year, while buses are 40 per cent lower. The outlook for the year remains uncertain; we have started to see signs that journey growth has begun to stall over recent weeks, impacted by government guidance to work from home if you can on 22 September 2020.

Operating costs are £58m lower than expected, driven by a combination of timing, one offs, and savings. Our operating costs reflect the tight spend control measures implemented and which have been further enhanced in recent weeks as we await certainty from Government on funding support. As we continue restarting projects and reopening areas of the business, more of our people are returning to work after being furloughed, with just under 2,400 staff (nine per cent) of the workforce still furloughed under the Government's job retention scheme as at the end of period six.

Capital renewals have ramped up in the last period reflecting a catch up on spend

from earlier in the year when non-safety critical works were paused. New capital investment continues at a steady pace as projects which were restarted in recent months progress against challenging targets.

TfL finance reviews

Over the last four months, we have been proactively working with KPMG who were commissioned by the Government to review our future financial position and financial structure, as agreed by the Mayor as part of the funding agreement reached with Government. We provided a significant amount of information to KPMG, including sharing 415 files, arranging 77 briefings, holding periodic reviews of our costs and revenues and a detailed assessment of our Revised Budget. The review sought to identify short and medium-term efficiencies that could be introduced which may inform the terms of further short-term grant funding for the second half of 2020/21 and the subsequent financial year.

We understand that the review by KPMG is largely complete and has been shared

with Government, however we have not yet been fully informed of the conclusions that the review may have reached.

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

The Independent Panel's work is being carried out in parallel with the Government review of TfL's finances and the Independent Panel continues to prepare its report.

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Board



Date: 21 October 2020

Item: Elizabeth Line Operational Readiness and Crossrail Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the status of the Crossrail project (or Crossrail) including an overview of the new governance arrangements and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from Crossrail.

2 Recommendation

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

3 Governance Transition Arrangements

- 3.1 On 1 October 2020, the responsibility for the Crossrail project moved to sit directly with TfL to ensure that decision making is seamless and fully aligned during the critical final phases of the programme as the operational testing is undertaken and the remaining parts of the railway are completed and transferred to our operational teams. The governance transition plans were approved by the Board and DfT Ministers.
- 3.2 Over time further governance changes will take place as the Crossrail project becomes a fully integrated part of TfL.
- 3.3 The new arrangements include a single Elizabeth Line Delivery Group comprised of senior members of TfL, London Underground and the Crossrail project, and chaired by the Transport Commissioner.
- 3.4 High-level oversight will be provided by a Special Purpose Committee of the Board known as the Elizabeth Line Committee. This Committee will meet in public every eight weeks and include members of the TfL Board and will be attended by a special representative from the DfT.

4 Update on Schedule and Cost Position

- 4.1 We have continued to work on a plan to drive the project to completion and, although some details are still to be finalised our initial proposal indicates the central section of the Elizabeth line opening during the first half of 2022. The proposal is not a confirmed opening window and remains subject to review and validation.

- 4.2 The current £2.15bn financing package for the Crossrail project was agreed between the Department for Transport (DfT), the Greater London Authority and TfL in December 2018 (the Financing Package). We continue to assess the potential range of costs associated with the proposed opening window and based on the latest proposal, the cost to complete the Crossrail project is currently expected to be up to £1.1bn above the Financing Package. We will continue to review the cost schedule and update as appropriate.
- 4.3 We are in discussion with the DfT regarding how funding of the additional costs will be resolved while the Financing Package remains in place. An update will be provided at the meeting of the Board.

5 Crossrail Update

- 5.1 Health and safety remains a top priority and overall performance is kept under constant scrutiny especially with an increasing number of staff returning to sites. A number of 'watch points' have been identified through the Safety and Health Leadership Team including, electrical safety, working at height and safe systems of work to develop project-wide targeted assurance.
- 5.2 The Covid-19 Gold Response Team continues to meet on a weekly basis with the ability to immediately increase the frequency of meetings if required. Scenario testing regarding potential impacts of increased social distancing, enhanced lockdowns, and compromised sites, is ongoing. Across the programme, the majority of office-based staff continue to work remotely in order to limit the spread of Covid-19.
- 5.3 The construction blockade has completed successfully with a high level of productivity achieved and a major programme of works delivered across the central section routeway by the supply chain. The blockade achieved 96% productivity against plan. The blockade has demonstrated strong performance and has helped to recover significant time lost due to the temporary pause in construction works as a result of Covid-19.
- 5.4 All shafts and portals have now reached either full handover to the Infrastructure Manager (six assets) or are under Staged Completion for Familiarisation (four assets). This means that the safety critical works have been completed with only minor works and assurance documentation left to complete. This will be carried out by a dedicated resource and will allow the IMs to get familiar with the assets. All shafts and portals are expected to be handed over by the end of the year.
- 5.5 All central section stations, except Bond Street, are now certified as ready to support Trial Running. Bond Street will be Trial Running ready by the end of October 2020.
- 5.6 Dynamic Testing was restarted in windows during the construction blockade with a high number of tests being completed during this period. A period of intensive software testing will soon begin for the next evolution of the signalling software, known as TR2 to help build operational reliability. Once TR2 software testing completes, we will commence an enabling phase for Trial Running in late 2020, known as Systems Integration Dynamic Testing (SIDT). During this period, testing in the tunnels will be undertaken with an increased number of trains. This will be

undertaken as the extensive safety case to the Office of Rail and Road to commence Trial Running is finalised.

- 5.7 A collaborative team has been formed to bring the same level of integrated planning and management to the station systems works as the Plateau team did for the signalling and train software. The team will remove the barriers associated with contract partitioning and multi-stakeholder interfaces. In addition, we are implementing a 'blockade mentality' to reporting on the stations programme. This involves knowing the scope of works remaining, measuring performance against this in a detailed and simple way, and having frequent intervention-based management meetings to resolve issues and replan works as soon as deviation from targets occur. Together, these will provide greater control over the systems works remaining and will ensure there is alignment between all stakeholders.
- 5.8 Network Rail's major upgrade works to surface stations on the eastern and western sections of the railway continue to progress, with step-free access being prioritised where possible.

6 Elizabeth Line Readiness

- 6.1 TfL Rail services continue to deliver very high performance, with 96.9 per cent of trains meeting the reliability target in the last four weeks. We have returned service levels back to those operated before lockdown.
- 6.2 From 14 September 2020, TfL Rail services between Paddington and Heathrow have been operated entirely by the Class 345 Elizabeth line trains. The units inherited from the previous Heathrow Connect service have been withdrawn with customers benefiting from much longer and more spacious trains with full air conditioning and modern customer information.
- 6.3 In preparation for taking on the remaining assets, further recruitment and training, particularly of maintenance staff, is underway. This training is being undertaken in full compliance with the safe systems of work in place in response to Covid-19. The risk remains, however, that further restrictions, if introduced, may impact training.
- 6.4 Moving forward readiness discussions will be through the Elizabeth Line Delivery Group and we will continue to report on the group's progress and current actions.
- 6.5 We continue to work through the execution plan for the completion of Bond Street station. The transfer of subcontractors has been a key priority and discussions are taking place regarding options for Bond Street delivery within TfL.
- 6.6 Work is underway on detailing the Elizabeth line risk landscape. This will form the basis of shared strategic risks for all parties involved in the delivery and operation of the Elizabeth line. The outcome of this work will be shared at the first meeting of the Elizabeth Line Committee.
- 6.7 We are working collaboratively to identify residual works and how they can best be delivered. The principles of an alternative delivery model for non-essential works were reviewed and re-endorsed to enable the development of efficient ways of delivering the residual works. We will undertake an analysis of the costs

and benefits of alternative approaches on two stations before standing up a residual works teams to deliver the identified works.

List of Appendices:

None

List of Background Papers:

None

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Board

Date: 21 October 2020

Item: Finance Report – Quarter 2, 2020/21

This paper will be considered in public

1 Summary

- 1.1 The Finance Report presentation sets out TfL's financial results to the end of Quarter 2 (Period 6), the year-to-date ending 19 September 2020.

2 Recommendation

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

3 Revised Financial Targets

- 3.1 On 29 July 2020, the Board reviewed and approved the Revised Budget for 2020/21, which replaced the interim Emergency Budget for this year. The Revised Budget reflected updated passenger journey and income modelling, as well as further cost savings and changes to capital programmes. It is also based on the funding and financing agreement - £1.6bn to the end of Period 7, 2020/21 – agreed with central government in May 2020.

4 Financial Reporting to the Board

Finance Report – Quarter 2, 2020/21

- 4.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Revised Budget and last year. The presentation is consistent with how we have presented the original 2020/21 Budget.

5 Quarterly Performance Report – Quarter 2, 2020/21

- 5.1 The Quarterly Performance Report covering Quarter 2, 2020/21 will be published directly online in early November, 2020. Quarterly Performance Reports can be found here:

<https://tfl.gov.uk/corporate/publications-and-reports/quarterly-progress-reports>

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report

Quarter 2, 2020/21

Management results from 1 April 2020 – 19 September 2020

21 October 2020



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Section I

Background: TfL's Revised Budget

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Background: TfL's Revised Budget

Background

- Our initial 2020/21 Budget was approved by Chair's Action on 29 March 2020, following consideration by the Board on 18 March at a briefing (held in lieu of a meeting, due to the coronavirus travel restrictions).
- During mid-March and April 2020, passenger demand declined steeply, with a 95 per cent reduction in journeys on the Tube, and an 85 per cent reduction in journeys on buses. This has caused an initial overall income loss of around 90 per cent including non-passenger incomes.
- On 14 May 2020, TfL reached an agreement with the Government on an funding and financing package of £1.6bn to cover the period 1 April 2020 to 17 October 2020.

2020/21 Emergency Budget

- The Emergency Budget was our interim response to the coronavirus pandemic. It includes funding based on the agreement with government, income from furloughing staff, new savings and rephasing of some capital projects. The Emergency Budget was approved by the Board on 2 June 2020.

2020/21 Revised Budget

- We updated the Emergency Budget with the Revised Budget in July 2020. This budget reflected updated passenger journey and income trends for 2020/21 and 2021/22, as well as further cost savings and changes to capital programmes. The Revised Budget was approved by the Board in late July 2020.

Section 2

Quarter 2, 2020/21 results

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| | |
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| Background | 1 |
| Quarter 2, 2020/21 results | 2 |
| Divisional summaries | 3 |



Headlines

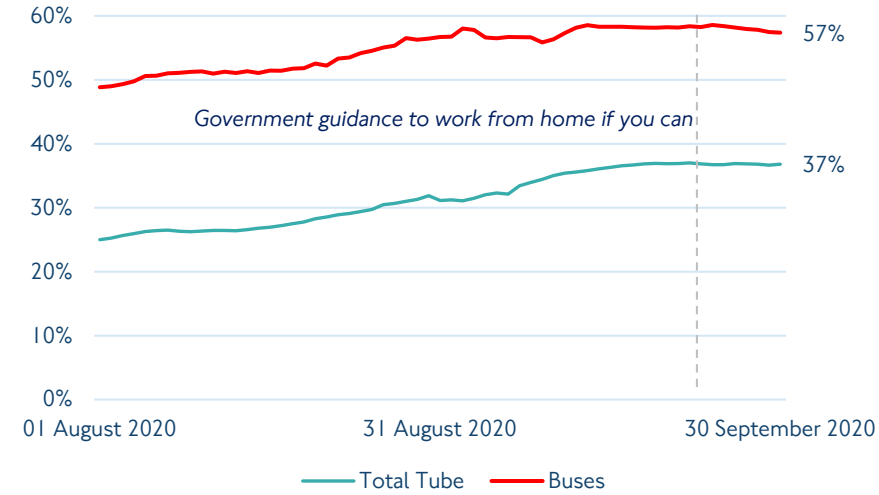
Passenger journeys and income remain significantly down on last year; weekly income £45m lower compared to last year. Trends improved in the Quarter – with the greatest improvement in London suburbs, while City Tube stations journeys are close to 20% of pre-pandemic levels – but have plateaued in recent weeks following the Government’s advice that people should work from home if they can.

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

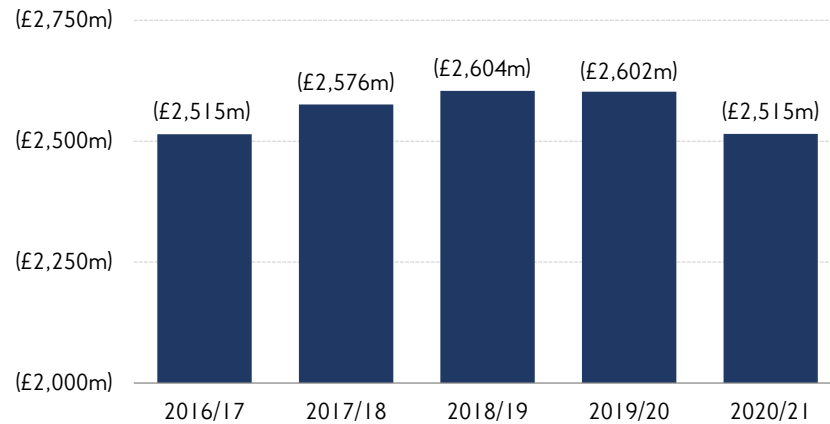
As part of the agreement reached with government in May 2020, we will receive funding and financing support of £1.6bn in H1, 2020/21. Without this, our cash balances are declining at an average rate of £300m each period.

Headlines

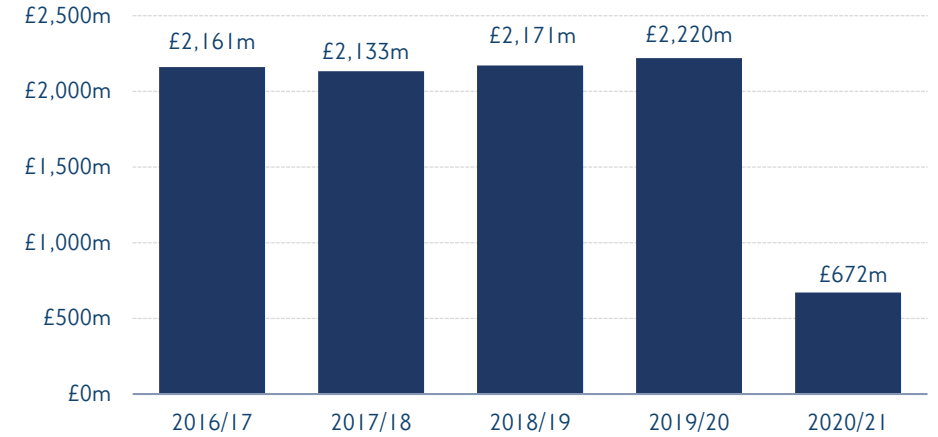
Slowing of journey growth towards the end of the Quarter; growth has stalled in recent weeks



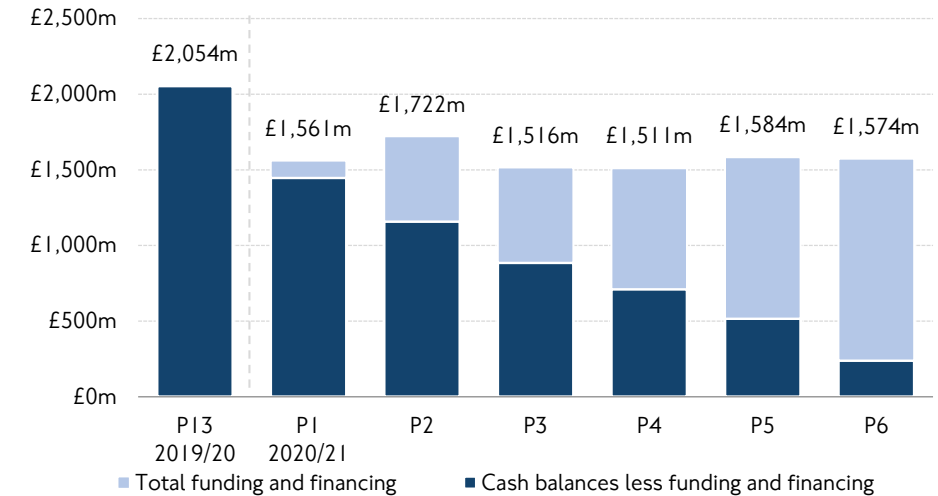
Core operating costs almost £90m lower than last year, with savings and lower costs at the height of the pandemic mitigating inflation



Passenger income up on earlier in the year, but 70% lower than last year



Cash balances down; without funding and financing from government, we are losing average of £300m per period



Operating account

Net cost of operations £183m better than Revised Budget, driven by higher journey volumes, one off cost reductions and additional savings.

