

Meeting: Board

Date: Wednesday 8 June 2022

Time: 10:00am

**Place: Chamber, City Hall, Kamal
Churchie Way, London E16 1ZE**

Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Ben Story

Peter Strachan

Government Special Representatives

Andrew Gilligan

Becky Wood

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).

This meeting will be open to the public and webcast live on the [TfL YouTube channel](#) and on the [GLA website Mayoral Webcast page](#), except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. 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 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
Friday 27 May 2022

**Agenda
Board
Wednesday 8 June 2022**

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 23 March 2022

(Pages 1 - 16)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 23 March 2022 and authorise the Chair to sign them.

4 Matters Arising, Actions List and Use of Delegated Authority

(Pages 17 - 22)

General Counsel

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

5 Commissioner's Report (Pages 23 - 46)

Commissioner

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

6 Elizabeth Line Operations and Further Opening Stages

(Pages 47 - 48)

Commissioner

The Board is asked to note the paper.

7 Finance Report (Pages 49 - 66)

Chief Finance Officer

The Board is asked to note the Finance Report.

8 Delivering the Mayor's Transport Strategy 2021/22 Annual Update

(Pages 67 - 140)

Chief Customer and Strategy Officer

The Board is asked to note the paper.

9 Collective Executive Decision Making (Pages 141 - 144)

General Counsel

The Board is asked to approve changes to Standing Orders arising from the revised management structure to enable Chief Officers to make certain decisions collectively.

10 Board Effectiveness Review 2022 (Pages 145 - 148)

General Counsel

The Board is asked to approve the scope for the externally led Board Effectiveness Review 2022.

11 Report of the meetings of the Elizabeth Line Committee held on 24 March and 25 May 2022 (Pages 149 - 152)

Committee Chair, Heidi Alexander

The Board is asked to note the report.

12 Report of the meeting of the Programmes and Investment Committee held on 18 May 2022 (Pages 153 - 156)

Committee Chair, Ben Story

The Board is asked to note the report.

13 Report of the meeting of the Audit and Assurance Committee held on 6 June 2022 (Pages 157 - 160)

Committee Chair, Mark Phillips

The Board is asked to note the report.

14 Any Other Business the Chair Considers Urgent

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

15 Date of Next Meeting

Wednesday 27 July 2022, at 10:00am

Transport for London

Minutes of the Meeting

**Conference Rooms 1 & 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 23 March 2022**

Members

Sadiq Khan (Chair) (up to Minute 22/03/22)
Seb Dance (Deputy Chair) (in the chair from Minute 22/03/22)
Heidi Alexander
Cllr Julian Bell (via Teams)
Kay Carberry CBE
Professor Greg Clark CBE (via Teams)
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Marie Pye
Dr Lynn Sloman MBE (via Teams)
Ben Story
Peter Strachan (via Teams, up to Minute xx/03/22)

Government Special Representative

Becky Wood

Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Stuart Harvey	Chief Capital Officer
Simon Kilonback	Chief Finance Officer
Andy Lord	Chief Operating Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Chief Customer and Strategy Officer
Mark Wild	CEO, Crossrail Limited
Tricia Wright	Chief People Officer

Staff

Neil Clarke	Senior Divisional Financial Controller (for Minutes 22/03/22 and 24/03/22)
Graeme Craig	Director of Commercial Development (for Minute 25/03/22)
Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Shamus Kenny	Head of Secretariat
Rajiv Sachdeva	Divisional Finance Director, Surface Transport and Major Projects (for Minutes 22/03/22 and 24/03/22)
Rachel Shaw	Head of Financial Accounting and Tax (for Minute 24/03/22)
Martin Taylor	Head of Business Strategy (for Minute 23/03/22)
Alex Williams	Director of City Planning

16/03/22 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and on YouTube to ensure the public and press could observe the proceedings and decision-making.

Apologies for absence had been received from Bronwen Handyside and Dr Nina Skorupska CBE.

Members Cllr Julian Bell, Professor Greg Clark CBE, Dr Lynn Sloman MBE and Peter Strachan were attending via Teams and were able to take part in the discussions but were not counted toward the quorum.

The Chair had accepted the Budget and Finance Report Update and the Prudential Indicators items as late papers for the agenda, as it was vital that Members knew the most up to date information.

As reported at the last meeting, Simon Kilonback, TfL's Chief Finance Officer (CFO), would leave TfL in April 2022. He had played a central role in making TfL ever more efficient and, prior to the coronavirus pandemic, on a clear path to financial sustainability. He had put in an extraordinary amount of time and effort to stabilise TfL's finances due to the impact of the pandemic and to ensure it secured support from Government to set TfL back on a path to future financial sustainability. On behalf of the Board, the Chair thanked him for the legacy he left and wished him every success for the future.

As Rachel McLean was unable to take up the interim management CFO role due to personal circumstances, Patrick Doig would, in addition to his current Group Finance Director and statutory CFO roles, report to the Commissioner as an interim measure until the internal and external recruitment process to fill the management CFO role concluded. Members would be asked to temporarily grant authorities previously specified to the management CFO postholder to Patrick Doig.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting.

17/03/22 Declarations of Interests

All Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no additional interests that related specifically to items on the agenda.

18/03/22 Minutes of the Meeting of the Board held on 2 February 2022

The minutes of the meeting of the Board held on 2 February 2022 were approved as a correct record and the Chair was authorised to sign them.

19/03/22 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the paper. Since the last meeting, there had been no use of Chair's Action. The Chair of the Finance Committee had exercised Chair's Action, in consultation with available Board Members, on three occasions in relation to TfL's funding arrangements.

On 9 March 2022, the Finance Committee exercised specific authority delegated by the Board to approve the Treasury Management Strategy, the Treasury Management and Derivative Investments Policies and the Investment Management Strategy for Non-Financial Assets. This was included in the Finance Committee's report to the Board.

There had been one Mayoral Direction to TfL, in relation to the March 2022 fare changes.

Members noted the progress against the actions from previous meetings, as set out in Appendix 1 to the paper, most of which were completed.

The Board noted the paper.

20/03/22 Commissioner's Report

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

The key issues arising from the overview and discussion are summarised below:

- 1 As reported elsewhere at the meeting, the Commissioner was grateful that the Government had extended its funding support until 24 June 2022, which enabled TfL to continue to operate and maintain safe, efficient and essential transport services, that made a vital contribution to the economic recovery of the capital and the country. The Government had also committed to set out a proposal on longer-term capital funding support by the end of March 2022. A long-term capital settlement was essential to avoid a disastrous managed decline of London's transport network and to support TfL's shared objectives with the Government including environmental aims. To date, TfL had met every funding settlement commitment on time and expected the Government to reciprocate with a credible capital offer.
- 2 TfL would meet its commitment to provide the Government with the independent review of its pension fund by the end of March 2022. The review was not expected to make recommendations but to present a range of options. It was a complex area and any change to the pension fund would be subject to discussion with trustees and stakeholders and would not be a quick exercise.
- 3 There had been no additional Covid-19 deaths in service since the last meeting. Following the removal of all domestic coronavirus restrictions in England on 24 February 2022, while it was no longer a requirement for customers to wear face coverings as a condition of carriage, TfL continued to encourage their use on

public transport. TfL's vigorous cleaning routines had been maintained and monthly sampling by Imperial College London since September 2020 continued to show no traces of coronavirus on TfL's public transport network.

- 4 On 14 March 2022, the Mayor announced a new campaign to tackle violence against women and girls, which remained a top priority for TfL. In addition to partnership work with the Metropolitan Police and British Transport Police, including a high-profile campaign, TfL had established an internal programme of activity for frontline customer service staff. TfL was acting on the recommendations from the London TravelWatch report to improve personal security for people travelling around the capital. TfL was awarded White Ribbon accreditation, a publicly declared opportunity to have an impact on its internal culture, challenging behaviours and mobilising men to act. TfL's male ambassadors had made the promise to never commit, excuse or remain silent about violence against women and girls.
- 5 Lilli Matson confirmed that, following the deaths of Sarah Everard and Sabina Nessa, a TfL taskforce group was stood up and agreed a co-ordinated plan to tackle violence against women and girls. This included initiatives such as the domestic abuse policy and advertising campaign, as well as longer-term initiatives for Streetspace realm and design, all of which were assessed for equality impacts.
- 6 On 11 February 2022, TfL launched a new fleet of 29 electric buses on route 63. As well as being zero emission and meeting the 2021 Bus Safety Standard, the new buses included a range of enhancements to improve customer experience and increase bus use. Capital funding certainty would enable more of these vehicles to be rolled out. Transforming bus travel was essential for a green and inclusive recovery from the coronavirus pandemic for London and to achieve the Mayor's target for a net zero carbon city.
- 7 On 11 March 2022, TfL published its Bus action plan. This set out its 2030 vision for buses, including how buses contributed to creating Healthy Streets, and the actions it planned to take to improve customer experience, journey times, connections, safety and security, and help reduce carbon emissions. TfL was engaging with boroughs and stakeholders on the role of the bus in London's recovery and the long-term vision for bus travel. While the bus network in London already had more than 4.5 million passengers a day, encouraging more people to use buses and facilitate the switch away from car use was essential to meeting the mode shift targets within the Mayor's Transport Strategy.
- 8 Throughout February 2022, TfL engaged with several organisations interested in the Mayor's plans to introduce a new road user charging scheme. It met with key stakeholders to discuss the imperative for London to reach net zero carbon by 2030, the potential options for any scheme and how different schemes might affect Londoners.
- 9 On 4 March 2022, the Mayor announced that he intended to consult on proposals for the London-wide expansion of the Ultra Low Emission Zone in 2023. A 10-week public and stakeholder consultation on detailed proposals would start in May 2022. The Mayor would consider feedback from the consultation and decide whether to confirm the expansion proposals, with or without modifications.

- 10 The Mayor had also asked TfL to develop proposals for consolidating existing road user charging schemes into one simple and fair pay per mile scheme, for introduction by the end of the decade. This would potentially involve drivers paying different rates for using their vehicles depending on how polluting they were, the distance travelled and the time when the journey took place.
- 11 Excellent progress continued to be made on Crossrail. On 28 January 2022, the second phase of the Elizabeth line Trial Operations began, which involved thousands of volunteers and a range of organisations collaborating on the response to trial scenarios. The next and final phase was a period of timetabled running to run trains up and down the central tunnel section of the Elizabeth line in order to fine tune the railway, iron out any final issues and ensure it was the most reliable service possible when it opened.
- 12 The Commissioner thanked Simon Kilonback, Chief Finance Officer (CFO), for his incredible hard work and support during his time at TfL. Patrick Doig, currently Group Finance Director and statutory CFO, would succeed Simon Kilonback as interim CFO. He had been heavily involved in the funding discussions and helping the organisation to overcome its financial challenges.
- 13 Gareth Powell, Andy Lord, Mark Wild and a number of other TfL colleagues would take part in the Railway Children's Railway Sleepout on 31 March 2022, spending a night in Waterloo station to raise awareness and much needed funds to support the Railway Children.
- 14 TfL continued to face ongoing pressures and uncertainties around the recent increase in coronavirus cases, the pensions review, its finances and an exodus of talent. The Executive team was standing up as leaders to steer the organisation through the uncertainties towards better times ahead, such as the imminent opening of the Elizabeth line.
- 15 Andy Byford echoed the condolences and loss expressed following the death of Shatha Ali, a cyclist who sadly died as a result of a collision involving a lorry near Holborn Underground station on 1 March 2022. Lilli Matson confirmed that TfL was working with Camden Council to deliver interim junction improvements at Holborn Gyratory. TfL was committed to tackling unsafe junctions, subject to resourcing from a longer-term financial settlement.
- 16 Garth Powell confirmed the importance of in-person cycling training to improve cyclist safety. TfL was committed to funding cycling training and would liaise with the boroughs in the coming weeks.
- 17 TfL's controlled e-scooter trial operated under Department for Transport guidance and safety performance was monitored with only a small number of incidents recorded. Feedback from users, the public and representative groups would be brought together for a decision on use of e-scooters going forward.
- 18 Along with the Department for Transport and other train operating companies, TfL was helping Ukrainian nationals travelling to the UK on Eurostar services reach their final destination and get to their hosts as quickly as possible, by enabling them to travel for free across London using Tube or rail services. The scheme was subject to identification and proof of eligibility and would run for three months initially.

- 19 Garth Powell confirmed that cyber security risks, such as potential cyber-attacks, were monitored and that the management team had assessed preparedness, had plans in place and remained in a heightened state of vigilance.
- 20 On compliance with Russian sanctions in the supply chain, Simon Kilonback confirmed that an initial review of the direct supply chain had identified none from Russia and this would be monitored going forward.
- 21 On the Secretary of State for Transport's recent refusal for disposal of TfL land at Cockfosters for housing delivery, Alex Williams confirmed that it had been a lengthy planning consent process and that TfL would press for review of the decision in order to get a resolution.
- 22 The National Union of Rail, Maritime and Transport Workers (RMT) strike action on 1 and 3 March 2022, which also impacted on the morning of 2 and 4 March, resulted in severe disruption across all Tube lines, with stations closed and little or no service in places, while buses and other rail services were busier than normal. No proposals had been tabled on pensions or terms and conditions and strike action was called despite assurances from TfL that nobody would lose their jobs because of the proposals. The devastating impact of the pandemic on finances made a programme of change urgently necessary. TfL continued to meet with the RMT to discuss proposals and find a resolution.
- 23 In response to a question from Marie Pye on the accessibility of electric vehicle chargers for wheelchair users, Alex Williams would provide her with the guidance used by TfL and the Department for Transport. **[Action: Alex Williams]**
- 24 Andy Byford confirmed that an optimal funding deal would be akin to the Network Rail or Highways England deal of a five-year controlled period with expected outputs and certainty of funding. TfL was asking Government for a one to three-year capital deal to achieve certainty for contractors and leverage better prices. The Board would be kept up to date on the progress of discussions.

The Board noted the Commissioner's Report.

21/03/22 Elizabeth Line Operational Readiness and Crossrail Update

Andy Byford introduced the item, which provided an update on the remaining work on the Crossrail project and of the readiness for the operations and maintenance of the railway after handover from Crossrail.

Mark Wild provided an update on progress. With the project in the final complex stages of delivering the railway, the focus remained on ensuring that it was completed safely. Good safety performance continued and the impact of coronavirus was not currently affecting the programme.

The second phase of Trial Operations commenced on 28 January 2022, which involved a range of organisations collaborating on the response to trial scenarios. Emergency services were also involved, demonstrating how they would respond to incidents on the network and in stations. The mass volunteer events involved over 2,000 staff volunteers and all observations and learning from the evacuations informed subsequent exercises.

Performance had been positive following the completion of the tunnel ventilation system works and commissioning of signalling software changes. Further improvements and upgrades were planned for the trains and signalling software over the Easter 2022 period, which would provide increased operational reliability of the trains, routeway and signalling systems.

Work continued to complete the necessary final safety assurance documentation and relevant assurance activities to support revenue service. Progress was being monitored against the schedule on a weekly basis.

Good progress continued to be made at Bond Street station, the only central station yet to be transferred to TfL, which was expected to be fully operational in autumn 2022. As most central section stations were in an advanced state of completion, Tier 1 contractors had demobilised from eight of the central stations.

Following the completion of Trial Operations, there was a period of timetabled running, closely mirroring the Elizabeth line service timetable. This was the final stage before the railway opened and its duration was determined by reliability across the railway.

The Elizabeth line would launch in the first half of 2022, with a new passenger service between Paddington to Abbey Wood through the new central tunnel section. The launch would bring immediate benefits to passengers travelling between those stations, with 12 trains per hour operating in each direction. Following that, the next phase would be to deliver through running services with all Shenfield trains turning around at Paddington and all Abbey Wood trains running through to Heathrow and Reading, which was on schedule to be introduced in autumn 2022.

TfL Rail operations delivered an improved public performance measure of 94.3 per cent during Period 11 (9 January – 5 February 2022). Performance on the eastern section of the line was 94.9 per cent, its highest since Period 7 (19 September – 16 October 2021). The western section achieved 93.5 per cent which, while down on the last period, was higher than previous performance. The overall trend at 94.6 per cent remained ahead of target.

The Board noted the paper.

22/03/22 TfL Budget 2022/23 and Finance Update

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a late item. The reason for urgency was that Members needed to consider the Budget update and not all information was available at the time the Board papers were published.

Simon Kilonback introduced the paper, which provided an update on financial performance to date and sought approval of TfL's Budget 2022/23. In December 2021, TfL presented its submission to the Greater London Authority (GLA) Budget to the Board, based on a managed decline scenario. This factored in the headwinds of slower demand recovery, high inflation and fuel prices, and the lack of agreement at the time on proposed revenue raising options for the £500m-£1bn that London and TfL were expected to raise from 2023/24.

Managed decline meant only projects currently underway would be completed or those required to be compliant with safety and other statutory regulations would continue, with no new investment by TfL at all in the transport network. It meant reductions in renewals compromising network operability and reliability. Asset closures and restrictions were likely on the road network, with a high risk of unplanned bridge and tunnel closures. The Tube would be unable to consistently operate a full service, and the rail service and assets were likely to degrade. It also meant a reduction in service levels, including an 18 per cent reduction on the bus network and nine per cent on Tube and rail services.

Managed decline would also impact major outcome areas for TfL, with no proactive progress towards Vision Zero safety, decarbonisation, improving air quality or active travel to support a shift towards more sustainable modes. Even after moving to managed decline, TfL had a funding gap in 2022/23 of £1.1bn and £400m-£500m in 2023/24 and 2024/25.

Assumptions on inflation, passenger income and costs had since been updated and built into the latest funding settlement with Government. The Mayor had also committed to proposals on securing £0.5bn-£1bn additional revenue, and asked TfL to look at an extended Ultra Low Emission Zone (ULEZ) across the whole of London. Work was progressing on the revenue generating options, as presented to the Board in February 2022, which were subject to public consultation as appropriate. These updates meant TfL would be operationally financially sustainable by April 2023, but would not be able to move away from managed decline without £1.2bn Government funding for 2022/23 and a medium-term capital funding agreement thereafter.

Pre-coronavirus pandemic, TfL was on a trajectory to be fully financially sustainable by 2022/23, having built cash reserves for financial resilience, and reduced its operating deficit by 71 per cent and net cost of operations by over £1bn per annum between 2015/16 and 2019/20. The pandemic had a devastating impact on TfL's income, which meant it required Government support.

Since the start of the pandemic, TfL had received around £5.1bn of Government funding including revenue true-up and loan support, to continue the safe operation of the network and support economic recovery. In 2020/21, it received £2.5bn and borrowed an additional £0.6bn when the most severe travel restrictions were in place. TfL implemented its tightest spend controls and reprioritised its investment programme and, as demand responded to the easing of travel restrictions over the last two years, Government support in 2021/22 was reduced to around £1.7bn. For 2022/23, TfL had so far secured around £300m up to 24 June 2022, with a further funding requirement of £927m. This Budget continued its path to financial sustainability from April 2023, meaning that 2022/23 would be the last year Government revenue support was required.

The managed decline scenario failed to support long-term financial sustainability, as well as failing to meet Mayoral and Government policy objectives to pursue a green recovery while ensuring the security of jobs around the UK along the supply chain. To help deliver these policy objectives, TfL was in discussion with Government on the need for longer-term funding for capital investment as it could not solely fund the replacement of major assets, such as rolling stock and signalling, from operating income. Sustainable long-term capital funding, to replace London's strategic national transport assets and support other transport priorities required £0.5bn-£1bn per annum over the next three years to avoid a transport network in decline.

Longer-term Government funding would enable TfL to deliver major renewals and capital projects in a more planned, efficient and effective way. Studies estimated that long-term funding could enable cost efficiencies of between 10-30 per cent. Securing capital funding would also free up operating income, to avoid the significant service reductions required under the managed decline scenario, and create the conditions to support long-term financial sustainability. Once capital funding was secured, TfL would update this Budget for 2022/23 and produce a new Business Plan in autumn 2022.

To ensure the success of air quality and congestion policies, TfL needed to encourage people out of cars and into public transport. Road user charging schemes supported the policy objectives, but TfL needed an attractive, zero-emission bus service that was affordable, accessible and a sustainable alternative to car travel. An 18 per cent reduction to bus services from 2022/23 was counter to these objectives and would not provide the public transport support required to complement the air quality schemes. Removing services would be inefficient and would create uncertainty and instability for passengers, bus operators and bus manufacturers. While the Budget assumed an 18 per cent bus service reduction, TfL continued to work with Government to secure funding for the remainder of the year to only make the four per cent reduction originally set out in TfL's Financial Sustainability Plan in January 2021. Additional, long-term sustainable funding would also be required to accelerate the delivery of a zero-emission bus fleet to 2030. With the current trajectory, this would only be delivered by 2034 at the earliest and significant service reductions risked further slippage as it would slow the introduction of new buses into the fleet.

Since the December 2021 Budget, the 2022/23 funding requirement had increased from £1.1bn to £1.5bn, driven by the impact of the Omicron variant to passenger demand and the subsequent Plan B restrictions, which added around £174m. £113m of additional pressure was due to repayment of prior year business rates retention deficit, lower revenue from ULEZ due to higher compliance levels and inflationary pressures of almost £70m. TfL had mitigated £267m of these pressures, largely through additional one-off savings in the operating account, lower financing costs and deferrals of provision and contingencies which were being held for restructuring and the managed decline scenario. This had reduced the funding requirement to £1.2bn, of which £304m had been secured in the most recent funding settlement, leaving an additional £927m to balance 2022/23.

TfL was focussed on lowering operating costs and running an efficient service, with the per-km cost of all transport modes kept either flat or lower compared to a 2015/16 baseline in real terms, with costs expected to fall in real terms to 2025/26. Since the December 2021 Budget, higher inflation had added £66m to TfL's total cost base. Current Retail Price Index (RPI) inflation expectations continued to pose a challenge and were changing rapidly. At the time of setting this Budget, RPI was expected to peak at seven per cent in March 2022. The latest Bloomberg market curves implied RPI would now peak at 9.4 per cent in September 2022, which factored in events in Ukraine, fuel prices, commodities and energy prices, and was a significantly higher level of inflation in the medium-term.

Cash balances were projected to be £1.4bn by the end of 2022/23, when TfL would not have any further revenue support and would need the resilience to absorb any future shocks such as a recession, terrorist incident or asset failure.

This Budget assumed a managed decline scenario, with the exception of the changed assumption on the reduction in bus services, and including £500m of new revenue sources committed to by the Mayor. There was no capital funding to deliver the potential

expansion of the ULEZ to the GLA boundary or the complementary measures required to support the scheme. Capital funding would be required as part of a longer-term capital funding settlement. Achieving this Budget allowed TfL to no longer require Government support by April 2023, with a forecast surplus of £125m in 2023/24. TfL would be financially stable, but within a managed decline scenario. Securing a long-term funding solution with Government was key to moving away from managed decline and achieving a better set of outcomes.

On risks and opportunities, ULEZ volumes remained a risk, as did delivering an ambitious savings programme of £730m, continued uncertainty around passenger income and activity in the Central Activity Zone, and continued increase in inflation rates. Excluding the risk of not securing further funding of £0.9bn from Government and the continuation of the revenue top-up mechanism, there remained a significant range of risks and opportunities for the next two years of +£0.9bn/-£0.9bn in 2022/23 and +£1.8bn/-£2.0bn in 2023/24. This highlighted the importance of re-building cash reserves and maintaining an appropriate level of contingency, with £100m as the relevant amount of contingency to hold in 2022/23, which was sized on the net risks excluding passenger income.

Capital investment assumptions remained the same as the GLA Budget and assumed no Government funding for capital beyond the £1bn of capital business rates confirmed in the 2021 Comprehensive Spending Review. The impacts were now widely understood, including having to use interim solutions to maintain assets that increased whole life costs, and higher risk of disruptions due to asset restrictions and closure. The investment level in renewals was minimal and capped at £600m. TfL had a total of £750m for critical asset renewals and would apply active portfolio management to ensure the approach mitigated any unforeseen slippage on individual schemes and maximised delivery whilst remaining within the Budget envelope.

TfL continued to deliver the enhancement schemes that were committed and in-delivery prior to the pandemic, with a number of key projects completing in 2022/23 that would support London's recovery, including: the opening of the Elizabeth line central section; completion of the Barking Riverside extension; completion of Bank station; new Docklands Light Railway Rolling stock testing; and completion of new Piccadilly line trains.

The Government recognised the need for certainty and stability in TfL's pipeline of capital investment and had stated it was willing to provide support in the short and medium term. Any agreement could impact capital expenditure in 2022/23 and would be reflected in an update to the Budget when secured.

The Board noted the paper and approved the TfL Budget for 2022/23, as described in the paper.

23/03/22 TfL Scorecard 2022/23

Andy Byford and Simon Kilonback introduced the paper. The TfL scorecard was the primary tool for tracking in-year progress against TfL-wide strategic objectives, and incentivising senior managers to make strategically aligned decisions. The 2022/23 TfL scorecard had been developed to align with TfL's Vision and Values, using its roadmap pillars, and the Mayor's Transport Strategy (MTS) objectives, ensuring the focus for 2022/23 moved TfL towards its long-term ambitions.

The measures selected for the 2022/23 scorecard maintained the focus of 2021/22, encapsulating the key priorities of attracting customers back onto the network, achieving financial sustainability, and decarbonising operations, while never compromising on safety. The targets set a bold yet achievable level of ambition for 2022/23. They were aligned both to the assumptions in TfL's proposed Budget, and to the requirements set out in the Department for Transport's funding settlement letter of 25 February 2022.

The inclusion target was considered stretching and recognised that change would take time. Addressing low declaration rates would improve understanding and demonstrate greater staff confidence.

The environmental measures were welcomed but remained quite blunt. This was an area where work was underway to better define desirable outcomes and to provide more granular insight on carbon emissions.

The finance measures did not include net targets due to funding and passenger number uncertainty, but these would be restored in future years.

Members requested that future papers include historical trend data and data for the current measures would be sent to Members. **[Action: Gareth Powell]**

Members noted that authority would be sought from the Board for any proposed revisions to the targets due to changes in Budget assumptions or any material differences to the conditions of the current funding settlement in any future funding agreement.

The Board noted the paper and:

- 1 approved the 2022/23 TfL scorecard; and**
- 2 noted the approach to divisional scorecards for 2022/23.**

24/03/22 TfL Prudential Indicators 2022/23 to 2024/25

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a late item. The reason for urgency was that Members needed to consider the Prudential Indicators, information for which was drawn from the Budget and not all information was available at the time the Board papers were published.

Simon Kilonback and Patrick Doig introduced the item. Under the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code (the Code), TfL was required to adopt Prudential Indicators that supported decision-making on planned capital expenditure, borrowing and treasury management activities. The Code was revised in December 2021, with the main changes applying from 2023/24, and these were addressed in the proposed Prudential Indicators for 2022/23 and the following two years, as set out in the appendices to the paper. The Prudential Indicators were consistent with the Treasury Management Strategy for 2022/23 and the principles underpinning the long-term TfL Capital Strategy. These limits and indicators were based on figures in the TfL's Budget (approved above, Minute 23/03/22). Prudential Indicator outturns were reported each year.

Under Capital Finance regulations, local authorities were required each year to set aside some of their revenues as provision for debt. TfL's annual statement as to its policy for the calculation of this provision was set out in the TfL Policy Statement on Minimum Revenue Provision.

Capital structure options were being explored in relation to TfL's commercial development subsidiary, TTL Properties Limited (TTLP), including the potential to raise commercial funding for future investment in housing. The borrowing limits set out in the paper made an allowance for potential future debt arising from this activity.

TfL operated a structure of parent company guarantees across most companies within the Group, which allowed the accounts of guaranteed companies an exemption from audit. To allow for the proposed capital structuring of TTLP, and for any debt drawn down within subsidiary companies to be non-recourse to TfL, it was proposed that, for the financial year 2022/23, the guarantees of TTLP, and possibly its subsidiaries which enter into development-specific joint ventures, should not have their guarantees from Transport Trading Limited renewed.

TfL's Extraordinary Funding and Financing Agreement with the Government, dated 25 February 2022, had been extended until 24 June 2022. TfL's Budget was prepared using assumptions in respect of the levels of future Government support and existing conditions. Should a new funding settlement be agreed during 2022/23 that materially impacts on the assumptions underlying TfL's approved Budget, the Board would be asked to approve a revised Budget and any related changes to the Prudential Indicators.

The Board noted the paper and approved:

- 1 the TfL Prudential Indicators as set out in Appendix 1;**
- 2 the Treasury Management Indicators as set out in Appendix 2 for 2022/23 and the following two years; and**
- 3 the Annual TfL Policy Statement on Minimum Revenue Provision set out in section 7 of the paper.**

25/03/22 Establishment of Land and Property Committee

Howard Carter introduced the item. On 8 December 2021, the Board noted the proposal that TfL establish a Land and Property Committee in 2022, under the items on the Board Effectiveness Review and the Appointments to TfL and its Committees and Panels.

The purpose of the Land and Property Committee would be to set the strategic direction of TfL's land and property development activities and of TTL Properties Limited (TTLP), a wholly owned subsidiary of TfL, and to oversee and provide assurance on behalf of the Board of delivery against its business plan. TTLP would operate as a commercial enterprise to deliver against the Mayor's affordable housing ambitions, while safeguarding and enhancing TfL's operational delivery and assets, and making a significant contribution to TfL's financial sustainability.

The proposed terms of reference were set out in Appendix 1 to the paper. Proposals for the governance of TTLP were being drawn up and would be considered by Members as

part of a funding approval request. The terms of reference and governance arrangements would be reviewed in the light of operational experience as part of the externally led 2022 Board Effectiveness Review. The establishment of the Committee also required changes to the terms of reference of the Finance Committee and the Programmes and Investment Committee to reflect their relationship with the new Committee.

The Board was also asked to agree that the General Counsel: amend Standing Orders and the terms of reference of the Finance Committee to consolidate a previous delegation of a reserved matter to the Committee on Treasury Management approvals, as those arrangements had worked satisfactorily and to amend Standing Orders that applied to the quorum at meetings, to clarify that Members attending meetings by teleconference or videoconference could take part in discussions but not decision-making, as they did not count toward the quorum.

As discussed earlier in the meeting, Patrick Doig, the statutory Chief Finance Officer (CFO), had been asked to take on the responsibilities of the managing CFO role, until that post was recruited to. The Commissioner would exercise his authority, under Standing Order 125, to designate Patrick Doig to carry out the functions that Standing Orders delegated to the vacant managing CFO post until it was filled. There were several processes where the Board had specifically delegated authority to the managing CFO alone and approval was requested to extend all approvals and authorisations given to the managing CFO to the statutory CFO as well. Where processes required the approval of both the managing and statutory CFO, the statutory CFO would also consult with the Director of Corporate Finance.

The Board noted the paper and the verbal update in relation to the interim arrangements for authority delegated to the managing Chief Finance Officer and:

- 1 approved the establishment of a new Land and Property Committee of the Board to provide assurance and oversight for the Board on TfL's land and property development activities and the operation and performance of TTL Properties Limited and its subsidiaries, with authority, initial membership and terms of reference as appended to the paper;**
- 2 approved the amendment of the terms of reference for each of TfL's other Committees and Panels, as described in the paper, to reflect the establishment of the new Land and Property Committee;**
- 3 approved the conversion of the specific delegation by the Board on 29 July 2020 to the Finance Committee in relation to the approval of Treasury Management matters that are reserved to the Board to a general delegation to the Finance Committee;**
- 4 agreed that, for so long as the post of managing Chief Finance Officer remained vacant, where any approval or authority was to be given by the managing Chief Finance Officer, other than as set out in Standing Orders, it may also be given by the statutory Chief Finance Officer provided that, where any matter required the approval of both the managing and statutory Chief Finance Officers, that approval was subject to consultation with the Director of Corporate Finance; and**

- 5 authorised the General Counsel to implement the changes to Standing Orders and terms of reference for Committees and Panels as described in the approvals listed above and in the paper.**

26/03/22 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 24 February 2022

The Chair of the Panel, Dr Lynn Sloman MBE, introduced the item.

The Panel had a useful discussion on the progress of the Bus Safety programme, which provided a good example of TfL's safe systems approach. In the last year, 132 people had been killed or seriously injured on the buses; while this was ahead of the trajectory to reduce that number to zero, in part due to the fall in ridership, the Panel would keep the progress under review as several important initiatives had been impacted by funding uncertainty.

There was also a good discussion on TfL's Climate Change Adaptation strategy and how it was building resilience to manage the risks. The Panel would again keep this under review.

The Board noted the report.

27/03/22 Report of the meeting of the Programmes and Investment Committee held on 2 March 2022

The Chair of the Committee, Ben Story, introduced the item.

The Chair commended the management's open approach to accepting and addressing the recommendations from assurance reviews and the commitment to have no overdue recommendations. The number of overdue recommendations had reduced to one from the Independent Investment Programme Advisory Group and 10 from TfL's Project Assurance team.

The Committee had a useful discussion on asset renewals, which focussed on asset condition and future spend that focussed on value and achieving the Mayor's Transport Strategy outcomes. The discussion on the Technology and Data (T&D) programme focussed on renewals and the Committee encouraged the Executive team to consider how T&D could drive efficiency and value.

The Committee reviewed the update on Enterprise Risk 8 – Delivery of key projects and programmes, where its status had changed to "requires improvement" to reflect the impact of the coronavirus pandemic, inflation and funding uncertainty on TfL and its supply chain. It appreciated the commitment from staff to improve the risk outlook.

The Board noted the report.

28/03/22 Report of the meeting of the Finance Committee held on 9 March 2022

The Chair of the Committee, Anne McMeel, introduced the item. Many of the issues discussed had been considered earlier at this meeting.

The Committee exercised the authority delegated by the Board to approve: the Treasury Management Strategy 2022/23; the Treasury Management and Derivative Investments Policies; and the Investment Management Strategy 2022/23 - Non-Financial Assets. The Treasury team was commended for the successful upgrade of its treasury management system.

The Committee had approved revised Taxi Fares and Tariffs, which sought to strike an appropriate balance between affordability for passengers and providing enough income for the trade to retain and attract drivers. An interim review of the impact of the changes on passenger numbers and drivers would be provided to the Committee later in the year.

The Committee also approved the arrangements for the Greater London Authority Group collaborative procurement of Power Purchase Agreements.

The Board noted the report.

29/03/22 Report of the meeting of the Audit and Assurance Committee held on 16 March 2022

The Chair of the Committee, Mark Phillips, introduced the item.

The Committee had considered the Integrated Assurance Plan, which was closing out existing work and moving towards a dynamic plan for 2022/23 that enabled the plan to adjust for changes more readily.

The update on Enterprise Risk 13 – Governance controls and suitability had identified no critical issues. Members and the Executive team would hold an Enterprise Risk workshop shortly to discuss and review the key risks to TfL and how they were managed.

The Committee welcomed the Independent Investment Programme Advisory Group review of supply chain contracts and also recommended that financial control environment trend indicators focus on how they demonstrated value for money.