Operating account

| Operating account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|---|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| Passenger income | 672 | 589 | 82 | 14% | 2,220 | (1,548) | -70% |
| Other operating income | 311 | 292 | 19 | 6% | 453 | (142) | -31% |
| Total operating income | 982 | 881 | 101 | 11% | 2,673 | (1,691) | -63% |
| Business Rates Retention | 426 | 426 | 0 | 0% | 420 | 6 | 1% |
| Revenue grant | 9 | 6 | 3 | 61% | 39 | (30) | -77% |
| Government furlough grant | 56 | 40 | 16 | 41% | 0 | 56 | N/A |
| Total income | 1,473 | 1,352 | 121 | 9% | 3,132 | (1,659) | -53% |
| Operating costs ¹ | (2,887) | (2,945) | 58 | -2% | (2,884) | (3) | 0% |
| Coronavirus direct operating costs | (39) | (44) | 5 | -11% | 0 | (39) | N/A |
| Coronavirus safe stop and stranded labour costs ² | (67) | (63) | (4) | 6% | 0 | (67) | N/A |
| Net operating surplus | (1,414) | (1,593) | 179 | -11% | 248 | (1,662) | -670% |
| Net financing costs | (212) | (212) | 0 | 0% | (205) | (7) | 3% |
| Net cost of operations after financing | (1,625) | (1,805) | 179 | -10% | 43 | (1,669) | -3870% |
| Capital renewals | (116) | (120) | 3 | -3% | (170) | 54 | -32% |
| Net cost of operations | (1,742) | (1,924) | 183 | -9% | (127) | (1,615) | 1270% |
| Extraordinary revenue grant | 913 | 913 | 0 | 0% | 0 | 913 | N/A |
| Net cost of operations after extraordinary revenue grant | (829) | (1,012) | 183 | -18% | (127) | (702) | 552% |

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

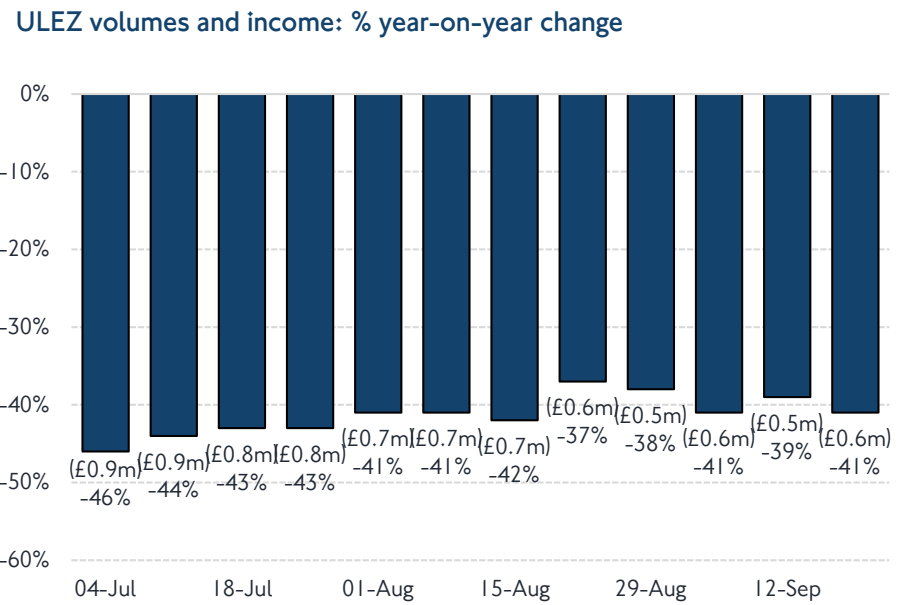
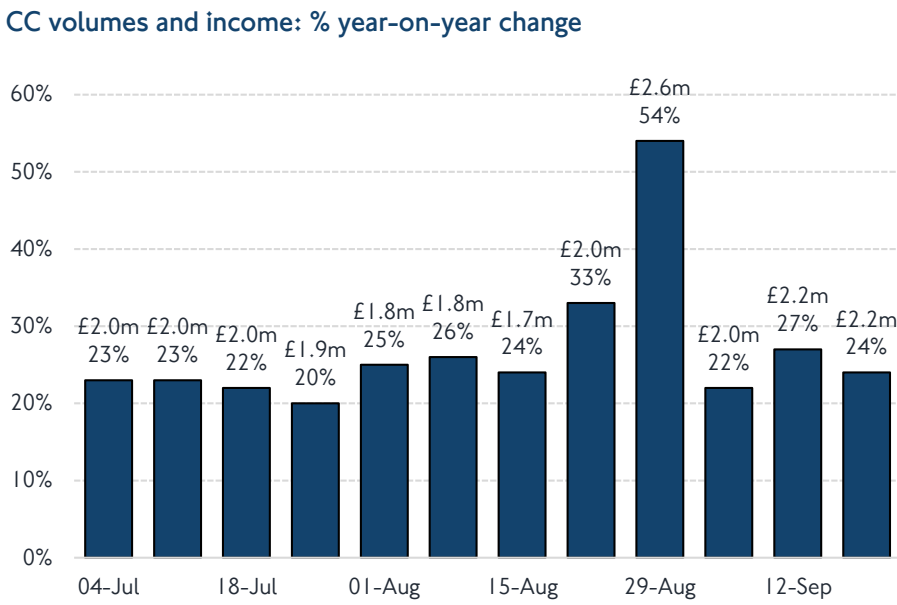
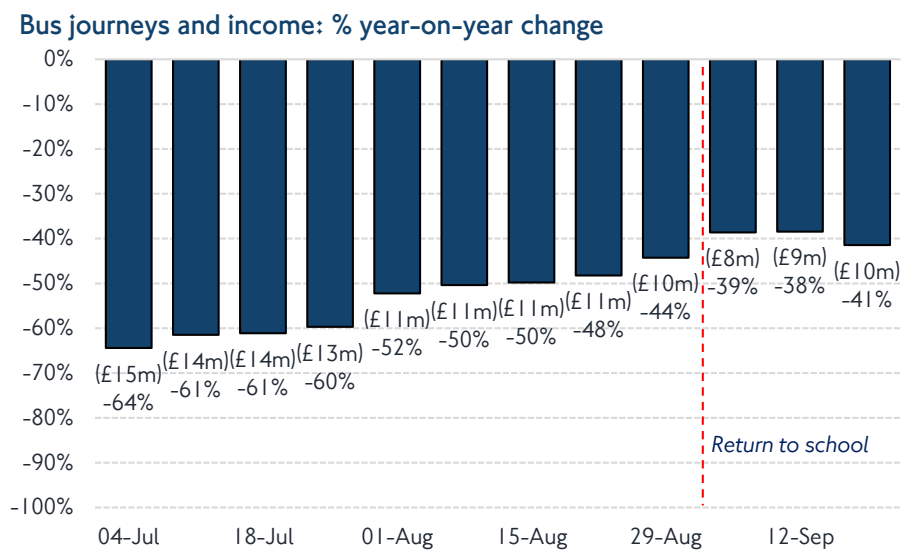
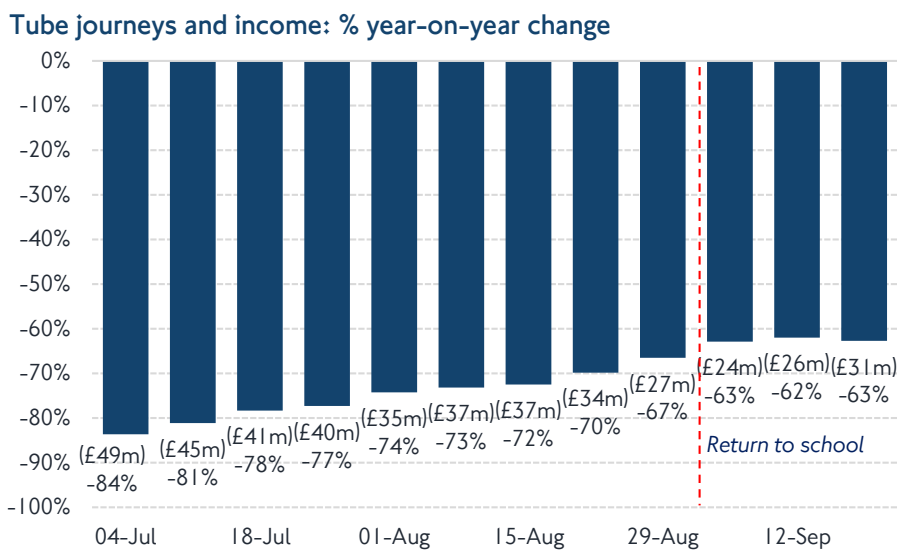
² - Stranded labour costs are staff costs for capital projects – we have paused some non-safety critical capital projects, which means these costs do not currently appear in the capital account

Passenger journeys and other operating income

Passenger journeys and income remain significantly down on last year, with weekly income £45m lower compared to last year. Improvement over the Quarter across all services, but journeys started to plateau in recent weeks following the Government's advice that people should work from home if they can. Greatest improvements in Tube journeys from London suburban areas with journeys over 40% compared to last year. City of London Tube remains low at just over 20% of pre-pandemic levels. Congestion Charge volumes have temporarily increased since the reintroduction of charging, and from the extension of charging hours and increase in daily charge in June 2020.



Passenger journeys and income



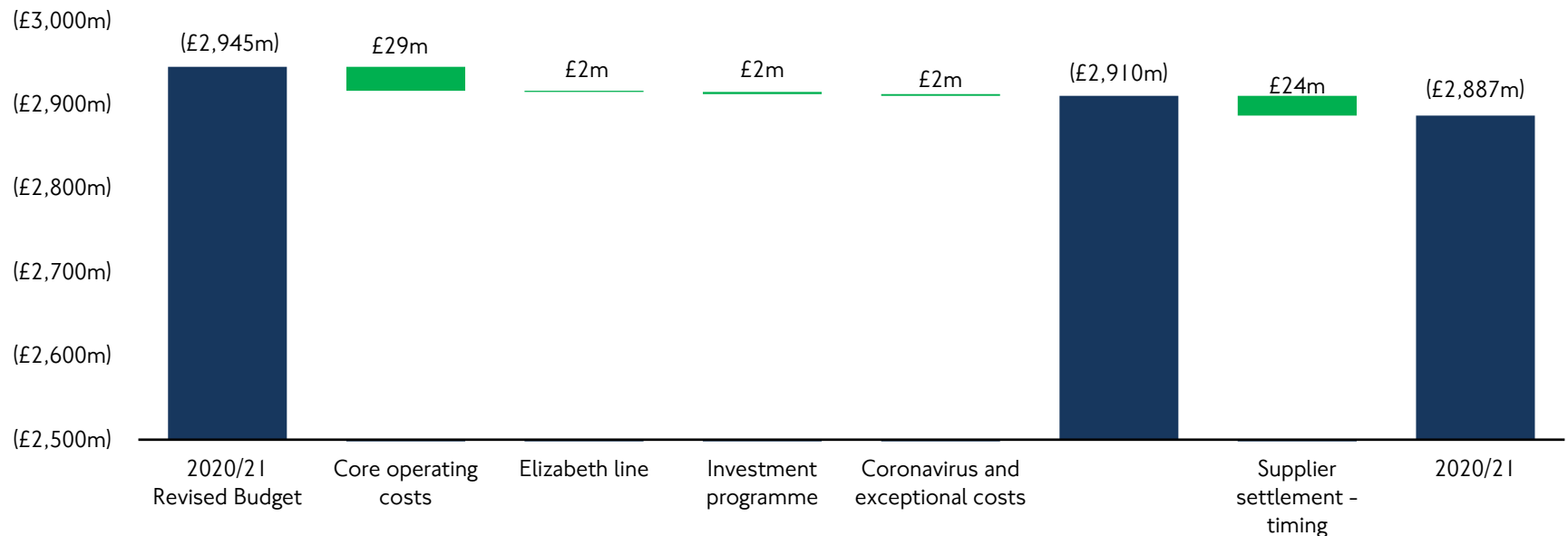
Operating costs

Operating costs £58m lower than Revised Budget, driven by lower core costs – from an earlier than expected one off supplier settlement and other savings – and lower investment costs.

Coronavirus costs – including cleaning, PPE, social distancing as well as stranded labour costs * - are £106m in the year to date, broadly in line with Revised Budget.

Our savings programme has already delivered £106m of planned savings – mostly mitigating inflationary and other cost pressures – but we need to drive through further savings.

Operating costs: year to date, 2020/21



£58m

lower than Revised Budget

Lower costs from combination of timing, one offs and additional savings

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

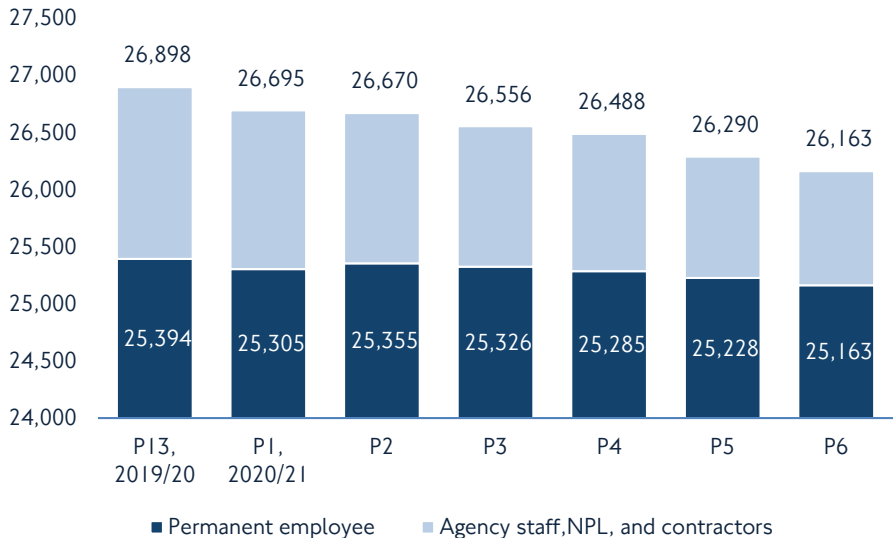
Staff

We have reduced total headcount by 735 (3%) since the end of last year, predominantly from lower agency staff and non-permanent labour.

Almost 2,400 staff furloughed at the end of Period 6, down from over 7,000 at the start of the year, Income from the furlough scheme stands at £56m.

Staff excl. Crossrail construction

Headcount trends since the end of last year



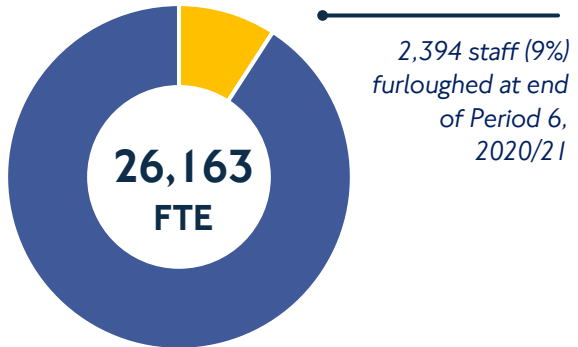
735

reduction in staff since end of 2019/20

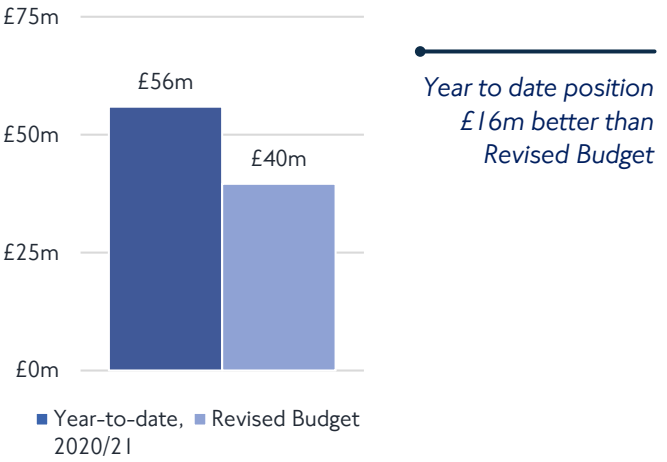
c.£3m

additional savings per period compared to end of last year

Headcount and furloughed workers



Job Retention Scheme income



Cost controls

Our 2020/21 Budget included plans for year-on-year operating cost savings of £193m before inflation. This is on top of the almost £1bn of savings made between 2015/16 and 2019/20.