The Board noted the report.

30/03/22 Report of the meeting of the Customer Service and Operational Performance Panel held on 17 March 2022

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item.

The Panel considered the quarterly Customer Services and Operational Performance Report and had a detailed and constructive discussion on Enterprise Risk 3 – Major service disruption (ER3).

ER3 impacted the whole organisation and the Panel had been struck by the courage and responsiveness of staff, who had demonstrated their leadership and talent, in addressing the impact of the coronavirus pandemic on TfL. Important lessons had been learned on how to manage future shocks.

The Board noted the report.

31/03/22 Any Other Business the Chair Considers Urgent

There was no other urgent business.

32/03/22 Date of Next Meeting

The date of the next meeting was scheduled for Wednesday 8 June 2022 at 10.00am.

The meeting closed at 1.15pm.

Chair: _____

Date: _____

Board



Date: 8 June 2022

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

This paper will be considered in public

1 Summary

- 1.1 This paper informs the Board of any use of Chair's Action or authority delegated by the Board, any Mayoral Directions to TfL and progress against actions agreed at previous meetings, since the last meeting of the Board on 23 March 2022.
- 1.2 There has been no use of Chair's Action by the Chair, nor any use of specific authority delegated by the Board to Committees, nor any new Mayoral Directions to TfL.
- 1.3 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

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

3 Use of Chair's Action

- 3.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf. Any use of Chair's Action is reported to the next ordinary meeting. The Board on occasion will also make specific delegations to its Committees which, when exercised, are reported to the next ordinary meeting of the Board, as well as the next meeting of the relevant Committee.
- 3.2 There has been no use of Chair's Action since the last meeting.

4 Use of Delegated Authority

- 4.1 There has been no use of authority relating to matters reserved to the Board.

5 Actions List

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

6 Mayoral Directions to TfL

- 6.1 The Greater London Authority (GLA) 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 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>.
- 6.7 There have been no Directions issued to TfL since the last meeting.

List of appendices to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes from previous meetings.

Contact Officer: Howard Carter, General Counsel
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Board Actions List (to be reported to the meeting on 8 June 2022)

Actions from the meeting held on 23 March 2022

Minute No.	Item/Description	Action By	Target Date	Status/Note
20/03/22	Commissioner's Report – Electric Vehicle Chargers In response to a question from Marie Pye on the accessibility of electric vehicle chargers for wheelchair users, Alex Williams would provide her with the guidance used by TfL and the Department for Transport.	Alex Williams	April 2022	Completed. Information sent.
23/03/22	TfL Scorecard 2022/23 – historical trend data Members requested that future papers include historical trend data and data for the current measures would be sent to Members.	Gareth Powell	May 2022	Completed. Information sent.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/01/20 (2)	Commissioner's Report – Bus Safety Standard Visit Members would be offered a visit to see a bus that met the new Bus Safety Standard.	Andy Lord / Lilli Matson	TBC 2022	The visit was delayed due to lockdown measures. Members will be consulted on availability.
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.	Gareth Powell / Graeme Craig	June 2022	An update was provided to the meeting of the Finance Committee on 9 March 2022. A full report to be delivered to the first meeting of the proposed Land and Property Committee on 30 June 2022.

67/11/21 (2)	Commissioner's Report – Safety at junctions An update including timeframes would be brought to a future meeting of the Safety, Sustainability and Human Resources (SSHR) Panel.	Gareth Powell		On SSHR Panel forward plan.
67/11/21 (3)	Commissioner's Report – Safety for women and girls The impact of the comprehensive programme to improve safety for women and girls travelling on the network would be assessed and the outcomes would be considered at a future meeting of the SSHR Panel.	Lilli Matson / Matt Brown		On SSHR Panel forward plan.
67/11/21 (4)	Commissioner's Report – London Overground Incident at Enfield Station 12 October 2021 An investigation was underway and any developments and lessons learnt would be considered at a future meeting of the SSHR Panel.	Lilli Matson / Andy Lord		On SSHR Panel forward plan.
74/10/21	Report of the Customer Service and Operational Performance Panel – Briefing on inclusion programme. The Director of Diversity, Inclusion and Talent would develop a comprehensive inclusion programme and the Board would receive a briefing when the work was completed.	Tricia Wright / Marcia Williams	TBC	Briefing to be scheduled when the work is completed.
75/11/21	Report of the Programmes and Investment Committee – Value for money The Board would receive a briefing on the work undertaken on the Value for Money framework.	Stuart Harvey / Alexandra Batey	June 2022	Briefing to be scheduled.
82/12/21 (1)	Commissioner's Report – Night Tube Services Members would be updated in the New Year on opening dates for the three remaining lines (Northern, Piccadilly and Jubilee).	Andy Lord	2022	Jubilee line Night Tube services restarted on 21 May 2022.
82/12/21 (3)	Commissioner's Report – passenger incident at Tottenham Court Road station 3 December 2021 An investigation was underway and Members would be kept informed of the outcomes.	Andy Lord	2022	Once the investigation is completed, Members will be updated via the Commissioner's Report and through the SSHR Panel.

05/02/22 (1)	Commissioner's Report: 30 January 2022 car and tram collision on Oaks Road, Croydon The Safety, Sustainability and Human Resources (SSHR) Panel would be updated when the investigation concluded.	Andy Byford / Lilli Matson	Ongoing	On SSHR Panel forward plan.
05/02/22 (3)	Commissioner's Report: Asset maintenance and safety improvements Members requested a briefing on the balance between asset maintenance and safety improvements in the TfL Budget.	Lilli Matson	June / July 2022	A briefing will be provided as part of informal engagement with Members on the next Budget.
05/02/22 (4)	Commissioner's Report: Step-free access The results of the recently launched consultation to help shape future step-free access priorities and improvements on the London Underground network would be submitted to the Customer Service and Operational Performance (CSOP) Panel for feedback and then to the Board.	Andy Lord	July 2022	On CSOP Panel forward plan.
05/02/22 (5)	Commissioner's Report: Diversity of 2022 graduates and apprentices programme Graduates and apprentices were due to start over three staggered periods throughout the year. Statistics on the diversity composition of the cohorts would be presented to the SSHR Panel.	Tricia Wright		On SSHR Panel forward plan.

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Board



Date: 8 June 2022

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 23 March 2022.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – 8 June 2022

List of Background Papers:

None

Andy Byford
Commissioner
Transport for London

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Commissioner's report

June 2022 | Special edition

Contents

Introduction	3
Safety and environment	5
Operations and customers	12
Our people	19
Finance	20

Introduction

May has been an incredible month for us all, with the reopening of the Northern line Bank branch and the launch of the Elizabeth line

On 16 May, I was delighted to be joined by the Mayor for the reopening of the Bank branch of the Northern line, following a 17-week planned closure. This project has been a fantastic example of our expert engineering skills, with around 550 colleagues working around the clock to finish constructing a brand-new Northern line tunnel and passenger concourse at Bank station on time and on budget. A new, wider southbound Northern line platform also opened and work was completed on three new passageways, which will make moving around the station quicker and easier for Northern line customers. These improvements to Bank station will support the City of London's recovery, growth and success, addressing long-standing capacity issues and making journeys through Bank quicker, easier and more comfortable when fully complete.

The opening of the Elizabeth line was the proudest moment of my career. On 17 May, Her Majesty The Queen and His Royal Highness The Earl of Wessex graced us with their presence at Paddington station to mark the completion of the new railway ahead of its opening for revenue services on 24 May. The Queen and Earl of Wessex were joined by the Prime Minister, Mayor and Secretary of State for Transport. During the royal visit, the Queen officially unveiled a plaque to celebrate the completion of the line named in her honour which will be on permanent display at Paddington station.

Ahead of the start of revenue services, I was joined by more than 250 colleagues, stakeholders and key figures who have been instrumental in the delivery of the

Elizabeth line for an event at Canary Wharf Elizabeth line station on 23 May. Guests had the opportunity to travel on the brand new trains from the Elizabeth line stations from Paddington to Canary Wharf.

The line opened for revenue service on 24 May, with customers welcomed by the Mayor, Mark Wild, Howard Smith, Andy Lord and me on the first trains from Paddington and Abbey Wood. More than 260,000 trips were made across the line's central section and more than 450,000 trips across the whole of the Elizabeth line. This incredible start to services has continued in the days

after opening, a sure sign of the positive impact this line will make to customers commuting across the capital.

Ahead of the opening to customers, iconic locations around the capital turned purple in celebration of the occasion. Tower Bridge, the London Eye, City Hall and the Gherkin were among more than 30 iconic London locations turned purple for this momentous occasion. We also celebrated the launch with the help of local school children who created decorations and artwork for nine new stations on the Elizabeth line.

When I joined TfL as Commissioner in July 2020, I set out my two main priorities. The first was to lead TfL through the coronavirus pandemic and the second was to get the Crossrail project over the line. I'm proud that with the Elizabeth line now open, we have delivered a genuinely transformational service for the people who live and work in the capital. We could not have done this without a true team effort and I want to take this opportunity to thank everyone for delivering this project to such a high standard during incredibly challenging times.



The Elizabeth line is set to transform travel across the capital



The Elizabeth line is a historic, once-in-a-generation addition to London's transport network

Safety and environment

We are proactively considering ways to tackle the climate emergency and reduce congestion, while strengthening our security measures

Upcoming inquests

On 26 May 2020, a passenger fell between the platform and the train at Waterloo station and was tragically struck by a train while trying to get back onto the platform. The Office of Rail and Road (ORR) issued London Underground with an Improvement Notice which we responded to, and which has now been closed. The Rail Accident Investigation Branch carried out an investigation and published its report in September 2021. The report contained three recommendations to London Underground:

- The need to recognise and assess location-specific risks so they can be properly managed
- A review of London Underground's quantified risk assessment
- The need for effective delivery of actions proposed by internal investigation recommendations

We continue to update the ORR to ensure it is satisfied that we are addressing these recommendations. The inquest in relation to this matter will take place before a jury between 19 and 28 September.

On 18 February 2019, a person and their young child were tragically struck by a train at Taplow station. Taplow station is managed by our operator MTR Crossrail (now MTR Elizabeth line) under

a Concession Agreement with Rail for London, although train services were operated by Great Western Railway at the time of the incident. Lifts were being constructed by an independent contractor, working for us. There was a temporary footbridge in place at the station as a result of these works, with some temporary fencing. The person climbed over the temporary fencing with their child and accessed the track adjacent to one of the station platforms, through which fast trains pass but do not stop. Both the parent and child were hit and killed by an express train. The next pre inquest review hearing is listed to take place on 5 September and the inquests are listed to take place between 2 and 30 November.

Inquests update

On 15 July 2020, a bus driver was closing the middle doors of the bus and accidentally closed the front doors as well. As the front doors were closing, they came into contact with a passenger who was stepping onto the bus with a walking stick. The passenger fell backwards onto the pavement and was taken to hospital where they sadly died a few days later, on 20 July 2020. The inquest took place on 29 March 2022. The Coroner gave a narrative conclusion that the passenger died from hospital acquired pneumonia and the circumstances leading to their death was a fall from a bus. Representatives from TfL and the bus company, Go Ahead, attended the inquest.

On 2 October 2020, a person was tragically struck by a train at Fenchurch Street station. Shortly before, the person had interacted with London Underground staff at Bank station and informed them of plans to end their life. Staff spoke to the passenger and were able to persuade them to walk away from the platform to a place of safety together. Staff contacted the British Transport Police (BTP) who arrived shortly after but, unfortunately, the passenger had left Bank station before they arrived. The passenger had walked to Tower Gateway DLR, past the barriers at the end of the platform, and accessed the railway tracks towards Fenchurch Street station where they were hit by a train. The inquest took place on 6 April and a witness from London Underground attended to give evidence about the suicide prevention training provided to staff. The Coroner gave a conclusion of suicide.

Incidents on the network

Sadly, in recent months there have been two separate incidents of a person dying after colliding with a bus. On 4 February, a route 135 bus was proceeding along Great Eastern Street and was involved in a collision with a person at a pedestrian crossing. The emergency services attended but, tragically, the person suffered fatal injuries and died at the scene. The second incident occurred on 7 March, as a route 12 bus made a left turn at the signalised junction from Regent Street into Margaret

Street. A collision occurred with the person which resulted in head injuries. The person died at the scene.

In addition to the above incidents, there have also been two serious collisions involving cyclists and buses in recent months. The first occurred on Seven Sisters Road at the junction with Stroud Green Road on the evening of 16 April, and resulted in a cyclist dying at the scene. The second incident took place at the junction of Lambeth Road and Kennington Road on the evening of 2 May, with the cyclist later dying from their injuries.

These incidents are all currently under investigation, to determine root cause and contributory factors, and we are working closely with the Metropolitan Police Service (MPS).

Potters Bar Bus Garage fire

On 22 May, an incident occurred at Potters Bar Bus Garage in which six buses caught fire, two of which were double-deck electric buses. As a precaution, the manufacturer of the electric buses, Switch Mobility, asked all operators to temporarily withdraw its double-deck electric buses from service while investigations were carried out into the root cause of the incident. Most of our bus routes in the area continued to be served the following day. Investigations have concluded that the fire was caused by human error resulting



We are prioritising safety on the network

in a thermal incident in a battery pack. No fundamental system issues were identified, and buses are being returned to service following final checks.

Crime and antisocial behaviour on public transport

We strive to ensure that our customers and employees are safe and feel that our public transport network is a secure and welcoming environment. We make a considerable investment in policing and security, working with the MPS and BTP. Through our work with our policing partners, we use the insights and data we gather from customer and colleague reports to prevent, deter and detect crime and antisocial behaviour on our network.

The BTP and MPS have maintained their focus on reducing the risk of robbery and keeping young people safe on public transport. The BTP ran a series of operations at Finsbury Park and Turnpike Lane stations between 22 and 26 April to tackle robberies and violent crime. The BTP also worked with our officers at key robbery locations to increase visibility and deter offences throughout the reporting period. On the bus network, Operation Tibulus which is run by the MPS's Roads and Transport Policing Command (RTPC) and is aimed at addressing violent crime and robbery, ran from 1 to 30 April. Throughout April, the RTPC held weapons sweeps and knife arch operations that resulted in 23 arrests for violence-related offences on the network. There have been a further 198 arrests for other offences. The majority of these are for drug possession.

The RTPC also seized six offensive weapons as a result of these operations and weapon sweeps throughout the month of April.

The fifth anniversary of the Westminster Bridge terrorist attacks on 22 March was marked with a commemorative event held at Westminster Abbey and on the bridge where five people tragically died and 50 people were injured. We continue with our proactive work to strengthen our security measures and reduce our vulnerability to terrorism.

Tackling work-related violence and aggression

Our Transport Support & Enforcement Operational Officers provide direct support to customers and our frontline staff to prevent and tackle anti-social behaviour and reduce the risk of our frontline colleagues experiencing violence and aggression. All officers are trained to enforce byelaws and wear body-worn cameras to gather evidence and prosecute anyone who commits offences. By 31 March, we had recruited 90 officers in these roles and our ambition is to increase this to 135 by the end of the 2022/23 financial year.

On 1 April, we joined forces with Arriva Rail London to deliver a team of officers to support London Overground colleagues. This team will provide protection, support and high visibility presence against anti-social behaviour and work-related violence and aggression.

Vision Zero

Police activity and enforcement is an essential part of our approach to achieving our Vision Zero ambition of eliminating all death and serious injury on the road network by 2041. Our work, along with that of the MPS, Driver and Vehicle Standards Agency and other enforcement agencies is vital to combating the kind of illegal, careless and dangerous road user behaviour that causes risk on our roads and that contributes to fatal and serious collisions. We continue to work with the MPS's RTPC and Traffic Criminal Justice Unit to provide enhanced enforcement on London's roads. This ensures that road policing and enforcement is given greater priority, and forms part of an integrated programme of measures to reduce road danger.

Between April 2021 and March 2022, the MPS dealt with 608,223 road traffic offences directly through enforcement action. This was 44 per cent higher than the same period in the previous year, with an additional 186,741 offences dealt with.

Speed on the capital's roads is now being monitored using five new mobile safety cameras. The cameras, which can be moved around the road network, are being operated by the RTPC's Police Community and Support Officers (PCSOs). The ability to relocate the cameras to where they are most needed means that they can be used to target non-compliance hot spots. This ensures that we, and the police, can be more responsive to local community concerns and emerging problems. Enabling PCSOs to use them means that policing resources can be used more effectively.

On 25 March, a change in legislation came into effect which expanded the interpretation of the term 'using a mobile phone' for this offence. This change means it is now unlawful to use a handheld mobile phone while driving under virtually any circumstance.

During an operation that took place from 21 to 27 February, officers issued 227 Traffic Offence Reports for motorists using a mobile phone while driving. This included a driving instructor using a phone while supervising a learner, and three drivers of HGVs.

The RTPC is supporting the Department for Transport's THINK! 'Mates matter' campaign which will run until May this year and is intended to tackle the use of handheld mobile phones among young drivers. The campaign aims to get drivers to confront their own behaviour by making friends present in the issue, by showing them unexpectedly appearing in the back seat of the car to intervene at the moment of temptation and stop their friend picking up the phone while driving.

We are also committed to tackling speeding by our own colleagues, ensuring that staff who drive as part of their work always demonstrate exemplary driving behaviour. The fitting of Intelligent Speed Assistance (ISA) technology to our commercial vehicle fleet is a key part of our fleet safety programme. We have now completed the fitting of ISA technology to 360 vehicles in our fleet. We continue to focus on complementary activity to challenge speeding and promote a safety culture among fleet users.



We continue to tackle speeding on our roads



We are committed to improving safety and compliance

Compliance, enforcement and safety technology

We are continuing to progress the roll-out of deployable enforcement cameras, which will play a vital part in helping us meet our Vision Zero goal. A trial of cameras carried out in 2020 saw an improvement in compliance of up to 60 per cent in six months. Following the installation of 24 cameras on the network by 31 March this year, we are continuing the remaining installations, with a further 26 scheduled to be installed by the end of May.

On completion of the subsequent testing and last installations, we expect to have delivered 50 operational cameras by early June. We will be closely monitoring how successful the cameras are at reducing road danger and congestion, and improving bus journey reliability. Any money we recover from penalty charge notices will be reinvested in maintaining a safe and efficient road network for everyone travelling in the capital. The cameras are used for enforcement of civil traffic rules only and are fully compliant with data protection legislation. Subject to a review of the success of these cameras in improving safety and compliance on London's roads, we will be undertaking feasibility of further extending the use of these cameras across the capital.

Taxi and private hire vehicles

New private hire regulation

On 6 December 2021, the Divisional Court gave judgment that clarified that all operators must contract directly with the customer when they accept a private hire booking. All London private hire vehicle operators are required to review any terms and conditions, and consider whether they need to make any changes to comply with the judgment.

On 22 April, we introduced Regulation 9(14) of the Private Hire Vehicles (London) (Operators' Licences) Regulations 2000 to reflect the court ruling.

Along with the new regulation, we have also published a guidance document to help London PHV operators understand whether their terms and ways of working need to be changed to ensure compliance. The guidance looks at what operators' responsibilities are when they contract with passengers, how the law applies in practice (whether or not they have written contracts) and what we are doing to help ensure compliance. This guidance will be kept under review.

Consultation on taxi and private hire vehicle best practice guidance

On 28 March, the Department for Transport (DfT) published a consultation on best practice guidance for taxi and private hire vehicle licensing. The DfT has issued best practice guidance since 2006 to assist local authorities that are responsible for the regulation of this sector. The guidance has recently been updated to consider stakeholder views and changes in the way the sector operates. The DfT is now seeking views from the public, licensing authorities and the taxi and private hire vehicle industry on the proposed updated version.

We are currently reviewing the proposed update and will be setting out our views before the consultation closes on 20 June.

Data centre migration

In March, all taxi and private hire data services were migrated from the data centre in Manchester to a new data centre in Hampshire to provide additional capacity. This has been a 10-month project for Licensing, Regulation and Charging working collaboratively with our Technology and Data colleagues as well as our service providers to ensure a successful completion.

New HMRC Hidden Economy Conditionality

On 4 April, HMRC introduced new tax checks that apply to all taxi and private hire drivers, as well as private hire vehicle operators. As part of their application, first-time applicants for a taxi or private hire driver licence or a private hire operator

licence must now confirm that they are aware of the HMRC guidance and their obligations to pay any tax that may be due on income they earn from their licensed trade. A portal is also in place for Licensing, Regulation and Charging colleagues to check that a licensee has met their obligations to register with the HMRC as part of the renewal process.

To successfully facilitate this change by HMRC's deadline we have amended all application forms, updated our licensing system and issued regular communications to taxi and private hire licensees.

Air quality and the environment

Emissions-based road charging schemes (precursor to Greater London Ultra Low Emission Zone)

On 4 March, the Mayor asked us to consult on expanding the Ultra Low Emission Zone (ULEZ) to make it London-wide in 2023 to address the triple challenges of air quality, climate change and congestion. We have also been considering the future of road user charging in the capital. On 20 May, we launched a 10-week consultation seeking views from members of the public, businesses and stakeholders on our proposals to expand the ULEZ across the capital, changes to the Mayor's Transport Strategy and their input on the issues to consider in any future road user charging schemes across London. The consultation will run until 29 July, after which we will use the feedback in responses to inform our progress and refine our proposals.



We are considering a range of proposals to improve air quality

E-scooter rental trial

The thirteenth operational period of the e-scooter rental trial started on 9 May, meaning the trial has now been operating for more than 11 months. Ten participating boroughs make up one continuous trial area. Headline trip data from the first 12 operational periods is available on our website, showing a total of 960,000 rides have been taken, with a total of 4,010 vehicles available to hire.

On 19 May, we also announced that the trial has been extended to run until November 2022, and that 1 million trips have been made.

Future of temporary active travel schemes

Since May 2020, the Streetspace for London programme has introduced more than 100km of new or upgraded cycle routes. The priority for us and the boroughs is now to decide whether to retain schemes permanently, implement experimental schemes or remove schemes. These decisions are based on a range of monitoring data as well as feedback gathered from stakeholders and through public engagement.

The upgrade work is now complete for the section of Cycleway 8 between Chelsea Bridge and Lambeth Bridge, with the scheme having transitioned to an experimental scheme. The public

consultation for the experiment launched on 9 May and will run for six months. Works also completed for an experimental scheme at Mansell Street in April, providing a connection between Cycleway 2 and Cycleway 3. The consultation for this scheme also launched in early May, and we will monitor the scheme closely over the coming months to understand how it is operating. Further consultations are due to launch imminently for experimental schemes on the A21 Lewisham to Catford and Borough High Street. Work is progressing to analyse the results of public engagement and monitoring to inform a decision on whether or not to retain the experimental cycle schemes on Tooley Street, Battersea Park and Kennington Park Road.

Of the Low Traffic Neighbourhood borough schemes funded under the Streetspace for London programme, 97 remain operational, as are 371 School Streets from a total of 480 that were funded. This brings the total number of School Streets in London to more than 500. Despite the challenges surrounding these schemes, two new schemes have been completed via our Active Travel Fund allocation, with design and construction progressing on a further 11 new Low Traffic Neighbourhood schemes, alongside a range of upgrades and supporting measures to make existing temporary works permanent.

Santander Cycles

We recorded the highest ever number of hires in the month of February with 750,000 hires made, representing an average of almost 27,000 per day. January was also a record month for the scheme, with 748,000 hires, or 24,000 per day. These records follow on from record months in September, October, November and December last year, as well as a record 10.94 million hires across 2021.

Between March 2020 and March 2022, we offered free cycle-hire access codes to NHS staff and other key workers. The free key worker promotional code ended in March this year, following more than 25,000 redemptions. The free NHS promotional code is continuing and has been redeemed almost 150,000 times.

We continue to work with Santander on upgrades and improvements for the scheme this year. We are committed to expanding the cycle hire scheme to new areas of London and are working closely with Southwark Council to add eight new docking stations across the borough.

We are also working to introduce around 500 electric bikes into the scheme from this summer, helping to break down the barriers that stop some people from cycling, including fitness, age and journey length.

Cycleways

Cycleway 4

Construction work along Evelyn Street is progressing well, with 85 per cent of the project now complete and the remainder planned for completion this summer. The Royal Borough of Greenwich's works to Creek Road Bridge has been rescheduled for autumn this year and plans are now being developed to open the cycle track on the Creek Road section of the route in June.

Cycleway 9

Work to transform Hammersmith Gyratory is progressing well and is expected to be completed in June. Work along Chiswick High Road from Chiswick Lane to Goldhawk Road, which is being delivered by the London Borough of Hounslow, is also progressing well, and is set to be completed in June.

Cycleway 23

Construction work on the Millfields Park section of the route is progressing well by the London Borough of Hackney and is on track for completion in this summer. The detailed design for Lea Bridge Roundabout continues to be developed and construction is planned for later this year. The London Borough of Hackney will also undertake design work for Lea Bridge Road westbound and this design is due to start in June.



We continue to make improvements in cycling infrastructure

Cycle route in Aldgate

We have completed work on a new protected cycle route in east London which will enable thousands of safer journeys by bike across London each week. The new route will help to build on the huge increases in cycling seen in the capital since the start of the coronavirus pandemic. Enabling more people to walk, cycle and use public transport is critical to a successful and sustainable economy in London, which is vital for the success of the wider economy.

On Mansell Street in Aldgate, work has been completed, as part of an experimental traffic scheme, to connect two major existing Cycleways on London's high-quality network of routes – Cycleway 2 and Cycleway 3. The changes are a vital new part of the network in east London, opening up a new corridor for safer and better protected journeys stretching from Stratford in the east to Lancaster Gate in the west. Changes that have been put in place as part of the work include:

- A two-way cycle lane on Mansell Street, using cycle wands to separate cyclists and motor traffic
- New low-level traffic signals for cyclists
- Wider pavements for pedestrians

- New and improved crossings to allow people walking and cycling to move around the area more easily
- A new bus lane on Goodman's Yard to help people travel more sustainably

In the three years up to July 2020, four people were seriously injured in collisions on or near Mansell Street and one person was tragically killed. These changes will make people cycling feel safer along a key cycling corridor that is in the top five per cent for current and future cycling demand in London.

A six-month consultation has launched into the scheme on Mansell Street. A consultation has also launched into the first phase of upgrades to the CS8 route between Lambeth Bridge and Chelsea Bridge, and includes changes that have been in place on the route since summer 2020.

Operations and customers

The new Elizabeth line is the most significant addition to our transport network in a generation and will transform travel across the capital



Elizabeth line will help reduce journey times and increase capacity

Elizabeth line

The Elizabeth line opened for service on 24 May. This ground-breaking project will transform travel across London and the southeast by dramatically improving transport links, cutting journey times, providing additional capacity and transforming accessibility, with spacious new stations and walk-through trains. The Elizabeth line will initially operate as three separate railways, with services from Reading, Heathrow and Shenfield connecting with the central tunnels from autumn this year.

In preparation for the opening and the start of customer service, Elizabeth line signage was unveiled across the network. The updated Tube and Rail map was also released, showing the new central section stations connected with the rest of the network for the first time.

The new line is crucial to London's recovery from the pandemic, helping avoid a car-led recovery by providing new journey options, supporting regeneration across the capital and adding an estimated £42bn to the UK economy.

The line is operating 12 trains an hour between Paddington and Abbey Wood, Monday to Saturday from 06:30 to 23:00. Work will continue in engineering hours and on Sundays for a series of testing and software updates to take place in preparation for more intensive services from the autumn.

TfL Rail services between Reading and Heathrow to Paddington and Shenfield to Liverpool Street have been rebranded to the Elizabeth line. Customers travelling into London between Reading or Heathrow need to change at Paddington for services into the central section of the route, and customers travelling from Shenfield into London need to change at Liverpool Street. Services from Reading, Heathrow and Shenfield will connect with the central tunnels this autumn when services are expected to start.

Customers are able to plan their journeys on the Elizabeth line using the TfL Go app and Journey Planner. The new line will transform how Londoners and visitors travel around the capital, connecting stations such as Paddington to Canary Wharf in only 17 minutes, where this journey currently takes more than 30 minutes to complete using the Tube.

All Elizabeth line stations are staffed from the first to the last train, with a turn up and go service offered to anyone needing assistance. Step-free access is in place from street to train across all Elizabeth line stations between Paddington and Woolwich.

Work is progressing at Bond Street Elizabeth line station, with the team working hard to open the station to customers later this year.



Transport enthusiasts from across the country joined in the opening day festivities

Recovery

COVID-19 testing

We continue to offer colleagues COVID-19 test kits. Lateral flow tests are available for colleagues to collect, with a limit of up to one box per week, at our head office buildings. We continue to encourage staff to test regularly, up to twice per week, to ensure the safety of our colleagues. We are planning to continue to offer tests to staff by making these available to order directly through our suppliers to ensure long-term sustainability.

Imperial College London sampling

Imperial College London has been undertaking monthly air and surface sampling on the bus and tube network since September 2020. All results have been negative. This testing is due to conclude at the end of June this year, as the managing of the pandemic moves into the next phase across the country. We continue to investigate potential areas for future COVID-19-related research and investigation on the network.

Night Tube

On 21 May, we restarted Night Tube services on the Jubilee line over the whole length of the line from Stanmore to Stratford, connecting customers with The O2 arena, West End and Wembley Stadium. Services on the Jubilee line will run throughout the night on Fridays and Saturdays, joining the Central and Victoria lines, which resumed Night Tube services in November last year, and Night Overground, which resumed services between Highbury & Islington and New Cross Gate in December last year.

Despite recent industrial action by the RMT union, we have been running a near normal Night Tube service on the Victoria and Jubilee lines, with trains every 10 minutes as scheduled, and a regular service on the Central line, with at least two trains per hour through central London.

Northern line upgrade at Bank

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 and Waterloo & City lines, additional interchange between the DLR platforms and two new moving walkways between the Central and Northern lines. This work is due for completion by the end of this year.

On 16 May, the Bank branch reopened after a 17-week closure, with all planned work successfully delivered. This has enabled us to bring the first stage of the station upgrade into beneficial use. It includes a new southbound running tunnel and platform along with a new spacious central concourse. The focus now turns to introducing the further customer benefits of new interchanges between the Northern, Central and DLR platforms, along with the new station entrance at Cannon Street. When completed, this will increase capacity by 40 per cent and significantly improve interchange and evacuation times.



The Bank branch of the Northern line has fully re-opened

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

The section of signalling between Sloane Square, Paddington, Fulham Broadway and Barons Court called Signalling Migration Area 5 (SMA5) went live on 27 March 2022. This will enable a journey time improvement of around five per cent on average on the Circle and District lines between Monument, Fulham Broadway, Barons Court and Paddington in September 2022. The completion of SMA5 represented a major achievement for the programme as it involved upgrading the highly complex junction at Earl's Court and completed the implementation of Communication Based Train Control across the entire Circle line.

Software development continues for future signalling migration areas covering the eastern end of the District line and the Metropolitan line between Finchley Road and Preston Road, including the interface with Neasden Depot and the Jubilee line. While the underlying system performance has been good, an additional software update may be required before the next SMA going live to reduce the volume of operational restrictions and introduce further improvements to the software.

Piccadilly line upgrade

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

The high-voltage power framework award recommendation was approved in March as planned. Successful bidders have been notified and contract work is progressing.

On 16 May, Siemens completed the intermediate car body shell. The first of its kind, the intermediate car has an innovative design, supported between the key motor and driving motor cars. This means fewer bogies and a smoother ride. Work is also continuing to finish the key motor cars and begin assembly of the driving motor car, all of which are significant milestones.

Barking Riverside Extension

Delivery of the rail systems and station physical works is now largely complete, with testing of the station now entering its final stages. All signalling and overhead line electrification work, to run test train and revenue services, was completed on 10 April. Work on the operational critical public areas around the station is being progressed and is set to be completed before service operation starts.

As the station and rail systems testing is nearing completion, the focus is on preparing the assurance documentation which will be submitted to Network Rail and the ORR to obtain the necessary authorisation to operate the service between Gospel Oak and Barking Riverside. Quality documentation and the operation and maintenance manuals required to support the submission are being progressed with the main contractor.

In January, Network Rail notified us of a reporting signal sighting issue with two signals which were installed by us, and we have been working closely with Network Rail and the train and freight operators to find a solution. On 13 April, a temporary solution was agreed to enable trial operations and passenger trains to run, enabling revenue service to start in the coming months.

Silvertown Tunnel

The new twin-bore tunnel, within the extended ULEZ, will effectively eliminate congestion and improve air quality around the Blackwall Tunnel approach, with no increase in carbon emissions from traffic. It will also provide a transformative new cross-river bus network for east London, with plans for at least 20 zero-emission buses per hour when the new tunnel opens, with the aim of increasing this over time in response to demand. The tunnel will connect Silvertown and the Greenwich Peninsula, and support significant planned redevelopment in the coming years, aiding London's recovery from the pandemic.

Good progress has continued on site, including significant piling operations and excavation works to construct the three chambers to launch, rotate and retrieve the tunnel boring machine. The main components of the machine have arrived on site and are currently being assembled ahead of its launch this summer.

Other significant works include the completion of the replacement river wall on the north bank of the Thames to ensure its stability during our tunnelling works. This will also provide additional habitat and future-proof flood defences to support wider development plans in the area.

Our contracts for further transport and traffic, socio-economic and environmental monitoring are progressing well, with significant further modelling and analysis work now under way. This will support us in setting the initial user charges at the Silvertown and Blackwall tunnels, developing the new cross-river bus services, and allow a refreshed assessment of the scheme's environmental effects in advance of opening in 2025.

Rotherhithe Tunnel refurbishment

We have now completed the design work and preparation of tender documents for the detailed design and build procurement stages of the project. However, owing to the current funding and financing challenges the organisation faces, the tendering process for the detailed design and build stage remains paused.

A series of short-term capital interventions are being put in place to ensure the tunnel remains safe and operable until the main refurbishment project can be progressed. The installation of an over-height barrier to improve compliance of vehicles with the current temporary safety restrictions (that limit vehicles to no more than two metres in height and width) was completed on 12 April.



We will be replacing the oldest trains on the DLR network

DLR

Our rolling stock programme will deliver 43 newly-designed trains to replace the oldest trains on the DLR, improve customer experience and expand capacity across the network to support housing and employment growth in east London. The programme includes an expanded depot at Beckton to stable and service the new fleet, traction power capacity upgrades, signalling changes to the automatic train operation system and enhanced customer information systems.

At Beckton, work on the northern sidings continues. We successfully completed works over Easter to enable the changeover to the new signalling control system. The intensive period of track installation to support these works is nearing completion as planned.

We have now also submitted a planning application for the new southern sidings which will provide capacity to stable additional trains.

We are still awaiting confirmation from the Government on our ability to activate an option to purchase 11 additional trains which, funded through the Housing Infrastructure Fund, would provide additional capacity and unlock further housing benefits in the Royal Docks and Isle of Dogs.

High Speed 2

HS2 is a new high-speed railway connecting London to the West Midlands and the north of England. The new railway has several interfaces and implications for our networks, and our work involves assuring the design and delivery of new assets, infrastructure and operational facilities at Euston and Old Oak Common, as well as protecting operational networks and services.