We need to do more, however, and have established even more stringent costs controls to reduce spend,

Further costs controls

How we are prioritising spend



Critical

Preserve day-to-day safety of our services and maintain TfL assets

Support national coronavirus recovery

Maintain other parties assets that support transport in London



Statutory and contractual

Maintain statutory obligations to run services

Honour existing contracts for future liabilities that have been entered into in good faith



Strategic

Invest to reduce costs or generate new income with payback within 18 month time horizon

Deliver Mayor's Transport Strategy wider objectives

Support delivery of wider Mayoral strategies outside London

We are reducing costs through...



Staff (£2bn cost base)

In April 2020 we initiated a recruitment freeze for non-critical roles

We have reduced agency and NPL staff by 30% and will continue to review demand

For senior managers, we have deferred payment of the 2019/20 bonus until 2021 and cancelled the 2020/21 performance awards



Contracts (£5.5bn)

We have suspended entry into any new contracts, including public transport supply

Where necessary, we will extend existing contracts for 6 months

Pause all new non-critical spend



Long term options

We are already looking at longer term options to reduce operating costs and optimise investment

Capital account

Total capital expenditure close to Revised Budget, but significantly down on last year as we have paused some projects. We will be reviewing our capital programme based on affordability as part of this year's new Business Plan.

Capital account: year to date, 2020/21

| Capital account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|--------------------------------------|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| New capital investment | (309) | (324) | 15 | -4% | (465) | 156 | -33% |
| Crossrail | (342) | (319) | (23) | 7% | (488) | 146 | -30% |
| Total capital expenditure | (651) | (643) | (8) | 1% | (953) | 302 | -32% |
| Financed by: | | | | | | | |
| Investment grant | 400 | 400 | 0 | 0% | 393 | 7 | 2% |
| Property and asset receipts | 6 | 10 | (4) | -43% | 141 | (135) | -96% |
| Borrowing | 422 | 422 | 0 | 0% | 30 | 392 | 1307% |
| Crossrail borrowing | 299 | 336 | (37) | -11% | 0 | 299 | N/A |
| Crossrail funding sources | 67 | 69 | (2) | -2% | 443 | (375) | -85% |
| Other capital grants | 60 | 55 | 6 | 10% | 84 | (24) | -28% |
| Total | 1,255 | 1,292 | (37) | -3% | 1,091 | 164 | 15% |
| Net capital account | 604 | 649 | (46) | -7% | 138 | 465 | 336% |
| Capital renewals | (116) | (120) | 3 | (0) | (170) | 54 | -32% |
| New capital investment | (309) | (324) | 15 | -4% | (465) | 156 | -33% |
| Total TfL capital expenditure | (425) | (444) | 18 | -4% | (635) | 209 | -33% |

Capital expenditure

Total capital expenditure £17m lower than Revised Budget; spend to date is over £200m lower than this time last year, reflecting safe stop of non-critical projects at the height of the pandemic. Ramping up of spend in last period of Quarter 2, which we need to maintain to deliver for the rest of the year.

Capital expenditure by programme: year to date, 2020/21

| <i>Capital renewals and new capital investment (£m)</i> | Year to date, 2020/21 | | | | Year to date, 2019/20 | |
|---|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Variance to last year | % variance to last year |
| Major projects | (198) | (203) | 6 | -3% | 102 | 34% |
| Northern Line Extension | (45) | (46) | 1 | -2% | 31 | 41% |
| Four Lines Modernisation | (37) | (44) | 7 | -16% | 87 | 70% |
| Major Stations | (31) | (34) | 2 | -7% | 11 | 26% |
| Railway Systems Enhancements | (5) | (5) | 0 | -1% | 1 | 9% |
| Piccadilly line trains | (35) | (33) | (2) | 5% | (13) | -56% |
| DLR Rolling Stock | (17) | (20) | 2 | -12% | (10) | -130% |
| Barking Riverside | (24) | (18) | (6) | 33% | (6) | -34% |
| Silvertown Tunnel | (3) | (4) | 1 | -25% | 1 | 33% |
| Elizabeth line - infrastructure | (13) | (13) | (1) | 6% | (5) | -57% |
| LU | (76) | (78) | 2 | -2% | 65 | 46% |
| Capital renewals | (65) | (64) | (1) | 2% | 54 | 45% |
| New capital investment | (12) | (14) | 3 | -19% | 11 | 49% |
| Surface Transport | (101) | (110) | 9 | -8% | 15 | 13% |
| Healthy Streets | (19) | (22) | 3 | -13% | 23 | 55% |
| Surface - assets | (25) | (27) | 2 | -7% | (12) | -89% |
| Surface Tech | (6) | (6) | 0 | -2% | (2) | -59% |
| Public Transport | (25) | (27) | 3 | -9% | 16 | 39% |
| Air Quality and environment | (27) | (29) | 2 | -7% | (9) | -52% |
| Corporate programmes | (24) | (23) | (1) | 3% | 21 | 47% |
| Professional Services | (30) | (27) | (3) | 12% | 11 | 26% |
| Media | 7 | 4 | 3 | 70% | 11 | 254% |
| Commercial Development | (13) | (16) | 3 | -16% | 12 | 48% |
| Estates and facilities | (0) | (0) | 0 | -60% | 0 | 48% |
| Property development | (13) | (15) | 2 | -15% | 12 | 48% |
| Total TfL | (425) | (444) | 18 | -4% | 209 | -33% |



Cash balances

Cash balances £91m higher than Revised Budget, driven by higher than expected income, but almost £500m lower than at the end of last year.

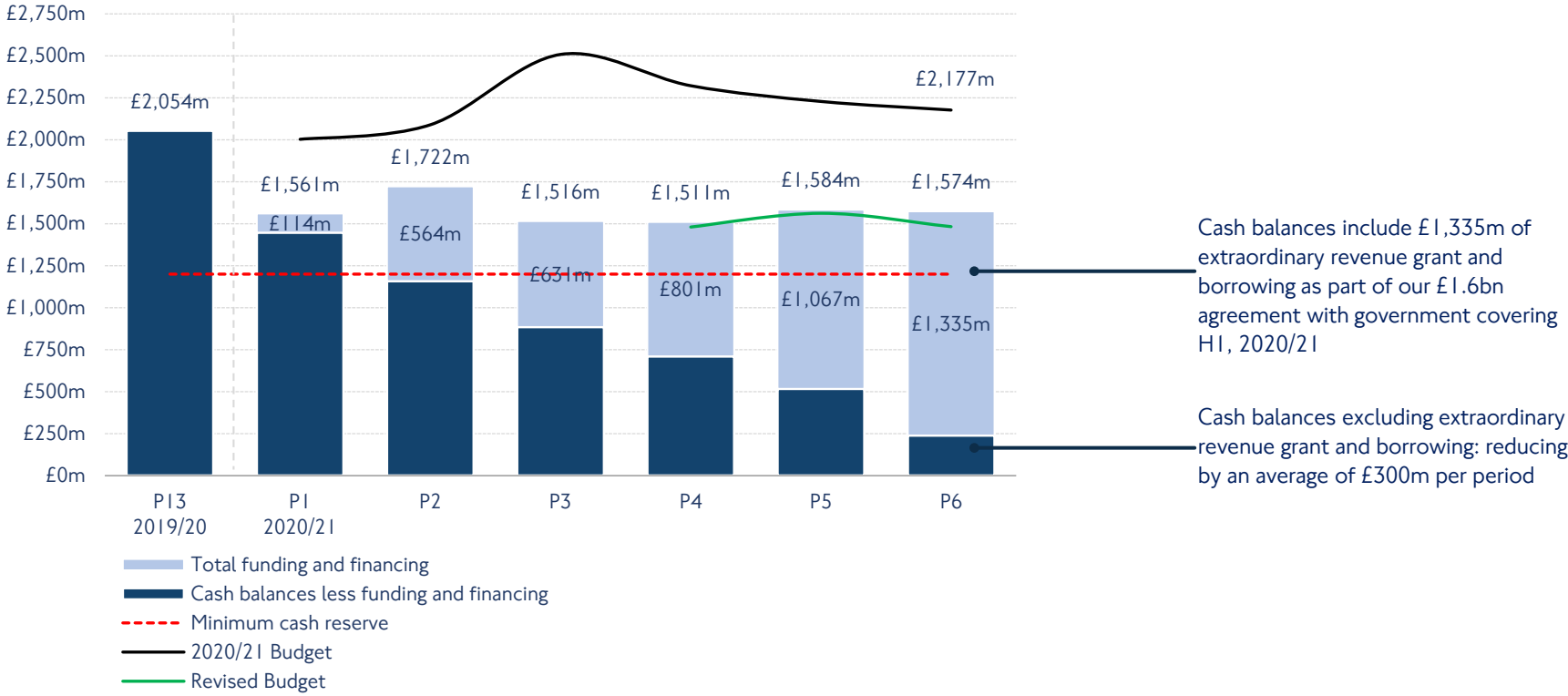
Cash balances include £1,335m of funding and financing, agreed as part of the £1.6bn funding and financing package agreed with government in May 2020. Without this additional funding, cash balances are reducing at rate of £300m every period.

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Cash balances and latest forecast

| £m | 2019/20 closing balances | Prior periods' movement | P6 movement | Q2/ P6, 2020/21 closing cash | Revised Budget | Variance to Revised Budget |
|-------------------------------------|--------------------------|-------------------------|-------------|------------------------------|----------------|----------------------------|
| TfL cash balances (excl. Crossrail) | 2,054 | (470) | (10) | 1,574 | 1,483 | 91 |

TfL cash balances since end 2019/20



2020/21 full year outlook

Latest trends

Returning to the workplace (1)

Over 60% of employees have returned to the workplace; trend broadly stable since mid August, but some fluctuations since updated government guidance on working from home. Numbers working from home only remain high at 22% at the start of October 2020.

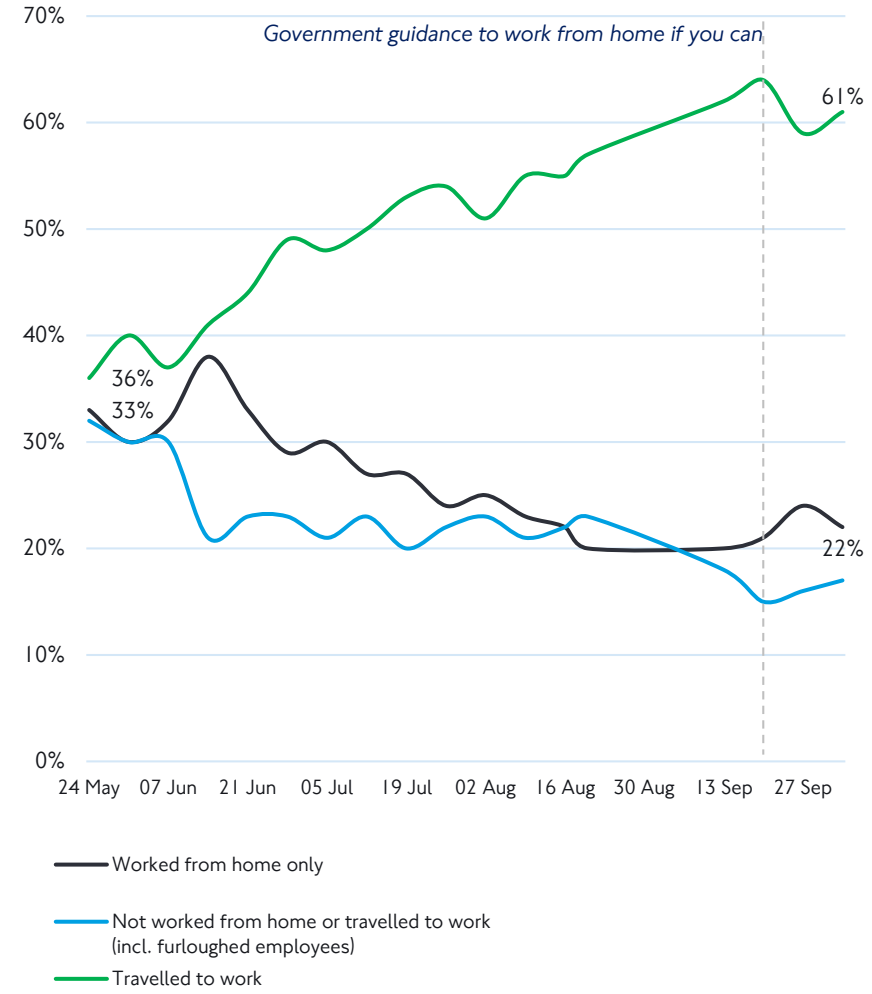
Furloughing (2 and 3)

The current furlough scheme will end on 31 October. The latest release from HMRC shows:

- 719,000 employees in London furlough on 31 July 2020
- This is just over 500,000 lower from an estimated peak (based on UK time series data) of 1,300,000 in early May 2020
- The largest sectors by employee have seen recovery, but accommodation and food sector (over 400k employees in London) had approx. 43% of employees furloughed at the end of July 2020
- Uncertainty on employment status of workers currently furloughed.

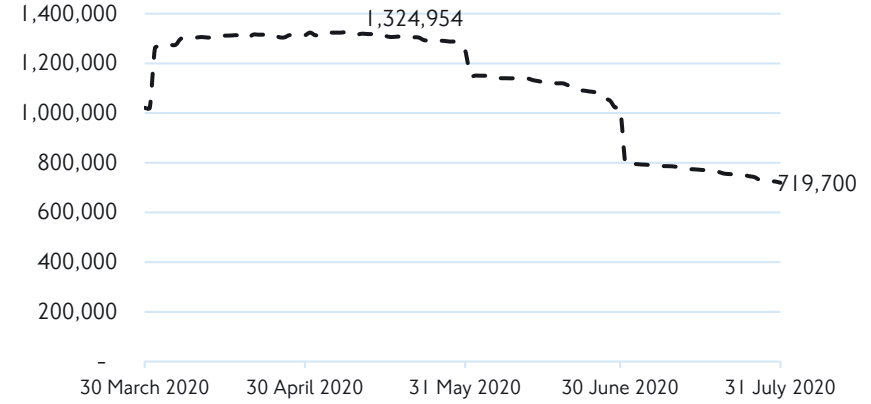
Latest trends

1) Over 60% of employees nationally have returned to the workplace. Trends stable since mid August, but last two weeks have seen fluctuations following updated government guidance on working from home



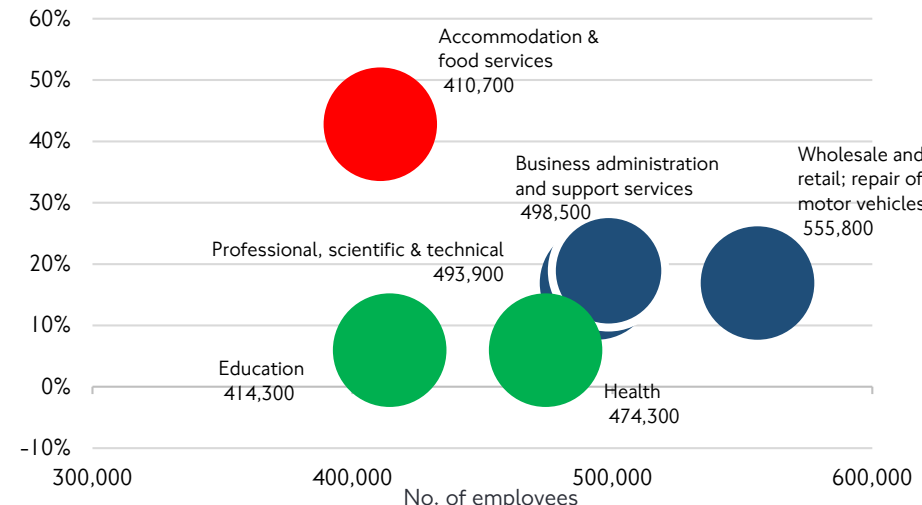
Source: ONS Coronavirus and the latest indicators for UK economy and society (8 October 2020)

2) Number of employees furloughed in London at just over 700,000 (17% of eligible employees) at the end of July, over 500,000 down from the peak



Source: HMRC JRS statistics (September 2020) (31 July figures for London reported by HMRC; London trend extrapolated)

3) Largest sectors in London have seen some recovery, but over 40% of accommodation and food services employees furloughed at end of July 2020



Source: HMRC JRS statistics (September 2020) (31 July figures for London reported by HMRC; London extrapolated from national sectoral trend)

2020/21 full year outlook

Latest trends

Passengers by rail (4)

A normal weekday would see 1.1 million national rail passengers to London. Almost 55% of these would take onward Tube journeys. Rail travel was just over 30% of usual demand at the end of September 2020. LU termini stations showing similar rates of demand.

Differing rates of recovery within London (5)

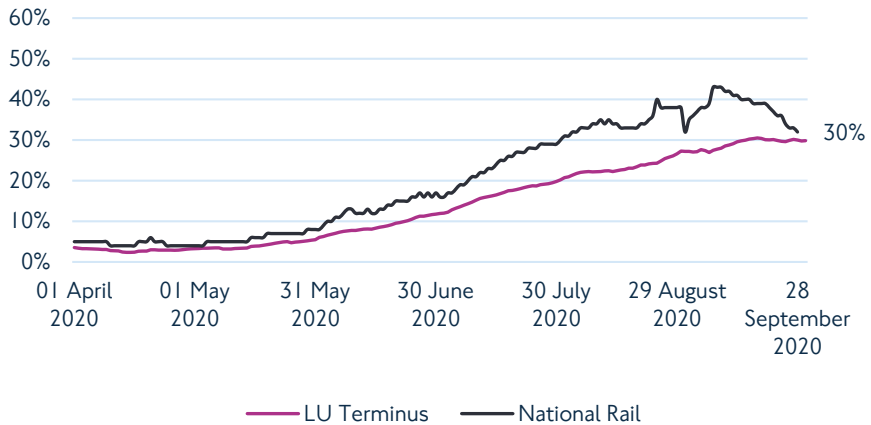
The Tube is seeing very different rates of demand: City demand is only 23% of usual demand, but Outer suburbs are close to 50%.

Growth plateaued following the Government's advice that people should work from home if they can (6)

The rate of demand growth on the Tube has been low since mid September. We have seen no obvious decline in journeys on the Tube since the government revised its guidance to work from home if possible; however, it is likely that this will make journey growth even slower than recent trends.

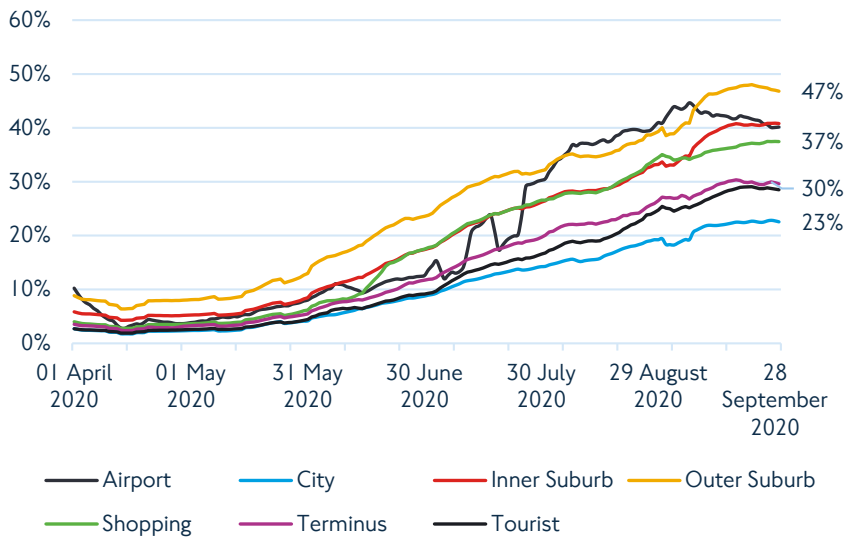
Latest trends

4) Pre-pandemic saw 1.1 million passengers travel to London each weekday, with 55% taking further Tube journeys; journeys approx. 30% of normal levels



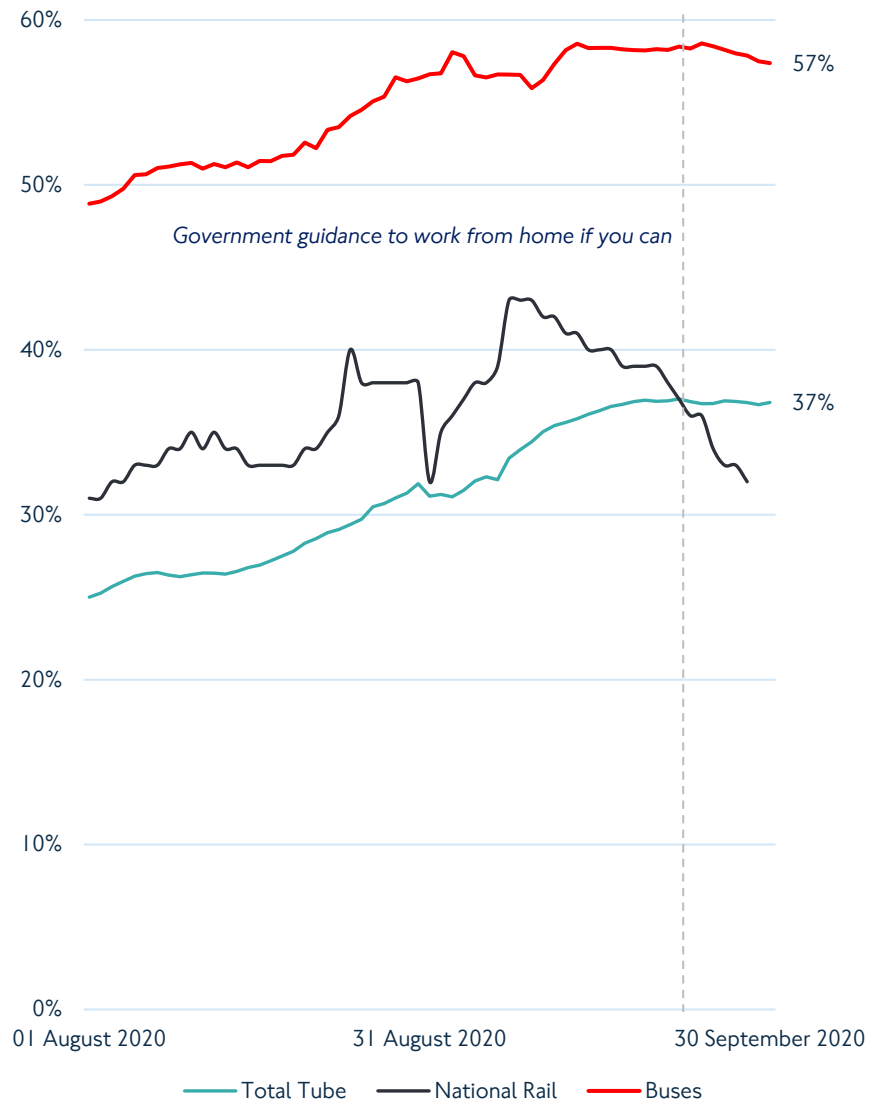
Source: TfL; DfT Rail passenger numbers and crowding on weekdays in major cities (September 2020 release); DfT Transport use during the coronavirus pandemic

5) Tube travel patterns are mixed, with City journeys at 23% of pre-pandemic levels compared to 47% from Outer London suburbs



Source: TfL (7-day rolling average compared to pre-pandemic baseline, excl. paper tickets)

6) Journey growth on the Tube has stalled since mid September; bus journeys showing slight decline; provisional national rail numbers are showing rapid decline



Source: TfL (7 day rolling average compared to last year); DfT Transport use during the coronavirus pandemic

Section 3

Quarter 2, 2020/21 results

| | |
|----------------------------|---|
| Background | 1 |
| Quarter 2, 2020/21 results | 2 |
| Divisional summaries | 3 |



London Underground

Total Tube journeys now 37% of last year's demand; passenger income £1bn lower than this time last year.

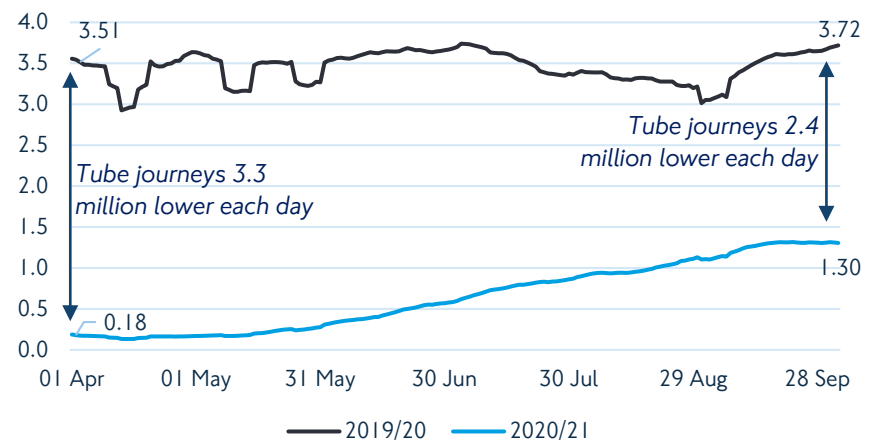
Continued cost control mitigating pressures from inflation and costs arising from coronavirus (PPE, social distancing as well as stranded labour costs).

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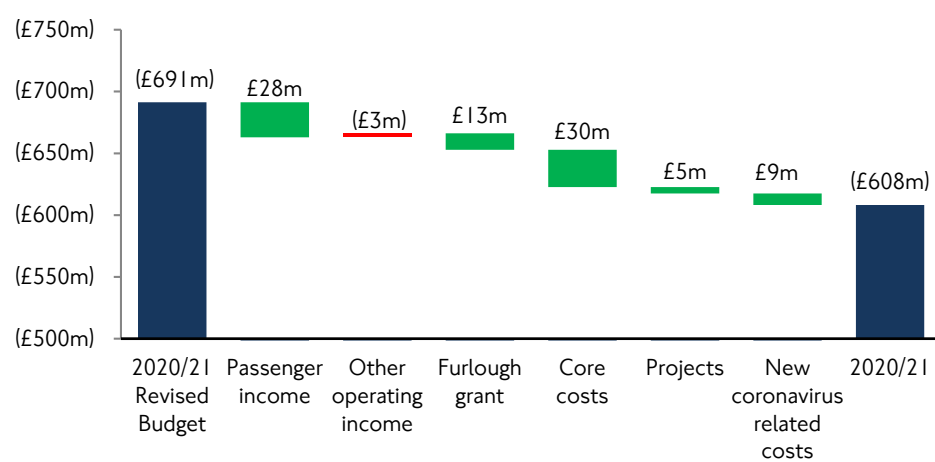
London Underground

| Operating account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|-------------------------------|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| Passenger income | 281 | 252 | 28 | 11% | 1,281 | (1,000) | -78% |
| Other operating income | 7 | 10 | (3) | -33% | 19 | (12) | -65% |
| Total operating income | 287 | 262 | 25 | 10% | 1,299 | (1,012) | -78% |
| Government furlough grant | 36 | 23 | 13 | 58% | 0 | 36 | N/A |
| Total income | 323 | 285 | 38 | 13% | 1,299 | (976) | -75% |
| Operating costs | (932) | (976) | 45 | -5% | (921) | (11) | 1% |
| Net operating surplus | (608) | (691) | 83 | -12% | 379 | (987) | -261% |
| Indirect costs | (106) | (121) | 14 | -12% | (131) | 25 | -19% |
| Net financing costs | (135) | (135) | 0 | 0% | (130) | (4) | 3% |
| Capital renewals | (65) | (64) | (1) | 2% | (119) | 54 | -45% |
| Net cost of operations | (914) | (1,010) | 97 | -10% | (1) | (913) | 72473% |
| New capital investment | (12) | (14) | 3 | -19% | (23) | 11 | -49% |

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



Net operating surplus compared to Revised Budget



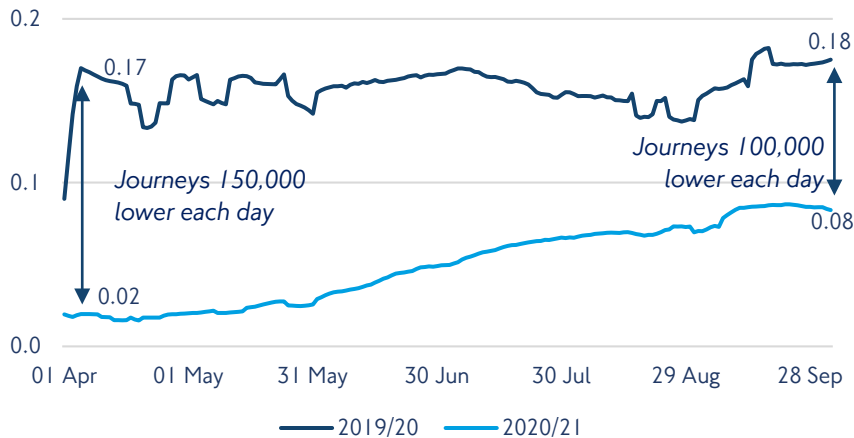
Elizabeth line

Passenger journeys broadly in line with Revised Budget, but almost 50% of last year's levels.

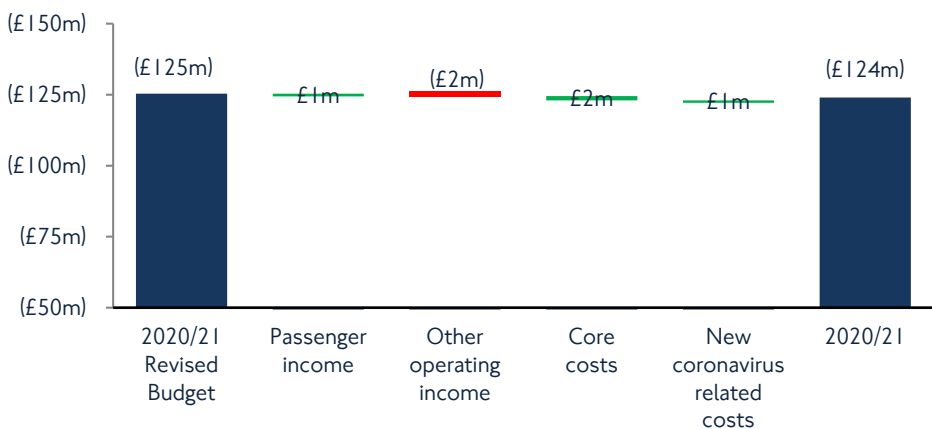
Elizabeth line

| Operating account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|---------------------------------|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| Passenger income | 16 | 15 | 1 | 7% | 50 | (33) | -67% |
| Other operating income | 3 | 5 | (2) | -41% | 5 | (2) | -43% |
| Total operating income | 19 | 20 | (1) | -4% | 55 | (35) | -65% |
| Government furlough grant | 1 | 1 | 0 | 2% | 0 | 1 | N/A |
| Total income | 20 | 20 | (1) | -4% | 55 | (35) | -64% |
| Operating costs | (143) | (146) | 2 | -2% | (155) | 12 | -7% |
| Net operating surplus | (124) | (125) | 2 | -1% | (100) | (23) | 23% |
| Indirect costs | (2) | (6) | 4 | -61% | (3) | 1 | -35% |
| Net financing costs | (42) | (42) | 0 | 0% | (41) | (1) | 3% |
| Net cost of operations | (168) | (173) | 5 | -3% | (144) | (24) | 16% |
| New capital investment | (13) | (13) | (1) | 6% | (9) | (5) | 57% |
| Crossrail construction | (342) | (319) | (23) | 7% | (488) | 146 | -30% |
| Total capital investment | (355) | (332) | (24) | 7% | (497) | 141 | -28% |

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



Net operating surplus compared to Revised Budget



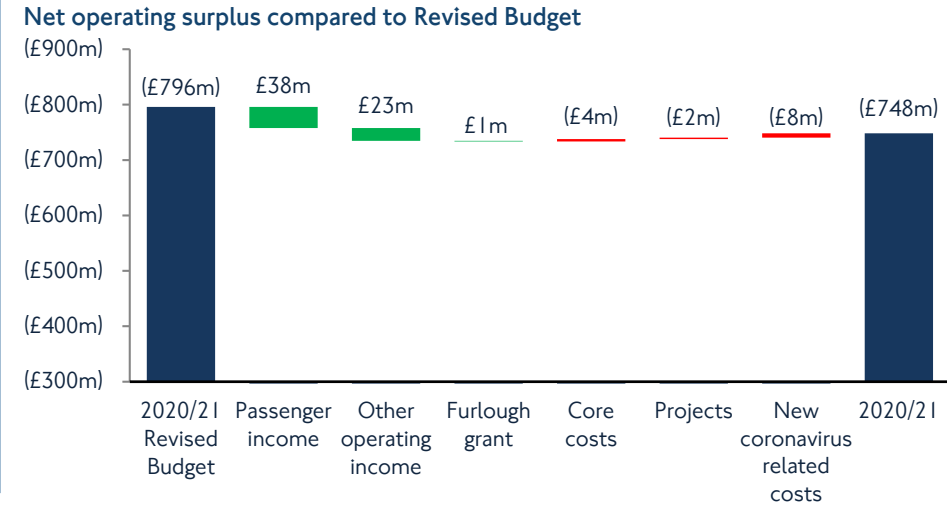
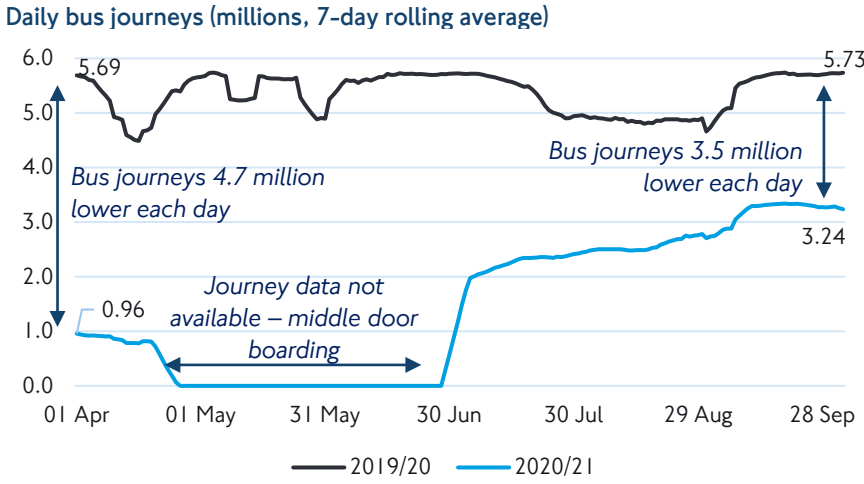
Buses, Streets & Other operations

Bus journeys remain substantially down on last year - 41% lower in the final week of the Quarter – but have grown quicker than budgeted. Congestion Charge (CC) and ULEZ income also up, driven by increases in CC pricing and increased hours of operations.