HS2 Ltd's construction of the new ventilation building continues at Euston. Piling for the sub-surface structure and tunnelling are complete and excavation of the basement is due to be completed in summer. Detailed planning is under way for the major utility works on the Euston Road which will start at the end of the year. We continue to work closely with HS2 Ltd and its supply chain to minimise the impact of the lane closures on the road and bus networks.

We continue to engage with The Euston Partnership on the integrated development of the Euston Campus, including the development of the oversite and the refurbishment of the existing Network Rail station.

Work continues at Old Oak Common with the piling and excavation for the new station, which is due to be substantially completed by the end of this year. We are continuing to work collaboratively with HS2 Ltd and its supply chain to meet its programme milestones and minimise impacts to our assets.

Old Street

The Old Street Roundabout project continues to remain on track for completion in spring 2023, with the highway works substantially completed at the end of this year. Once complete, the new design will bring safety improvements for cyclists and pedestrians by providing new and improved crossings, fully segregated cycle lanes and a new public space with an accessible main entrance to Old Street Underground station and the subsurface shopping arcade.

Construction is continuing, with drainage, paving and kerbing works on the four approach arms to the junction, including the infilling of several entrances and the construction of a new passenger lift. The southwest entrance to the station, Subway 3, remains open for public use until early June when the final traffic management phase will be implemented. Construction of the concrete shaft for a new goods lift has also been completed in readiness for the installation of the new lift car from July.

Construction of the new main station entrance is continuing with the superstructure works, with the new station entrance stairs scheduled to open for public use in late June while work continues on the above roof structure and glazing. Installation of the critical fire safety systems works, in the below surface shopping arcade area (both public and retail), is continuing as

planned, with ongoing installation of new mechanical, electrical and communication equipment. Works on the east side retail units is progressing and will be followed with the west side retail units in June.

Bus services changes

We made changes to 14 bus routes to improve connections to the new Elizabeth line stations at Woolwich, Abbey Wood and Custom House in east and southeast London, ahead of the line opening on 24 May. The changes followed a review of how the Elizabeth line opening would affect demand and travel habits on the area's bus network. The changes started on 14 May and included the new route 304, which operates between Manor Park and Custom House stations, from 21 May.

The changes were supported by a comprehensive publicity campaign to ensure customers knew they were taking place. This included emailing customers who regularly use the affected routes, updating information at bus stops, local media briefings, publishing details on our website, displaying posters and information at key locations and bus stops, and updating our journey planning tools including our TfL Go app.

Bus Priority Programme

Construction work to facilitate new electric buses in the Royal Borough of Kensington and Chelsea started in May. This enables the buses on the rerouted route 49 to navigate through the borough safely and easily.

Bus route analysis work identified a bus pinch point on Tottenham High Road, outside Bruce Grove station, in Haringey. We have designed and implemented a solution to remove the pinch point by changing the bus stop and parking arrangements. A further three detailed route reviews of high priority bus routes have been undertaken across London, with signal improvements and highway interventions identified for the future programme.

Boroughs continue to work to deliver improvements across the bus network. The London Borough of Lambeth delivered over two kilometres of improvements to bus lanes in the 2021/22 financial year. The London Borough of Wandsworth increased the hours of operation of 1.3km of bus lane along Queenstown Road, and the London Borough of Camden improved and created more bus lanes on Lower Kilburn High Road. London boroughs have also delivered numerous bus priority projects to remove pinch points, improve bus progression through junctions and increase access to the bus network.

As part of our work to improve the efficiency of signalised junctions, 50 signal timing reviews have been completed and seven traffic signals have been upgraded.

Customer experience

Please offer me a seat fifth anniversary

On 25 April, we encouraged people to give up their seats to people who may need them as we marked the fifth anniversary

of our Please offer me a seat badge and the start of Priority Seating Week. There have been almost 100,000 badges issued to disabled people and those with invisible conditions since its launch in 2017. The badge was created to help more people travel and access London by enabling those who have less obvious or invisible accessibility requirements get a seat on public transport.

As more people are returning to travelling around London, we ran a series of events to raise awareness of priority seats across the public transport network which are designed to make travelling easier and more comfortable for people with a range of conditions.

People will also begin to see the Travel Kind campaign across the network, reminding them to look up and offer their seats to others who might need it more. Video clips on our social media channels will highlight some of the different reasons why people wear a Please offer me a seat badge and encourage people to look up and offer their seat, whether they are in a priority seat or not. Our Independent Disability Advisory Group will also be hosting several live streams on Instagram throughout the week to discuss #TravelKind and #LookUp behaviours on the network, including increasing awareness of the priority wheelchair spaces.



Priority Seating Week took place in April

In addition to this, we hosted pop-up stands in stations like Stratford, King's Cross St Pancras and Liverpool Street which provided information about our accessible travel tools and services to boost travel confidence.

Oyster card auto top-up payments

Auto top-ups enable customers to automatically top-up their Oyster card by a pre-determined amount when the balance falls below £20. This is charged to the credit or debit card the customer has registered with us and means that the customer never needs to visit a ticket machine or Oyster ticket stop to top-up.

On 30 March, we introduced a £10 top-up value, in addition to the existing £20 and £40 options. We expect this will make the auto top-up more attractive to customers who only use an Oyster card from time to time. It also addresses a concern raised by London TravelWatch to make it easier to top-up by lower amounts and helps us to make sure we are keeping public transport affordable and making the most convenient methods of topping-up an Oyster card as accessible as possible.

Public transport technology

We are maintaining and developing technology to operate our public transport networks and improve customer experience. This includes upgrading the

critical technology systems that underpin the bus network, such as the iBus system which provides real-time information on bus locations. The tender process to select suppliers for the iBus2 software replacement project is progressing well.

Bidders who were successful in the earlier selection questionnaire phase have now submitted their proposals and the team has evaluated the responses. Shortlisting has been carried out and the preferred bidders have progressed through to the competitive dialogue phase, which is due to start imminently. This phase will enable the project team to clarify bidders' technical and commercial proposals with them to ensure that any final proposal submitted at final tender represents the best value for money.

Procurement is progressing for a replacement booking and scheduling system for Dial-a-Ride, which will give passengers the option to book online and enable us to deliver more trips with the same number of vehicles. A further round of negotiation is under way to improve understanding of value for money. Shortlisted bidders were invited to submit final tender on 13 April, with contracts expected to be awarded in September this year.

Our people

We continue to improve the way we work and our Vision and Values are reflected in our systems

Apprenticeships and graduate schemes Graduate Employer of Choice

The Times has named us as the winner of the 'Graduate Employer of Choice award' in the Transport and Logistics category.

In February, the Times Top 100 graduate rankings conducted a survey of 12,400 final year students asking them which employer they think offers the best opportunities for graduates, with the results entirely based on how undergraduates in their final year perceive us.

We were ranked as the top employer in our category, beating organisations in haulage, international couriers, airlines, rail and high street retail distribution, with Network Rail and DHL in the runner up spots.

Our 2022 graduate, apprentice and intern roles now open

On 29 March, applications for our 2022 graduate, apprentice and intern schemes went live. Our award-winning schemes are designed for people of all ages and backgrounds to learn new skills and kick-start careers.

This year, we are looking to recruit 141 apprentices, 63 graduates and 15 interns, with the first cohort joining us in September. The roles span across a variety of business areas, including London Underground, engineering, professional services, finance, commercial and more.

Apprenticeship Levy Transfer

We continue to utilise our Apprentice Levy Transfers to support a sustainable economic recovery. Funds have been released to support two apprenticeships with Citizen Ticket, an ethical ticketing provider for events who include contributions to tree planting for every ticket sold, and Tranch, a micro e-commerce company that enables small businesses to be paid up front by large clients.

Vision and Values

Embedding our new Talent Strategy

As our performance year comes to a close, we are supporting our local leadership teams in carrying out reviews, our new term for calibration, of performance and readiness states. Our new employee-led approach to performance ratings and capturing talent is aligned to our new values and has benefited from much-improved technology called myJourney. This includes an easy-to-use feedback app to gather continuous performance and values feedback.

Our talent strategy also includes succession planning and we have piloted our approach to identifying the most critical and hard to fill roles and building succession plans in the Technology and Data business area. This work includes a review of future skills needed to enhance our approach to development and workforce planning.

Diversity and inclusion

2021 Gender, Ethnicity and Disability pay gap reports published

In March, we published our gender, ethnicity and disability pay gap reports for 2021. This was the first year that we produced a disability pay gap report, delivering a Mayoral commitment.

The gender pay gap report shows that in the last year, our median gender pay gap has reduced from 18.8 per cent in 2020 to 18.1 per cent in 2021. While this decrease is small, it is a step in the right direction as the median provides a clearer picture of what a typical man and woman earns in our business. Our mean gender pay gap, however, has increased slightly from 9.4 per cent in 2020 to 9.8 per cent in 2021. This is disappointing and we recognise that we still have more to do to reduce the gap overall and avoid any further increase.

In the last year, we have reduced the overall ethnicity pay gap in one of the two regulated metrics. Our median ethnicity pay gap was 9.8 per cent, compared to 9.6 per cent in 2020. While the increase is only slight, this is still disappointing. Our mean pay gap was 11.5 per cent in 2021, compared to 12.1 per cent last year. Although this decrease is small, this is positive news and shows that we must not let up on our focus in this area to ensure it continues to have an impact.

As this is our first disability pay gap, we do not have a comparison from the previous year. While there were low declaration rates the report shows that the consolidated median disability pay gap was 5.3 per cent in 2021. Our mean disability pay gap was 2.5 per cent in 2021. We will now work to both further reduce this gap and improve declaration rates so this work can continue.

We are working to finalise our pay gap action plans, which will include activities and initiatives that seek to close these pay gaps.

Finance

While passenger income is at its highest since the start of the pandemic, we continue to work towards financial sustainability

Our 2021/22 financial performance to date

Our latest financial report covers the period to the end of Quarter 4 of the 2021/22 financial year to the period ending 31 March 2022.

The recovery in passenger numbers, coupled with our tight cost control, has meant the deficit on our day-to-day cost of operations (before Government funding) for 2021/22 is £2.1bn, which is 12 per cent better than budget and £1.6bn lower than last year. The improvement against Budget is mainly driven by lower operating costs and the timing of capital investment. Our cash balances declined by more than £300m in the year, reflecting the requirement of Government funding to reduce our cash reserves to £1.2bn.

Since the end of Quarter 3, the increase in infections of the Omicron variant lead to temporary wave of guidance to work from home in December 2021, with journeys declining as a result. However, demand has evened since, with total journeys on our network at the end of Quarter 4 remaining at 68 per cent of pre-pandemic levels, only two per cent higher than at the end of Quarter 2. Passenger income is 97 per cent higher than last year, but nine per cent down on budget, mainly due to lower Tube journeys. We receive top-up funding, up to an agreed level, for reductions in passenger revenue as per the Government funding agreement. At the end of Quarter 4, we have received £1,615m through Government funding and financing support in this financial year.

Total passenger income was £1,028m in Quarter 4, the highest level of passenger income since the onset of the pandemic. In the full year, income was £3,154m, almost double the levels we saw in the previous year. Journeys and income were both lower than budget, a result of a much slower return to the workplace than expected as well as the impacts of the Omicron variant in December 2021. Income was £324m lower than target, driven mainly by London Underground, which reported a lower income of £375m. While growth over the year was positive, there remains a great deal of uncertainty around future increases in the 2022/23 financial year.

Other operating income was £1,194m in the full year, £42m lower than budget, but more than £400m higher than the prior year. Income is up year-on-year from improved advertising, property revenue and Congestion Charge income as well as from the ULEZ expansion from October 2021. Income in Quarter 4 is almost £160m quarter on quarter. However, ULEZ expansion income is £128m lower than expected, due to higher compliance levels, demonstrating the benefits of the scheme in improving London's air quality.

Operating costs are £453m less than budget due to efficiencies, lower staff costs, lower Elizabeth line running costs, the release of contingencies held to mitigate uncertainties, including ULEZ income, as well as the timing of provisions. Capital expenditure (including renewals

and new capital investment) is 11 per cent below last year, but £366m lower than budget. This is partially due to the short-term and stop-start nature of funding agreements, which has not enabled us to plan sufficiently or enter more cost-effective multi-year commitments. This has created a backlog of work as a result, leading to additional resource and cost pressures for us.

Our cash balances, excluding balances committed to Crossrail construction, are £1,287m at the end of Quarter 4, £336m lower than at Quarter 3. The new funding agreement to 24 June 2022 provides revenue top up, up to an agreed limit, during this period and will help mitigate future income risk. As part of this agreement, cash balances are required to be below £1.2bn for us to receive funding from the Government. Our cash balances have been operating at or around £1.2bn during this funding period, but were slightly higher at 31 March due to the early receipt of a VAT repayment.

Revenue protection

Fare evasion is harmful to our services and customer confidence, and recognised as a trigger for work-related violence and aggression. Our irregular travel analysis platform (ITAP) is an in-house detection system that identifies fare evasion and revenue loss from patterns in passenger data, identifying customers who avoid paying for all or part of their journey. Insight generated by ITAP supports a

variety of intervention activities which aim to measure and reduce revenue loss and deter customers from evading their fares. These activities include targeted email campaigns, operational station deployments and a prioritised register of prolific offenders for further investigation and onward prosecution. The ITAP system continues to be enhanced and expanded, proving to be a vital part of our overall revenue protection strategy.

As part of our wider revenue protection strategy, we are currently recruiting 60 new Revenue Control Officers (RCOs) to help tackle fare evasion. We now have 27 RCOs who are fully trained, qualified and working on our network, and we are recruiting the additional 33 with the aim of starting their training in June.

Our revenue protection strategy categorises the different types of fare evasion, while we design and deploy interventions to have the greatest impact. Calculated fare evaders deliberately avoid paying the correct fare and include some of the most prolific and habitual offenders. Following successful trials before the pandemic, the ITAP investigations team has been tasked with the challenge of effectively investigating and successfully apprehending an ever-growing list of prolific calculated offenders who repeatedly evade paying fares on our network.



We are tackling fare evasion to help protect our revenue

The dedicated ITAP Investigations Team has an encyclopaedic understanding of our network, ticketing system and fares policy. They analyse journey and sales history data as well as tracking and scrutinising CCTV footage. From 23 March to 31 May, the team investigated 65 customers for habitual fare evasion who made more than 10,000 fraudulent journeys across the Underground network, defrauding us of more than £56,000 lost fare revenue. Of these 65 cases, 48 have been prosecuted and all 48 were found guilty, with the remaining 17 cases pending court action.

East London infrastructure projects

We have continued to develop concept designs as part of our enhancements programme in east London for infrastructure projects associated with significant housing growth that are funded by both the Housing Infrastructure Fund and developer contributions. The programme is working with the Department for Levelling Up, Homes and Communities to agree a two-phase approach to the delivery of the programme. The concept designs were completed in spring.

Board



Date: 8 June 2022

Item: Elizabeth Line Operations and Further Opening Stages

This paper will be considered in public

1 Summary

- 1.1 This paper provides the status update of the Elizabeth line operations and on the readiness for further opening stages of the Elizabeth line railway including the remaining work on the Crossrail project.

2 Recommendation

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

3 Elizabeth Line Opening

- 3.1 The Elizabeth line opened on Tuesday 24 May 2022 to an incredible reception from Londoners and transport enthusiasts from around the world. The celebratory response to the opening saw around 260,000 journeys made on the new central section between Paddington and Abbey Wood across its opening day, clearly showing its popularity. Across the whole line, which stretches from Reading and Heathrow in the west to Shenfield and Abbey Wood in the east, more than 460,000 journeys were made.
- 3.2 The enthusiasm for the Elizabeth line is clear, as is the transformational impact it will have on London. The railway has opened up new journey options, is supporting jobs and generating a huge economic boost, not only for London but for the whole country. The increase in central London's rail capacity of 10 per cent is the largest single increase in decades and will support the capital's regeneration and recovery from the pandemic.

4 Performance of Operational Service

- 4.1 Initial reliability of the central section has been good, with a remarkable 100% of services achieving the reliability standard on the second day of operations. While long term performance will inevitably be slightly lower, the first few days of reliability reflect the additional resources in place to support opening and the work put in by the operations team.
- 4.2 TfL Rail services on the east and west delivered a Public Performance Measure of 92.3 per cent during period 13 (6 – 31 March 2022). Performance on the east was 92.0 per cent whilst the west recorded 92.7 per cent during the period, with infrastructure failures impacting on both of the surface routes. The overall Moving Annual Average trend ended the year at 94.2 per cent.

4.3 Going forward, performance of operational service will be reported as the Elizabeth line as all services between Reading and Heathrow to Paddington and Shenfield to Liverpool Street, previously operating as TfL Rail, have been rebranded.

5 Update on Further Opening Stages

5.1 Work will continue in engineering hours and on Sundays to allow a series of testing and software updates in preparation for more these more intensive services. Bond Street's new Elizabeth line station will also open to passengers later this year as work continues to complete the station.

5.2 Following the opening of the central section, direct services from Reading, Heathrow and Shenfield are expected to connect with the central section in Autumn 2022 and with full services across the entire route introduced by May 2023. The works to support this are being progressed with the Delivery Control Schedule (DCS) 1.3 continuing to be developed. When finalised the DCS 1.3 will provide a baseline to measure performance and outline all remaining works to the final stage of the programme.

5.3 The start date for full Elizabeth line services is linked to improved reliability growth, and successful commissioning of further upgrades to signalling and rolling stock software planned for after the opening of the central section of the railway.

5.4 Network Rail station upgrade works on the east continue at Ilford and Romford. Ilford's entry into service is currently forecast for summer 2022, with good progress being made in relation to the ticket hall slab replacement and associated demolition works. Romford station has experienced delays with gaining acceptance of the fire strategy and design as well as general assurance to enable handover, however all parties are collaborating to achieve the earliest possible opening date.

List of Appendices:

None

List of Background Papers:

None

Contact Officer: Howard Smith, Chief Operating Officer
Email: HowardSmith@tfl.gov.uk

Board

Date: 8 June 2022

Item: Finance Report – Quarter 4, 2021/22

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 4, 2021/22 - the year-to-date ending 31 March 2022.

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Quarter 4, 2021/22

- 3.1 The Finance Report presentation provides a summary of year-to-date financial performance against the Revised Budget (approved by the Board on 28 July 2021) and last year.

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report

Quarter 4, 2021/22

Management results from 1 April 2021 – 31 March 2022

TfL Board

8 June 2022



2021/22 overview

- Journeys continued to recover – TfL journeys up from 40% at the start of the year, ending at 68%. Although, journeys largely plateaued since the autumn due to Omicron and Plan B over winter. Weekend journeys recovered strongly, reaching 80% of pre-pandemic levels from autumn.
- Maintained tight cost control – like-for-like costs stable for past 5 years; real terms reductions of £700m. Operating costs over £450m lower than Budget, from savings, contingency and timing of provisions.
- Capital investment remains constrained – capital expenditure lower than Budget, a result of funding uncertainty and reallocation of capital spend as a result of actual Government funding being £500m below Budget.
- Reduced cash reserves – in line with the Government funding condition, we have reduced our cash reserves to an average of £1.2bn, rather than this being an absolute minimum.
- On trajectory towards financial sustainability – extraordinary Government funding almost halved this year. We received £1.6bn in cash in 2021/22 compared to £3.2bn in 2020/21.

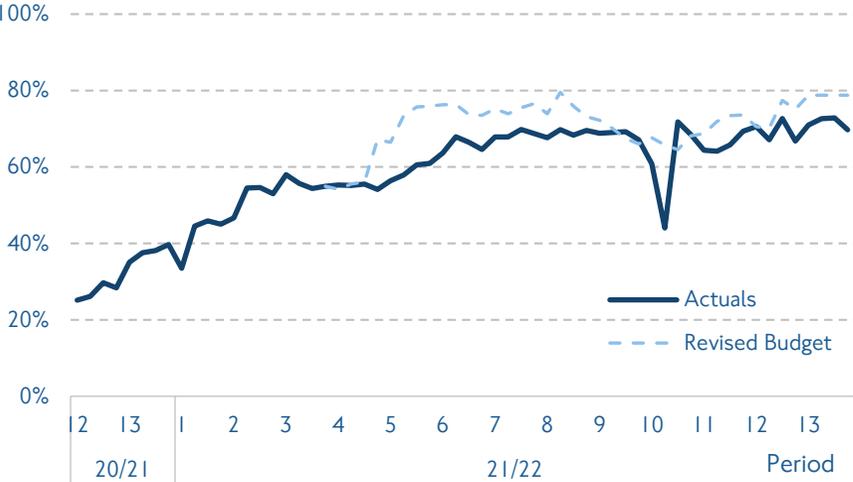
Forward look

- Funding uncertainty – Current funding agreement with Government expires on 24 June 2022. A further £0.9bn of extraordinary Government funding is required for 2022/23. Limited progress to date, but discussions continue with Government.
- Economic uncertainty – economic growth remains poor; UK economy contracted by 0.1% in March, following no growth in February
- Cost of living challenges – inflationary pressures reducing disposable income – may reduce discretionary spend, and reverse earlier journey growth. Inflation also expected to increase TfL's cost base, with most external contracts linked to inflation indexes.
- Credit rating downgrade – TfL's long-term credit rating recently downgraded by Moody's from A3 to Baa1. Reflects concerns of poor economic growth and inflation, uncertainty on future Government capital funding and the likelihood Government funding continues to come with onerous conditions. No change from other ratings agencies.

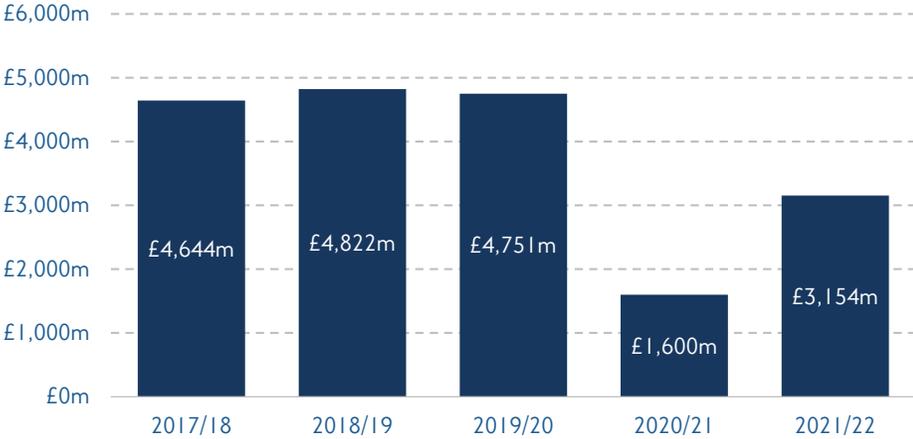


Headlines

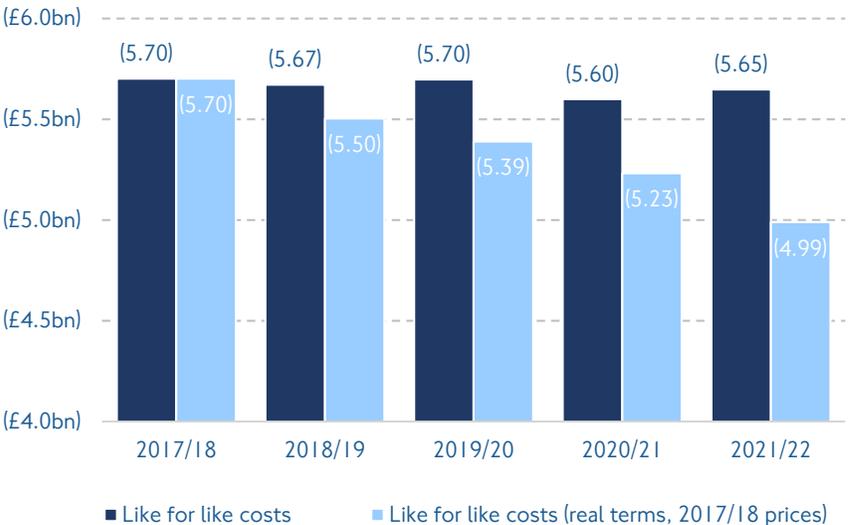
Total passenger journeys 68% at the end of the year; journeys broadly flat since autumn



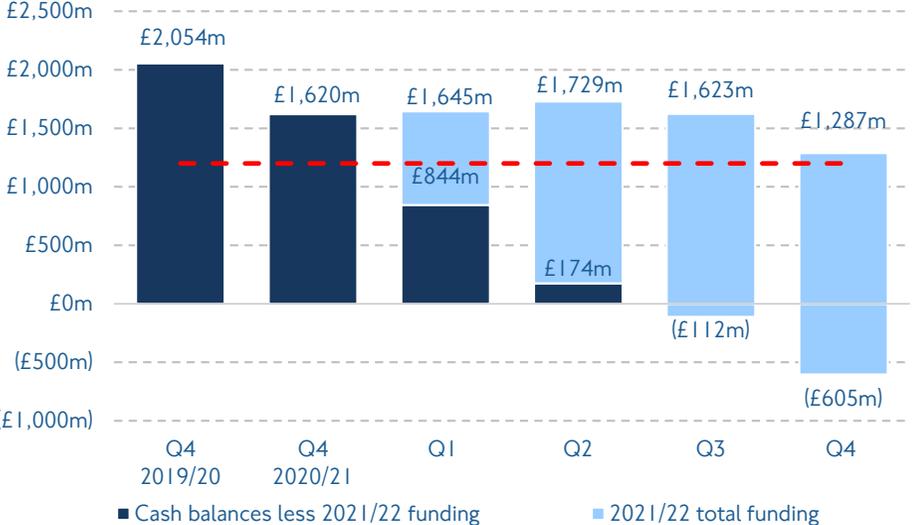
Passenger income over £1.5bn higher than last year, but over £300m lower than Budget; income £1.6bn lower than pre-pandemic levels



Like-for-like operating costs (adjusted for new services and one off costs) are lower than 2017/18; real terms costs £700m lower, reflecting cost control and our savings programme



Cash balances down over £300m in the year and almost £800m lower than 2019/20 levels



Passenger journeys

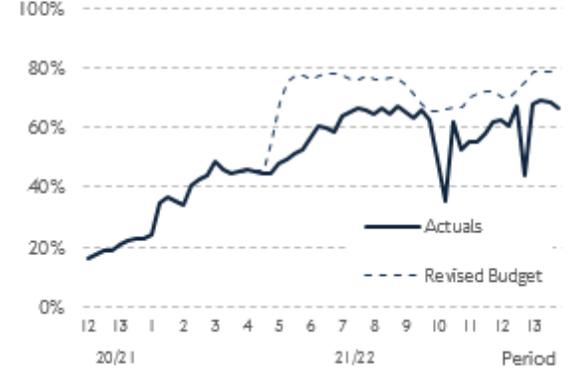
Total journeys were 68% of pre-pandemic levels in the last period of the year, significantly up on the start of the year which saw journeys at 40%. Since the end of Quarter 3, the Omicron variant ushered in a temporary wave of working from home, following government guidance, and saw journeys decline to just above 40%.

Demand has broadly plateaued since the end of Quarter 3, with total TfL journeys hovering at just below 70% of pre-pandemic levels.

TfL	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	68%	79%	P	216	-34
			Y	2483	-206



LU	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	65%	79%	P	71	-15
			Y	748	-138



Bus	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	70%	79%	P	123	-16
			Y	1486	-37



Rail	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	70%	80%	P	19	-3
			Y	209	-24



LO	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	69%	80%	P	10	-2
			Y	112	-16

DLR	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	69%	82%	P	7	-1
			Y	77	-7

Tram	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	83%	80%	P	2	0
			Y	19	-1

TfLR	% vs Pre Covid Period / Budget		Absolute m		Var to Bud m
	66%	80%	P	3	0
			Y	40	-6



Journeys compared to pre-pandemic baseline (adjusted 2018/19 journeys)
 Target is budgeted demand against this baseline; 'P' denotes latest period; 'Y' denotes year-to-date performance

Operating account

Passenger income is £3,154m over the year, which is over £1.5bn higher than last year, but (£324m) below Budget. This is driven by lower journeys across all modes. Other operating income is (£42m) lower than Budget, driven by lower ULEZ income – driven by higher than expected compliance rate – which has been partly offset by higher Congestion Charge, advertising and property income.

Operating costs are £453m below Budget due to efficiencies, lower staff costs, the release of contingencies held to mitigate high-risk uncertainties, and the timing of provisions.

Capital renewals are £185m lower than Budget; we have reallocated our renewals programme as government funding has been lower than expected.

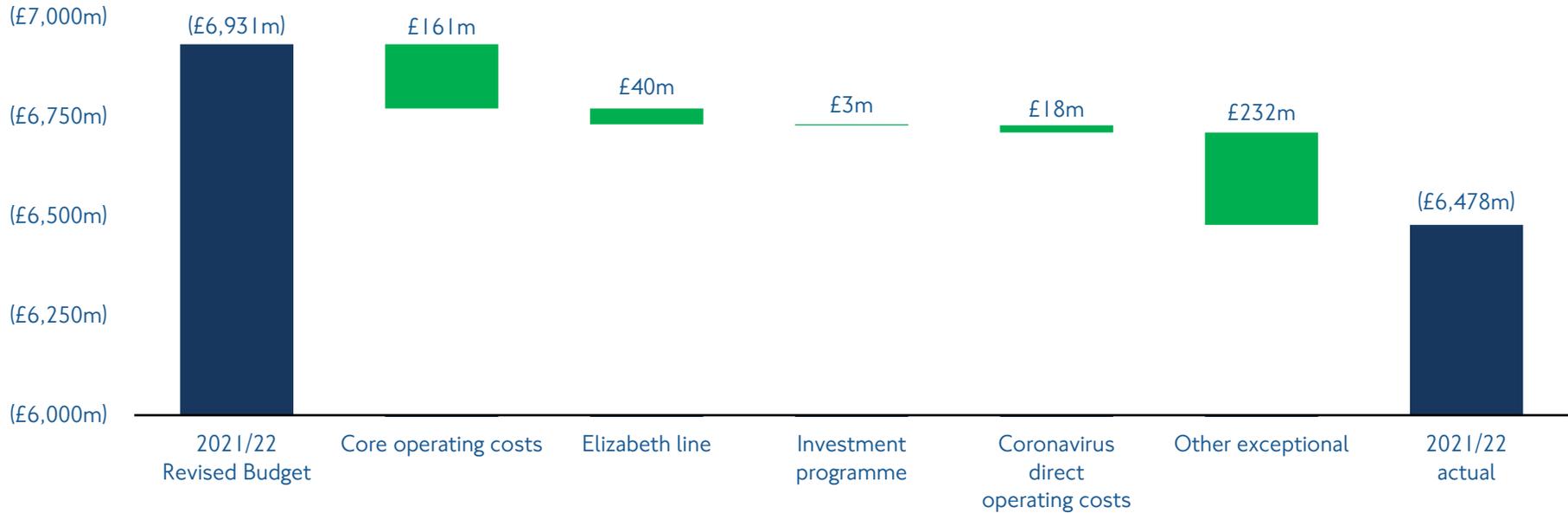
£m	Q4 year to date, 2021/22				Q4 year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Passenger income	3,154	3,478	(324)	-9%	1,600	1,554	97%
Other operating income	1,194	1,236	(42)	-3%	777	417	54%
Total operating income	4,348	4,714	(366)	-8%	2,377	1,971	83%
Business Rates Retention	914	914	0	0%	969	(55)	-6%
Revenue grant	73	66	7	10%	59	12	21%
Government furlough grant	0	0	0	N/A	58	(58)	-100%
Total income	5,335	5,694	(359)	-6%	3,463	1,872	54%
Operating cost	(6,478)	(6,931)	453	-7%	(6,381)	(97)	2%
Net operating surplus/ (deficit)	(1,143)	(1,237)	94	-8%	(2,918)	1,775	-61%
Net financing costs	(439)	(449)	10	-2%	(440)	1	0%
Net cost of operations after financing	(1,582)	(1,686)	104	-6%	(3,358)	1,776	-53%
Capital renewals	(551)	(736)	185	-25%	(367)	(184)	50%
Net cost of operations	(2,133)	(2,422)	289	-12%	(3,725)	1,592	-43%
Extraordinary revenue grant	1,717	1,873	(156)	-8%	2,457	(740)	-30%
Net cost of operations after extraordinary revenue grant	(416)	(549)	133	-24%	(1,268)	852	-67%

Operating costs

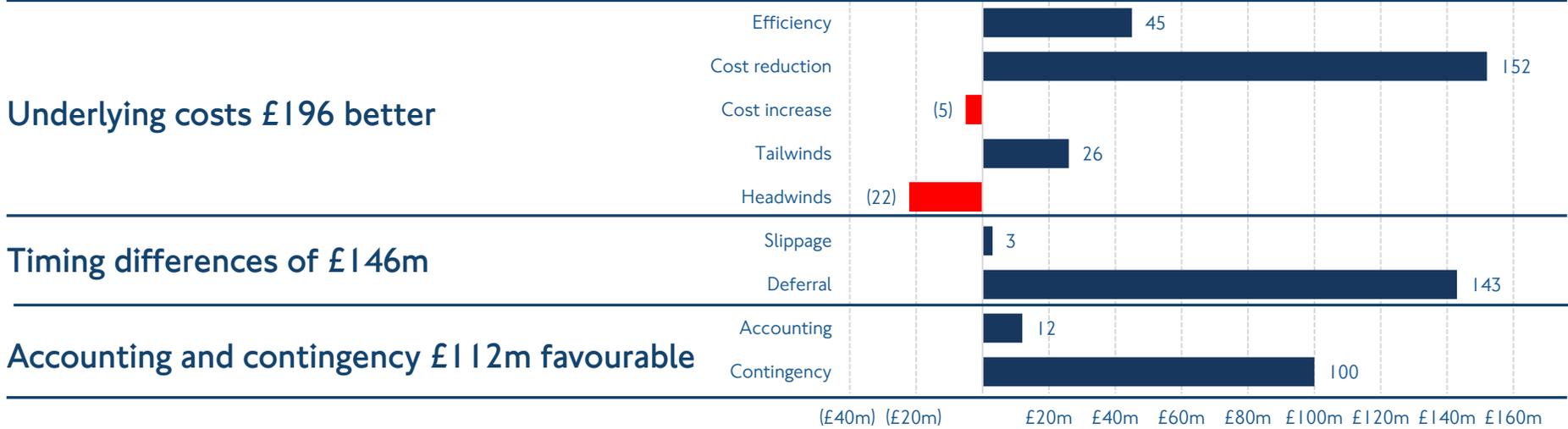
Total operating costs are £453m lower than Budget. Underlying costs are £196m better than expected, driven by new efficiencies (including staff cost savings), cost reductions from lower bus performance payments, lower LU traction costs, and lower maintenance costs in Rail.