Operating costs broadly in line with last year, but (£15m) higher than target driven by higher coronavirus operating costs including new bus driver protection screens.

Buses, Streets & Other operations

| Operating account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|-------------------------------|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| Passenger income | 289 | 250 | 38 | 15% | 670 | (381) | -57% |
| Other operating income | 211 | 188 | 23 | 12% | 254 | (43) | -17% |
| Total operating income | 500 | 438 | 61 | 14% | 924 | (424) | -46% |
| Government furlough grant | 9 | 7 | 1 | 16% | 0 | 9 | N/A |
| Total income | 508 | 446 | 62 | 14% | 924 | (416) | -45% |
| Operating costs | (1,257) | (1,242) | (15) | 1% | (1,251) | (5) | 0% |
| Net operating surplus | (748) | (796) | 48 | -6% | (327) | (421) | 129% |
| Indirect costs | (43) | (42) | (1) | 2% | (43) | (0) | 1% |
| Net financing costs | (20) | (20) | 0 | 0% | (19) | (1) | 3% |
| Capital renewals | (31) | (34) | 3 | -9% | (15) | (16) | 106% |
| Net cost of operations | (842) | (892) | 50 | -6% | (404) | (438) | 108% |
| New capital investment | (49) | (52) | 3 | -6% | (63) | 13 | -21% |



Rail

Rail journeys – from London Overground, DLR and Trams – just over 50% of last year at the end of the Quarter, but have seen a slight deterioration since.

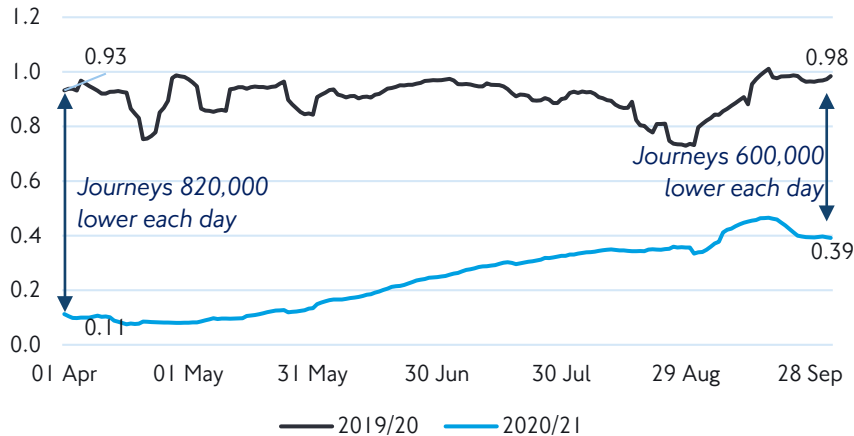
Operating costs in line with last year and £11m better than Revised Budget, driven by one offs, furloughing of operators’ employees at the height of the pandemic and slower delivery of new London Overground trains.

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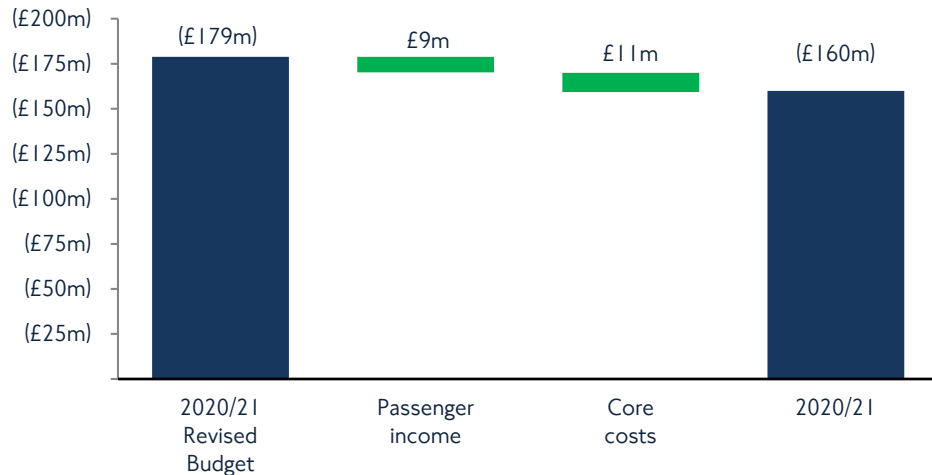
Rail

| Operating account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|-------------------------------|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| Passenger income | 51 | 42 | 9 | 20% | 193 | (142) | -74% |
| Other operating income | 2 | 2 | (0) | -11% | 14 | (12) | -84% |
| Total operating income | 53 | 45 | 8 | 19% | 207 | (154) | -74% |
| Government furlough grant | 0 | 0 | 0 | 77% | 0 | 0 | N/A |
| Total income | 53 | 45 | 8 | 19% | 207 | (154) | -74% |
| Operating costs | (213) | (224) | 11 | -5% | (214) | 1 | -1% |
| Net operating surplus | (160) | (179) | 19 | -11% | (8) | (152) | 2000% |
| Indirect costs | (7) | (7) | 0 | -4% | (7) | 0 | -2% |
| Net financing costs | (13) | (13) | 0 | 0% | (13) | (0) | 3% |
| Capital renewals | (14) | (14) | 0 | -1% | (18) | 4 | -21% |
| Net cost of operations | (194) | (213) | 19 | -9% | (45) | (149) | 332% |
| New capital investment | (7) | (10) | 3 | -28% | (21) | 14 | -67% |

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



Net operating surplus compared to Revised Budget



Major Projects Directorate

Total capital spend slightly behind revised Budget, from new savings, acceleration on Barking Riverside, and some slippage across other projects.

A series of Deep Dive reviews have taken place to assess and address the full impacts of the coronavirus pandemic and related programme issues. The output of the reviews will be reflected in the Quarter 2 Investment Programme Report.

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Major Projects Directorate

| Operating account (£m) | Year to date, 2020/21 | | | | Year to date, 2019/20 | | |
|-------------------------------|-----------------------|----------------|----------------------------|------------------------------|-----------------------|-----------------------|-------------------------|
| | Actuals | Revised Budget | Variance to Revised Budget | % variance to Revised Budget | Last year | Variance to last year | % variance to last year |
| Other operating income | 4 | 3 | 0 | 15% | 1 | 3 | 441% |
| Total operating income | 4 | 3 | 0 | 15% | 1 | 3 | 441% |
| Government furlough grant | 2 | 1 | 1 | 58% | 0 | 2 | N/A |
| Total income | 6 | 5 | 1 | 27% | 1 | 5 | 755% |
| Operating costs | (30) | (30) | 0 | -2% | (5) | (25) | 498% |
| Net operating surplus | (24) | (26) | 2 | -7% | (4) | (19) | 455% |
| Indirect costs | (11) | (11) | (1) | 7% | (14) | 3 | -18% |
| Net financing costs | 0 | 0 | 0 | N/A | 0 | 0 | N/A |
| Capital renewals | (1) | (2) | 2 | -68% | (11) | 10 | -93% |
| Net cost of operations | (36) | (38) | 3 | -7% | (29) | (7) | 23% |
| New capital investment | (197) | (201) | 4 | -2% | (288) | 91 | -32% |

Four Lines Modernisation



Signalling software development work continued with contractor throughout the pandemic and continues to support testing and go-live plans for year 2020/21. The coronavirus pandemic resulted in the suspension of District line operator training for the new Communication Based Train Control. While this is being restarted there remains a risk on the availability of trained and familiarised operators to support service. This may result in a further delay of the planned go-live date.

Piccadilly line trains



The preliminary design for the new trains has continued to plan. Collaborative discussions are ongoing with Siemens Mobility Ltd about the impact of the coronavirus pandemic on the train delivery schedule, which has resulted in a forecast four-month delay to detailed design completion. This is now forecast for completion in February 2021 (from October 2020). This is still in advance of the planned milestone in March 2021. The One Person Operation CCTV contract has been awarded.

Barking Riverside Extension



In the quarter, a strategic milestone of Thames Water sludge main diversion at Pier 14 was completed. This allows removal of the redundant main prior to commencement of piling in this area. At Barking Riverside Station main steelwork complete, platform canopy and lower canopy steelwork in progress.

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Board

Date: 21 October 2020

Item: TfL Scorecard H2 2020/21



This paper will be considered in public

1 Summary







- 1.1 When the Covid-19 (coronavirus) pandemic hit in early 2020, London, along with the rest of the country and the world, came to an abrupt halt. The Government sought to contain the virus and save lives by imposing a lockdown, elements of which continue now in the form of localised and national restrictions. TfL played a crucial role by reducing services to support key workers and bringing construction to a Safe Stop.
- 1.2 When the Government started easing restrictions by urging people to return to the workplace where they could not work from home, and gradually lifting restrictions on non-essential retail and schools, our priorities became focused on the restart of our services to support public health and London's economic recovery, as well as the subsequent recovery of the business to a new normal.
- 1.3 Given the high level of uncertainty and the need to focus on the short term, we set out an immediate scorecard (the "H1 TfL scorecard") to cover the first half of the performance year. This was focused on short-term priorities to ramp up our services to support the restart of the economy and was aligned to the requirements of the current funding agreement.
- 1.4 We have now developed a scorecard to cover the second half of the performance year (the "H2 TfL scorecard"). It is recovery focused with a return to our core safety and people priorities and an emphasis on active travel and reducing carbon emissions.
- 1.5 It assumes a second wave of the virus and a subsequent lockdown in line with our revised budget and as a result, some targets may seem lower than previous years. However, we have built resilience into our approach and should a second wave not occur, we will use our change control process to propose alternative targets for the Board to review. We may also need to iterate for any conditions agreed as part of the next funding deal.

2 Recommendation

- 2.1 **The Board are asked to note the paper and:**
 - (a) **approve the H2 TfL scorecard;**
 - (b) **note the approach to managing changing circumstances through H2;**
 - (c) **note the proposal to include five-year trajectories for longer-term Mayor's Transport Strategy targets in the 2020 Business Plan.**

3 H2 Scorecard

- 3.1 The H2 scorecard reflects our current priorities very clearly. Providing the maximum service possible to support London’s public health, economy and our recovery to a new ‘normal’. Discouraging a car-led recovery by continuing to support walking and cycling as the go-to choices for short journeys and encouraging a shift in travel behaviour.
- 3.2 The safety and wellbeing of our workforce and customers continues to be our top priority – reflected by our targets on those killed and seriously injured on the road network and our transport services. We have also bolstered our people metrics; alongside our primary measure of total engagement, we are measuring how involved and included our people feel at work, as well as aiming to reduce the disparity seen in this measure in protected groups.
- 3.3 Our focus on ensuring a green recovery from the pandemic is underlined by metrics tracking our carbon emissions and the mode share of sustainable travel modes.
- 3.4 All these will be underpinned by strict financial management to preserve our liquidity by keeping our operating and capital costs within the Revised Budget.

| Purpose: Continue to drive both London’s recovery and future success and that of our organisation | | |
|---|---|---|
| Theme | Metric | Goal |
| Safety (20%)  | Ambition that nobody is killed or seriously injured on our transport network | 0.14 or fewer customer and workforce killed or seriously injured per million passenger journeys |
| | Continue progress towards 2022 Vision Zero goal | 0.45 or fewer people killed and seriously injured in road traffic collisions per million journey stages |
| Operations (22.5%)  | Continue to ramp up service to normal levels | Average of normal service delivered - (P8-I 3): Bus: 95% Tube: 79% |
| | Encourage a carbon-conscious culture and reduce the level of carbon emissions from our operations | Reduce our carbon emissions by 10% on H2 last year |
| Customer (10%)  | Continue to provide customer confidence in our services | 53% of Londoners agree we care about our customers |
| | Support and encourage active travel for short journeys and the use of public transport | Achieve 52.8% of active travel and public transport usage on our transport network |
| People (17.5%)  | Embed an inclusive culture and strive for equality | 1 percentage point boost in Viewpoint total engagement |
| | | 0.5 percentage point increase in our people feeling involved, included and safe at work |
| | | Reduce existing inclusion disparity gap by half to 14.22% |
| Delivery (12.5%)  | Continue the delivery of our Investment programme to support economic recovery | 90% delivery of our milestones |
| | Enable operational testing to be undertaken on the Elizabeth Line, with an increased number of trains | Commence Systems Integration Dynamic Testing by December 2020 |
| Finance (17.5%)  | Preserve our liquidity and control costs | Maintain our liquidity above £1.2bn Do not exceed budget costs for operating and capital |

4 Detail on Measures and Targets

- 4.1 Given the uncertainty around a potential second wave and the shorter duration of a half-year scorecard, historic trends have been considered alongside our short-term aspirations to ensure the targets are stretching yet realistic within the timeframe. Alternative targets are being developed which we will propose as replacements for the current targets, should a second lockdown not occur:
- (a) For the TfL scorecard, the Board will review and approve any changes.
 - (b) For the other scorecards, the Commissioner and Chief Finance Officer will review and approve any changes.

Active Travel Measure

- 4.2 The Active, Efficient, Sustainable mode share (%) metric measures the proportion of journeys that are performed by public transport, walking and cycling as a percentage of the total number of journeys on the transport network. Hence it allows us to monitor the share of active travel and public transport usage compared to that of private cars. Tracking this will be key to preventing a car-led recovery and encouraging people to use the greener and healthier options of walking and cycling.

Carbon Emissions Measure

- 4.3 To demonstrate our commitment to the global climate emergency and the Mayor's recent 2030 pledge, we are introducing a carbon metric which measures emissions across the whole of our operations. It captures the levels of carbon emitted from burning fuel on Buses and the Dial-a-Ride fleet, as well as our direct electricity use in London Underground, Rail and our buildings.

Inclusion Measures

- 4.4 We have re-introduced the Inclusion index as a way of focusing on and monitoring the progress of our work on embedding inclusive cultures, behaviours, line management and systems and processes. Part of our efforts in H2 will also be aimed at reducing the existing Inclusion disparity gap between minority and majority groups, as part of our commitment to equality in our organisation.