Operating account contingency – held to mitigate the impacts of risks – was £100m lower than Budget across the year. This has partly mitigated the impacts from lower ULEZ income this year.

Operating costs: drivers of full year variances (£m)



Operating costs: types of full year variances (£m)



Underlying costs £196 better

Timing differences of £146m

Accounting and contingency £112m favourable

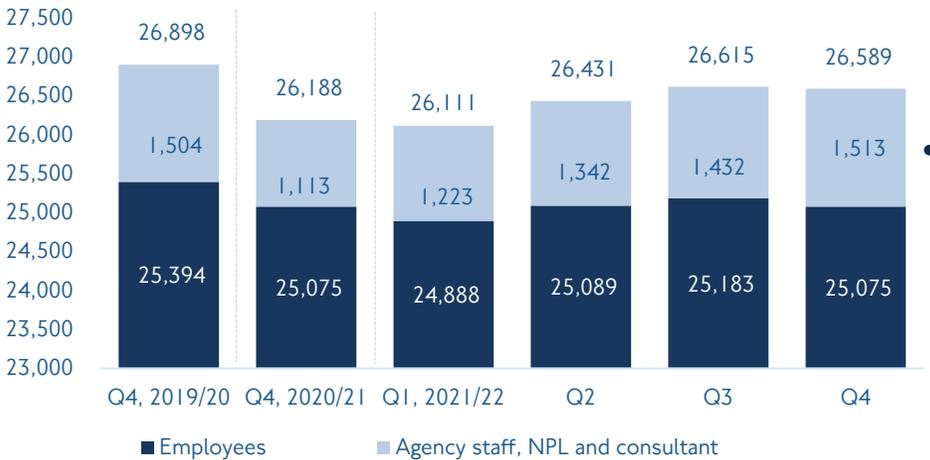
Staff

TfL staff levels are just over 300 lower than pre-pandemic levels. We have increased staff levels this year by just over 400 FTE, following the introduction of Northern Line Extension operations, as well as ramping up preparations for Elizabeth line services.

Permanent employee numbers are exactly in line with the end of last year; agency and NPL staff have increased by just over 400 FTE, offering the organisation greater flexibility in the face of continued funding uncertainty.

The organisation is facing a high number of leavers (averaging around 160 employees per period), labour market challenges, and significant reward constraints.

Headcount trends since 2019/20



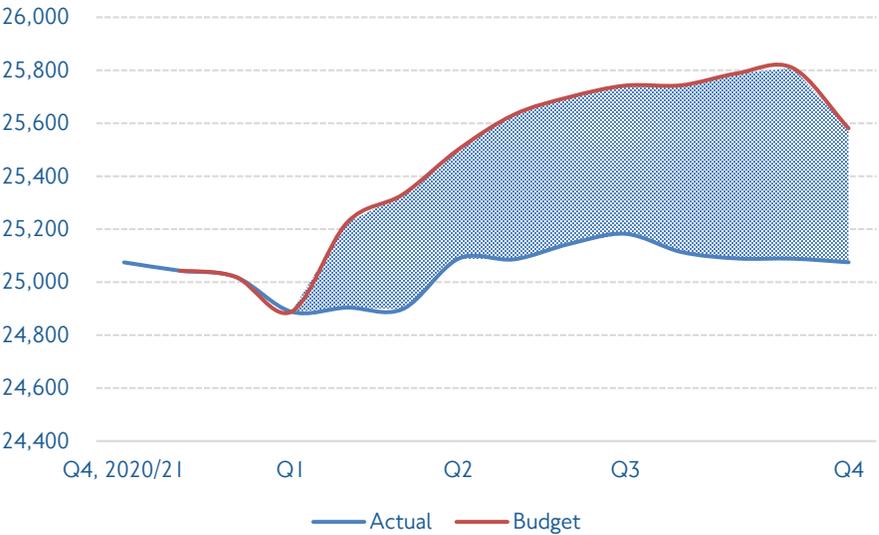
Total staff over 300 lower than pre-pandemic levels

Agency, NPL and consultants broadly in line with pre-coronavirus levels; increases this year to provide greater organisational flexibility and to manage labour market challenges

Permanent employees down by over 300 since 2019/20 and in line with last year

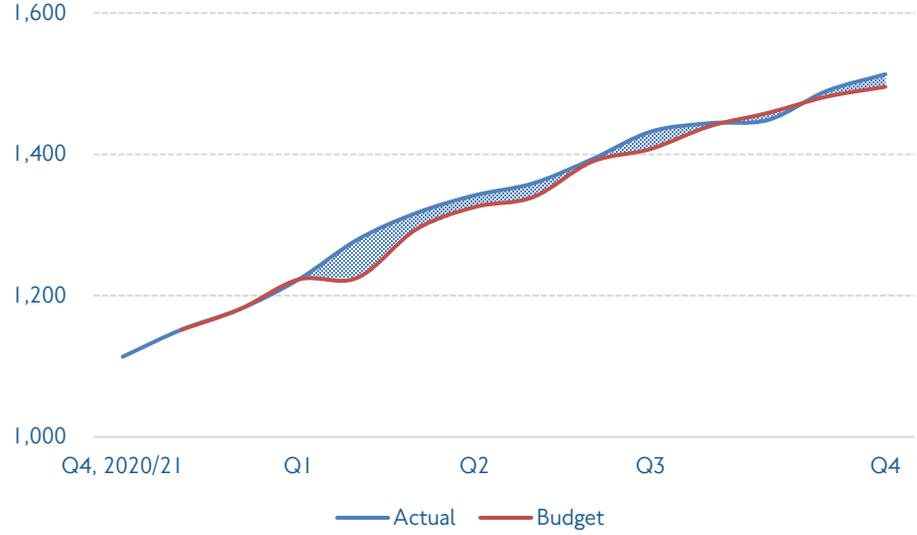
Permanent staff (FTE): actuals and Revised Budget

Permanent employees broadly in line with the end of 2020/21, but over 500 lower than Budget from recruitment delays, a competitive external market and leavers averaging 160 per period.



Agency and NPL staff (FTE): actuals and Revised Budget

Agency and NPL FTE up 400 since the end of 2020/21, and broadly in line with Budget. In context of economic and funding uncertainty, greater use of agency employees provides organisational flexibility.



Capital account

Total TfL capital expenditure (excluding Crossrail construction) is (£1,368m) in the year, £366m lower than target.

Our capital programmes have been reallocated as a result of £500m lower government funding compared to the Budget assumption.

Funding uncertainty, coupled with the short-term and stop-start nature of the agreements, has not allowed us to plan sufficiently and enter multi-year commitments. Consequently, this has created a backlog of work, leading to additional resource and cost pressures for TfL.

Property and asset receipts are (£32m) lower than Budget, driven by later than expected Crossrail property disposals including Woolwich, Cardinal House, and other smaller sites.

£m	Q4 year to date, 2021/22				Q4 year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
New capital investment	(818)	(999)	181	-18%	(866)	48	-6%
Crossrail	(568)	(700)	132	-19%	(704)	136	-19%
Total capital expenditure	(1,386)	(1,699)	313	-18%	(1,570)	184	-12%
Financed by:							
Investment grant	930	930	0	0%	910	20	2%
Property and asset receipts	161	193	(32)	-17%	63	98	157%
Borrowing	0	0	0	N/A	602	(602)	-100%
Crossrail borrowing	74	74	0	0%	676	(602)	-89%
Crossrail funding sources	565	663	(98)	-15%	72	493	689%
Other capital grants	85	90	(5)	-5%	127	(42)	-33%
Total	1,815	1,950	(135)	-7%	2,450	(635)	-26%
Net capital account	429	251	178	71%	880	(451)	-51%
Capital renewals	(551)	(736)	185	-25%	(367)	(184)	50%
New capital investment	(818)	(999)	181	-18%	(866)	48	-6%
Total TfL capital expenditure	(1,368)	(1,735)	366	-21%	(1,233)	(136)	11%

Capital expenditure

Total capital expenditure is £366m lower than Budget, driven by slippage and deferrals as well as the release of capital contingency (£80m) held to mitigate high risk uncertainties.

The stop-start nature of the funding agreements alongside associated project approval and contractual delays are partly responsible for the underspend.

Page 59

Capital renewals and new capital investment (£m)

Major projects

Northern Line Extension
Four Lines Modernisation
Major Stations
Railway Systems Enhancements
Piccadilly line trains
DLR Rolling Stock
Barking Riverside
Silvertown Tunnel
Deliverability overlay
Elizabeth line - infrastructure

LU

Capital renewals
New capital investment

Surface Transport

Healthy Streets
Surface - assets
Surface Tech
Public Transport
Air Quality and environment
Deliverability overlay

Corporate programmes

Professional Services
Media

Commercial Development

Estates and facilities
Property development

Total TfL

Capital contingency

TfL incl. capital contingency

Q4 year to date, 2021/22			
Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
(550)	(598)	48	-8%
(53)	(56)	3	-6%
(132)	(137)	5	-4%
(74)	(79)	6	-7%
(5)	(7)	2	-27%
(153)	(157)	5	-3%
(93)	(99)	6	-6%
(29)	(31)	2	-6%
(12)	(13)	1	-10%
0	(18)	18	-100%
(17)	(15)	(2)	13%
(354)	(418)	64	-15%
(331)	(391)	61	-15%
(23)	(26)	3	-12%
(285)	(361)	76	-21%
(47)	(66)	20	-30%
(105)	(112)	7	-6%
(29)	(51)	22	-43%
(62)	(75)	13	-17%
(43)	(57)	13	-24%
1	-	1	N/A
(110)	(145)	35	-24%
(113)	(148)	35	-23%
3	3	1	25%
(52)	(117)	65	-55%
(1)	(4)	3	-67%
(51)	(113)	62	-55%
(1,368)	(1,655)	286	-17%
(0)	(80)	80	-100%
(1,368)	(1,735)	366	-21%

Q4 year to date, 2020/21		
Last year	Variance to last year	% variance to last year
(547)	(3)	1%
(114)	61	-54%
(104)	(28)	27%
(65)	(8)	13%
(11)	6	-54%
(100)	(52)	52%
(46)	(46)	101%
(49)	20	-41%
(57)	45	-79%
0	0	0%
(37)	20	-54%
(234)	(120)	51%
(203)	(128)	63%
(31)	8	-26%
(299)	14	-5%
(56)	10	-17%
(85)	(20)	24%
(17)	(12)	72%
(65)	3	-5%
(75)	32	-43%
-	1	N/A
(78)	(32)	41%
(89)	(24)	27%
12	(8)	-71%
(37)	(15)	40%
(1)	(0)	33%
(36)	(14)	40%
(1,232)	(136)	11%
0	(0)	-587%
(1,233)	(136)	11%

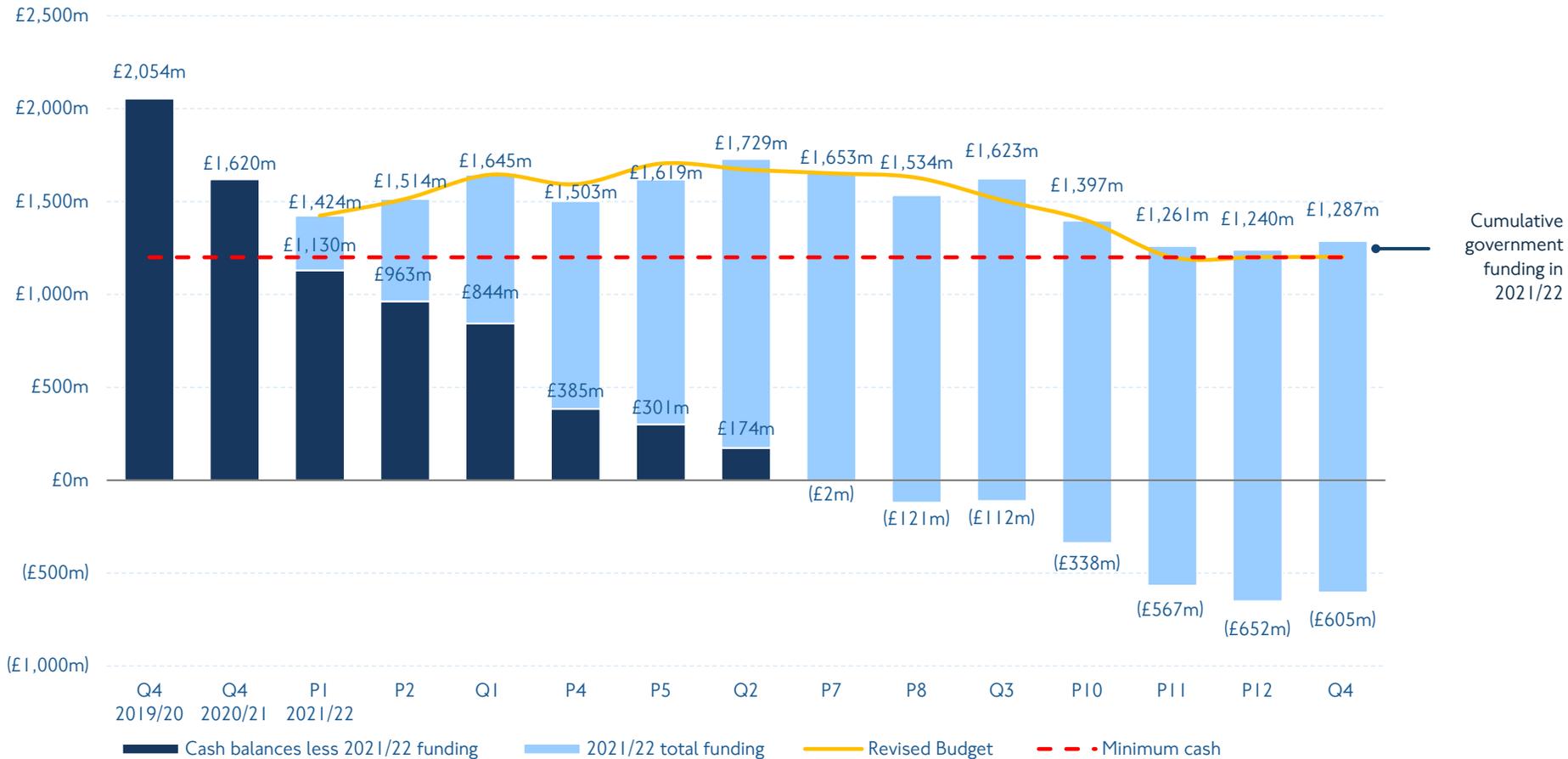
Cash balances

Total cash balances are just under £1.3bn at the end of the year, £333m lower than at the start of the year.

Since the end of 2019/20, our cash balances have declined by almost £800m. It has been a condition of our funding agreements to run down our cash reserves to target an average of £1.2bn cash balance rather than this being an absolute minimum.

We are aiming to rebuild our cash balances over the coming years, which will depend on continuing growth in passenger demand as well as appropriate support from government.

	2020/21	2021/22 cash movement	Q4, 2021/22 closing cash	Q4, 2021/22: variance to Revised Budget
TfL closing cash balances	1,620	(333)	1,287	84



Appendices: Divisional performance



London Underground

Tube journeys are 65% of pre-pandemic levels; passenger income is £1,523m, (£374m) lower than Budget, driven by 138 million fewer passenger journeys. However, this is still more than double the value we saw last year. Income is almost £900m higher than last year.

Operating costs are (£1,999m) in full year and £112m lower than Budget. This is mainly driven by lower staff costs, lower volume-driven costs and direct coronavirus related spend. Costs are (£16m) higher than last year – this represents a like-for-like reduction, with this year seeing new costs for the Northern Line Extension and additional LU staff at stations which interface with Elizabeth line stations.

Operating account (£m)
Passenger income
Other operating income
Total operating income
Government furlough grant
Total income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations

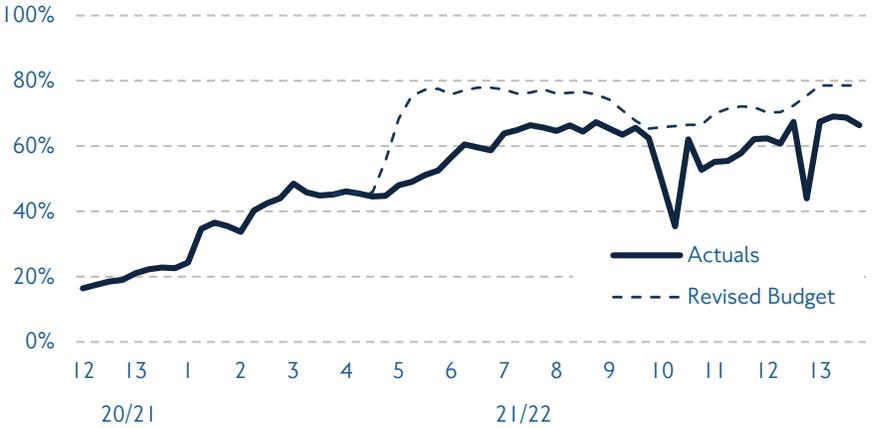
Actuals	Q4 year to date, 2021/22			
	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	
1,523	1,898	(374)	-20%	
24	19	5	25%	
1,548	1,917	(370)	-19%	
0	0	0	N/A	
1,548	1,917	(370)	-19%	
(1,999)	(2,112)	112	-5%	
(452)	(194)	(257)	132%	
(286)	(545)	259	-48%	
(279)	(285)	6	-2%	
(331)	(391)	61	-15%	
(1,347)	(1,416)	69	-5%	
	(23)	(26)	3	-12%

Q4 year to date, 2020/21			
Last year	Variance to last year	% variance to last year	
650	874	135%	
14	11	80%	
663	885	133%	
37	(37)	-100%	
700	847	121%	
(1,983)	(16)	1%	
(1,283)	831	-65%	
(296)	10	-3%	
(280)	1	0%	
(203)	(128)	63%	
(2,061)	714	-35%	
	(31)	8	-26%

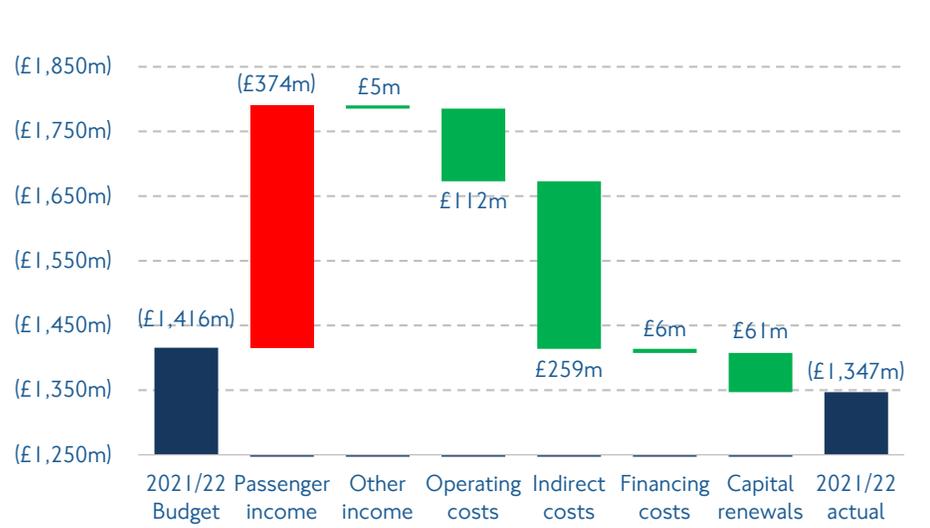
New capital investment

Tube journeys compared to pre-pandemic baseline

% vs Pre Covid Period / Budget		Journeys (millions)	Var to Budget
65%	79%	748	(138)



Net cost of operations compared to Budget



Elizabeth line

Elizabeth line journeys are 66% of pre-pandemic levels at year end. Passenger income is £93m, (£11m) lower than Budget driven by 6 million fewer passenger journeys. Income is £52m higher than 2020/21.

Operating costs are £40m lower than Budget, mainly driven by lower rolling stock maintenance costs and lower regulatory charges (the latter offset in other operating income).

Page 63

Journeys and income relate to TfL Rail services only. From 2022/23 these will include all Elizabeth line services following its opening on 24 May 2022.

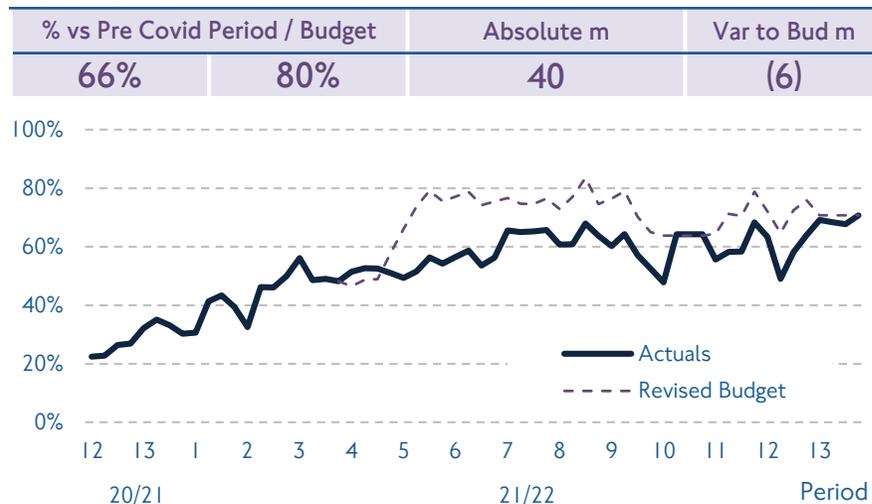


Operating account (£m)
Passenger income
Other operating income
Total operating income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations
New capital investment
Crossrail construction
New capital investment

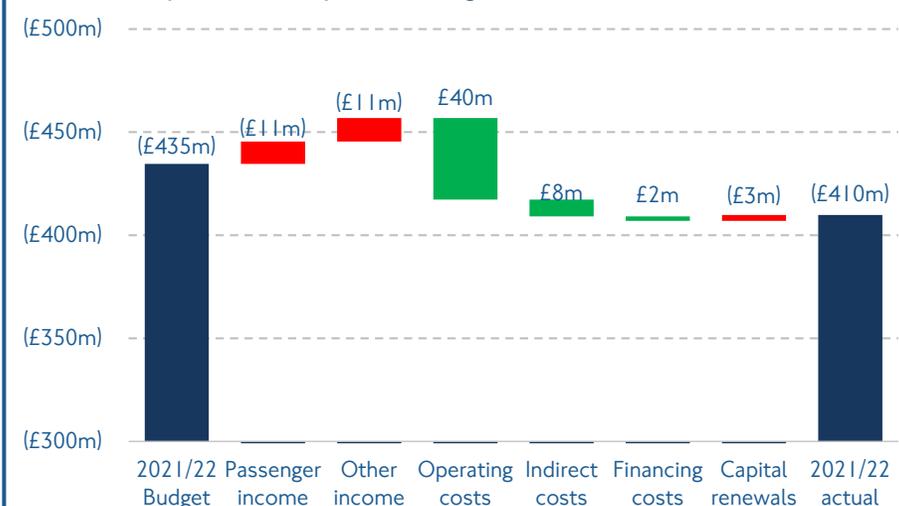
Actuals	Q4 year to date, 2021/22		
	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
93	104	(11)	-10%
27	39	(11)	-29%
120	142	(22)	-16%
(422)	(462)	40	-9%
(302)	(320)	17	-5%
(8)	(16)	8	-51%
(93)	(96)	2	-2%
(6)	(3)	(3)	84%
(410)	(435)	25	-6%
(11)	(12)	1	-8%
(568)	(700)	132	-19%
(579)	(712)	133	-19%

Q4 year to date, 2020/21		
Last year	Variance to last year	% variance to last year
41	52	126%
8	20	260%
49	71	147%
(361)	(61)	17%
(312)	10	-3%
(7)	(1)	13%
(93)	(0)	0%
(0)	(6)	1282%
(413)	3	-1%
(37)	26	-71%
(704)	136	-19%
(741)	162	-22%

EL journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Buses, Streets & Other operations

Bus journeys are 70% of pre-pandemic levels at year end, but below target. Passenger income is £21m higher than Budget; while journeys are 37 million lower than Budget, improved yield has helped increase income.

Other operating income is £831m, (£95m) lower than Budget. Income has increased this year as a result of ULEZ expansion, but remains much lower than Budget as a result of higher than expected compliance levels. We have seen higher levels of income from Congestion Charge through improvements in ANPR detection.

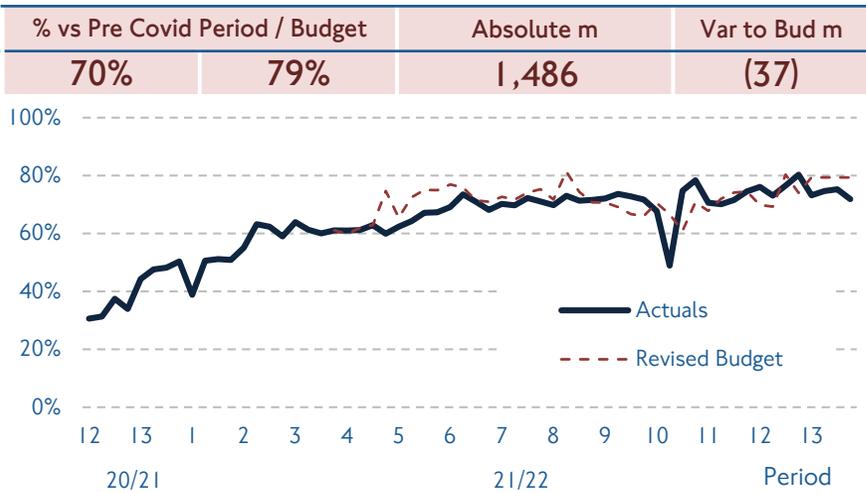
Operating account (£m)
Passenger income
Other operating income
Total operating income
Government furlough grant
Total income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations

Actuals	Q4 year to date, 2021/22		
	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
1,128	1,107	21	2%
831	906	(75)	-8%
1,959	2,013	(54)	-3%
0	0	0	N/A
1,959	2,013	(54)	-3%
(2,847)	(2,870)	23	-1%
(888)	(857)	(31)	4%
(83)	(138)	55	-40%
(27)	(27)	1	-2%
(125)	(140)	14	-10%
(1,123)	(1,162)	39	-3%
(104)	(157)	53	-34%

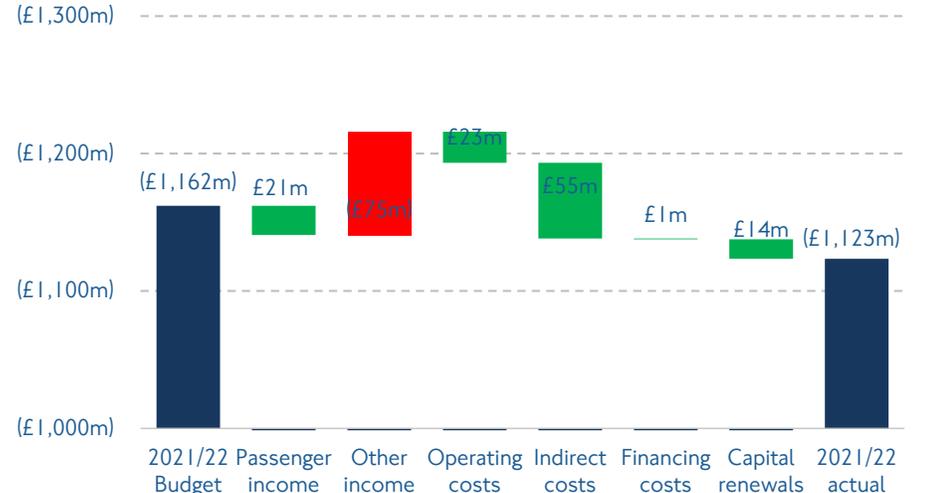
Last year	Q4 year to date, 2020/21	
	Variance to last year	% variance to last year
711	416	59%
514	317	62%
1,226	733	60%
9	(9)	-100%
1,235	724	59%
(2,810)	(37)	1%
(1,575)	687	-44%
(117)	34	-29%
(27)	0	0%
(100)	(25)	25%
(1,820)	696	-38%
(141)	37	-26%

New capital investment

Bus journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Rail

Rail journeys – including London Overground, DLR and Trams – are 70% of pre-pandemic levels at year end. Passenger income is (£26m) lower than Budget, a result of 24 million fewer journeys.

Operating costs are marginally down on Budget from penalties from the later delivery of new trains, and from phasing of maintenance.

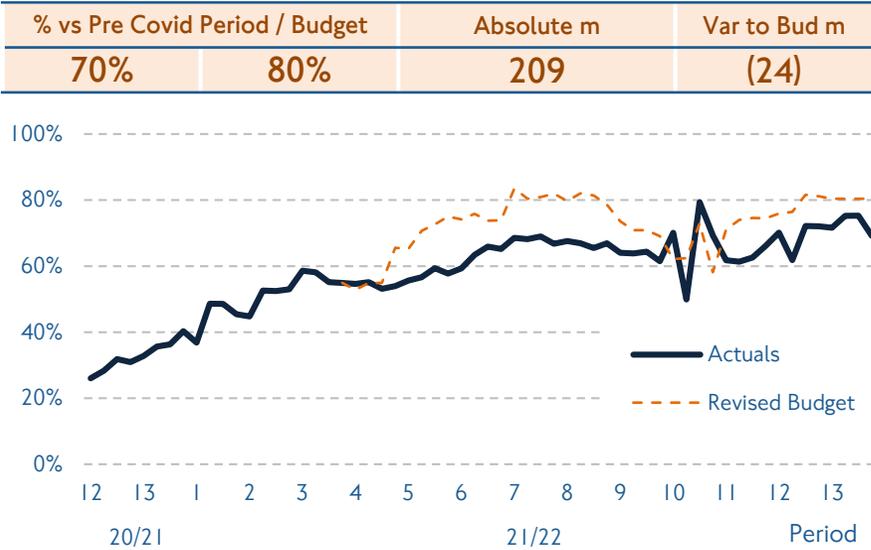
Page 65

Operating account (£m)
Passenger income
Other operating income
Total operating income
Operating costs
Net operating surplus
Indirect costs
Net financing costs
Capital renewals
Net cost of operations
New capital investment

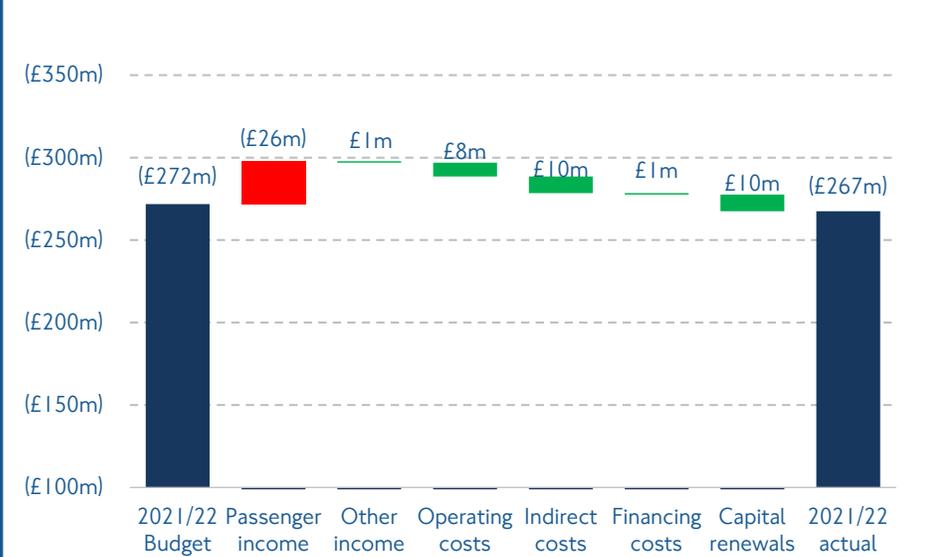
Actuals	Q4 year to date, 2021/22		
	Revised Budget	Variance to Revised Budget	% variance to Revised Budget
291	316	(26)	-8%
13	12	1	7%
304	329	(25)	-8%
(476)	(484)	8	-2%
(172)	(156)	(17)	11%
(14)	(24)	10	-42%
(40)	(41)	1	-2%
(41)	(52)	10	-20%
(267)	(272)	4	-2%
(14)	(13)	(1)	7%

Q4 year to date, 2020/21		
Last year	Variance to last year	% variance to last year
140	151	108%
6	7	105%
146	158	108%
(456)	(20)	4%
(310)	138	-44%
(19)	5	-28%
(40)	0	0%
(34)	(7)	20%
(404)	136	-34%
(25)	11	-43%

Rail journeys compared to pre-pandemic baseline



Net cost of operations compared to Budget



Major Projects Directorate

Year to date capital spend is £48m lower than Budget, driven by cost savings and deferrals across the programmes.

Operating account (£m)	Q4 year to date, 2021/22				Q4 year to date, 2020/21		
	Actuals	Revised Budget	Variance to Revised Budget	% variance to Revised Budget	Last year	Variance to last year	% variance to last year
Other operating income	9	11	(2)	-17%	7	2	33%
Total operating income	9	11	(2)	-17%	7	2	33%
Government furlough grant	0	0	0	N/A	2	(2)	-100%
Total income	9	11	(2)	-17%	9	(0)	-2%
Operating costs	(17)	(20)	3	-16%	(37)	20	-55%
Net operating surplus	(8)	(9)	1	-15%	(28)	20	-72%
Indirect costs	(26)	(35)	10	-27%	(34)	9	-26%
Net financing costs	0	0	0	N/A	0	0	N/A
Capital renewals	(6)	(7)	1	-11%	(3)	(3)	105%
Net cost of operations	(40)	(51)	12	-23%	(65)	25	-39%
New capital investment	(544)	(591)	47	-8%	(543)	(1)	0%

Four Lines Modernisation



The section of signalling, between Sloane Square, Paddington, Fulham Broadway and Barons Court (called Signalling Migration Area 5, SMA5) went live on 27 March 2022. This will enable a journey time timetable improvement (average 5 per cent quicker) to be implemented on Circle and District lines between Monument, Fulham Broadway, Barons Court and Paddington (Signalling Migration Areas 4 and 5) in September 2022.

Completion of SMA5 represented a major achievement for the programme as it involved upgrading the highly complex junction at Earl's Court and completed the implementation of Communication Based Train Control across the entire Circle line.

Northern Line Extension



The Northern Line extension has operated successfully since opening in September 2021. Up to the 12 March 2022, circa 2.14 million trips have been recorded, with an average of 30,000 passengers per week at Nine Elms station and 60,000 passengers per week at Battersea Power Station.

Since the opening of the extension, we have focused on closing out snagging items, achieving commercial contract closure and progressing the completion of all the assurance documentation.

DLR Rolling Stock



Dynamic testing (on track testing/running) of the new DLR rolling stock is proceeding to plan on the manufacturer's test track in Spain.

Work on the northern sidings at Beckton has undergone an intensive period of track work to support the lead up to the changeover to the new signalling control system. In advance of the works, the sidings affected by the changeover have now been physically disconnected from the depot.