Service Delivery Measures

- 4.5 We are using Bus and Tube service delivery as our principal metrics as these make up around 90 per cent of TfL journeys, while Rail performance will continue to be monitored on the respective divisional scorecards. The targets assume a second wave occurs that is two-thirds as severe as the first one (as per the Revised Budget).
- 4.6 For Buses, the metric compares the operated kilometres this year to the operated kilometres in the equivalent period last year. Adjustments have been made to normalise for the impact of service enhancements made throughout 2019/20, to ensure like-for-like comparisons.
- 4.7 For London Underground, the metric compares the number of train trips operated this year to the pre-Covid schedule. The H2 forecast is a top-down estimate that will most likely be achieved through a situation-specific blend of special timetables and

cancellations. The forecast factors in absence levels due to illness and/or inability to work due to clinical vulnerability, which are the main limitations on our ability to operate a service.

Other Measures

- 4.8 Full details on the measures, weightings and targets can be found in the appendices. Divisional scorecards for London Underground, Surface Transport, Commercial Development and Major Projects will be approved by the Commissioner and the Chief Finance Officer. Proposed divisional scorecards are included in Appendix 4.

5 Changes from H1 to H2

- 5.1 The weightings in H2 reflect our current priorities around providing the maximum service possible to support London’s recovery, while ensuring it is a green and sustainable one. The table below provides a comparison.

| Theme | Weighting | | H2 compared to H1 |
|-------------------|-----------|-------|--|
| | H2 | H1 | |
| Safety | 20.0% | 20.0% | Safety remains a key priority and we are using the same metrics from H1 |
| Operations | 22.5% | 20.0% | Increased focus on green recovery in H2 and the addition of a Carbon emission measure has increased the weighting in this section |
| Customer | 10.0% | 10.0% | Customer focus remains the same but we have added the active travel measure to track the green recovery, which shares the weighting with our primary customer metric, TfL Care score |
| People | 17.5% | 15.0% | There is an increased focus on tracking our progress in embedding a more inclusive culture and behaviours at TfL, as well as ensuring our people feel engaged in working life at TfL |
| Finance | 17.5% | 17.5% | Preserving our liquidity and keeping our operating and capital costs within the Revised Budget is still a key priority |
| Delivery | 12.5% | 17.5% | Focus in H1 was delivery of the Streetspace programme, which reallocated highway space to walking & cycling. In H2 these have been wrapped up into our key investment programme milestones, to put the focus on stimulating the economy and supporting our supply chain. The mode share metric measures the outcomes of the Streetspace programme. |

- 5.2 There are some notable differences in the H2 targets due to the second lockdown assumption. For example, the H2 Tube service delivery target is lower than H1 because the H1 target only captured periods 3-7, so missed out the peak of the first wave when the service was operating at around 50 per cent. The same impact is not seen in buses due to greater service flexibility and comparatively shorter training time for drivers. The high frequency Tube service also requires high driver availability thresholds, which when breached significantly impact the service we can run.
- 5.3 While not measured on recent scorecards, the active travel target is below the 63 per cent achieved in 2019 for two key reasons. First, the second lockdown assumption sees an increase in private car use relative to sustainable modes. Secondly, there is a significant seasonal reduction in active travel – walking and cycling – over the second half of the year due to winter weather.

6 Returning to a new normal – our medium to longer-term focus

- 6.1 The priorities reflected above are a product of our specific circumstances in the second half of this year. In the medium to longer term, as London strives to recover,

we will look to recover our previous ridership levels. Crucially, we are determined to take the opportunity to ensure our city is on the path to a more sustainable future and transform London into a safer city, with cleaner air and greener, more pleasant environments. We need to do this in a way that maintains our financial stability.

- 6.2 The H2 scorecard brings a clear focus on active travel and our carbon emissions which is vital to supporting London's green recovery.
- 6.3 We will provide a clear line of sight from Mayor's Transport Strategy goals to our organisational priorities, by publishing five-year trajectories for key longer-term measures in the Business Plan. This will also serve as a springboard into developing a 2021/22 scorecard that reflects our purpose as a strategic, integrated transport authority and our key business priorities.

7 Remuneration

- 7.1 There are no senior manager performance awards for 2020/21 so the scorecard will be used solely to outline our priorities and monitor our performance against them.

8 Next Steps

- 8.1 Following the approval of the H2 scorecard, work will begin on establishing a small set of medium/long-term metrics that we can track in the Business Plan, as well as starting work on the 2021/22 TfL scorecard.

List of appendices to this paper:

- Appendix 1: Proposed measures, weightings and rationale
- Appendix 2: Proposed targets, floor targets and rationale
- Appendix 3: List of delivery milestones
- Appendix 4: Draft divisional scorecards

List of Background papers:

None

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Appendix 1: Proposed measures, weightings and rationale

| Measure | Metric description | Weighting | Rationale for inclusion |
|---|---|---|---|
| Safety and Operations | | | |
| People killed and seriously injured in road traffic collisions per million journey stages | This is an established metric and it is displayed as a risk rate (per million journey stages) to allow comparability with historic trends and to mitigate the impact of unpredictable demand levels. | 10% | Our ambition is that nobody is killed or seriously injured on the transport network. This metric will allow TfL to closely monitor safety levels and measure progress in achieving our objective of facilitating London's economic recovery. |
| Customers and workforce killed and seriously injured per million passenger journeys | This is an established measure which is also displayed as a risk rate (per million passenger journeys) to mitigate the impact of unpredictable demand levels. It is normalised by the number of journeys travelled across our different modes - LU, Buses, LO, DLR, Trams and TfL Rail. | 10% | Keeping our workforce and customers safe remains a top priority while supporting London's economic recovery. |
| % of normal service delivered (compared to pre-COVID levels): Bus Tube | Bus and Tube are used as our principal metrics as these make up about 90 per cent of TfL journeys, while Rail performance will continue to be monitored in the respective divisional scorecards. The measure tracks the progress of providing appropriate service levels to enable social distancing until the end of the financial year. For Buses, the metric compares the all-day, all-week operated kilometres in each period this year, to the operated kilometres in the equivalent period last year. The London Underground metric is based on the same principle but compares the number of train trips operated in each period this year to the pre-COVID schedule from February 2020. | 20% total (10% Bus, 10% Tube) | Delivering levels of service that will ensure public transport is not a constraint on public health or the economy is the most direct form of support we can provide, to continue to facilitate London's economic recovery. |
| Reduction in CO₂ emissions from TfL Operations & Buildings (tonnes CO₂e) | This is a new metric which has been included to demonstrate our commitment to the global climate change emergency and the Mayor's recent 2030 pledge. It measures the level of emissions across the whole of our operations - burning fuel (Buses, DaR fleet) and our direct electricity use (our buildings, LU, Rail). LU energy and Buses emission forecasts are aligned to % service operated and revised budget operated km targets respectively while electricity usage, gas and support fleet emissions assume 2019/20 levels. | 2.5% | Its purpose is to track and show the TfL-wide carbon decreases that are happening and encourage a carbon-conscious culture. |
| Customer | | | |
| Percentage of Londoners who agree TfL cares about its customers (%) | Our key customer metric which tells us how well we are meeting our customers' expectations during every interaction with us, not just their last journey experience. This is collected through a weekly survey and reported on every period. | 5% | Meeting our customers' expectation of providing safe travel services, especially in these uncertain times, remains one of our top priorities. |
| Active, Efficient and Sustainable mode share (%) | Metric has been introduced to enable us to monitor our efforts at preventing a car-led recovery by promoting the responsible use of public transport and walking and cycling as the go-to choice for short journeys. It measures the proportion of public transport journeys and walking and cycling trips as a percentage of the total number of total journeys on the transport network. | 5% | Preventing a car-led recovery is key to both ensuring our city is on the path to a more sustainable future and transforming London into a safer city, with cleaner air and greener, more pleasant environments. |
| People | | | |
| Viewpoint Total Engagement | Measures how well our staff are engaged with working life at TfL. | 10% | With the current working from home arrangements in response to the COVID-19 pandemic, ensuring that our colleagues are engaged with working life at TfL despite the uncertain times, is a key priority. |
| Inclusion index (score) | Measures how staff feel about the inclusiveness of TfL's cultures, behaviours, line management and systems and processes. | 5% | With the resurgence of the Black Lives Matter movement, it is crucial to focus on and monitor the progress of our work on embedding inclusive cultures, behaviours, line management and systems and processes in Ethnicity and other key minority groups. We want to understand, track and improve the feeling of inclusiveness for these groups. |
| Inclusion disparity (%) <i>Gender</i> <i>Ethnicity</i> <i>Faith</i> <i>Disability</i> <i>Sexual Orientation</i> | We will actively track the Inclusion disparity between the minority and majority groups as part of our commitment to embedding equality across our organisation and with the aim of reducing the gap. | 2.5% | |
| Finance | | | |
| Maintaining liquidity | To track our cash position and indicate where management action is required to keep TfL operating above minimum cash levels. On the scorecard cascade, this will be tracked and targeted through adherence of operating and capital costs to the Budget. | 7.5% | Our cash position is key to us being sustainable during this period of uncertainty. It will give our external stakeholders, lenders and credit agencies confidence in our ability to live within our means and generate enough cash flow to service existing debt and cover the cost of day to day operations. |
| Opex vs budget | It is more crucial than ever that we control our operating and capital costs in line with the revised budget. | 5% | The weighting reflects their contribution to the overall cash measure. |
| Capex vs budget | | 5% | |
| Delivery | | | |
| Investment Programme Milestone delivery | The delivery of our Investment programme is vital to stimulate the economy and support our supply chain. To that end, construction is ongoing on some of our major projects such as NLE, Bank station and Silvertown. This measures the delivery of project milestones up to the end of the financial year. | 10% | This is an established scorecard measure and given the current uncertain times, we will need to monitor it as it is a vital part of stimulating the economy and supporting our supply chain. |
| Elizabeth line: Start of Systems Integration Dynamic Testing | This is an enabling phase for Trial Running that will allow testing to be undertaken in the tunnels with an increased number of trains – from 1-4 to 4-8 trains. It will pave the way for testing how well the railway system will work in operational-like situations. | 2.5% | This has been highlighted as an individual delivery milestone to reflect both the size and importance of the project to TfL and London, in increasing capacity and improving accessibility across the rail network and unlocking growth in London. |

Appendix 2: Proposed targets, floor targets and rationale

| Measure | Target | Target rationale | Floor target | Floor target rationale |
|---|--|--|--|--|
| Safety and Operations | | | | |
| People killed and seriously injured in road traffic collisions per million journey stages | 0.45 KSIs per million journey stages | <ul style="list-style-type: none"> Aligns to the Vision Zero 2041 target and latest budget assumptions. KSI risk has fallen as the number of journeys travelled has increased, however the impact of a second lockdown on traffic volumes and speeds sees an increase in risk in the near-term, before recovering to levels seen over the summer. Target is an average figure over periods 8-13 | 0.45 KSIs per million journey stages | Safety is our top priority and so we are not allowing any room for failure against these targets. |
| Customers and workforce killed and seriously injured per million passenger journeys | 0.14 KSIs per million passenger journeys | <ul style="list-style-type: none"> Based on injury seasonality together with latest budget assumptions. We have assumed that injury rates will be in line with the performance we have seen so far this year. A fatality to a member of our workforce will result in the immediate failure of this measure. Target is an average of periods 8-13 | 0.14 KSIs per million passenger journeys | |
| % of normal service delivered (compared to pre-COVID levels): | Bus 95% Tube 79% | <ul style="list-style-type: none"> Both Bus and Tube targets have been based on revenue model 2 aligned to a further assumption that the impact of a second wave on levels of service operation would be 2/3s as bad as the original lockdown in March – June. | Bus 93% Tube 72% | Both Bus and Tube floor targets have been set to reflect performance not slipping below that seen in the first wave of COVID. Floor targets have been set using actuals from the first lockdown March – June. Set on the basis that P13 (March) 2019/20 actuals would be the equivalent to P9 (November) 2020/21 Floor Target and so on. |
| Reduction in CO2 emissions from TfL Operations & Buildings (tonnes CO2e) | 409,000 | <ul style="list-style-type: none"> Target is a 10% reduction on emissions from H2 2019/20 Emissions forecast based on LU/Buses targets for % schedule operated/operated km in H2. Bus emission forecast is weighted by operated services and factors in the bus electrification programme. Emissions from electricity also factors in structural changes to the carbon intensity of the national grid compared to previous years. Building electricity levels similar to first lockdown levels. Gas levels (TfL buildings, Greenwich power station) assume same pattern and levels for equivalent 2019/20 period, despite reduced office use. Support fleet assume 2019/20 levels. | 430,000 | Floor target assumes an emission level which is 5% higher than the target. |
| Customer | | | | |
| Percentage of Londoners who agree TfL cares about its customers (%) | 53% | <ul style="list-style-type: none"> Target is conservative and recognises the pressures we will face in H2 – increased patronage due to return to school and work, possibility of second wave of coronavirus in the winter impacting Londoners' morale and fares increases in January. | 47% | Floor target assumes a further drop in the metric, which could be linked to unprecedented impacts of a potential second wave. |
| Active, Efficient and Sustainable mode share (%) | 52.8% | <ul style="list-style-type: none"> Significant reduction in active travel (walking and cycling) and an increase in private car usage expected, due to assumed second lockdown and winter weather. | 50.4% | Floor target assumes a further decrease in active travel and a higher increase in private car usage. |
| People | | | | |
| Viewpoint Total Engagement | 1% point improvement | <ul style="list-style-type: none"> Target is to improve the 2019 Viewpoint result by 1%-point in H2. It recognises that the 6 months period may not allow for a significant increase as people change activities are normally embedded over a long period of time. | No change | The floor target assumes no change in the 2019 Viewpoint result in H2. A decrease in colleagues feeling engaged with working life is unacceptable and the floor target reflects this. |
| Inclusion index (score) | 0.5% points improvement | <ul style="list-style-type: none"> Target is to improve the 2019 Viewpoint score by 0.5% points in the March 2021 Pulse survey. It recognises the constraint presented by the 6 months period. | No change | The floor target assumes no improvement in the 2019 Viewpoint result in H2, while a decrease is unacceptable. |
| Inclusion disparity (%) <i>Gender, Ethnicity, Faith, Disability, Sexual Orientation</i> | Max. 14.22% points disparity | <ul style="list-style-type: none"> Target is to reduce the disparity gap between minority and majority groups by 50%. The existing combined disparity gap is 28.44%. | Max. 21.33% points disparity | Floor target is to reduce the disparity gap by 25%. |
| Finance | | | | |
| Maintaining liquidity | £1.2bn | <ul style="list-style-type: none"> Target is to remain above our minimum cash level which is enough to cover approximately two months of operating expenditure in the event of an external shock and offers reassurance to our external stakeholders and credit agencies. | £1.2bn | There is no floor target for this as we simply cannot fall below £1.2bn at any period end date. |
| Opex vs budget | £3,241m | | Must be under budget | |
| Capex vs budget | £875m | <ul style="list-style-type: none"> Target is not to exceed the Revised Budget. | Must be under budget | No floor target due to the strict management of cost in H2 |
| Delivery | | | | |
| Investment Programme Milestone delivery | 90% | <ul style="list-style-type: none"> There are 17 top-level TfL milestones for completion by the end of period 13. A target of 90% reflects the importance of achieving each milestone on time. | 0% | As in previous years, a sliding scale methodology will be applied to milestone delivery to accurately reflect where delivery is slightly later than planned, with 0% being failure to achieve all budget milestones |
| Elizabeth line: Start of Systems Integration Dynamic Testing | December 2020 | <ul style="list-style-type: none"> Represents a significant milestone in the project schedule and the opportunity to test how the railway system performs in operational-like situations. | End December 2020 | Critical that this milestone is met on time |

Appendix 3: Delivery milestones to Period 13

This list reflects our best view of project milestones over H2. As with the scorecard targets themselves, some of these may be subject to change should there be significant changes in access, service levels or the supply chain.