We have completed the acquisition of the land at Beckton adjoining the current depot which is needed for the construction of the additional sidings funded by the Housing Infrastructure Fund.

Board

Date: 8 June 2022

**Item: Delivering the Mayor's Transport Strategy 2021/22
Annual Update**

This paper will be considered in public

1 Summary

- 1.1 This is the fifth annual progress report summarising delivery of the Mayor's Transport Strategy (MTS) and the relevant elements of the London Environment Strategy.
- 1.2 The key issues for the Board to note are:
 - (a) the progress against the desired outcomes of the Mayor's Transport Strategy (MTS);
 - (b) that a cohesive, strengthened approach to the MTS is required to enable TfL to protect the health of Londoners, to prevent a long-term car-led recovery, and respond to the climate emergency;
 - (c) that TfL continues to successfully work with the Government and London boroughs to improve levels of active travel, reduce road danger, and better public transport to encourage new homes and jobs.; and
 - (d) that securing stable long-term funding for TfL is key to unlocking the full benefits of the MTS vision.

2 Recommendation

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

3 Key Points

- 3.1 The coronavirus pandemic had an unprecedented impact on how people travelled within London and highlighted the critical role that transport plays in supporting Londoner's' health and enabling vital travel.
- 3.2 The report first sets out the impact the pandemic, including the surge of the Omicron variant, had on travel trends and the impact that travel restrictions had on our operations. It provides an early view on emerging post-pandemic behaviour, including recent data highlighting the risk of a car-led recovery. It notes how we need to encourage mode shift in the short- and medium-term to prioritise our role in supporting public health and reducing the risks associated with coronavirus and other illnesses.

- 3.3 The second part of the report sets out our progress against the three key themes of the MTS: Healthy Streets; A Good Public Transport Experience; and Good Growth. Data from the new MTS Tracker is used throughout to illustrate the pace of progress being made to deliver key MTS outcomes and illustrates that in many policy areas the direction of travel set out by the MTS requires an increased pace of delivery.
- 3.4 On Healthy Streets, the report describes how our continued focus on Healthy Streets, as shown by progress made during the pandemic, will ensure that investment in London's roads delivers an inclusive recovery and enables Londoners to travel by active modes .
- 3.5 It underlines how we are improving public transport experience by focussing on safety and security, customer service and accessibility, improved journey times and connectivity to ensure our public transport network fulfils its pivotal role in enabling mode shift away from the car.
- 3.6 The report provides examples of major new and improved public transport capacity and connectivity. It shows that these projects, combined with Healthy Streets, are critical to achieving Good Growth and delivering the ambitious new homes target set out in the London Plan.
- 3.7 The concluding section of the report identifies three key areas of focus that are needed in future for us and the London boroughs to make progress at pace against MTS outcomes and achieve a sustainable, green and healthy future. Firstly, we need to reduce car use. Secondly, we need to make our transport system safer, particularly for vulnerable road users. Finally, we need stable and sufficient government investment in transport.

List of appendices to this report:

Appendix 1 – Delivering the Mayor's Transport Strategy 2021/22 (June 2022)

List of Background Papers:

None

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Delivering the Mayor's Transport Strategy 2021/22

June 2022

Contents

Summary	3
1. Purpose and scope	4
The Mayor’s Transport Strategy	4
The London Environment Strategy.....	4
The London Plan.....	5
TfL Vision & Values	5
MTS Tracker	6
2. Recent patterns of travel demand	8
Impact of coronavirus pandemic travel restrictions	8
Active, efficient and sustainable mode share.....	9
Travel behaviours	11
Scenario-based planning.....	13
3. Delivery over the last year	14
Healthy Streets & Healthy People	14
Mode Share	14
Active.....	15
Safe: Vision Zero for road danger.....	21
Efficient use of street space.....	26
Green.....	30
Good Public Transport Experience	39
Connected	39
Accessible	44
Quality	49
New Homes & Jobs.....	54
Sustainable.....	55
Unlocking.....	56
4. Future delivery of the MTS	65
Reducing traffic.....	66
More progress on safety	67
Continuing investment	69
5. Conclusion	71

Summary

This is the fifth annual progress report summarising the delivery of the Mayor's Transport Strategy and relevant elements of the London Environment Strategy.

The global coronavirus pandemic has had an unprecedented impact on how people travel in London and the longer-term implications of this for the city remain unclear. This report provides an analysis of key travel trends up to spring 2022 and covers the emergence of the Omicron variant and the initial transition of London's recovery towards a 'new normal'.

The pandemic has created uncertainty, challenges and opportunities to advance Mayoral ambitions for transport. Our focus remains on a shift towards active modes that improve Londoners' health, air quality, and reduce road danger and carbon emissions. However, as London emerges from the pandemic, the extent to which people's activities return to pre-pandemic patterns has yet to be fully realised. More people will potentially be working from home and buying goods and services online, potentially accelerating trends that existed before the pandemic. In addition the cost of living is rising, which will also impact when and how often people travel around the capital.

The pandemic also shone a light on inequalities in Londoners' health and intensified the need for transport to underpin an inclusive recovery. The policies embedded in the MTS provide strong direction, but an increased pace of delivery is required to ensure all parts of London can benefit equally. For the first time, this report uses a data-led MTS Tracker to provide a quantified summary of progress across all the key outcome areas over the last decade and compares this to potential trajectories for the next decade. These clearly illustrate where we need to focus our attention to meet Mayoral transport aims.

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

1. Purpose and scope

This is the fifth annual progress report summarising the delivery of the Mayor's Transport Strategy (MTS).

The impacts of the global coronavirus pandemic on London and how Londoners travelled present both challenges and opportunities for the delivery of the MTS. This report details changes in travel behaviour since the pandemic, the position on the key outcomes in the MTS and the issues we need to consider as we seek to accelerate the delivery of this strategy.

The Mayor's Transport Strategy

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

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

Healthy Streets and healthy people

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

A good public transport experience

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

New homes and jobs

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

The London Environment Strategy

As Transport for London (TfL) we have a pivotal role in delivering the London Environment Strategy (LES) as published in May 2018. In addition to measures set out in the MTS for environmental improvements to the transport system, including the Ultra Low Emission Zone (ULEZ), we are largely responsible for significant elements within the LES including

responsible procurement, reducing waste, our energy strategy, climate change adaptation, work to accelerate the reduction in CO₂ emissions and delivering an increase in green infrastructure and a net-gain in biodiversity.

The London Plan

The London Plan 2021 is the Spatial Development Strategy for Greater London. It sets out a framework for how London will develop over the next 20-25 years and the Mayor's vision for Good Growth. The London Plan is part of the statutory development plan for London and directly informs decisions on planning applications across the capital. Borough Local Plans should conform with the London Plan to ensure that the planning system for London is consistent with strategic objectives.

The current London Plan has the highest housing target London has ever had, at 52,000 new homes a year. It embeds active, efficient and sustainable travel in London through promoting high-density mixed-use sustainable development with associated public transport investment and a restrictive approach to car parking provision.

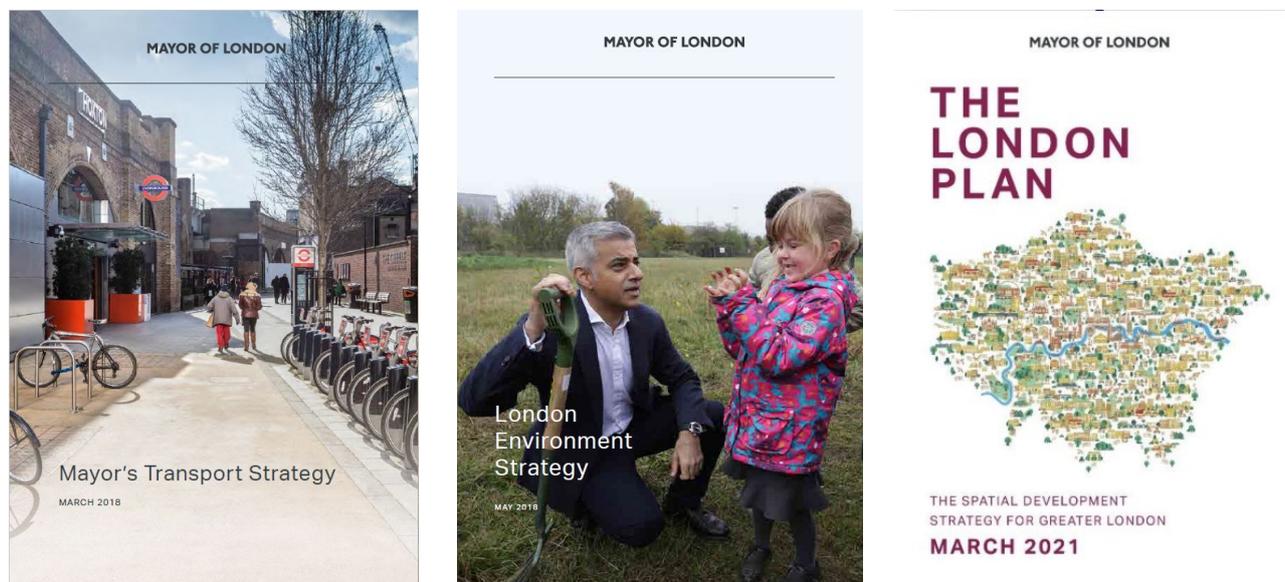


Figure 1. The Mayor's Transport Strategy, London Environment Strategy and the London Plan

TfL Vision & Values

The TfL Annual Scorecard tracks progress against strategic business objectives and has been recently redesigned to align with our new Vision to be a strong, green heartbeat for London. To realise this new Vision, it is important we embed Values which actively support the delivery of the MTS by us and our partners.

Our Vision & Values are aligned to the MTS, including delivering our Vision Zero safety ambitions, our ambitions for decarbonisation and air quality and improving the sustainable mode share of trips in London. Everything we do as a business contributes towards achieving the long-term goals of the MTS, but the practical steps we need to take are now

organised into four Roadmaps – Colleague, Customer, Finance and Green – all underpinned by our foundation of strong day-to-day service delivery.

MTS Tracker

We report progress on delivering each MTS outcome via the Commissioner’s reports to the Board, the annual Travel in London report, and this annual MTS update to the Board. We have also embedded many of the MTS outcomes in the TfL Scorecard and Visions & Values. However, we also recognise many of the outcomes are not suitable to tracking in an annual scorecard. Having a detailed, technical, evidence-based assessment of the progress being made towards the MTS outcomes improves transparency and, in March 2021, we committed to the Board that we would develop a separate data-led MTS Tracker. The purpose of this tracker is two-fold; to act as an in-year performance management tool and to provide strategic context for the reporting of projects, initiatives, and programmes across the nine MTS outcomes.

The 12 measures within the MTS Tracker are shown in Table 1.

Table 1. MTS Outcomes and Tracker measures

Outcome	Proposed Measure	MTS 2041 Aim
Mode Share	Percentage of trips undertaken by active, efficient and sustainable modes	80% of trips
Active	% of Londoners doing 20min active travel per day	70% of Londoners
Safe	Number of people killed or seriously injured on London’s roads	Zero
	Number of customers killed or seriously injured on TfL services	Zero
Efficient	Number of car trips crossing cordons in central, inner and outer London	3 million (c.30%) fewer daily trips
Green	Average roadside NO ₂ concentration in central, inner and outer London	60-70% reduction, equivalent to 94% emissions drop
	All CO ₂ emissions from London’s transport network	72% reduction – potential for more ambitious aim now
Connected	% of Londoners living within 400 metres of a bus stop	Not directly in MTS, but assumes it is maintained at current high level
Accessible	Additional journey time by step-free routes	50% reduction

2. Recent patterns of travel demand

The pandemic significantly affected how people have travelled in and around the capital, and the longer-term implications of this are still being assessed. These changes to travel, albeit temporary, revealed many insights that are relevant to current policy and overall delivery of the MTS. At the time of writing, while all formal pandemic restrictions have been removed, demand on the principal public transport networks remains materially below pre-pandemic levels. It is also becoming clear that some travel behaviours, catalysed by the pandemic, are tending to persist into the post pandemic period, for example hybrid working, more living and working locally, and a range of challenges relating to the increasing cost of living are likely to be factors affecting the pace of the recovery for the foreseeable future.

This presents both challenges and opportunities for our recovery planning. The aims, outcomes, and policies of the MTS – in particular, the need to enable continued mode shift – are essential to avoid a car-led recovery. The MTS continues to shape our response and the boroughs’ response to the recovery phase for the transport network.

Impact of coronavirus pandemic travel restrictions

The immediate pandemic impact from March 2020 on travel demand is well known and the key changes for London Underground, bus and traffic levels on the Transport for London major road network (TLRN) are shown by month from March 2020 to April 2022 in Figure 3.

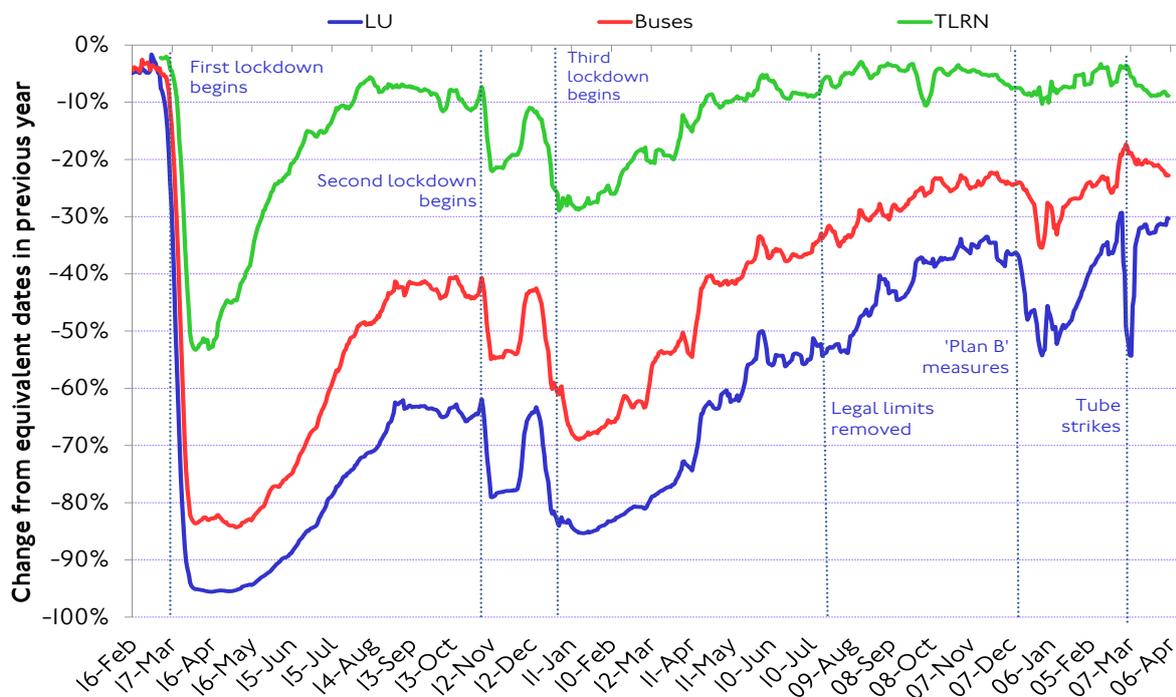


Figure 3. Change in demand on the main transport networks, 7-day moving average. Relative to equivalent period in 2019. Source: TfL.

At the low point, London Underground demand was just four per cent of normal. Bus demand fell to 16 per cent of normal. Major road traffic, however, was relatively more resilient, falling to 47 per cent of normal. The recovery has gone through several phases, often interrupted with further lockdowns and subsequent recoveries. Demand on the bus and London Underground networks had been gradually returning towards pre-pandemic levels from March to November 2021, as restrictions were eased throughout the year. The emergence of the Omicron variant in late November led to re-introduction of certain measures, including working from home, in the government's 'Plan B', although with a proportionally smaller impact on overall demand.

Since 'Plan B' measures ended in January 2022, demand has returned to both the bus and Underground networks, initially at a rapid rate, reaching a high point of 83 per cent on buses and 71 per cent on the Underground (as weekly averages), both the highest levels since early 2020.

National Rail demand, at the UK level, followed a similar pattern to that of London Underground, with a gradual return of passengers during 2021 as restrictions were lifted, reaching 70 per cent of 2019 levels before 'Plan B' measures were introduced in December 2021. The trends seem to indicate that the proportionate recovery of National Rail to, from, and within London is slower than the national pattern. The emerging hybrid working model of two to three 'office days' per week is also at odds with the current National Rail fares structures, which the industry acknowledges is overdue reform.

With the eventual reduction in coronavirus cases, and the bedding in of hybrid working patterns, we expect to see continued gradual growth over the coming months. However, it is clear the recovery still has a way to run before firm judgments can be made about ultimate demand levels, and contemporary conditions are still characterised by great volatility in the external factors affecting travel demand.

Active, efficient and sustainable mode share

During relatively normal years, the overall mode share varies little by quarter. However, with the impact of the pandemic the overall changes in travel demand and mode share have often been significant. We have therefore analysed this every quarter and more detail is supplied in Figure 4.

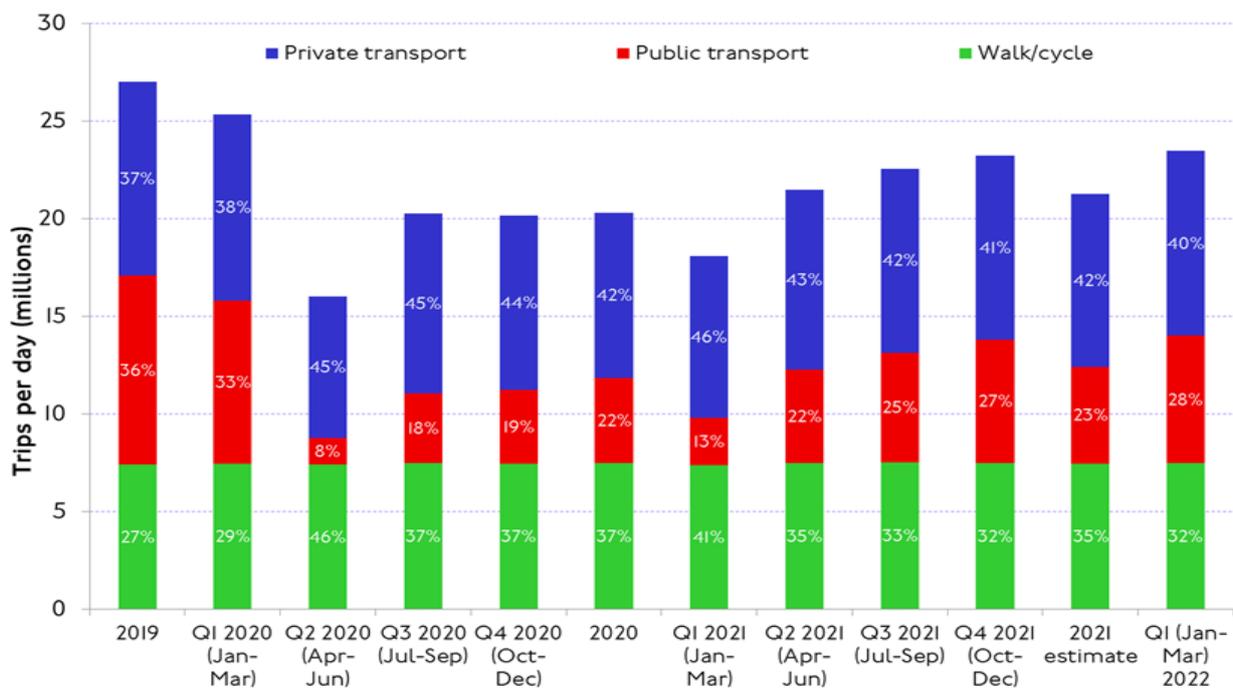


Figure 4. Estimated mode shares, 2019-2022. Source: TfL.

During 2021, public transport mode shares have gradually increased in line with the relaxation of restrictions, rising from 13 per cent to 27 per cent of trips over the year, compared to 36 per cent prior to the pandemic.

Walk and cycle mode shares have fallen from 41 per cent to 32 per cent as overall trips by other modes have increased, although total numbers of trips have remained relatively stable with cycling remaining higher than pre-pandemic. Also, as public transport demand has increased it is important to note that such trips involve active travel stages that are not counted separately in this statistic. Cycling flows show a high level of resilience during the pandemic and point towards positive increases in cycling as part of the recovery.

The gradual increase in public transport trips, coupled with high levels of walking and cycling has led to an increase in the active, efficient and sustainable mode share measure, which at 60 per cent in quarter one 2022 is at its highest level since before the pandemic. However, the measure remains three percentage points below pre-pandemic levels in 2019, and it will not return to this level until public transport trips more closely approach their pre-pandemic levels.

The private transport mode share has been decreasing gradually over the last year and stands at 40 per cent in the latest quarter. This is still higher than the pre-pandemic level of 37 per cent.

Focus on: Impact of fuel price rises on private car travel

Fuel prices were relatively stable at the start of 2022, with unleaded petrol prices increasing by around three per cent between the start of January and the end of February, from 144.8 pence per litre to 149.2 pence per litre.

However, following the Russian invasion of Ukraine at the end of February, fuel prices have increased more rapidly, and reached a high of 165.4 pence per litre in the middle of March. Following the reduction in fuel duty by five pence per litre, fuel prices fell, but remain around 12 per cent higher than at the start of the year.

Following the steep rise in fuel prices, traffic flows started to fall, and are currently around 2.5 per cent lower than in early January. However, seasonal factors complicate interpretation. In the last week of March, traffic flows were down by 5.6 per cent compared with the end of February, following an 8.5 per cent rise in unleaded petrol prices over the same period.

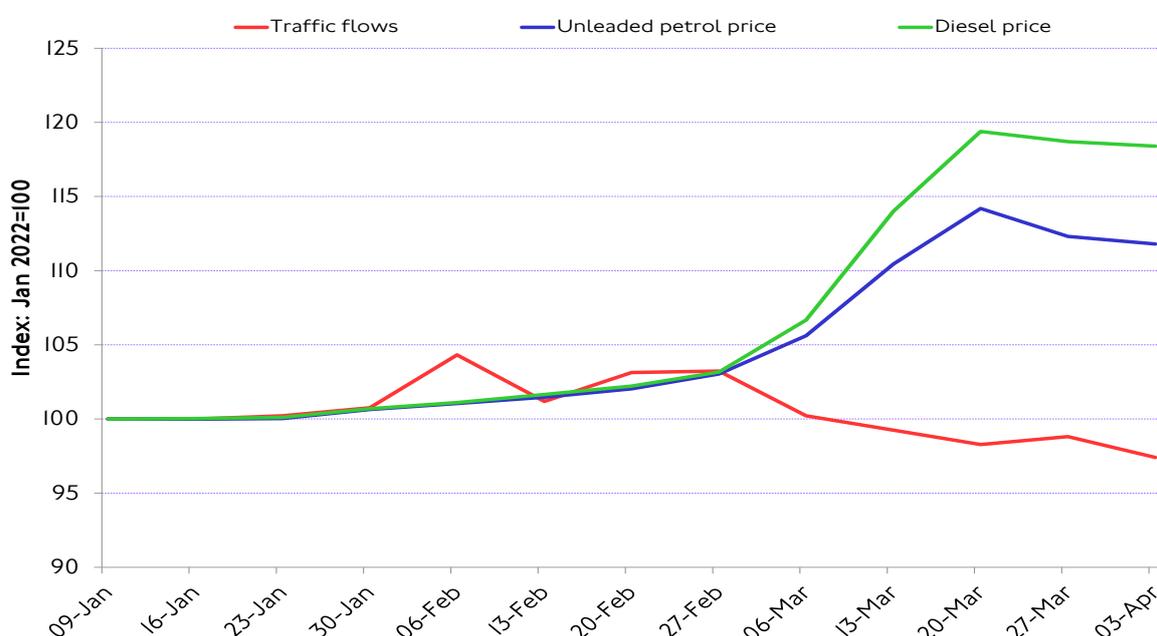


Figure 5. Change in weekly fuel prices and traffic flows, 2022. Source: TfL.

Taking seasonal fluctuations into account, and prior to the reduction in fuel duty, the relative observed reductions in demand were of the order of one to two per cent. The extent to which these reductions persist and intensify will of course depend on how fuel prices move over the coming months, which is not readily predictable.

Travel behaviours

The trends described above reflect new behaviour, by both individuals and businesses, responding initially to formal and informal pandemic restrictions, but more recently reflecting potentially more permanent adaptations to the post-pandemic world. It is crucial that these are understood and that appropriate responses are developed, if adverse

effects on the vitality of London and its transport networks are to be minimised, and if developments that are favourable to the Mayor’s transport goals are to be captured. The following illustrates some of these contemporary challenges and opportunities.

The pandemic significantly reduced overall mobility in London. Figure 6 shows the average per person daily trip rate for London residents. Although reducing the need to travel is one way of increasing the efficiency of London’s networks and minimising adverse impacts, the scale of pandemic reductions was both unprecedented and, needless to say, necessary but extremely difficult.

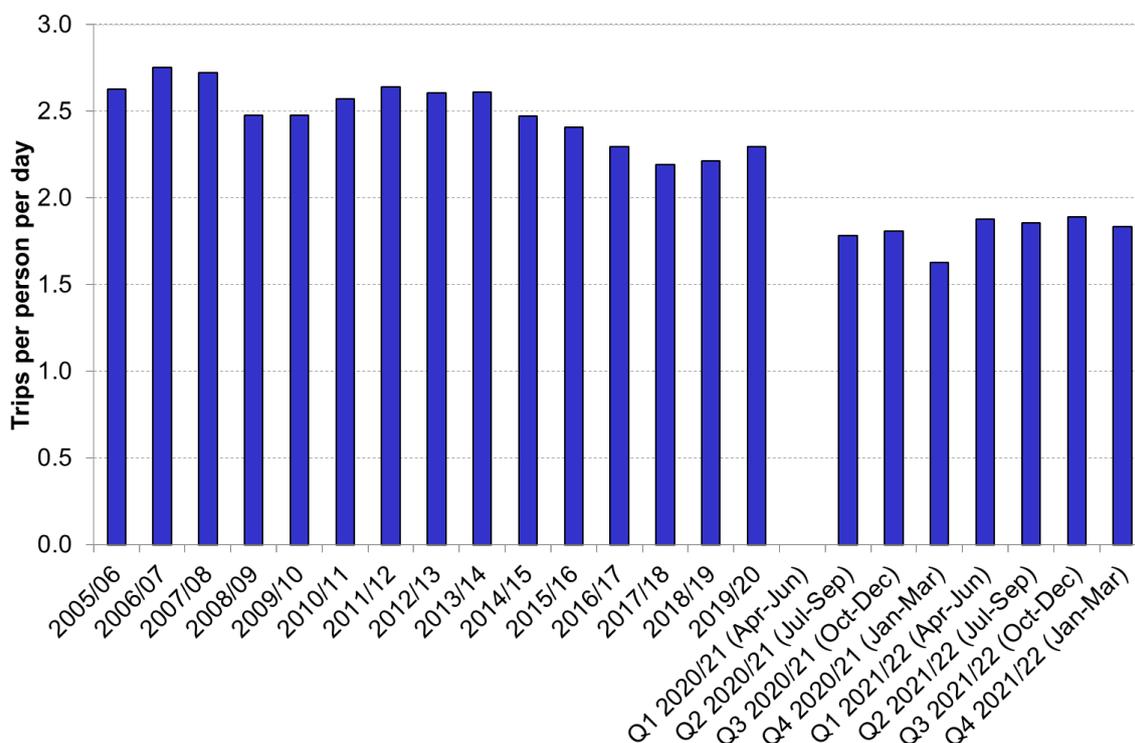


Figure 6. Trip rates (average trips per day) by adult London residents. Note: Q4 2021/22 (Jan-Mar) data is provisional. Source: TfL.

In terms of origin and destination patterns, a key feature of the pandemic was the relatively greater shortfall of travel from, to and within central London, compared to outer London. This nominally reflected the greater number of office-based employment in central London, which for lengthy periods was almost entirely home-based. Concerns of crowded conditions and loss of trips that might usually be ‘tagged on’ to a work trip, such as a linked trip to a restaurant, were also factors, which remain of concern with hybrid working in the post-pandemic period.

Travel volumes in outer London remained relatively more resilient, as people ‘stayed local’, reflecting lockdown restrictions, lack of commuting and the availability of local services such as for food shopping. This had an impact on average trip distances, which fell, although perhaps not as significantly as might have been expected overall. Nevertheless, the greater element of ‘localism’ displayed during the pandemic could be viewed as a positive development, albeit to be achieved in future through choice and not to the detriment of central London.

Changes to people's daily travel, notably reduced commuting, led to changes to the timing of trips, and this remains a feature of concern in the post-pandemic period. Specifically, there is evidence that a pre-pandemic tendency to not commute on Mondays and Fridays has become significantly more entrenched as we enter the post pandemic period, with implications for public transport revenues and operational efficiency. There is also evidence of a more complete demand return at off-peak periods and weekends, which offers scope to embed this 'leisure-led' recovery by cultivating new sources of demand.

Scenario-based planning

The duration and scale of the impacts of the pandemic have created a lot of uncertainty for transport authorities to consider. To help address uncertainty, we developed a scenario-based approach to planning. Traditionally we have used a single Reference Case, which is our best estimate of 'status quo' future demand based on projections of key trends, such as expected population growth. To reflect pandemic uncertainty, we developed five scenarios reflecting the different directions that London's recovery could take up to 2031, using both expert and stakeholder input. Scenarios are 'stories' that reflect a variety of potential futures – they are not expectations or forecasts.

The pandemic demonstrated that it was no longer appropriate to continue solely with a single Reference Case. We therefore developed a Hybrid Forecast, which is to be used alongside the Reference Case. Conceptually, the Hybrid Forecast reflects the emerging evidence of what is likely to be a definitive transport recovery in the aftermath of the pandemic. The evidence at spring 2022 continues to suggest that the Hybrid Forecast remains the most appropriate estimate of the medium-term impacts of the pandemic on travel demand in London. Further details of this work can be found in the Travel in London report 14.¹

¹ <https://content.tfl.gov.uk/travel-in-london-report-14.pdf>

3. Delivery over the last year

Healthy Streets & Healthy People

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

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

Mode Share

A central outcome of the MTS is for 80 per cent of all trips made in London to be by active, efficient and sustainable modes by 2041. Figure 7 shows that as we recover from the pandemic we need to reverse the car-led trend of the pandemic and reinstate passenger confidence in travel by public transport (among other initiatives) to meet our mode share aims. .

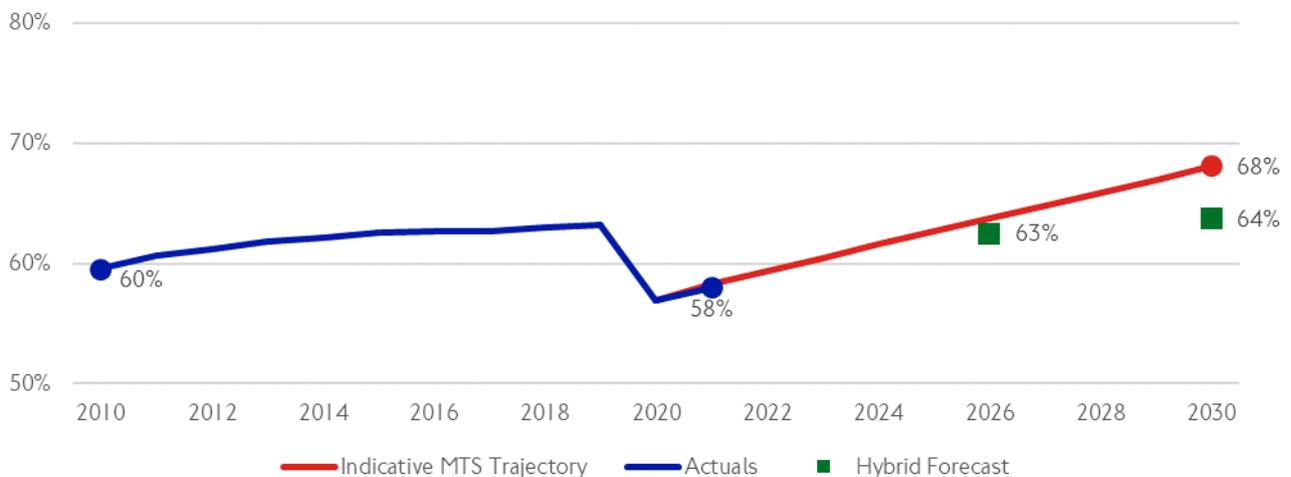


Figure 7. MTS Tracker for Mode Share: Proportion of trips made by active, efficient and sustainable modes. Source: TfL.

There are four other outcomes related to this Mayoral priority area:

- **Active** – London's streets will be healthy and more Londoners will travel actively
- **Safe** – London's streets will be safe and secure
- **Efficient** – London's streets will be used more efficiently and have less traffic
- **Green** – London's streets will be clean and green

Active

A priority within the MTS is to increase the proportion of Londoners who travel actively so that, by 2041, all Londoners will achieve the minimum requirement of 20 minutes of active travel each day that is needed to stay healthy. This will deliver significant health and wellbeing benefits for Londoners and contribute to the Mayor's mode share aim.

In 2021, 35 per cent of Londoners achieved 20 minutes of active travel, a decrease of seven percentage points on 2019 (Figure 8). This decline comes despite recent TfL data showing a large increase in the proportion of journeys made on foot and by cycle during the pandemic as a consequence of the impact on overall travel. The overall decline can partly be attributed to reduced trip rates, particularly public transport which almost always includes an active stage, as well as trips being shorter as people 'stayed local' following government advice.

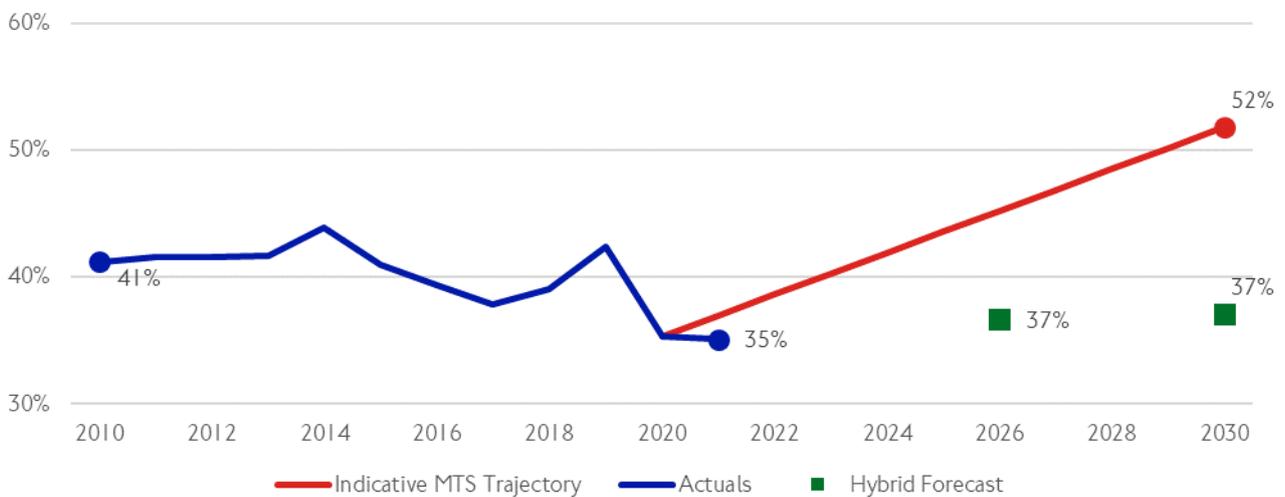


Figure 8. MTS Tracker for Active: Proportion of Londoners aged 20 and over who achieve 20 minutes of active travel per day, observed 2010 - 2020, forecast to 2030 (Hybrid) and MTS target trajectory. Source: TfL.