| # | Delivery area | Milestone | Date |
|----|---------------------------|--|-----------|
| 1 | MPD - DLR RS | Detailed Train Design Complete | 09-Dec-20 |
| 2 | MPD - Bank | New Transformer Room Complete and Power On for Supply to the new Station Ticket Hall | 22-Feb-21 |
| 3 | MPD - PLU | New Passenger Trains - Complete the Detail Design of the New Piccadilly Line Train | 31-Mar-21 |
| 4 | MPD - 4LM | SMA03 Ready for Revenue | 31-Jan-21 |
| 5 | MPD - BRE | Completion of piling on all piers | 23-Dec-20 |
| 6 | MPD - Silvertown | Contractor compound set up to commence piling operations | 29-Mar-21 |
| 7 | MPD - NLE | First Test Train to run on the NLE | 25-Dec-20 |
| 8 | LU R&E - A&E | Step Free access available at 6 more London Underground stations | 31-Mar-21 |
| 9 | LU R&E - Track | 2.7km of renewed track delivered | 09-Jan-21 |
| 10 | LU R&E - Renewals | Factory Acceptance Test of the new London Underground Power Control System comprising hardware, software and functionality | 22-Feb-21 |
| 11 | Surface Rail - DLR | 6 Lifts Refurbished across the DLR network & Brought into use | 01-Mar-21 |
| 12 | Surface - Air quality | Direct Vision Standards - Go Live | 01-Mar-21 |
| 13 | Surface - Air quality | Low Emission Zone Stronger - Go Live | 01-Mar-21 |
| 14 | Surface - Air quality | Rapid Charge Point Network - 300 Rapid Charge Points Installed | 30-Dec-20 |
| 15 | Surface - Assets | MARP Vauxhall Bridge – Completion of works on site | 24-Dec-20 |
| 16 | Surface - Healthy Streets | Old Street Roundabout Removal - Permanent Traffic Switch Complete | 31-Mar-21 |
| 17 | Surface - Healthy Streets | Streetspace - Complete 40km of improved cycling infrastructure | 31-Mar-21 |

Appendix 4: Draft divisional scorecard measures

London Underground scorecard

| Pillar | Measure |
|-----------------------|---|
| Safety and Operations | Colleague Serious Injuries |
| | Customer Serious Injuries |
| | Weekday Service Operated (LU) |
| | Weekend Service Operated (LU) |
| | Service Operated (TfL Rail) |
| | Average Headways – no target. context measure |
| Customer | Percentage of Londoners who agree LU cares about its customers |
| People | Frontline Absence (<i>Line Operations, Customer Service and Asset Operations</i>) |
| | Total Engagement |
| | Inclusion Index |
| | Workforce Representative Index |
| Finance | Operational Spend – actuals vs. Revised Budget |
| | Capital Spend – actuals vs. Revised Budget |
| Delivery | Capital Milestone Delivery (<i>incl. Elizabeth line milestone</i>) |

Surface scorecard

| Pillar | Measure |
|---------------|---|
| Safety | People killed and seriously injured in road traffic collisions per million journey stages |
| | People killed and seriously injured in road traffic collisions absolute number – <i>context</i> |
| | Customers – all injuries |
| | Customers – injury risk rate - <i>context</i> |
| | Workforce – all injuries |
| | Workforce – injury risk rate - <i>context</i> |
| Customer | Time saved by pedestrians, cyclists and bus passengers at traffic lights |
| | Total public transport patronage (Bus, LO, DLR, Trams) |
| | Percentage of Londoners who agree London Buses cares about its customers |
| Operations | Percentage service delivery (compared to same period 2019/20) – Bus |
| | Percentage service delivery (compared to same period 2019/20) – Surface Rail |
| | Roads disruption (compared to same period 2019/20) |
| People | Workforce representativeness |
| | Total engagement |
| | Inclusion index |
| Affordability | Capital expenditure |
| | Operational expenditure – gross spend |
| Delivery | Surface milestone delivery |

Board

Date: 21 October 2020

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 9 September 2020

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 9 September 2020.

2 Recommendation

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

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 9 September 2020 were published on 1 September 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/safety-sustainability-hr>. A link to a video recording of the meeting can also be found on the page.

3.2 The main matters considered by the Panel were:

- (a) Quarterly Safety, Health and Environment Performance Report;
- (b) Vision Zero and Covid-19;
- (c) Streetspace Plan for London Update;
- (d) Research Update: Managing Covid-19 Risks: Bus Operations;
- (e) TfL Wellbeing Tracker: Findings, Discussion and Next Steps;
- (f) Human Resources Quarterly Report; and
- (g) Reoccupation of TfL Offices.

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 4 November 2020.

4 Issues Discussed

Quarterly Safety, Health and Environment Performance Report

- 4.1 The Panel noted an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 1 2020/21 (1 April – 27 June 2020). The reporting period coincided with the Covid-19 lockdown period, which had a profound effect on demand on the TfL network. Trends were measured against the new Scorecard and it was recognised that, given the current circumstances, a rate-based approach was more appropriate. Reduced travel had resulted in a reduction in both the number of people killed and seriously injured and a downward trend in NOx and CO2 emissions.
- 4.2 The Panel discussed the tragic Covid-19 related deaths of colleagues from TfL and partner organisations and the safety issues referenced in the report, including two customer fatalities, 19 road fatalities and incidents that could have led to injuries.
- 4.3 In response to the public health situation, the cleaning regime on the network had been enhanced. Sampling activities had shown positive results and messaging about social distancing and mask wearing continued. Maintaining confidence in the public transport network was a key factor in the return to work process. Work was taking place to look at and segment data on car usage and deaths and injuries on the road network, particularly in relation to inner and outer London areas as patterns differed in each area.

Vision Zero and Covid-19

- 4.4 The Panel noted a summary of progress to date, changes to patterns of road casualties during the Covid-19 lockdown and recommendations for actions necessary for continued progress towards TfL's Vision Zero targets.
- 4.5 Lower levels of activity had led to reductions in road casualties. However, road use had reduced at a greater rate than the numbers of people killed or seriously injured, meaning the level of risk had increased particularly for pedestrians and cyclists. There had also been a change in the ratio of the severity of injuries, with the reduction in total numbers being offset by an increase in the proportion of serious injuries. In addition, the geographical distribution of casualties had also changed, with a greater reduction seen within Zone 1.
- 4.6 Work was taking place to look at the ongoing changing risk profile, although it was currently difficult to predict levels of activity due to the ongoing public health situation. The Panel would be kept updated.

Streetspace Plan for London Update

- 4.7 The Panel noted the paper, which provided an update on activities related to the provision of temporary emergency active travel infrastructure. The schemes within the plan were subject to temporary traffic orders and

consequently had a lifespan of 18 months. These were monitored and tracked as soon as they were implemented to develop an evidence base for future action such as removal or permanent implementation.

Research Update: Managing Covid-19 Risks: Bus Operations

- 4.8 The Panel noted an update on recent work examining the impact of Covid-19 on bus workers during the Covid-19 pandemic. The first part of the study had been published on 27 July 2020 and the second stage was expected to be completed and published at the end of the year.
- 4.9 The research suggested that most bus drivers who had died with Covid-19 symptoms had become infected prior to the lockdown commencing. It was also observed that there were additional factors, such as age, other health issues and deprivation, which influenced health outcomes.
- 4.10 TfL's risk assessment tools had been shared with the bus operators, who were expected to adopt comparable assessments and it was confirmed that all operators had an assessment in place. Bus operators had developed remote sign-on procedures for drivers as part of their risk mitigations. Discussions were taking place with the Trade Unions on the introduction of such processes and the Panel would receive an update in due course.
- 4.11 At present, the Government's Track and Trace programme did not extend to public transport. There were capacity restrictions on buses as well as a comprehensive cleaning programme in place to mitigate risk.
- 4.12 The Panel would receive an update at a future meeting that would include details on how the recommendations of the study were being implemented and how the health risk factors that were specific to bus drivers' roles would be managed.

TfL Wellbeing Tracker: Findings, Discussion and Next Steps

- 4.13 The Panel noted the findings of the recent Wellbeing Tracker survey, set up to provide a snapshot view of employee wellbeing given the ongoing demands placed on them as a result of the Covid-19 pandemic.
- 4.14 The main findings showed that 44 per cent of employees reported their wellbeing as being good or very good and a further 39 per cent as OK. In addition, 51 per cent of employees reported that TfL's support of their wellbeing was good or very good and a further 32 per cent as OK. Differences did exist between staff at work and those who were furloughed, who were recording lower levels of wellbeing.
- 4.15 The response rate for operational staff was lower than non-operational. The next wellbeing survey would be incorporated into the Viewpoint staff survey and a campaign would take place to encourage online engagement.
- 4.16 The recommendations fell into three broad categories – use of communication, management staying connected to staff, and ensuring employees were suitably equipped to carry out their roles.

Human Resources Quarterly Report

- 4.17 The Panel noted the overview of key Human Resources-led activities and statistics for Quarter 1 2020/21 (1 April – 27 June 2020). The Viewpoint staff survey, launched on 28 September 2020, would be entirely online with a campaign to drive participation in the operational parts of the business where staff had lower levels of access to electronic communications.
- 4.18 The Panel noted the number of staff on furlough and how and when they would be brought back and discussed the impact on the apprenticeship and graduate programmes.
- 4.19 The Panel would receive an update on the mechanisms to collect data from staff on Covid-19 infection and what information was available to allow staff to protect themselves from infection.

Reoccupation of TfL Offices

- 4.20 The Panel discussed and welcomed the proposed phased reoccupation of the TfL head office buildings assuming lockdown restrictions were eased. Capacity would be significantly reduced and most staff would continue to work from home. Risk assessments had taken place and had been shared with the Trade Unions. Detailed protocols and guidance were being developed along with robust and effective cleaning regimes to maintain Covid-19 security.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Safety, Sustainability and Human Resources Panel on 9 September 2020

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Board



Date: 21 October 2020

Item: Report of the Meeting of the Audit and Assurance Committee held on 11 September 2020

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 11 September 2020.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 11 September 2020 were published on 3 September 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/audit-committee>. A link to a video recording of the meeting can also be found on the page.

- 3.2 The main matters considered by the Committee were:

- (a) TfL's Statement of Accounts for the Year Ended 31 March 2020 – Changes Made Prior to Finalisation;
- (b) Financial Reporting Council Review of the Audit of the TfL Financial Statements and Value for Money Arrangements for the Year Ended 31 March 2019;
- (c) Procurement Update;
- (d) Control Environment Trend Indicators;
- (e) Effectiveness Review of the External Auditors;
- (f) Annual Audit Letter;
- (g) Independent and Investment Programme Advisory Group Quarterly Report;
- (h) Risk and Assurance Quarter 1 Report 2020/21;
- (i) Pan-TfL Revenue Protection Programme;

- (j) TfL International Benchmarking During Covid-19;
- (k) Freedom of Information Update; and
- (l) Governance Improvement Plan 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 2 December 2020.

4 Issues Discussed

TfL's Statement of Accounts for the Year Ended 31 March 2020 – Changes Made Prior to Finalisation

4.1 The Committee noted the paper, which set out information on material changes made to TfL's Statement of Accounts for year ended 31 March 2020, delegated to the Statutory Chief Finance Officer by the Committee at its meeting on 8 June 2020, prior to submission to the Board. Members of the Committee had been advised of the changes prior to the Board approving the Statement of Accounts at its meeting on 29 July 2020.

Financial Reporting Council Review of the Audit of the TfL Financial Statements and Value for Money Arrangements for the Year Ended 31 March 2019

4.2 The Committee noted the results of the review. There were no issues raised to bring to the attention of the Board.

Procurement Update

4.3 The Committee noted the update on key actions being taken by TfL's Procurement and Supply Chain team to address the results of external and internal audits, particularly in relation to the management of non-competitive transactions. Several key changes had been made with the aim of increasing the competition and value for money culture within TfL and to promote a more consistent approach across procurement teams.

4.4 A further update on procurement would be submitted to the 17 March 2021 meeting of the Committee, including matrix and key performance indicators

Control Environment Trend Indicators

4.5 The Committee noted the report and approved the dashboard for reporting at future meetings.

Effectiveness Review of the External Auditors

4.6 The Committee noted the annual paper on the performance of the external auditors. It was agreed that EY would submit a timetable for the succession of the lead audit partner to the next meeting.

- 4.7 The Committee thanked EY and all the TfL staff involved in the finalisation of the accounts for 2019/20, particularly considering the challenging circumstances.

Annual Audit Letter

- 4.8 The Committee noted the Annual Audit Letter issued by EY, circulated to Committee Members on 24 July 2020. The letter summarised EY's conclusions on the Annual Statement of Accounts and Value for Money.

Independent and Investment Programme Advisory Group Quarterly Report

- 4.9 The Committee noted the quarterly report from the Independent and Investment Programme Advisory Group and the management response for August 2020.
- 4.10 Activity had been substantially reduced due to Covid-19, so the focus had been on the completion of the cost cutting review work, updating the work programme and supporting the Programmes and Investment Committee. Reviews of the Programme Management Office and asset conditions would start in the next quarter.
- 4.11 The Director of Investment Delivery Planning would report on value for money work to future meetings, as appropriate, and a briefing on the Engineering Standards Improvement Programme would also be submitted to a future meeting.

Risk and Assurance Quarter 1 Report 2020/21

- 4.12 The Committee noted the quarterly report, informing the Committee of work completed, work in progress and work planned to start. Mushtaq Ali, Interim Head of Internal Audit, was welcomed to his first meeting.
- 4.13 Crossrail risks would be incorporated into the TfL Enterprise Risk Schedule, when the migration of the organisation was complete. The Committee welcomed the work to date on the risk schedule and requested that the assigned Board Committee/Panel for Enterprise Risk 10 (Inability to Support New Ways of Working) be reviewed.
- 4.14 It was agreed that any internal audit reports related to Crossrail migration would be circulated outside of the meeting.
- 4.15 Fraud data and trends had been included in the report, as requested at the previous meeting. It was agreed that dates of case referrals would be included in future reports.

Pan-TfL Revenue Protection Programme

- 4.16 The Committee noted the update on the pan-TfL Revenue Protection Programme to tackle fare evasion and ticket fraud.

- 4.17 The Committee endorsed the work of the Revenue Protection team to reduce fare evasion, implement mask enforcement and take action to reduce assaults against staff.

TfL International Benchmarking During Covid-19

- 4.18 The Committee noted the work to date by TfL to learn from and share with others best practice in responding to the Covid-19 crisis and planning for recovery.

Freedom of Information Update

- 4.19 The Committee noted the annual Freedom of Information update for 2019/20 and 2020/21 to date.
- 4.20 Members congratulated staff on maintaining the high levels of service responses and the continued reduction in the number of complaints.

Governance Improvement Plan 2020/21

- 4.21 The Committee approved the Governance Improvement Plan 2020/21.
- 4.22 It was agreed that further details would be included in future Improvement Plans in areas where work was described as ongoing.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Audit and Assurance Committee on 11 September 2020.

Contact Officer: Howard Carter, General Counsel
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Board

Date: 21 October 2020

Item: Report of the Meeting of the Customer Service and Operational Performance Panel held on 23 September 2020

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Customer Service and Operational Performance Panel at its meeting on 23 September 2020.

2 Recommendation

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

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 23 September 2020 were published on 15 September 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/customer-service-op-performance>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Panel were:
- (a) Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19;
 - (b) Enhanced Approach to Public Engagement and Local Advocacy – a Focus on the London Streetspace Programme;
 - (c) Assisted Transport Services Update; and
 - (d) Bus Services to London’s Hospitals – 2020 Update.
- 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 18 November 2020.

4 Issues Discussed

Communication and Stakeholder Engagement: Enabling the Recovery from Covid-19

- 4.1 Members noted the report, which provided an update on TfL's extensive communication and stakeholder engagement, to help London's recovery from Covid-19.
- 4.2 TfL ensured that customers were equipped with the necessary information and to be reassured of the network's safety and reliability, through a variety of communication methods. It was estimated that 95 per cent of Londoners had been reached by the campaign in some form.
- 4.3 Quieter times on the network had been promoted, to reassure customers that social distancing could be maintained. The TfL Go app had recently been launched, which allowed customers to plan their journey in real time.
- 4.4 TfL had worked closely with businesses, attractions, cultural sites and retailers to understand how their sectors would return to work. There had been high engagement with schools; operational changes to the network had been made, for example school only bus routes.
- 4.5 TfL had scored strongly against key customer metrics during the period. On the metrics 'TfL Cares' and 'TfL provides a safe service for customers' the results exceeded the results of the same period in 2019.
- 4.6 Face covering compliance was estimated to be over 90 per cent and TfL continuously monitor compliance, through surveys, CCTV and staff spot checks. There were certain parts of the network and times of day where compliance was not as strong as others and the focus would be on those locations and times. Each station had a bespoke plan should social distancing become an issue for staff and customers, however these had only been used on a couple of occasions.
- 4.7 The Panel commended the work that had been done on communications during the period to assure customers that TfL provided a safe level of service.

Enhanced Approach to Public Engagement and Local Advocacy – a Focus on the London Streetspace Programme

- 4.8 Members noted the paper, which provided an update on how TfL had transformed the way it engaged with communities and stakeholders. The paper made specific reference to engagement on the London Streetspace Programme, which had been introduced at pace in response to the Covid-19 pandemic.
- 4.9 The Streetspace Programme had started in April 2020, but a huge amount had been delivered to date. There was funding for 150 Low Traffic Neighbourhoods (LTNs), of which 61 were currently in place. Typically, a

scheme like LTNs would require 18 months of planning, consultation and modelling.

- 4.10 There were four key elements that TfL used to ensure Londoners understood the Streetspace Programme, what was changing now in their neighbourhoods and the long-term changes were: inform; engage and seek input; win advocacy/prompt behaviour change; and consult.
- 4.11 Members welcomed the amount of cycle infrastructure that had been built or was under construction. Most of the new cycle infrastructure was along corridors that allowed speedy implementation.
- 4.12 The aim of LTNs was to avoid a car led recovery and while they reduced traffic on residential streets, the intention was not to simply move traffic to busier roads.
- 4.13 The engagement approach would continue throughout the life of temporary schemes, which would likely require at least six to nine months before an informed decision could be made. Each scheme would be determined on a case by case basis.

Assisted Transport Services Update

- 4.14 Members noted the report, which provided an update on the work that had been done to improve Assisted Transport Services (ATS) for Londoners with reduced mobility, since November 2019.
- 4.15 Taxicard and Dial-a-Ride services had continued to operate, with some resources turned to delivery services, working with councils and voluntary services, to support those who were not able to leave their home. TfL also worked with the NHS to deliver medicine and equipment and to organise the transport related to the Nightingale Hospital.
- 4.16 The profile of ATS had been raised within the taxi trade; whereas previously there were issues with the supply of taxi drivers, particularly for Taxicard, there was now a waiting list for drivers wanting to gain the relevant accreditation.
- 4.17 Work on the one stop shop booking and scheduling platform had restarted, with a view to contract award in December 2021.
- 4.18 On customer segmentation and customer research to help TfL better understand the ATS market, TfL would work with a research company to engage with various parties and be the third-party data processor.
- 4.19 The ATS team had begun to look at how it could act in parallel with other TfL activities, for example by promoting where Londoners could use mobility scooters in parallel to the promotion of walking routes and active travel.

Bus Services to London's Hospitals – 2020 Update

- 4.20 Members noted the report, which provided an update on the provision of bus services to London's hospitals.

- 4.21 Of the seven key actions identified in the initial review, four had been implemented, two were in progress and one was on hold.
- 4.22 ATS to hospitals had made good progress prior to the Covid-19 lockdown in March 2020. Meetings had been held with a major NHS trust to determine how transport to hospitals could be improved. Relationships with the key trusts were developing. The development of this network reduced the number of people falling between the gaps in provision.
- 4.23 It was currently difficult to determine the uptake of the changes to the bus routes, given the decline in ridership since March 2020, but TfL would continue to collect data on uptake and would provide this in future updates.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Customer Service and Operational Performance Panel on 23 September 2020

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Board



Date: 21 October 2020

Item: Report of the Meeting of the Finance Committee held on 30 September 2020

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Finance Committee at its meeting on 30 September 2020.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 30 September 2020 were published on 22 and 29 September 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/finance-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters considered by the Committee were:
- (a) Decision Making During Covid-19 Emergency Measures and Use of Delegated Authority;
 - (b) Finance Report;
 - (c) Update on Funding Negotiations;
 - (d) Comprehensive Spending Review;
 - (e) TfL Prudential Indicators Outturn;
 - (f) Treasury Activities; and
 - (g) TfL Energy Update: Renewable Power Purchase Agreements.
- 3.3 A summary of the items considered and decisions taken at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 25 November 2020.

4 Issues Discussed

Decision Making During Covid-19 Emergency Measures and Use of Delegated Authority

- 4.1 The Committee noted the paper, which set out the meeting arrangements while Covid-19 social distancing and travel restrictions remained in place, and the use of delegated authority since the previous meeting. As TfL was now included in the amended Regulations that permitted local authorities to meet by videoconference, decisions could be made by the Committee rather than through Chair's Action.
- 4.2 The Committee noted that there had been no use of authority delegated by the Board, one use of Chair's Action in relation to contract awards for the London Highway Maintenance and Projects Frameworks and Procurement and Land Authority approvals by the Commissioner and Chief Finance Officer. The Committee also noted the Mayoral Direction on the London Cleaner Vehicle Support and Scrappage Scheme, reported elsewhere on the agenda for this meeting.

Finance Report

- 4.3 The Committee noted the paper, which set out TfL's financial results to the end of Period 5, 2020/21 – the year-to-date period ending 22 August 2020. A summary of year-to-date financial performance was shown against the Revised Budget and last year. The presentation was consistent with how the original 2020/21 Budget had been presented.
- 4.4 On 29 July 2020, the Board reviewed and approved the Revised Budget for 2020/21, which replaced the interim Emergency Budget for the year. The Revised Budget reflected updated passenger journey and income modelling, as well as further cost savings and changes to capital programmes. It was based on the funding and financing agreement with central Government of £1.6bn to the end of Period 7, 2020/21.
- 4.5 Core operating costs were £51m lower than Revised Budget and £15m lower than the same time last year. Additional costs from the coronavirus pandemic were almost £100m, with direct costs of £36m for cleaning and protective equipment etc. and a further £62m from stranded labour and Safe Stop of projects. The net cost of operations was £115m better than Revised Budget.
- 4.6 Since 2015, TfL had undertaken significant transformation work to reduce costs and maximise assets to create revenue. Control measures since the coronavirus pandemic included a headcount freeze and reductions in non-permanent and permanent labour. The Finance Commitment Oversight Group had been established in June 2020 to oversee all financial commitments and spend, and reviewed budgeted items and restart of projects. Financial approval levels were being reviewed, and more emphasis had been placed on cash flow planning accuracy and greater rigour for divisional reviews, to ensure tightening of spend and commitment controls.

- 4.7 The Finance Report to the next meeting of the Committee would include details of an analysis and reconciliation exercise into the impact of the spend and control measures against the revenue and capital savings targets set in the Emergency Budget and what had been achieved and what was projected for the whole year.
- 4.8 The Committee also requested future papers on: Procurement transformation progress since the appointment of the Chief Procurement Officer; and an analysis of the short and medium-term impact on the future of TfL as a consequence of the furloughed activity and deferred works and programmes.

Update on Funding Negotiations

- 4.9 The Committee noted the paper, which set out the continuing impacts of the coronavirus pandemic on TfL's finances and the need for additional funding as set out in the Revised Budget presented to the Board on 29 July 2020. The Revised Budget was predicated on a funding package being provided by Government. The paper described the position with Government and the status of discussions regarding funding support.
- 4.10 The funding agreement with Government in May expired on 17 October 2020 and TfL was in active discussions on its immediate funding requirements. The Secretary of State and the Mayor had a productive meeting on 23 September 2020 and it was hoped that details of a funding deal from Government would be concluded imminently.
- 4.11 Crossrail was also significant to the negotiations, as without agreed further funding, the project would no longer be able to meet its financial commitments or let new contracts. TfL was in active discussions with Government on a solution to securing Crossrail funding and hoped to conclude these discussions shortly, and open the railway as soon as possible.
- 4.12 Ongoing uncertainty in relation to TfL's funding position going forward required the consideration of measures to preserve TfL's liquidity, prioritised for maintaining service levels and stewardship of its core network. Expenditure on non-critical spend had been restricted, which would inevitably have detrimental impacts to certain projects in the Investment Programme.
- 4.13 TfL had a statutory obligation to produce a balanced budget, to provide confidence in how income and expenditure would be balanced in both the short and medium-term, which could not be achieved without further Government support or new funding sources. Remaining cash balance was also a contributing factor to the urgency of discussions, as TfL's liabilities greatly outweighed its income and cash balances, such as the cost of running the bus network.

- 4.14 TfL had introduced a suspension on new financial commitments and needed to consider other measures necessary to avoid the need to issue a Section 114 report, such as pauses on all new Streetspace funding commitments, work on Hammersmith Bridge, non-critical project spend and new contracts, causing significant impacts for its supply chain. Additional spend controls could mean pausing the start of new projects which required longer term funding certainty, such as bus electrification.

Comprehensive Spending Review

- 4.15 The Committee noted the paper, which set out TfL's Spending Review prospectus of its long-term vision of what it could deliver with secure, committed funding. Alongside its immediate funding requirements, TfL needed to agree a stable and sustainable long-term Government funding framework in order to support longer-term economic recovery for London and the UK. Sustained long-term funding would enable TfL to keep services running safely and reliably, and to both plan and deliver the next 10 years of modernising the city's ageing infrastructure. Confidence in funding would also enable TfL to further support jobs across the UK through its extensive supply chain, and boost productivity through a wide range of shovel ready projects to help kick start the economy.
- 4.16 The protection of mass transit would boost the economy, making the best use of limited space in cities, and allow TfL's integrated authority to give the best user experience between all modes, improving efficiency and saving journey time. TfL had a big part to play in helping the Government achieve its goal of zero carbon transport by 2050 or sooner. A number of TfL interventions directly progressed this, including electrifying the 9,000 vehicle bus network and leading the way for the rest of the UK market, whilst preventing a car-led recovery and reducing CO2 emissions from transport.
- 4.17 To deliver the full package of schemes in the prospectus would require funding of approximately £3bn per annum for 10 years. The package of investment would maintain TfL's ageing assets while adding capacity, accelerate the green recovery and investment in green transport, and regenerate areas to unlock new homes and jobs.

TfL Prudential Indicators Outturn

- 4.18 The Committee noted the paper, which reported on TfL's performance against the indicators for the financial year 2019/20 approved by the Board on 27 March 2019. TfL was required by regulation to adopt prudential indicators that supported decision making on planned capital expenditure, borrowing and treasury management activities.
- 4.19 The Committee noted that due to a change in the Leases accounting standard (IAS 17 to IFRS 16) after the prudential indicators were approved, the TfL Group had exceeded its total Authorised Limits when outturn was illustrated against the 2019/20 Statement of Accounts. On an IAS 17 basis of preparation however, both the TfL Corporation and the TfL Group were

within their total Authorised Limits for the year ended 31 March 2020. As this was the accounting basis under which the Authorised Limits were set, no technical breach was assessed as having occurred and no penalties therefore applied. The ratio of financing costs to net revenue stream indicator was acknowledged as an estimate and variations could occur in the ordinary course of business. The driver of the breach was understood and non-consequential.

- 4.20 Prudential indicators for the current year 2020/21 were based on the original 2020/21 Budget. TfL would assess whether the indicators should be revised, given the significant changes to expected 2020/21 financials resulting from the coronavirus pandemic as part of preparations for the 2020 Mayoral Budget submission. A paper would be brought back to the Committee if, following consultation with the GLA, a decision to restate the prudential indicators was reached.

Treasury Activities

- 4.21 The Committee noted the paper, which provided a brief update on key treasury activities for the reporting period from 22 February to 11 September 2020.
- 4.22 TfL had been managing its short-term liquidity to operate more effectively through the challenging period of the coronavirus pandemic by adjusting its cash balances accordingly. During the reporting period, TfL's credit rating agencies had downgraded its ratings, partly owing to the impact of coronavirus. TfL remained compliant with all Treasury Management Policies.
- 4.23 The focus and practices around improving the quality and consistency of the short-term cash forecasting had increased, as part of the KPMG review remit to demonstrate the need for the H1 funding, in order to maintain the minimum liquidity required.

TfL Energy Update: Renewable Power Purchase Agreements

- 4.24 The Committee noted the paper, which set out the proposed Energy Purchasing Strategy and renewable energy procurement roadmap out to 2030. The strategy outlined how TfL planned to procure renewable energy through Power Purchase Agreements in order to meet its ambition to operate a zero-carbon railway, with a specific intention of using TfL's size and position to stimulate growth across the renewable energy generation sector.
- 4.25 The procurement strategies for both mid-term and long-term agreements were in development, incorporating information gathered directly from the market engagement exercise. The documents would be finalised by November 2020 and presented to the Committee at its next meeting.
- 4.26 Subject to appropriate approvals, the first agreement tender was anticipated to be launched in spring 2021. Further collaboration with the GLA to explore how a combined approach which built on the strategy may deliver further benefits was ongoing and expected to be completed by December 2020. It

was anticipated that this work would shape agreement procurements for TfL beyond the immediate strategy.

- 4.27 Consideration would be given to what else TfL could do to widen and accelerate its work in this area, and the implications of doing that. This would be brought back to Members at an appropriate forum.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 30 September 2020.

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Board



Date: 21 October 2020

Item: Report of the Meeting of the Programmes and Investment Committee held on 16 October 2020

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items to be considered by the Programmes and Investment Committee at its meeting on 16 October 2020. As that meeting is held after this paper was published, a verbal update on the issues raised by the Committee will be provided to the Board.

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 16 October 2020 were published on 8 October and 13 October 2020 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>. A link to a video recording of the meeting can also be found on the page.
- 3.2 The main matters to be considered by the Committee are:
- (a) Use of Delegated Authority;
 - (b) Investment Programme Report - Quarterly Report;
 - (c) Independent Investment Programme Advisory Group - Quarterly Report;
 - (d) TfL Project Assurance Update;
 - (e) London Underground Technology Programme;
 - (f) Surface Technology Programme 2020/21;
 - (g) Docklands Light Railway - Rolling Stock Replacement Programme and Housing Infrastructure Fund Bid;
 - (h) London Underground Major Stations Programme;
 - (i) HS2 Update; and

(j) Northern Line Extension Update.

- 3.3 A summary of the items to be considered at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 11 December 2020.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee is asked to note the paper. Since the last meeting of the Committee, there had been no use of authority delegated by the Board, decisions taken under Chair's Action nor Mayoral Directions within the remit of the Committee. The only Procurement Authority granted has been by the Chief Finance Officer in relation to: Grange Hill to Chigwell stabilisation works; additional functionality for the new Docklands Light Railway rolling stock; saloon refurbishment design for the Bakerloo, Central and Waterloo & City lines fleets; and two approvals for the supply of components for fleet overhaul and other programme maintenance.

Investment Programme Report - Quarterly Report

- 4.2 The Committee is asked to note the paper, which provides and update on the progress and performance in Quarter 1, 2020/21 of a range of projects that will deliver world-class transport services to London. The time range for the report has been extended from 1 April to 1 August 2020.

Independent Investment Programme Advisory Group - Quarterly Report

- 4.3 The Committee is asked to note the paper, which provides and update on the work undertaken since the last report to the Committee meeting on 20 July 2020.

TfL Project Assurance Update

- 4.4 The Committee is asked to note the paper, which provides an update on the project assurance work undertaken between 27 June and 19 September 2020. A total of six reviews were undertaken, consisting of two programme and four project assurance reviews.

London Underground Technology Programme

- 4.5 The Committee is asked to note the paper and approve the creation of a new programme for London Underground (LU) Technology and the transfer of the relevant Programme and Project Authority to that Programme.
- 4.6 The creation of the Programme is intended to provide a holistic overview of all client-funded capital expenditure for technology projects being delivered for LU and establish a robust structure to support increased levels of investment in technology in the coming years.

Surface Technology Programme 2020/21

- 4.7 The Committee is asked to note the paper and approve Programme and Project Authority for the Surface Technology Programme.
- 4.8 The Programme is responsible for projects delivering outcomes for Surface Transport using technology. The primary driver for these projects is the renewal of existing systems required to continue core operations within Surface Transport, such as optimising traffic signals, tracking buses in real time and assisting with on-street compliance activities.

Docklands Light Railway – Rolling Stock Replacement Programme and Housing Infrastructure Fund (HIF) Bid

- 4.9 The Committee is asked to note the paper, which provides an update on the progress of the DLR Rolling Stock Replacement Programme and on negotiations with the Ministry of Housing, Communities and Local Government, regarding the HIF bid.

London Underground Major Stations Programme

- 4.10 The Committee is asked to note the paper and approve additional Procurement Authority for the Bank Station Capacity Upgrade. The paper also provides an update on the progress of the LU Major Stations Programme.

HS2 Update

- 4.11 The Committee is asked to note the paper and authorise an updated list of TfL officers to agree and execute documents. The paper provides an update on the status of the HS2 Programme and proposals being considered by the Department for Transport.

Northern Line Extension Update

- 4.12 The Committee is asked to note the paper, which provides an update on the progress of the Northern Line Extension project.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 16 October 2020

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