There is significant variation on this metric across the capital and Figure 9 sets out the data by borough. In general, activity levels are higher in inner London, where densities are higher and there is more opportunity to include active travel in a daily routine. Three outer London boroughs are highlighted where significant investment in walking and cycling infrastructure has enabled an increase in the level of active travel in these boroughs.

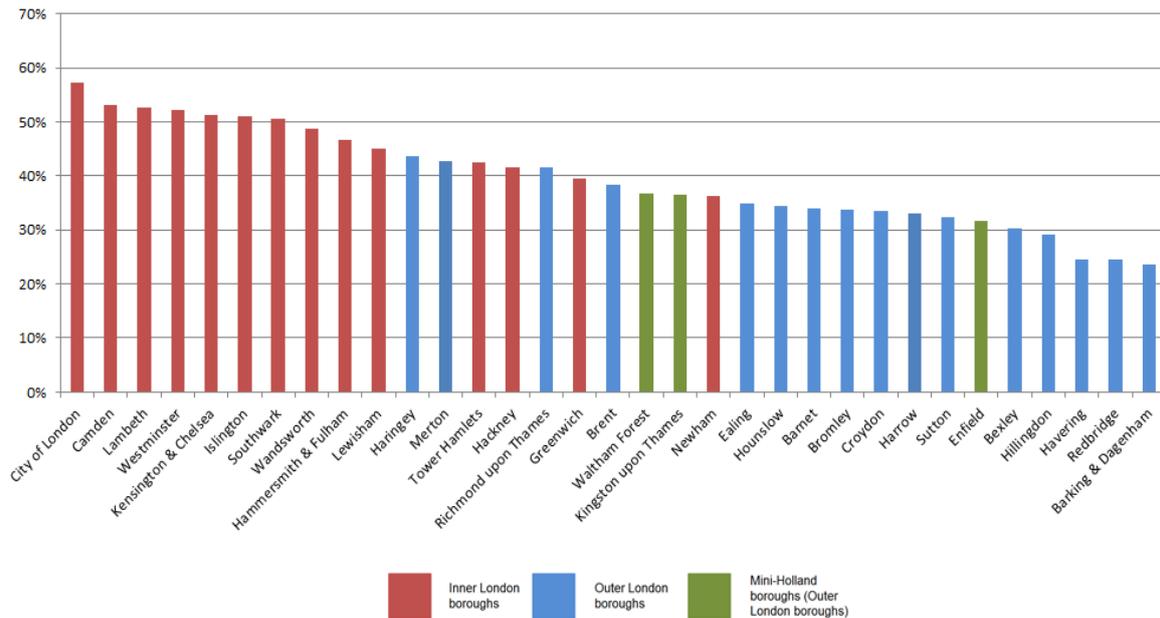


Figure 9. Proportion of Londoners aged 20 and over who achieve 20 minutes of active travel per day, observed 2016/17 – 2018/19 by borough. Source: TfL.

Healthy streets investment to support active travel

Low Traffic Neighbourhoods (LTNs) and School Streets are two key programmes we have used to support more active travel during the pandemic. To date, more than 100 LTN schemes have been delivered across London, making it safer and easier for residents and families to get around their local area on foot and by bike.

Focus on: Impact of Low Traffic Neighbourhoods on active travel

LTNs seek to remove through traffic from a local area to create street environments that are safer and more pleasant for people to walk, cycle and access public transport, while retaining vehicle access for residents and essential services. This is not a new concept, however the pace of delivery across the capital has increased significantly over the last two years.

LTNs have interconnected impacts but evidence suggests that these are largely positive and most benefits become apparent in the longer term. LTNs implemented in London have been shown to increase active travel levels of local communities and can play an important role in helping Londoners become more physically active during the recovery phases of the pandemic and beyond.

Data from the Waltham Forest LTNs provides the best long-term evidence on the impacts on active travel in London. Residents here increased their walking and cycling relative to people living elsewhere in outer London (by 115 minutes per week for walking and 20 minutes per week for cycling after three years).

People living in non-car owning households in London have been shown to be two to three times more likely to travel actively.² Levels of car or van ownership decreased in the Waltham Forest LTN by seven per cent after three years (relative to a control group).

Data from TfL commissioned surveys in Figure 10, also shows increased active travel levels as a result of LTN implementation. LTNs also support our ambition towards Vision Zero and have been shown to reduce collisions inside LTNs with no increase in collisions on boundary roads which should encourage more active travel.

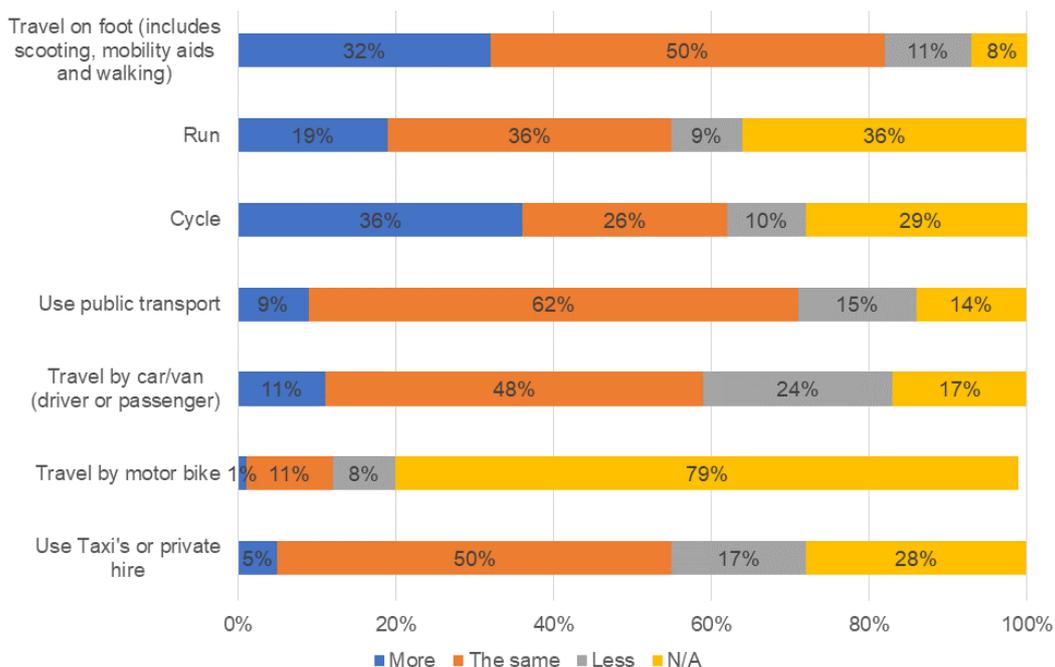


Figure 10. Percentage of respondents who report that the LTN had encouraged them to change their travel behaviour, September 2020. Source: TfL.

Pan-London analysis conducted by the University of Westminster using police data showed the traffic-related injuries within LTNs reduced by half in comparison to the background trend, with no statistically significant change in injuries on LTN boundary roads. Another study specific to the borough of Waltham Forest saw reductions of 70 per cent in road traffic injury risk per trip on roads within LTNs for pedestrians, cyclists, and car occupants, with no negative impact on collisions on LTN boundary roads. LTN implementation can be controversial, although pan-London support for LTNs outweighs opposition. Our Customer Pulse survey (Jul-Aug 2021) revealed that 44 per cent of Londoners agree with the creation of LTNs in London, while 23 per cent opposed.

² Fairnie G.A., Wilby D., & Saunders L. (2016) Active travel in London: The role of travel survey data in describing population physical activity. *Journal of Transport & Health*, Volume 3, Issue 2, Pages 161-172

In addition, over 400 School Streets have been introduced across the capital since the start of the pandemic – 372 funded with support by us and the Greater London Authority (GLA). Including pre-pandemic delivery, that brings us to more than 500 School Streets in place across London. In 2021/22 delivery was largely focussed on adapting and improving original schemes and learning lessons from the rapidly rolled-out London Streetspace Plan schemes of 2020. As of 2021/22, approximately 20 per cent of primary schools now have a School Street and four per cent of Londoners live in a new Low Traffic Neighborhood.



Figure 11. School Streets in London Boroughs of Redbridge (left) and Southwark (right). Source: TfL.

Our focus on schools means that we have already exceeded one of the two key targets in our Walking Action Plan – to increase the proportion of trips to primary schools made by walking to 57 per cent by 2024. Our latest estimates indicate that 58 per cent of primary school children reported walking as their main mode of transport (2017-2019). We have now set a new stretch target of 60 per cent of primary school children walking to school by 2026.

Cycling infrastructure

For cycling, our investment has led to the highest, safest and most inclusive levels of cycling on record. Significant expansion of the cycle network means that 20 per cent of Londoners now live within 400 metres of our Cycleways network – see Figure 12. This means we are making good progress against one of the two key targets in our Cycling Action Plan – to increase the proportion of Londoners living within 400 metres of the London-wide cycle network to 28 per cent by 2024.

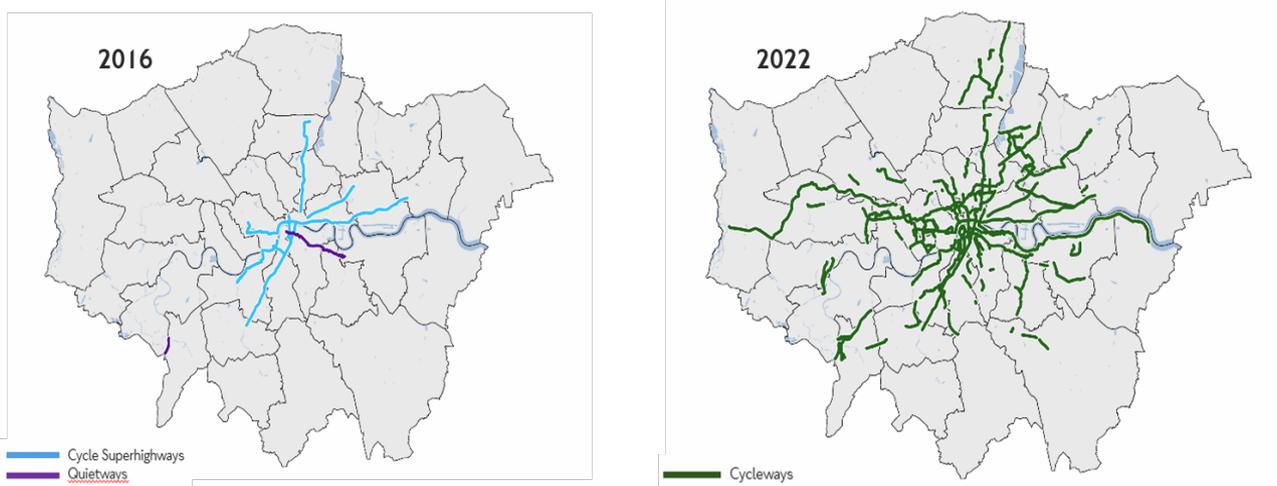


Figure 12. Expansion of the cycle network 2016-2022. Source: TfL.

To support more people cycling as part of our Cycle Parking Implementation Plan, together with London boroughs we have delivered more than 5,000 cycle parking spaces in the past two years, split across residential cycle hangars, on-street parking in town centres, cycle parking at schools and London Underground stations.

Our Santander Cycle Hire scheme continues to go from strength to strength, with 11.9 million hires taking place in 2021/22, (Figure 13). The scheme has also recorded six record breaking months in a row – from September 2021 to February 2022 – showing there appears to be a sustained increase in demand.

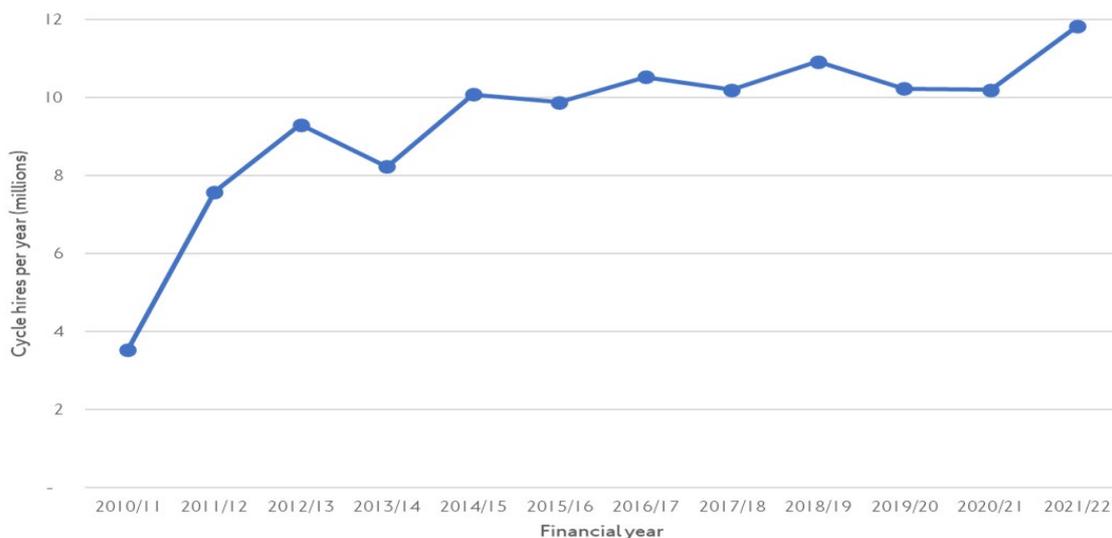


Figure 13. Number of Santander Cycle hires per year. Source: TfL.

The diversity of cyclists is also increasing, and long-term trends in who cycles have changed, with participation becoming more representative of Londoners. Data from 2020/21 showed for the first time that Black, Asian and minority ethnic communities were just as likely to cycle than white Londoners. Furthermore, 20 per cent of non-cyclists are also looking to take up cycling. However, personal safety across all backgrounds is an

issue with 82 per cent of non-cyclists worried about road safety and collisions. Furthermore, personal safety was a bigger concern for women, Asian and mixed ethnicity Londoners, with 73 per cent of women citing it as a concern. Our future plans around infrastructure, supporting measures, behaviour change, and marketing will aim to improve safety for all and target this new wider cycling market.

Looking at the shorter term, our active travel delivery plans are adapting to behaviours resulting from the pandemic, which include less commuting, fewer total trips, shorter distances, more leisure walking and cycling, and more trips within inner and outer London.

Our future plans for walking and cycling, subject to adequate funding, include:

- Supporting borough delivery of Low Traffic Neighbourhoods and School Streets;
- Helping to reach the new stretch target for walking to school, including in 2022 we will publish best practice guidance for borough delivery of School Streets;
- Doubling the number of gold-accredited STARS schools from 500 to 1,000 by 2024;
- Building on the increase in leisure walking by publishing a Leisure Walking Plan;
- Publishing an updated Cycling Action Plan with a renewed focus on: diversifying cycling, facing up to the climate emergency, tackling inequalities, including physical and mental health disparities and supporting London's recovery from the pandemic and long-term role as a global city;
- Building on our record-breaking Santander Cycle Hire scheme; together with Santander we will continue to work on upgrades and improvements for the scheme this year;
- We are working to expand the Santander Cycle Hire scheme to new areas of London and are working closely with Southwark Council to add eight new docking stations across the borough;
- Together with Santander we are also helping to break down the barriers that stop some people from cycling, including fitness, age and journey length by introducing around 500 electric bikes into the scheme from this summer; and
- We are working with the NHS to encourage more people to build healthier travel options into their daily lives, to help reduce the risk of developing chronic diseases.

Focus on: E-Scooter trials

On 7 June 2021, in collaboration with London Councils, London Boroughs and the three operators Dott, Lime and TIER, we launched the London E-Scooter Rental Trial. The trial has expanded significantly over the 11 months since launch, with the number of vehicles available to hire increasing from 600 to 4,010 and the number of participating boroughs doubling from five to ten. Over one million trips have been made to date and the busiest month for the trial was October, as people returned to offices. There are now more than 480 designated parking locations across the trial area, with plans to expand this number over the coming year to further increase parking density.

London's trial is one of 32 authorised by the Department for Transport (DfT) around the UK. The trials are gathering data that will be used to inform any changes to the legal status of e-scooters that Government may choose to introduce in the coming years. During 2022, the trial will further explore how e-scooters contribute to London's

transport mix, reduce carbon emissions and enable a sustainable recovery from the pandemic.

The rental vehicles in London have high safety standards that go beyond the national standards, including a speed limit of 12.5mph, larger wheels and lights that are always on throughout any rental. The trial is highlighting the disconnect between the robust safety standards and vehicle specifications of trial e-scooters and private e-scooters that are currently completely unregulated and therefore not built to any minimum safety standards. Private e-scooters remain illegal for use on roads, pavements, and cycle lanes. We have worked with the police to deal with the illegal use of e-scooters through education and enforcement.

We have been working alongside other transport authorities across the UK to establish recommendations for the powers that transport authorities will need if e-scooters are legalised. Consideration has also been given to what standards should be set nationally for e-scooter construction and use.

Safe: Vision Zero for road danger

The aim of Vision Zero is the elimination of all deaths and serious injuries on London's streets by 2041. Every death or serious injury on our streets is devastating, bringing heartache and tragedy to all those involved. Vision Zero challenges us to think differently about the safety of our streets and how we design our road system. While nearly always unintended, road collisions result from choices made by individuals, organisations and society and all too often cause death and serious injury. Our response must be to create a safe road system, with every component working together – safe speeds, safe streets, safe vehicles and safe behaviours – so that we can reduce road danger and protect Londoners from harm. A reduction in general traffic is fundamental to enabling the delivery of Vision Zero and is discussed in greater detail within section 4 of this report.

In November 2021, we published the Vision Zero Action Plan progress report³ to mark the fact we are halfway through the timespan covered by the original 2018 Vision Zero Action Plan. This document supplements the 2018 plan and reaffirms our commitment to Vision Zero, celebrating what has been achieved across London, while also sharing the latest insight and understanding.

The Mayor's Vision Zero objective is to reduce road deaths and serious injuries by 65 per cent by 2022 (against the 2005-09 baseline), 70 per cent by 2030 (against the 2010-14 baseline) and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041. This is the foundation of the city we want to build that is inclusive to all, responds to the climate crisis and is a great place to live. While this is an ambitious goal, we have seen examples that prove it is possible when looking at Oslo and Helsinki's achievement of zero road deaths in 2019.

There is mixed progress on our MTS Tracker for safe; the number of people killed or seriously injured on London's roads. Our provisional 2021 data suggests we have made progress against our interim 2022 target for children (67 per cent reduction) and car

³ <https://content.tfl.gov.uk/vision-zero-action-plan-progress-report-2021.pdf>

occupants (74 per cent reduction) and are on track to meet the target for buses (70 per cent reduction). Despite this downward trend, our estimates show a significant strategic gap between our forecasts and indicative trajectory needed to meet the MTS ambition. Continued and targeted investment is therefore crucial to continue our progress on reducing road danger.

Significant progress was made in 2020 in pandemic related conditions on the roads but 2021 saw a partial reversal of this trend and the number of people killed or seriously injured increased compared to 2020 as traffic returned to near normal road conditions. Notwithstanding this, the number of fatalities in 2021, 75, remains below pre-pandemic levels, and the lowest number on record. Overall, this suggests that traffic reduction – removing road risk at source – remains one of the most effective ways of reducing the number of people killed or seriously injured on our roads, the experience of which was shown during the pandemic. Unless improvements are made, we are forecast to significantly miss our interim 2022 aim.

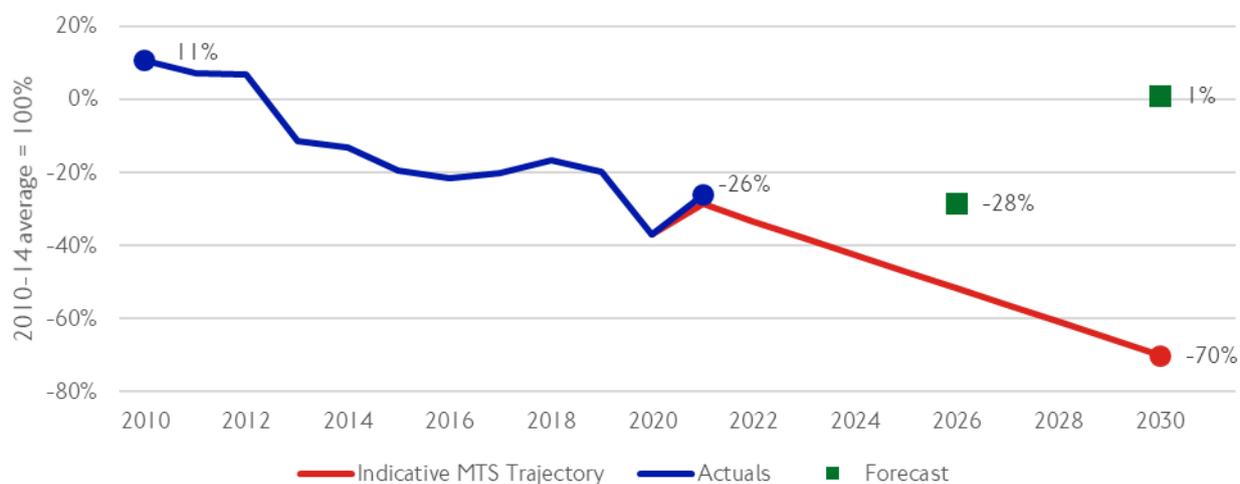


Figure 14. MTS Tracker for Safe: People killed or seriously injured on London's roads. Source: TfL.

Safe streets

The Safer Junctions programme has continued in implementation, targeting locations where the greatest numbers of people have been killed or injured while walking, cycling or riding motorcycles. The 43rd improved junction was completed during the past year.

The junction of Camden Road and Camden Street was one of the most dangerous junctions in London and is used by many people to cross it to access two stations, several schools and a supermarket. 15 people were injured at the junction in the 36-month period to December 2018, including two serious injuries. As part of the Safer Junctions programme, we upgraded the junction to include a new pedestrian crossing over Camden Road, and more space for cyclists and pedestrians around the junction.

These schemes have helped to reduce collisions by 23 per cent overall, and by 30 per cent for vulnerable road users. The number of injuries of all severities to people motorcycling fell by an average of 18 per cent, 17 per cent to people walking and 45 per cent to people cycling.

We have continued to design the pipeline of improvements to Safer Junctions and at other high-risk locations on the network, with plans in development to complete a further ten junctions by 2024. These will be delivered as quickly as funding allows. We will also continue to deliver a prioritised programme of new pedestrian crossings, including at high-risk junctions where there are none currently.

Safe speeds

Lowering the speed of vehicles in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. By working with London’s boroughs, nearly half of London’s roads now have a 20mph speed limit.

To date we have introduced a 20mph speed limit on 100km of the TLRN, and 19 of the 33 London Boroughs (including the City of London) have committed to a 20mph default limit.

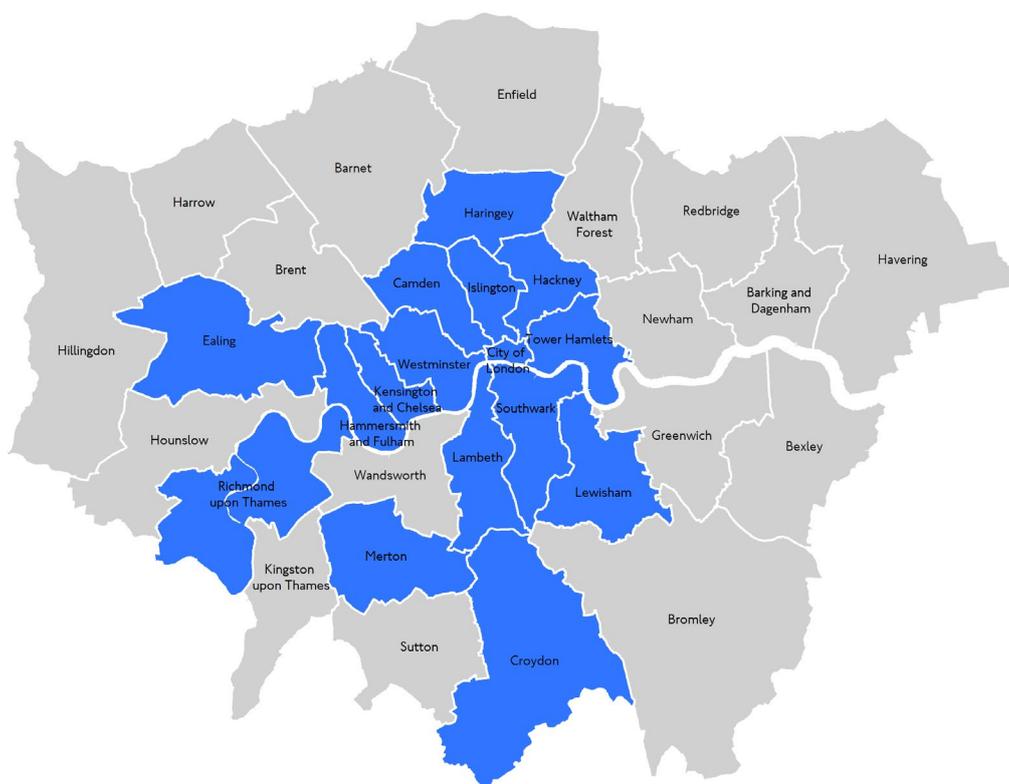


Figure 15. London Boroughs (in blue) with over 75 per cent coverage of 20mph limits on all roads with speed limits. Source: TfL.

In 2021/22, we reduced the speed limit on over 30km of the TLRN, including a new 20mph speed limit on A3220 Battersea Bridge and A3212 Chelsea Embankment. There is a further 17km in detailed design, and the programme is set up to continue in 2022, subject to funding. We aim to accelerate the delivery of our 20mph speed limit programme so by 2024 220km of the TLRN will be a 20mph zone.

In order to ensure compliance in 2021/22 we retrofitted 360 of our car and van fleet with mandatory Intelligent Speed Assistance (ISA) systems. We are closely monitoring the performance of these units and will share results with Government as part of case-making for improved vehicle safety regulation in the UK.

Safe buses

We continue to apply the Bus Safety Standard (BSS) to new vehicles joining the fleet. The number of buses meeting the BSS specification continues to climb, currently standing at approximately 776 buses (roughly nine per cent of the bus fleet).

The BSS safety measures include ISA technology which limits buses speed to the posted speed limit. The retrofit rollout of ISA to existing vehicles in the fleet began in summer 2021. To date, around 730 vehicles have been retrofitted, and a further 470 are due to be retrofitted by the end of August 2022.

Other measures include Camera Monitoring Systems that aim to reduce blind spots, with 680 buses fitted to date, and an Acoustic Vehicle Alerting System (AVAS) for quiet-running buses, with 634 buses fitted to date. In addition, we have further developed the AVAS Urban Bus Sound to change in response to ambient noise levels using pre-determined levels which are combined with the TfL Digital Speed Limit Map to allow geolocation of the bus. For example, the volume increases when travelling through busy areas and reduces when travelling through quiet residential areas.

Our Bus Safety Programme will continue to drive major safety improvements, helping us reach our target of no one being killed on or by a bus by 2030. The number of people killed or seriously injured in or by a bus fell by 37 per cent to 132 people between 2019 and 2020, which is the lowest number on record. This is 78 per cent down on the 2005-09 baseline. This means that we have met our 2022 target two years early. However, this achievement should be considered in light of the changes to travel patterns, fewer bus journeys and bus patronage as a result of coronavirus pandemic travel restrictions. The injury risk rate for injuries arising from collisions involving buses has risen during 2021, so it is unlikely that this reduction in casualties will be maintained from 2021 as London continues to recover from the effects of the pandemic.

The MTS sets an interim ambition to 2022 of a 65 per cent reduction against the 2005-09 baseline. In 2021, we achieved a 44 per cent reduction against that baseline. The MTS 2030 ambition is for a 70 per cent reduction from the 2010-14 baseline. In 2021, we achieved a 26 per cent reduction against that baseline.

A safe public transport network

Across our public transport network, the number of customers killed or seriously injured increased by 83 per cent between 2020/21 and 2021/22. This increase should be considered in light of changes to travel patterns which resulted in fewer passengers travelling on our network from the beginning of 2020/21 as a result of coronavirus pandemic travel restrictions. While total deaths and serious injuries increased in 2021/22 as pandemic restrictions eased, the number of customer deaths and serious injuries per million passenger journeys decreased from 2020/21 and remain more than 70 percent below the 2005-05 average baseline (the MTS target is 70 percent below baseline) for the second year in a row.

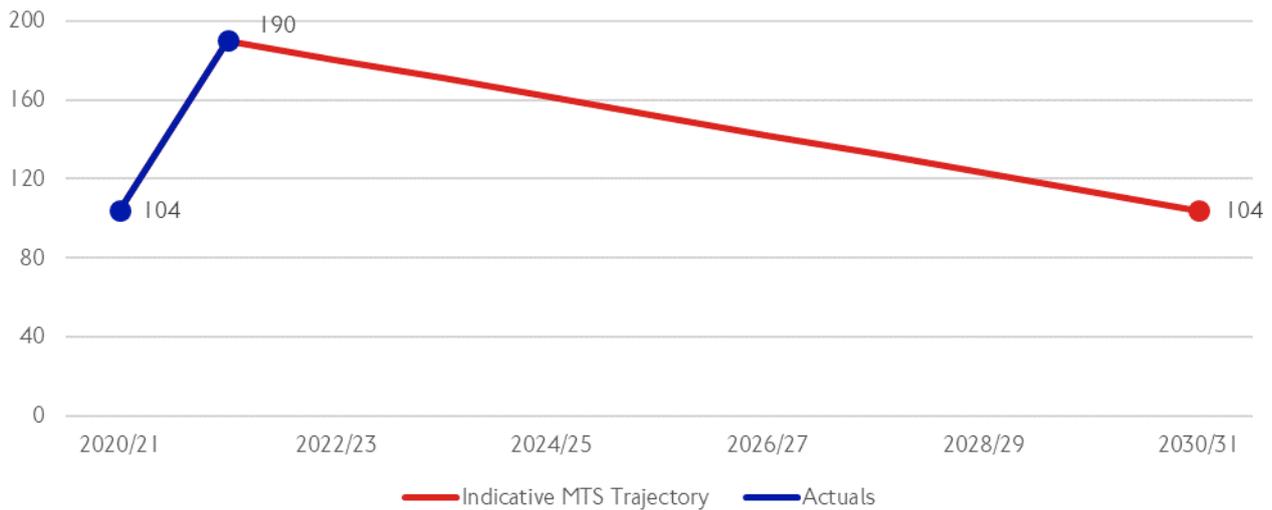


Figure 16. MTS Tracker for Safe: Customers killed or seriously injured on TfL services. Source: TfL.

Safe heavy goods vehicles

In September 2016, the Mayor committed us to develop the world’s first Direct Vision Standard (DVS) for HGVs. Since launching enforcement on 1 March 2021, DVS has required all HGVs over 12 tonnes (Gross Vehicle Weight) to hold a Safety Permit, based upon the star rating from 0-star (lowest) to 5-star (highest). These ratings correspond with the amount of visibility available to the driver directly from the cab windows.

To date, we have issued more than 191,000 permits, including more than 4,000 to 5-star vehicles, which provide the highest levels of direct vision. The majority of vehicles, around 112,000, are rated 0-star and to obtain a permit they need to have the full range of safe systems fitted, improving protection for people walking, cycling or riding e-scooters or motorcycles and saving lives.

During the first year of enforcement, average daily compliance was 94 per cent. Early safety data shows that the vital lorry safety scheme, which reduces lethal blind spots, is already helping to save lives and prevent life-changing injuries.

Safe behaviours

The Metropolitan Police Service (MPS) undertakes a wide range of activity to reduce road danger and prevent harm to all road users. The MPS prioritises its enforcement on the offences that cause the greatest risk and harm. This includes speeding, mobile phone offences, driving under the influence of drugs and alcohol, red light offences, careless or dangerous driving, driving without a licence or in an uninsured vehicle or driving while disqualified. In 2021/22, the MPS enforced 608,223 road traffic offences and this was 44 per cent higher than the previous year.

In line with our commitments in the Vision Zero Action Plan progress report, we have been working with the MPS to increase the level of police enforcement to tackle speeding and the harm it causes. The MPS enforced 476,685 speeding offences in 2021/22, an increase of 72 per cent on the previous year. Around half of all speeding offences enforced are in 20 and 30mph limits.

As part of this work, we recently introduced new mobile safety cameras (five lasercam devices) to complement police roadside enforcement activity and the fixed safety camera network. This enables us to be more responsive to local community concerns and emerging issues.

Efficient use of street space

An efficient street network is crucial for London. Individuals and businesses rely on the capital's streets to get them where they need to go and to bring them the things they need, such as deliveries. Streets are also the places where London's public life plays out, forming 80 per cent of London's public space.

Creating an efficient street network, with less congestion, reliable movement of people and goods, and which supports vibrant town centres and places, is therefore fundamental to London's economic performance and quality of life.

The only long-term, sustainable way to achieve this is through reducing the volume of motorised traffic in London. The MTS sets goals for overall traffic levels to fall by 10-15 per cent between 2015 and 2041 and to reduce morning peak freight transport in central London by ten per cent by 2026 (compared to 2016 levels).

Practically, this means taking action in a range of areas including:

- Prioritising the most efficient modes of transport, such as walking, cycling and buses, in the way we plan and operate our streets;
- Encouraging take up of efficient ways of moving and managing freight; and
- Exploring ways of managing demand for road space, such as kerbside management and road user charging.

Planning and managing efficient streets

Sustainable modes such as walking, cycling and buses take up significantly less space than cars, making them the most efficient ways to move people on London's streets. By prioritising space for these modes on our streets, we can make the most efficient use of London's limited road space. Initiatives in 2021/22 included:

- Rolling out Healthy Streets schemes to reallocate more road space to space-efficient modes of transport, such as new bus lanes and cycle lanes. Further detail can be found in the 'Active' and 'Quality' sections of this report;
- Delivering the Healthy Streets Signals Programme to prioritise sustainable modes at traffic signals on the TLRN and borough roads. By making changes to signals at key junctions, we have achieved savings of 12,592 hours every day for people walking, cycling and using the bus. This includes savings of almost 8,800 hours every day for bus passengers and reducing pedestrian wait time at 53 sites identified by community stakeholders;
- Investing in the Surface Intelligence Transport System (SITS), a suite of projects focused on future-proofing London's road network control systems and ensuring we make optimal use of data to support the real-time management of London's streets; and

- Ensuring planned and unplanned disruptions on London’s streets are managed and coordinated in line with the MTS. We co-ordinate around 50,000 sets of roadworks each year on the TLRN, working closely with utility companies, event organisers and boroughs to ensure the least disruption to customers, and sustainable modes remain attractive and accessible choices.

Supporting efficient ways of moving freight

As London grows, so will the demand for freight, servicing and deliveries. Accommodating this efficiently means finding new and innovative ways to move freight in London. This will lead to reduced numbers of vans and lorries on London’s streets, preserving space for goods and services that need to be moved by these vehicles.

Before the pandemic, we were making good progress towards our aim of reducing morning peak freight transport in central London by ten per cent by 2026. The pandemic had a marked effect on freight levels in central London: by early 2021, the reduction in the number of freight vehicles was more than 20 per cent against the 2016 baseline, well in excess of the target. As restrictions were released the number of freight vehicles started to increase but remained around 15 per cent below 2016 levels since October 2021.

The challenge now is to maintain these levels as demand picks back up, while continuing efforts to reduce motorised freight trips in inner and outer London. Initiatives to support efficient ways of moving freight in 2021/22 included:

- Our Network Management Directorate is leading on pilot projects to investigate how we can support reliable and efficient freight trips on the TLRN at appropriate locations and times of day, using traffic signal strategies and in real-time in our Network Management Control Centre. Seven pilots are currently underway, in partnership with DHL Express. These will help to inform our network operating strategy;
- We also investigating how technology and data can help to reduce the high number of bridge strikes and over-height vehicles in tunnels in Greater London, which impact the efficiency and safety of London’s road network;
- Continuing to support the use of the river Thames and London’s waterways in major construction projects such as the Northern Line Extension, which transported 300,000 tonnes of excavated material by barge removing an estimated 20,000 lorry journeys;
- Working with Network Rail to produce a Rail Freight Strategy for London, setting out how we will work with partners to move freight from road to rail;
- Rolling out ‘click and collect’ lockers on our premises consolidates deliveries, reduces freight kilometres driven due to missed deliveries, reduces emissions, and provides our customers and local communities with a more sustainable parcel facility. As of March 2022, 52 InPost and 30 Amazon lockers were in place at our car parks. Surveys are being planned across bus, Underground, London Overground and our land parcels for further rollout; and
- We continue to work with London Councils to reform the London Lorry Control Scheme. A pilot scheme is expected to go ahead by December 2022 on altering the London Lorry Control Scheme hours along with alterations to the excluded route network.

Managing demand for road space

Three quarters of congestion is caused by demand for road space exceeding supply. Creating efficient streets will therefore require measures to manage demand for London's limited road space. Progress on this includes:

- Following a public consultation between July and October 2021, we made changes to the Congestion Charge to ensure that it remains effective in the long term, superseding the temporary changes introduced in June 2020. These changes include a daily charge of £15, operating every day of the week; charging hours of between 7am-6pm weekdays and noon to 6pm at weekends; re-opening of the 90 per cent Residents' Discount to eligible applicants; and removal of the Auto Pay discount;
- The Mayor has now asked us to start exploring how a new kind of integrated road user charging system could be implemented to improve air quality, address climate change and reduce congestion. Further detail is set out in the 'Green' section of this report; and
- In 2020/21, we worked with the LB Lambeth to launch an 18-month trial of paid for parking on a section of the TLRN. While the trial was disrupted by the pandemic, we are now seeking to build on this by exploring further ways of managing demand for kerbside access on the TLRN.

Tracking progress against our aims

The MTS Tracker for the efficient outcome monitors reductions in car use. The MTS aims for a 15 per cent reduction in car use by 2030. Cordon counts have been used as the metric for the MTS Tracker (Figure 17). These show the number of cars counted passing the central, inner and Greater London boundaries on a daily basis. The trends they show are sufficiently indicative of trends for car trips in central, inner and outer London respectively.⁴

The Tracker shows that levels of car use in London have remained relatively stable over the past decade, with a slight increase in outer London and slight decreases in inner and central London. This can be seen as a positive achievement, given that London saw significant growth over that time period, resulting in roughly two million additional trips made every day.

However, the MTS Tracker also illustrates the scale of the challenge ahead. Without action, traffic levels in central and outer London are both forecast to rise, and while traffic in inner London will likely continue to decrease it will remain well in excess of the trajectory.

⁴ At the time of writing 2019 data was the latest available

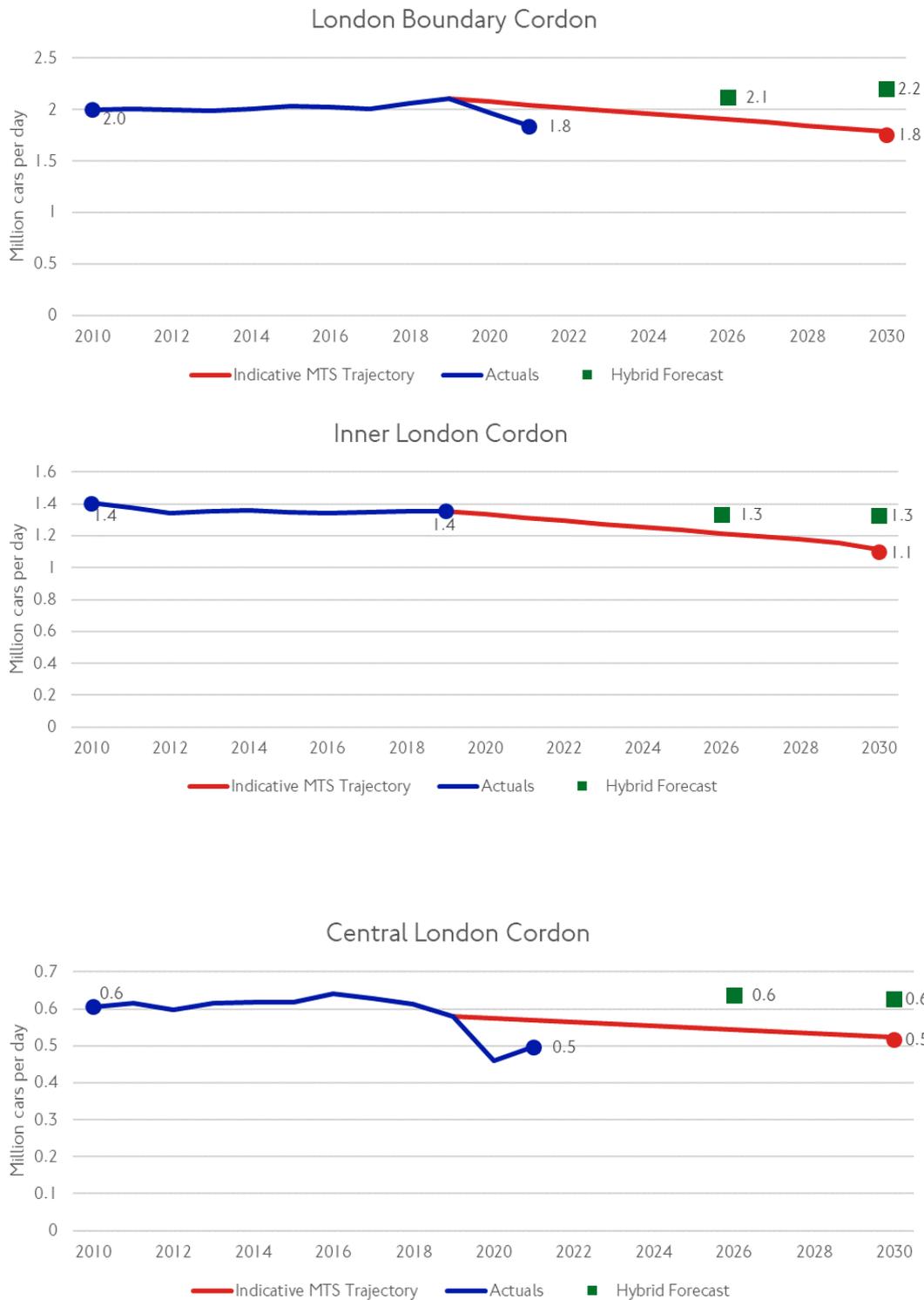


Figure 17. MTS tracker for Efficient: number of vehicles counted crossing Greater London, inner London and central London cordons, most recent data post pandemic. Note: Collection of inner cordon data was suspended during the pandemic and will restart in 2022. Source: TfL.

We therefore need to reduce levels of traffic, and this means going further with our initiatives.

In 2022/23, subject to funding, we will work with boroughs to reallocate more road space to sustainable modes through investment in Healthy Streets and continue delivery of our signals retiming programme with a new target of 15,000 hours saved every day for people walking, cycling and using buses. We will continue to manage the network efficiently and work with the freight industry to support new ways of moving goods and services, including looking for opportunities to boost cycle freight. We will also continue to explore ways to manage demand for London's limited road space, so that our streets can be efficient and reliable for everyone who needs to use them. In May 2022, we launched a consultation to ask the public and stakeholders for their views on the future of road user charging.

Green

Activities relating to the Green outcome are being delivered in conjunction with the LES. The MTS and the LES aim to clean London's air and decrease emissions from vehicles by encouraging active travel whilst switching the remaining vehicles, from petrol and diesel, to zero emission at the tail pipe, such as electric power.

Improving air quality

Improvements in London's air quality continue as a result of the Mayor's air quality programme. The new London Atmospheric Emissions Inventory (LAEI) was released in December 2021, providing an update to previous iterations and a new 2019 baseline, which includes the impacts of the operation of the central ULEZ launched in April 2019. The LAEI update and additional research show:

- A more than 90 per cent reduction in the number of Londoners living in areas exceeding legal limits for nitrogen dioxide (NO₂) between 2016 and 2019;
- A near doubling of major roads in London which now meet NO₂ legal limits, from 46 per cent in 2016 to 84 per cent in 2019; and
- A 19 per cent reduction in PM_{2.5} across the whole of the city since 2016, with 1.2 million Londoners now living in areas meeting the World Health Organization (WHO) interim guideline of 10µgm³, up from zero in 2016.

While significant progress has been made (Figure 18), with a substantial reduction in the number of Londoners living in areas exceeding legal limits for NO₂, tens of thousands of Londoners still breathe illegally polluted air and all Londoners live in areas exceeding the recently updated WHO recommended guideline for PM_{2.5}, which is much tighter than the national legal standard. Research shows that those exposed to the worst air pollution are more likely to be deprived Londoners and from Black, Asian and minority ethnic communities.

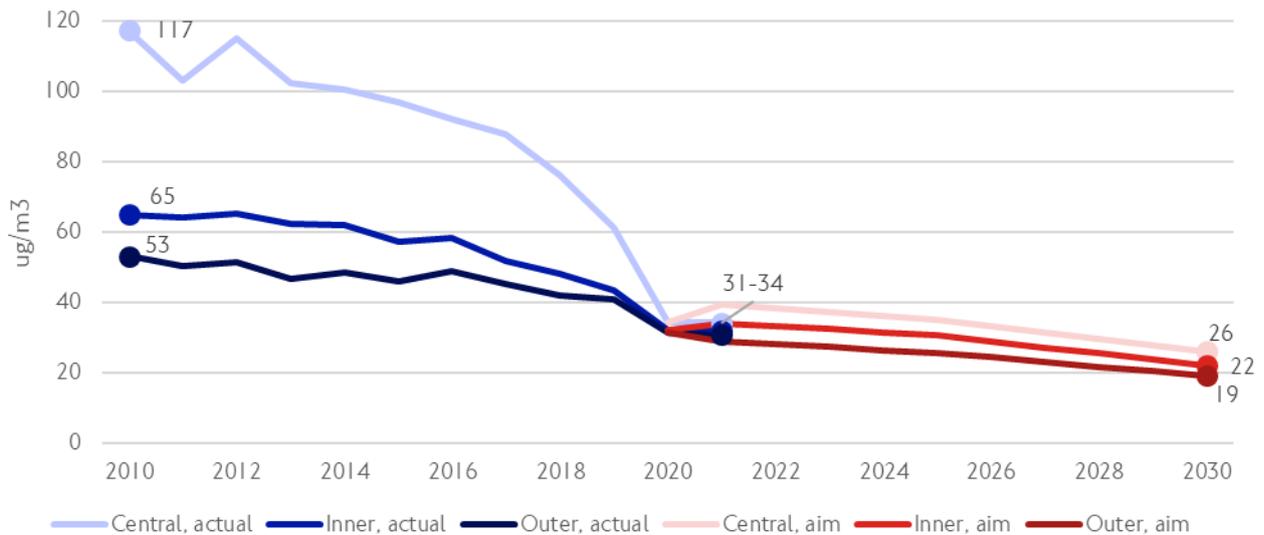


Figure 18. MTS Tracker for Green: roadside NO₂ levels in London. Source: TfL.

New data also shows that nitrogen oxide (NO_x) emissions from road transport reduced at just half the rate in outer London than they did in central and inner London and the percentage reduction in particulate matter was ten times greater in inner and central London than in outer London for PM₁₀ and five times greater for PM_{2.5}. Recent research also found that the greatest number of deaths attributable to air pollution were in the outer London boroughs, mainly due to the higher proportion of elderly people in these areas who are more vulnerable to the impacts of air pollution.

The London-wide Low Emission Zone (LEZ) standards for heavy vehicles were tightened on 1 March 2021, to match those of ULEZ. Businesses and vehicle operators have responded positively to the tighter standards. By March 2022, London-wide compliance was 96 per cent, compared to only 48 per cent in 2017 when the plans for the tighter LEZ standards were first announced. The LEZ has also had significant benefits outside London, with Environmental Defence Fund analysis⁵ finding that cleaner vehicles that passed through the LEZ went on to drive through 95 per cent of the major towns and cities in England and Wales, with a combined population of 18 million people.

In October 2021, we expanded the ULEZ to cover the areas within the North and South Circular roads (Figure 19). The new zone is 18 times larger than before with nearly four million people living in the zone. Measuring 380km², it covers one quarter of London and is the largest zone of its kind in Europe.

We ran a major awareness campaign (Figure 19) to ensure drivers and businesses were ready for the ULEZ expansion, with our online vehicle checker being used more than 20 million times since 2018. Over a million letters were sent to owners of non-compliant vehicles seen inside the zone.

⁵ EDF Europe: Examining the ‘reach’ of Greater London’s Clean Air Zone
<https://www.globalcleanair.org/files/2021/07/EDF-Europe-Examining-the-reach-of-Greater-Londons-Clean-Air-Zone.pdf>



Figure 19. ULEZ Expansion awareness (left) and LEZ Heavy Vehicle Scrappage (right) campaigns. Source: TfL.

Many Londoners took action to prepare for the ULEZ expansion, with 87 per cent of vehicles travelling in the zone meeting the standards in the two weeks before October 2021, compared with 39 per cent in 2017 when the Mayor announced his intention to introduce the schemes. Monitoring of the first month of operation showed that on an average weekday, there were 47,000 fewer non-compliant vehicles detected in the expanded zone, a 37 per cent reduction, and 11,000 fewer vehicles in total. Table 2 sets out the latest compliance data for both ULEZ and LEZ.

Table 2. ULEZ and LEZ compliance levels

Month	Central ULEZ	Expanded ULEZ	LEZ tighter standards
February 2017	39%	39%	48%
March 2021	87%	80%	94%
March 2022		93%	96%

To help Londoners shift to cleaner vehicles and more sustainable modes, the Mayor provided £61m of funding, targeted at small businesses, charities, Londoners on low incomes and disabled Londoners, to help them adapt to ULEZ. This resulted in the removal of over 15,200 polluting vehicles from London's roads. This breaks down to 9,770

cars and motorcycles, 5,250 vans and minibuses and 105 heavy good vehicles and 18 coaches scrapped. A further 12 heavy vehicles were retrofitted to meet the LEZ standard. We are evaluating how people have used the funds obtained through this scheme and we will report on this work later this year.

Despite recent improvements in air quality following the implementation of ULEZ and tightening of LEZ standards, there is a need to go further to reduce transport emissions to protect the health of Londoners, achieve net-zero carbon emissions by 2030 and cut congestion. In September 2021, the WHO updated its guidelines for air pollutants, tightening the recommended levels including for NO₂ and PMs. These guidelines reflect the overwhelming evidence of the health impacts of air pollution, even at low levels.

In March 2022, the Mayor asked us to consult on a new proposal to extend the ULEZ London-wide in 2023, to further tackle air pollution, particularly in outer London. The public consultation was launched in May 2022. The expanded zone would extend to the current LEZ boundary, which covers 96 per cent of Greater London. The ULEZ charge level, operating days and standards would remain the same as the current scheme. We are also consulting on an amendment to the MTS to enable a London-wide ULEZ. In addition to the ULEZ changes, we are consulting on removing the £10 annual registration fee for Auto Pay for ULEZ, LEZ and the Congestion Charge and increasing the penalty charge from £160 to £180 for ULEZ and the Congestion Charge.

Extending the ULEZ London-wide is forecast to:

- Lead to a reduction of around nine per cent NO_x in emissions from cars and vans in outer London;
- Reduce carbon emissions in London by around 23,000 tonnes; and
- Shift 70,000 of the most polluting cars on London's roads to compliant vehicles, with a further reduction in the remaining most polluting cars by 44,000 a day.

The Mayor has also announced he would launch the biggest scrappage scheme feasible to help Londoners on low incomes, disabled Londoners, businesses and charities adapt to the extended ULEZ. The new scrappage scheme would build on the success of the previous scrappage scheme and the details are being developed, informed by the consultation. These proposals for a London-wide ULEZ are subject to consultation and decision by the Mayor.

Net Zero Carbon

The Mayor has called for London to reach net zero carbon emissions by 2030, which is more ambitious than the MTS zero carbon by 2050 commitment. Following this, the GLA commissioned Element Energy to investigate how London might reach this new ambition. Their recently published report sets out the scale of action required to reach net zero by 2030 across all sectors and presents four potential pathways to achieve this goal.

Of the four potential pathways, the Mayor's preferred one is the 'Accelerated Green' scenario. This would require a 27 per cent reduction in car vehicle kilometres relative to 2018, accelerating the MTS pathway by ten years. However, as with the other three pathways, residual emissions remain and will require offsetting.

The MTS Tracker (Figure 20) shows that while we are broadly on track to meet the original MTS aims, we need urgent and large-scale action to meet the accelerated target of net zero carbon by 2030. We are now embarking on our own analysis to specifically look at what it could do to meet net zero carbon by 2030 for London’s transport emissions, concentrating on measures within our power and realistically within our means. We have undertaken extensive background research and gathered evidence of the impacts of a number of options and will soon be modelling up to four scenarios to inform how we might adapt or accelerate our plans to reach this goal.

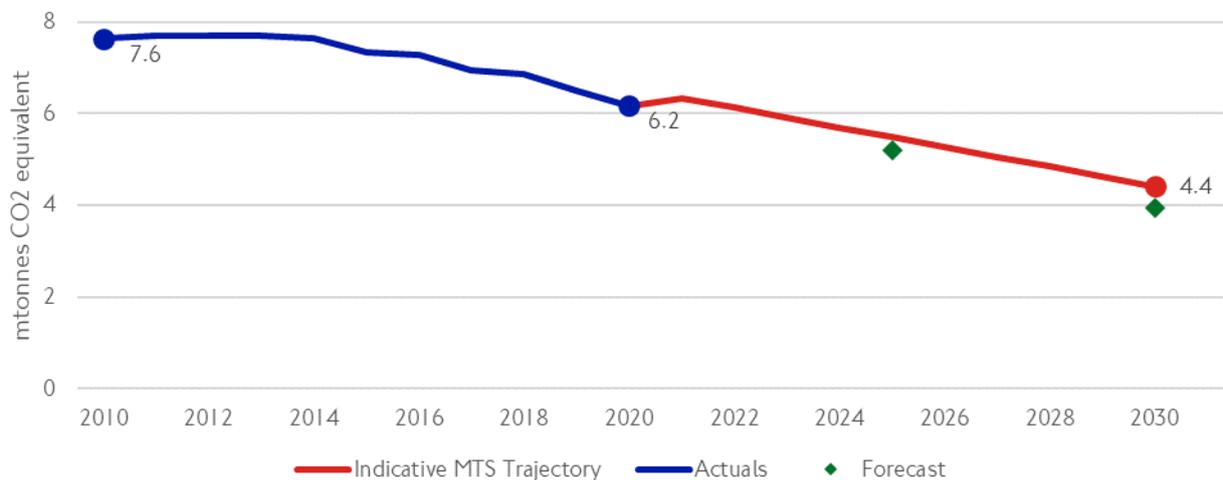


Figure 20. MTS Tracker for Green: CO₂ emissions from all transport. Source: TfL.

Shaping the future of road user charging

The Mayor has asked us to start exploring how a new kind of integrated road user charging system could be implemented to address the critical triple challenges of toxic air pollution, the climate emergency, and traffic congestion. Such a system could replace all existing road user charges – such as the Congestion Charge, LEZ, and ULEZ – with a single, integrated scheme.

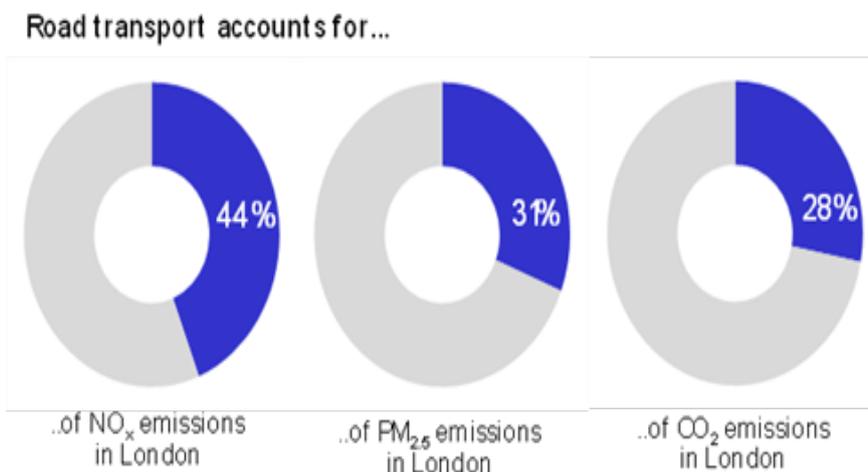


Figure 21. The air quality challenges that a new future road user charging system could address. Source: TfL.

In a potential future scheme, drivers could pay based on distance travelled, with different rates depending on how polluting their vehicles are or where they are driven, in order to better reflect the impact of their journey.

Alongside the consultation on the proposal to extend the ULEZ London-wide, we are also asking the public and stakeholders for their views on the future of road user charging. It should be noted that this is not a formal proposal and if a new scheme were to be developed, it would be subject to further consultation.

Electric vehicles

We continue to see increases in the number of electric vehicles on our roads and they now make up 3 per cent of the registered fleet in London.

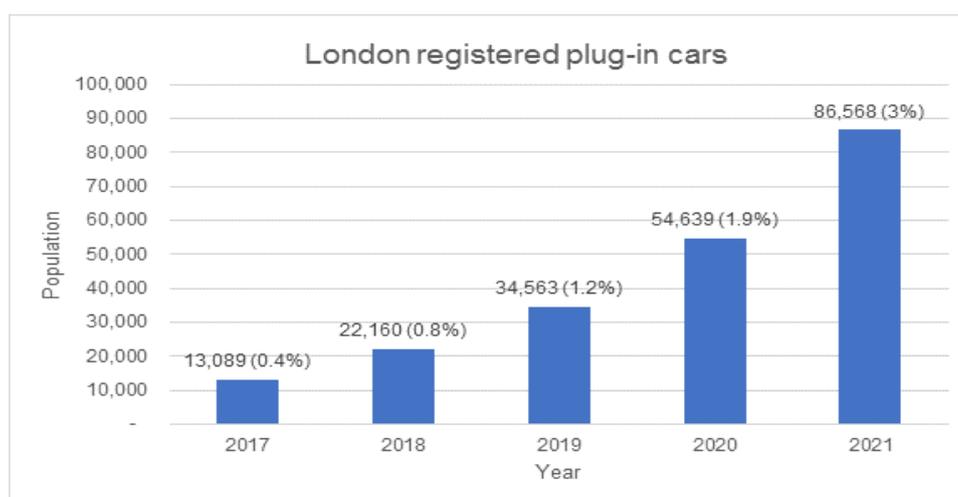


Figure 22. Electric vehicle uptake in London.

We also have the strictest taxi and private hire licensing regulations for vehicle emissions, which have been supported by taxi delicensing payments and grants for those switching to zero emission capable taxis, with over a third of our taxi fleet now comprised of these vehicles (5,250 active London Electric Vehicle Company and 122 active Dynamo taxi licences).

At the end of March 2022, we exceeded our internal zero-emission bus target of 800 and reached 805 zero-emission buses in the fleet. Zero-emission buses represent roughly nine per cent of the bus fleet. We are well on the way to achieving the Mayor's commitment to deliver a 100 per cent zero emission bus fleet in London by 2034.

Electric vehicle (EV) infrastructure

To support a transition to electric vehicles we need sufficient on-street charging infrastructure. London continues to lead the way in the electric revolution, with more than 9,600 public charging points installed across the capital, a third of the UK's total and a 131

per cent increase since 2019.

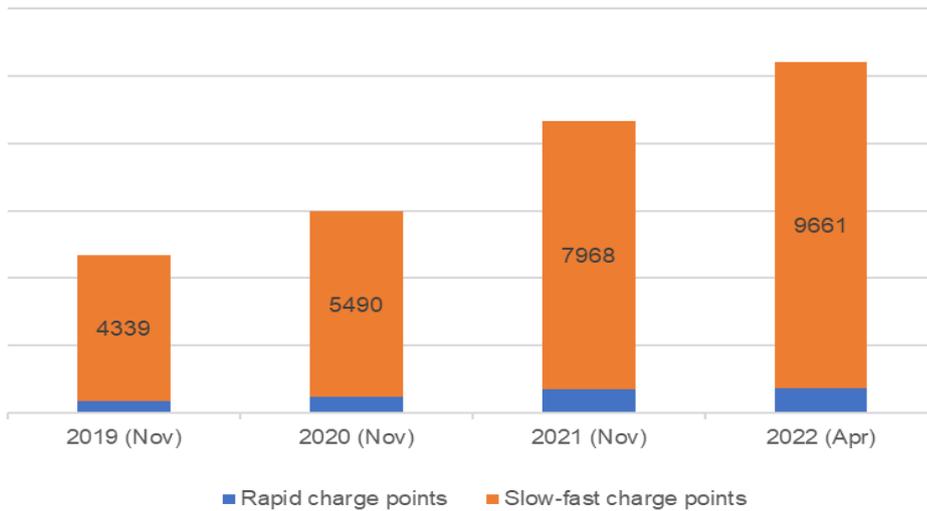


Figure 23. Growth in delivery of EV Infrastructure in London from 2019-2022. Source: Zap-Map

In December 2021, we published our 2030 Electric Vehicle Infrastructure Strategy. This seeks to accelerate the transition to zero emission vehicles by setting out the requirements for the provision of infrastructure, focusing on essential trips. New modelling indicates that in the most likely scenario, where there is increased use of rapid, on-the-go charging, London will need around 40,000 to 60,000 charge points by 2030, of which up to 4,000 will be rapids.

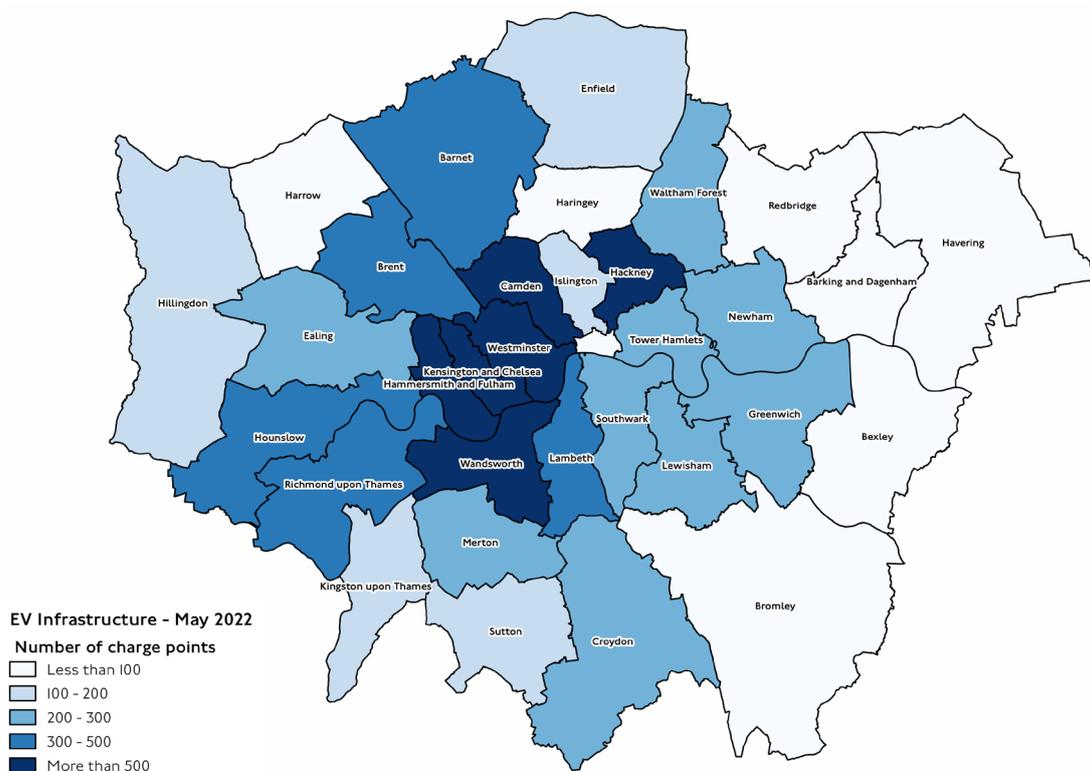


Figure 24. Total number of EV charge point devices per borough. Source: Zap-Map, March 2022

In addition to providing forecasts for London’s charging needs up to 2025 and 2030, the strategy sets out the current provision and distribution (Figure 24) as well as how the public and private sectors can further support the delivery of EV infrastructure in London. Current distribution of public EV infrastructure is varied across London with many inner London boroughs leading the way with delivery in Westminster, Camden, Kensington & Chelsea. It’s clear to see disparities in access to infrastructure are beginning to emerge and through London’s 2030 EV Infrastructure Strategy we have set out how we will support the development of a consistent, equitable and balanced network of EV infrastructure across the whole of London. The strategy built on the work we did with the EV Infrastructure Taskforce to produce the 2019 Electric Vehicle Infrastructure Delivery Plan, which set out the need for five flagship rapid charging hubs, one in each sub region of London by 2025. Two sites have already been delivered with our support in Stratford (2019) and Glass Yard, Woolwich (September 2021). Baynard House in the City of London is due to open in spring 2022. The private sector has also been progressing hubs (defined as six or more rapid charging points in one location) and there are now over 16 across London as a whole.

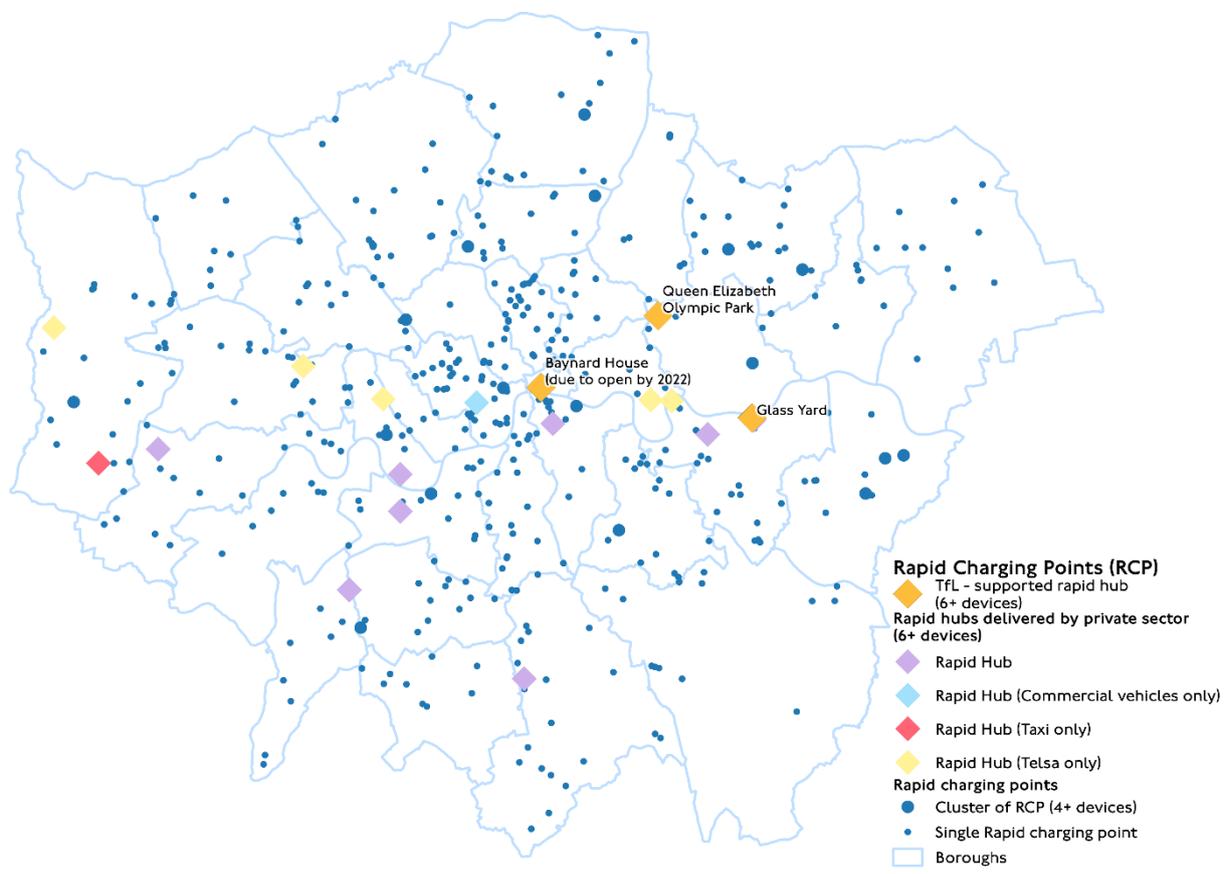


Figure 25. Rapid charging devices, clusters and hubs in London. Source: Zap-Map, May 2022

In the recent strategy, we committed to use suitable GLA Group land to roll out further public charge points with initial projections estimating this could accommodate up to 1,000 charge points. This year, we will carry out detailed site screening of land across the GLA group estate, including further delivery on the TLRN; undertake power and buildability checks and commence tendering of sites. It is expected to culminate in the delivery of an initial tranche of 100 rapid and ultra-rapid charge points across London.

Green infrastructure and biodiversity

The MTS aims to deliver a net gain in biodiversity as part of transport schemes. Biodiversity net gain continues to be embedded into our project development and management processes.

We currently have 70,000 m² of wildflower verge⁶ along our road network and are progressing additional trial sites this year that will increase our wildflower verge area by 38,000 m². Based on this and the experiences of several boroughs, we are developing a London wildflower verge brochure and guide to encourage others to manage road verges for wildlife.

We are developing our first natural capital account. Natural capital accounting assigns economic values to some of the different benefits we get from our green infrastructure, such as carbon storage and air pollution removal. This will allow nature to be included more effectively in our decision-making.

We are on track to meet our MTS target of increasing our street tree numbers year on year by one per cent until 2025. This year we have 24,581 trees on the TLRN road network, a two per cent increase in comparison with last year. This compensates for lower tree planting rates in the previous year as a result of the pandemic, leaving us slightly ahead of the cumulative MTS target.

The MTS also includes a sustainable drainage target for all London roads. We have successfully agreed more than £600,000 of Thames Water funding to deliver multiple sustainable drainage projects on our road network by 2025 to help reduce the risk of surface water flooding. We have also installed a sustainable drainage project at Elspeth Road in Wandsworth, which captures 500m² of surface water run-off and incorporates green infrastructure that will help support biodiversity.



Figure 26. Rain Garden at Elspeth Road, Wandsworth. Photo credit: John Birch, TfL.

⁶ <https://tfl.gov.uk/travel-information/improvements-and-projects/managing-road-verges-for-wildlife>

Climate change adaptation and resilience

The July 2021 flood events and Storms Dudley, Eunice and Franklin in February 2022 demonstrated how well we respond during extreme weather events, with most operational networks running as normal within 24 hours. However, they also highlighted how important it is to adapt our networks to the impacts of climate change, so that we can reduce the need for, and scale of recovery.

As part of this adaptation work programme, we have completed our most detailed and comprehensive climate risk assessment to date. This was carried out as part of our Adaptation Reporting Power submission to Defra. It highlights that precipitation (both too much and too little) is the climate hazard category linked with the greatest number of risks. This assessment will inform a pan-TfL Adaptation Plan we are developing this year.

We continue our work on adaptation collaboration. For example, we chair the quarterly Transport Adaptation Steering Group and are a key member of the Mayoral surface water flooding roundtables set up after the July 2021 flood events. Our adaptation research programme is expanding and will deliver initial findings later this year.

Good Public Transport Experience

London has one of the most extensive and high-quality public transport networks of any city in the world. However, the pandemic also changed people's expectations of a good public transport experience. To respond to this, our trains and buses are regularly cleaned with hospital grade cleaning products, and information on quieter times to travel is shared with customers.

The MTS established that ongoing improvement to all public transport modes would be needed to meet customer expectations and continue to encourage people to make more of their journeys by sustainable modes. There are three outcomes related to this mayoral priority area: Connected, Accessible, and Quality.

- **Connected** – The public transport network will meet the needs of a growing London
- **Accessible** – Public transport will be safe, affordable and accessible to all
- **Quality** – Journeys by public transport will be pleasant, fast and reliable

Connected

London's transport network reaches across the capital, serving the diverse needs of Londoners. It provides Londoners with efficient and affordable options for journeys contributing to reduced dependency on cars. Maintaining and enhancing this connectivity is vital if Londoners are to continue to have attractive and realistic options for their trips that do not need a car. Good public transport connectivity also helps to deliver future housing growth, helping more people to travel by public transport in the future.

Dense, high-frequency bus networks along with frequent, fast rail services form the backbone of public transport connectivity across London. We are seeking to maintain and enhance connectivity through improvements that meet the needs of a changing London, faster journeys that make public transport a more attractive choice, and providing the

capacity to ensure that Londoners can rely on the connectivity being available when they need it.

Buses

The Bus Action Plan was published in March this year and sets out our approach to delivering the connections that Londoners need over the next decade. This continues our long-established approach of incremental change that keeps pace with an evolving city where we continuously review the bus network to ensure services reflect changing demand and deliver good value.

In central and inner London, increased rail capacity and improved active travel options continue to change the way people choose to travel. Even before the pandemic, bus demand was falling in central London, and our Financial Sustainability Plan set out a four per cent reduction in the bus network as a proportionate response to these changes to demand.

We have been reviewing bus services to ensure they reflect current and projected usage, while ensuring key links across the city are maintained. These changes are taking place where rail, walking and cycling alternatives are most attractive to customers. This allows us to protect the frequency of services in areas of outer London where people tend to be more reliant on buses due to an absence of other sustainable alternatives.

Specific enhancements of bus services have included the extension of route 324 in Stanmore to better serve the Royal National Orthopaedic Hospital, and implementation of bus services changes in May, in the boroughs of Newham, Greenwich and Bexley to support the opening of the Elizabeth line.

Focus on: The Bus Action Plan

The Bus Action Plan sets out how we will deliver the high-quality bus service London needs for 2030. The plan is centred on five priorities:

An inclusive customer experience

Travelling by bus should be easy, comfortable and accessible to all. We will deliver a modern bus network that is relevant to Londoners and makes it easy for people to travel spontaneously and independently. This means providing more real-time information on the network, delivering new diversity and inclusion training for bus drivers, and improving the experience at stops and on-board, as we have done recently with the launch of new higher specification buses on route 63.

Safety and security

Everyone should be able to travel by bus safely and with confidence. We will deliver Vision Zero on the bus network, with no one killed on or by a bus by 2030 and fewer people saying they are put off travelling due to security concerns. We will continue to fund and work in partnership with the Metropolitan Police to keep customers and staff safe, ensuring that the bus remains a low-crime environment. Alongside this, we will support bus drivers and other frontline colleagues.

Journey times

We must continue to reverse the pre-pandemic trend of worsening journey times to win back customers and encourage more people to switch from using the car. Our aim is for journey times to improve by ten per cent compared to 2015. We will do this by delivering better streets for buses, aiming to introduce 25km of new and improved bus priority by 2025, working with boroughs to extend bus lane operating hours, and continuing to review traffic signal timings to ensure buses are given appropriate priority. We will also work with operators to ensure the service is efficient and reliable.

Connections

The bus should be the obvious choice to get around London for more people, more often. We will improve connectivity for longer trips, particularly in outer London, while maintaining our network coverage of more than 96 per cent of Londoners living within 400 metres of a bus stop.

Decarbonisation and climate change resilience

A zero-emission bus service will provide a zero-carbon choice for more people, for more of their trips. We will seek to accelerate the achievement of a zero-emission fleet from 2034 to 2030, subject to additional Government funding. We will also safeguard the network from extreme weather conditions.



Figure 27. Bus Action Plan 2022.

Our key connectivity metric for public transport is the percentage of Londoners living within 400m of a bus stop, which represents the ability of Londoners to access public transport services within a five-minute walk of where they live. Whilst the MTS itself does not set an aim for this measure, it is assumed to be maintained at a high level.

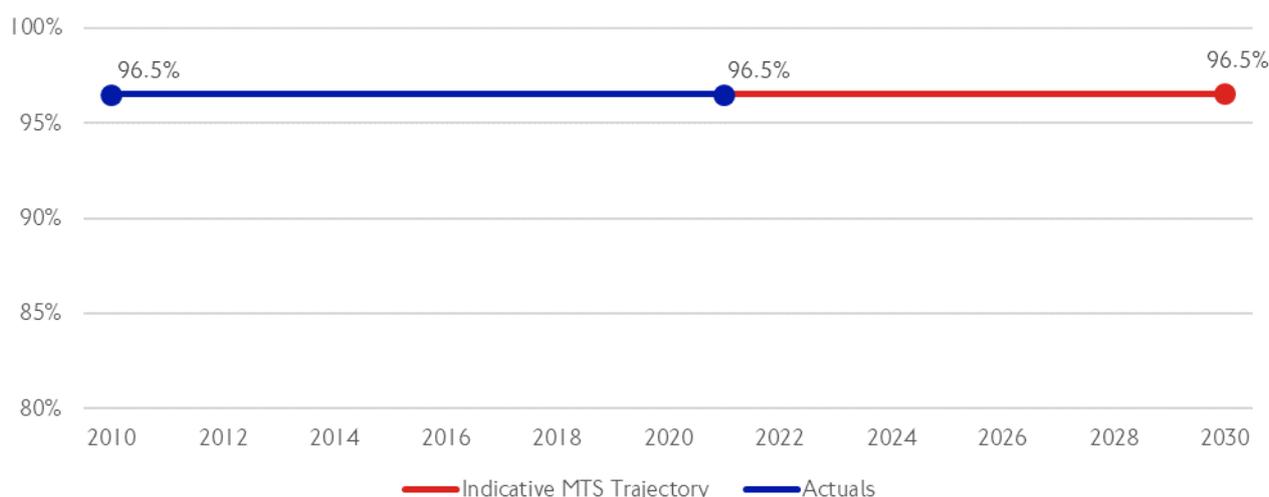


Figure 28. MTS Tracker for Connected: Londoners living within 400m of a bus stop. Source: TfL.

For this metric, success means maintaining the extensive bus network we already have developed in London to be responsive to the needs of Londoners. Figure 27 shows that we have performed consistently well against this measure with c. 96 per cent of Londoners within 400m of a stop over the past decade and 96.5 per cent in 2021. This followed a period of growth for the bus from the early 2000s, as part of an integrated transport strategy to tackle London’s chronic congestion and insufficient public transport capacity, we improved the reliability of bus journeys and the network was expanded. As a result, bus journeys increased by 56 per cent between 2000 and 2019. However, maintaining this level of proximity to the bus network could be at risk if, for financial reasons, we need to consider reducing services beyond those needed to respond to changing patterns of demand. Without appropriate levels of funding to support the growth of bus patronage, the achievability of the 80 per cent active, sustainable and efficient mode share target by 2041 is also at risk.

Underground

In September 2021, we opened the Northern line extension which is vital to linking the Nine Elms and Battersea areas to the rest of central London, supporting sustainable new homes and jobs. Around 90,000 passengers pass through the two new Northern Line extension stations every week. Train frequencies will double on the new branch later in the summer to continue to support the growth in homes and jobs in the Battersea area. Further detail is provided in the ‘New Homes & Jobs’ section of this paper.

In September, we also took advantage of signalling improvements delivered by the Four Lines Modernisation programme to improve journey times for our passengers on the Hammersmith & City, Circle and Metropolitan lines.

In November, we reintroduced Night Tube on both the Central and Victoria lines for the first time since the closure at the beginning of the pandemic. We have continued to build London’s recovery further by reintroducing Night Tube services on the Jubilee line in May, with the Northern and Piccadilly lines to follow later in the summer. This supports connectivity to jobs and the night-time economy, allowing Londoners to access the wealth of opportunities the city has to offer.

Throughout the pandemic we have operated as much of the Underground service as possible given the challenges created by social distancing and staff isolation. While the level of operated service has been below the historic average, particularly during periods of heightened infection such as the Delta and Omicron waves, we have maintained service across all lines since the reopening of the Waterloo & City line in June 2021. We aim to increase the proportion of the timetable operated in 2022/23 back closer to the historic level.

Station projects

The Bank branch of the Northern line closed between Kennington and Moorgate in mid-January to finalise work on the new tunnel and customer concourse. This phase of the major upgrade work was completed in mid-May, with the Northern line fully reopening to customers at that point. Further improvements are still to come, including step-free access to the Northern line and improved access to the DLR platforms. There will also be more direct routes within the station and a new station entrance on Cannon Street. Improving this station at the heart of London's financial district is critical to supporting the growth and success of the City, addressing long-standing capacity issues, and making journeys through Bank safer, easier, quicker, and more comfortable when fully complete later in 2022.



Figure 29. New platform at Bank station after reopening. Source: TfL.

A new station entrance at Imperial Wharf was completed in May to provide a covered walkway with new ticket gates and CCTV. This will ease the vertical capacity and relieve the current congestion on the steps to the platform and on the platform around the lift.

Works continue to provide a secondary entrance to Hackney Central station via Graham Road, which will open in June. The new entrance will give passengers an option of departing/entering the station from either platform. Additional staircases will be added to the existing footbridge to both platforms to enhance passenger flow and ease congestion.

Docklands Light Railway (DLR) trains

We agreed with Government in summer 2021 to add up to 11 more trains to the new DLR fleet of 43 trains currently under construction. The additional trains will unlock thousands more homes for Londoners in the Royal Docks and the Isle of Dogs, with services increasing to every two minutes at peak times on the Canary Wharf to Lewisham branch.

Accessible

Improving the accessibility of London's extensive public transport services is fundamental to supporting and enhancing the quality of life of Londoners. Around 19 per cent of London's population have a disability, and around 12 per cent of Londoners are aged over 65, so making travel more accessible and inclusive for Londoners is one of our top priorities. By working to deliver an equitable, accessible and inclusive public transport system that works for everyone, we can make people's lives easier and increase the appeal of sustainable public transport over the use of private cars.



Figure 30. An accessible bus journey. Source: TfL.

Station and vehicle accessibility

Table 3 shows the Underground stations which have become step-free over the last year, with Harrow-on-the-Hill the most recent completion taking the total to 91 of London's 272 Underground stations that are now step-free. Beyond this, we have continued to make

stations across our rail network more accessible, with half of the stations now step-free (Table 4).

Table 3. London Underground stations converted to step-free over the last year

Station	Line	Step-free date	Zone
Battersea Power Station	Northern	Sep-21	1
Harrow-on-the-Hill	Metropolitan	Mar-22	5
Ickenham	Metropolitan Piccadilly	Jun-21	6
Nine Elms	Northern	Sep-21	1
Osterley	Piccadilly	Oct-21	4
Sudbury Hill	Piccadilly	Dec-21	4
Whitechapel	District H&C	Aug-21	2
Wimbledon Park	District	Aug-21	3

Table 4. Number of step-free stations on TfL network in 2021/22

Network	Step-free stations	No stations made Step-free in 2021/22	% of network that is now Step-free
Tube	91	8	33
London Overground	61	1	55
TfL Rail	31	6	97
DLR	45	N/A	100
Tram (stops)	38	N/A	100

The opening of the Elizabeth line provides 40 step-free stations from Reading and Heathrow in the west, to Shenfield and Abbey Wood in the east. Bond Street station will also be step-free, helping make the heart of the West End accessible and inclusive for more Londoners than ever before. These have been opened in phases over the last few years.

People with disabilities using our public transport network face additional barriers, which means it takes them longer to undertake journeys. Our key accessibility ambition is to reduce this differential in journey time by 50 per cent by 2041 by delivering better access across public transport in London. Over the past year we have made significant progress in addressing this, and once the Elizabeth line is fully open the differential in journey time will be reduced by 40 per cent. It is hugely important to continue to deliver accessibility improvements to ensure we serve all Londoners.

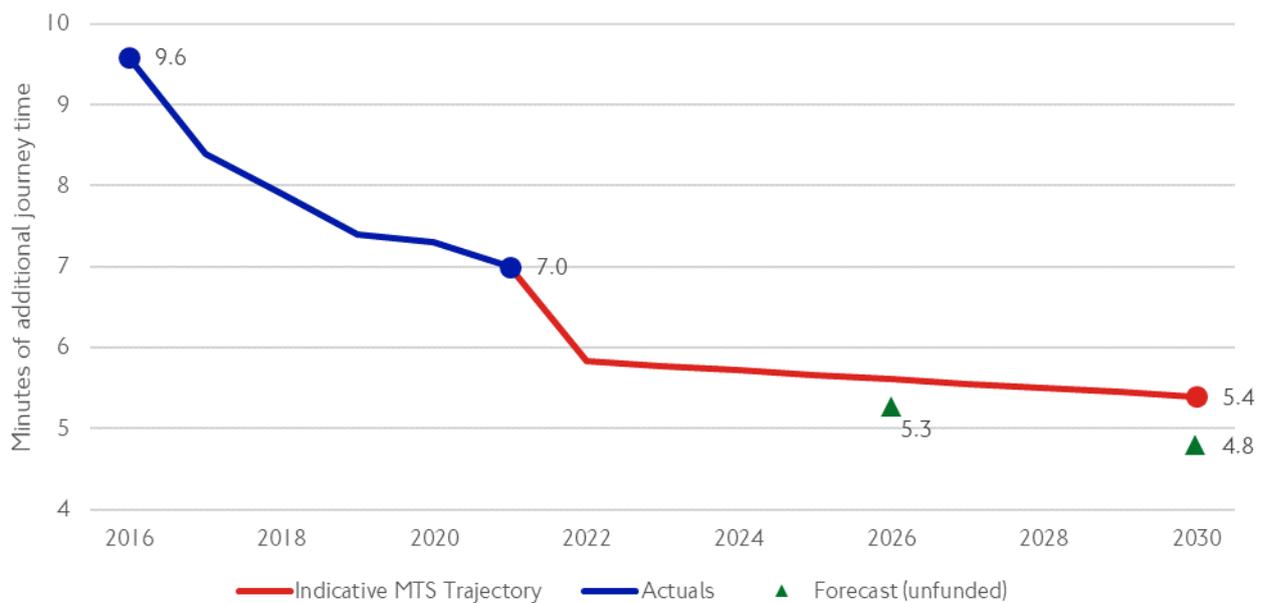


Figure 31. MTS Tracker for Accessible: Additional Step Free Journey Time. Source: TfL.

To support the future of our step-free programme in a way that responds to the needs of Londoners, we undertook a pan-London consultation, between November 2021 and February 2022. We received over 5,600 replies and through this consultation we can identify the step-free priorities that matter most to Londoners, rather than focusing on specific locations. From this we can apply what we learn to every Underground station in London to see which locations will benefit the most people. We are currently reviewing the results of the consultation to help shape future step-free access priorities, with final outcomes of the consultation due to be communicated in the summer.

Our Independent Disability Advisory Group – a panel of ten members, appointed for their lived experience of disability, as well as their extensive expertise and knowledge of the key issues and barriers to accessing public transport – continues to provide strategic and practical recommendations based on inclusive best practice. We have engaged with key stakeholders to understand their diverse accessibility needs to inform the customer experience on the London Trams fleet in the future in line with our aspirations for an inclusive accessible London.

TfL Go app and digital displays

TfL Go, our new innovative travel app, has now had 1.2 million downloads since its launch, with nearly a million of these in this past year. During 2021/22, we added functionality to the app with real-time ‘busyness’ information for Underground stations, further reassuring customers as they return to the network. Customers can now see whether stations are ‘quiet now’, ‘busy now’ or ‘very busy now’, alongside the expected quieter times to travel on any given day.

For the first time we are showing detailed accessibility information for stations and platforms, including live step-free access status based on lift availability. The app also complies with accessibility regulations for public sector apps such as screen reader support to landscape mode and larger type.

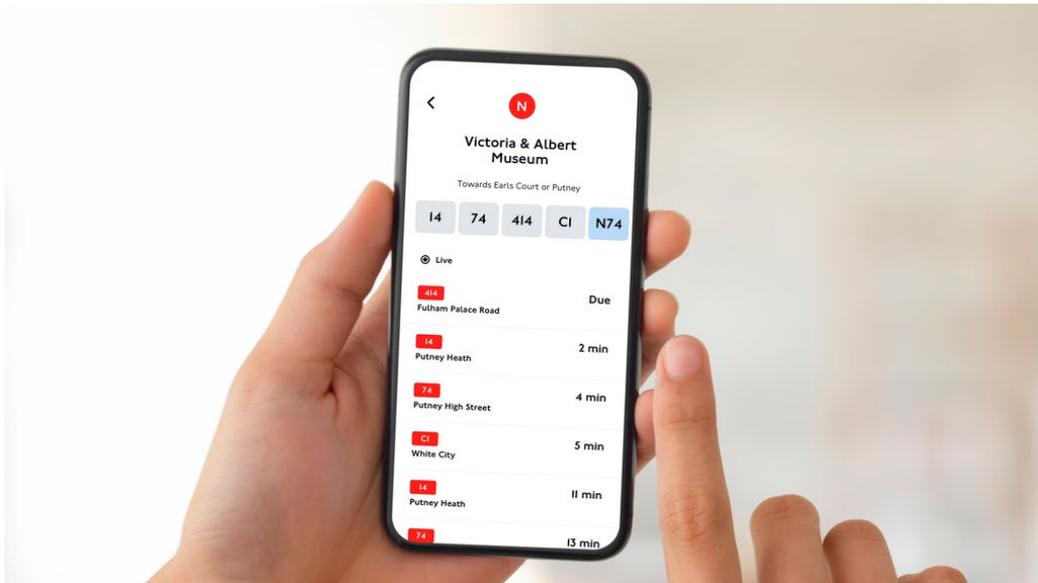


Figure 32. TfL Go smartphone app showing buses due to arrive at a stop outside the V&A Museum. Source: TfL.

Our focus with the TfL Go app will now be on integrating account and payment functionality so that customers can plan, pay and travel in one fully inclusive, integrated digital experience. Alongside TfL Go we rolled out a new design for status updates on digital displays in stations. The new design ensures disruption information is more accessible for a more integrated, modernised digital service.

Stand together against hate

Over the past year we have worked with transport police and community groups to launch a poster campaign across the network highlighting our zero-tolerance approach to hate crime and abuse. The campaign aims to raise awareness of hate crime, encouraging people to report it and reassuring customers and staff that all incidents are treated seriously and investigated.

Each year, we work with our policing partners to support National Hate Crime Awareness Week. This year, we worked with community and partner organisations including StopHate UK, Tell MAMA, Covid-19 Anti-Racism Group, Gallop and London TravelWatch to improve our understanding of hate crime. This insight was, and continues to be, invaluable in helping to shape our campaigns, engagement activities and interventions, ensuring that our approach and activities are impactful in both reaching and reassuring the communities they represent.

Through our school's outreach Sustainable Travel, Active, Responsible Safe (STARS) Programme, secondary schools are also being given additional support to educate children about the impact of hate crime, encouraging pupils to share the solidarity message that hate crime will not be tolerated.

Tackling violence against women and girls

Women and girls are disproportionately affected by sexual offences and harassment while travelling in London by public transport, in taxi and private hire vehicles, walking and cycling, and we are taking action with our transport policing partners to tackle it.

We launched a programme of activity to improve the safety of women and girls covers policy, environment/infrastructure measures, communications, training and legislation. This work will have wider benefits for all our customers and staff.

We are rolling out sexual harassment training to our frontline customer service staff and enforcement officers to help them respond to reports, support customers and each other and challenge behaviour. Hundreds of staff have already completed the training. Sexual harassment will also form part of the new diversity and inclusion training being rolled out to all 25,000 bus drivers from 2022/23.

We were pleased to be accredited by White Ribbon UK which is the leading charity engaging with men and boys to end violence against women.

In addition to this, we are working with the Mayor's Office for Policing and Crime and the Night Czar to coordinate activity and deliver on the Mayor's pledge to make London one of the safest cities in the world for women and girls. We are strengthening our stakeholder engagement with women's safety organisations to better understand and respond to the issues facing women and girls as they travel in the capital.

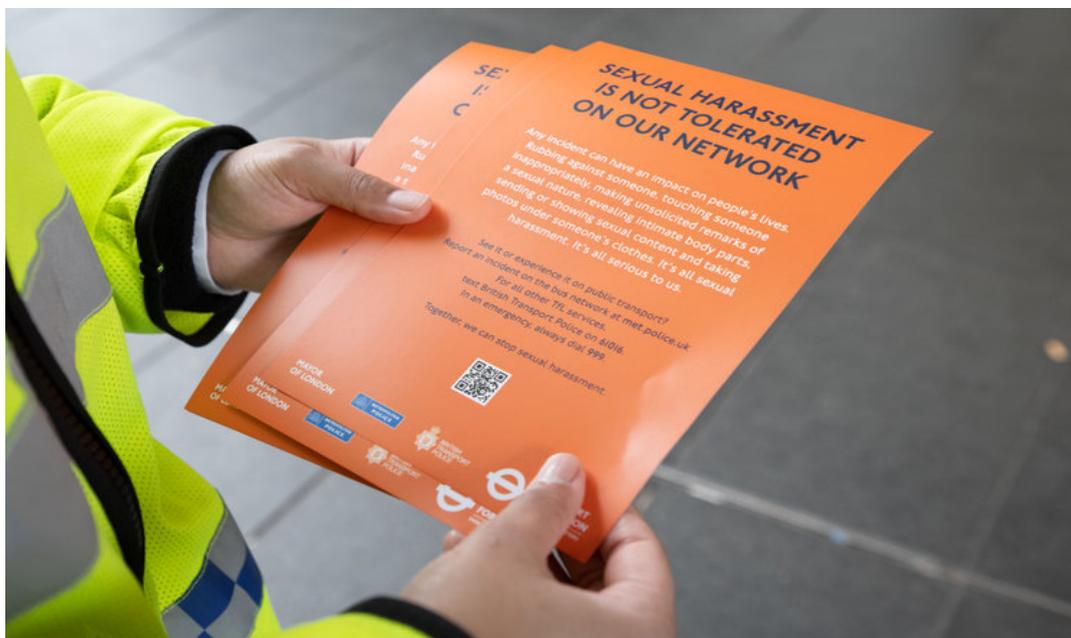


Figure 33. TfL leaflets highlighting that sexual harassment will not be tolerated on our network. Source: TfL.

Travel mentoring

We ensured that our free travel mentoring service was able to continue to support people using public transport during the coronavirus pandemic, with safety procedures and risk

assessments in place. In addition, we introduced virtual mentoring, using a range of smartphone and personal computer applications to assist with social distancing guidelines. The Travel Mentoring Service is now operating as it was before the pandemic with telephone and email advice to help plan accessible routes and mentor supported practice journeys to help customers gain experience to become confident independent travellers. When customers prefer, we are continuing to offer the virtual mentoring, though most choose an in-person service.

Delivering value fares

Despite facing an unprecedented challenging period, we have continued to keep fares as affordable as possible and deliver value for money to support Londoners, and the London economy. However, in March, we raised fares to help us reach financial sustainability, in line with the conditions placed on us as part of our short-term funding agreement with the Government. The revenue raised from fares will ensure we can continue to keep services operational. Our fares continue to offer good value with our bus hopper fare allowing unlimited journeys within the hour for £1.65. From March, the minimum auto top-up amount on Oyster cards was reduced from £20 to £10 in recognition of the pressure some Londoners face due to increased living costs, and to make paying for public transport as easy and convenient as possible.

Quality

A quality public transport experience is vital if public transport is to be a mode that Londoners choose to use. This means we need to address the aspects of travelling by bus, Underground or rail that are difficult or discourage travel. We know that journey times matter to bus customers and that pre-pandemic declines in bus speeds contributed to a decline in bus use with many of these journeys being made by car or not being made at all, both bad outcomes for the environment, the health of Londoners, and local economies.

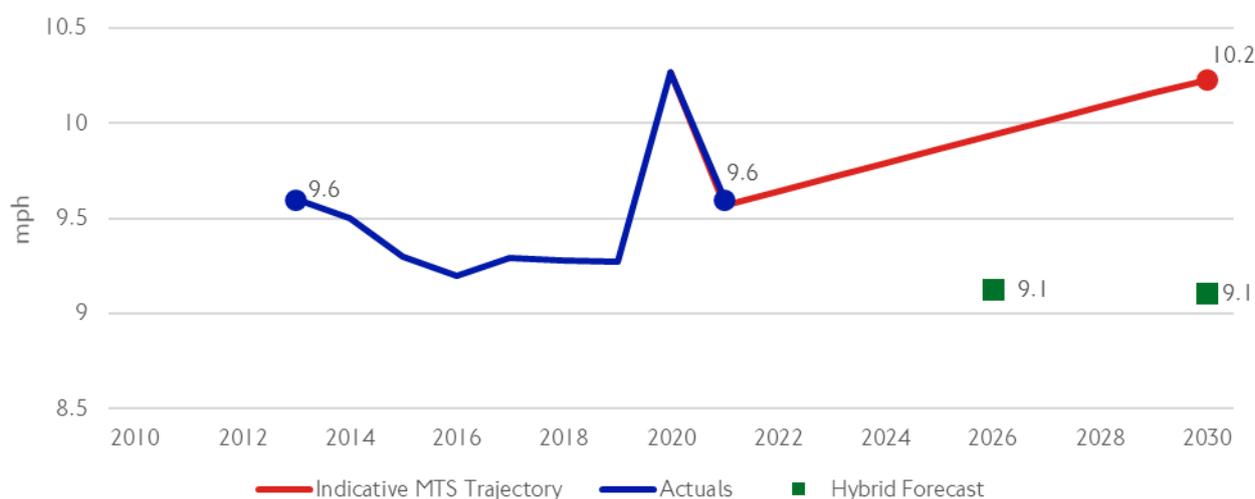


Figure 34. MTS Tracker for Quality: Bus speeds in London. Source: TfL.

Bus speeds are a key indicator for the perceived quality of a service. Figure 34 shows that these speeds were declining since 2015, but this trend has changed since the pandemic.

With recent increased rates of car travel and therefore congestion, the huge improvement seen in 2020 has fallen back in 2021, but we still remain in a better position than before the pandemic. However, our forecasts indicate that bus speeds risk declining again unless we take action to improve them. That is why our Bus Action Plan has recognised that “we urgently need to deliver a transformational improvement to bus journey times in order to provide a bus service that Londoners will choose to use.”

We set a target of achieving an average perceived bus journey time of 32.9 minutes in London for 2021/22. Over the last year we have achieved a bus journey time of 31.8 minutes, which was better than the target. The bus journey time metric is a weighted measure of journey time as perceived by the customer combining time spent waiting and on the bus as well as buffer time to account for variabilities and time taken to interchange. A small increase element of the weighted time is included to account for bus crowding.

Bus priority programme

We work closely with the boroughs to bring forward schemes that prioritise buses on London’s streets. Boroughs have a particularly significant role to play in delivering bus priority: boroughs are responsible for 95 per cent of London’s streets, including 75 per cent of the strategic bus network, so congested borough streets will seriously impact the attractiveness of buses for Londoners.

In 2021/22, we worked with boroughs to deliver seven kilometres of new and improved bus lanes on the TLRN and borough roads. In addition, we have generated almost 8,800 hours of savings for bus passengers through prioritising buses at traffic signals as part of our Healthy Streets Signals Programme.

In September 2020, we launched our bus lane hours trial. This involved converting 85km of bus lanes on the TLRN to operate at all times. Prior to the pandemic, 1.15 billion journeys were made each year on bus routes that use these bus lanes. Our aim was to help social distancing on buses and at stops and to reduce the spread of coronavirus. Monitoring of the trial showed that it also improved bus journey times. Improvements were particularly noticeable in central and inner London, especially in both the mornings and evenings and throughout Sundays.

Following widespread support for these changes from customers and stakeholders, we are making the changes permanent. These changes have the potential to encourage a greater number of bus journeys. As set out in the Bus Action Plan, measures to speed up buses will support people to choose the bus rather than the car – not only boosting sustainable travel but reducing traffic dominance, improving air quality and reducing road danger, creating a virtuous cycle between buses and active modes.

New green, productivity boosting buses

We have continued to invest in improvements to our customers’ experience on buses. We launched the innovative fleet of new buses on route 63 running between King’s Cross and Honor Oak that have a host of customer-friendly features to make bus travel more accessible and comfortable. New features on these vehicles include more comfortable high back seats and USB chargers as well as enhanced digital information screens with live information across all our modes and estimated times to key points along the route. Additionally, signal timings along the entire route were reviewed, which resulted in

significantly more opportunities for buses to deliver improved journey times, with over 180 bus passenger hours saved every day.



Figure 35. New route 63 buses with panoramic roof, travel displays and at seat buttons. Source: TfL.

***'Welcome back. Tube it. Bus it. Train it.'* Campaign**

The pandemic resulted in a significant reduction in the use of public transport and we need to win many of these customers back if we are to achieve the outcomes of the MTS. We must rebuild Londoners' confidence in using public transport and ensure it is a mode they choose to use over the private car.



Figure 36. Tube it. Bus it. Train it. Campaign material. Source: TfL.

In July, we launched the 'Welcome back. Tube it. Bus it. Train it.' campaign to safely win customers back onto public transport. The campaign captured what we do for London and our commitment to helping the city recover and thrive. The campaign highlighted the role that public transport plays in enabling the lives of Londoners. In September, we launched additional messages to support customers returning to work in offices and encouraged them to return to the city, to enjoy all it has to offer.

Customer Service Quality

The MTS sets out the need to improve customer service so the whole public transport network becomes easier and more convenient for people to access and use. The measure we use in our periodic Customer Pulse survey to understand whether we are meeting Londoners' expectations is 'TfL cares about its customers'.

Additional measures on our Customer Pulse survey help us to further understand how well we are delivering for Londoners and shows us where we should be focusing our efforts to improve the customer experience. Throughout 2020/21 and 2021/22 we performed well as reflected in our Care score, which remained high despite some challenges posed by the pandemic. Customers who continue to travel generally enjoyed more room on our services. Slight dips in scores generally occurred when there was increased pressure on the network as customers returned after relaxing of restrictions. However, we outperformed previous years and achieved our highest score to date during Period 11 2021/22, demonstrating Londoners appreciated our efforts to keep London moving during the pandemic and providing a foundation for future improvements. As we continue to recover from the pandemic and customers return in greater number crowding will inevitably increase which will put pressure on our Care score.

High speed mobile connectivity across the Tube network

In December, we agreed a 20-year concession deal with the Three and EE networks, alongside BAI Communications, to provide 4G and 5G-ready mobile connectivity across the London Underground network. Customers of Three and EE now have permanent access to 4G and 5G-ready communications between Westminster and Canning Town stations whilst travelling on the Jubilee line. The connectivity has been available as part of a pilot service since March 2020 and is now permanent as BAI Communications completes the first major milestone of its rollout of high-speed mobile coverage across London Underground. Pilot services with O2 and Vodafone will continue as discussions with BAI on access agreements are finalised for a permanent service.

This is the start of work to ensure that all stations and tunnels across the Tube network are due to have high-quality and uninterrupted mobile coverage by the end of 2024 – a fantastic improvement for our customers and for London.

We expect to launch 4G services across the Elizabeth line as part of a wider programme of improving the capital's mobile connectivity while on the move.

Rail crowding

The MTS sets an ambition to reduce the proportion of rail distance travelled in crowded conditions by 10-20 per cent. An appropriate threshold for this is two persons standing per square metre. This is lower than sometimes used in the past but reflects potential lower

customer tolerance of crowding post-pandemic. This outcome is highly sensitive to post-pandemic demand. In 2020, it dropped to effectively zero but has since recovered to three per cent. We need more time to evaluate how this measure settles post-pandemic relative to patterns of peak demand.

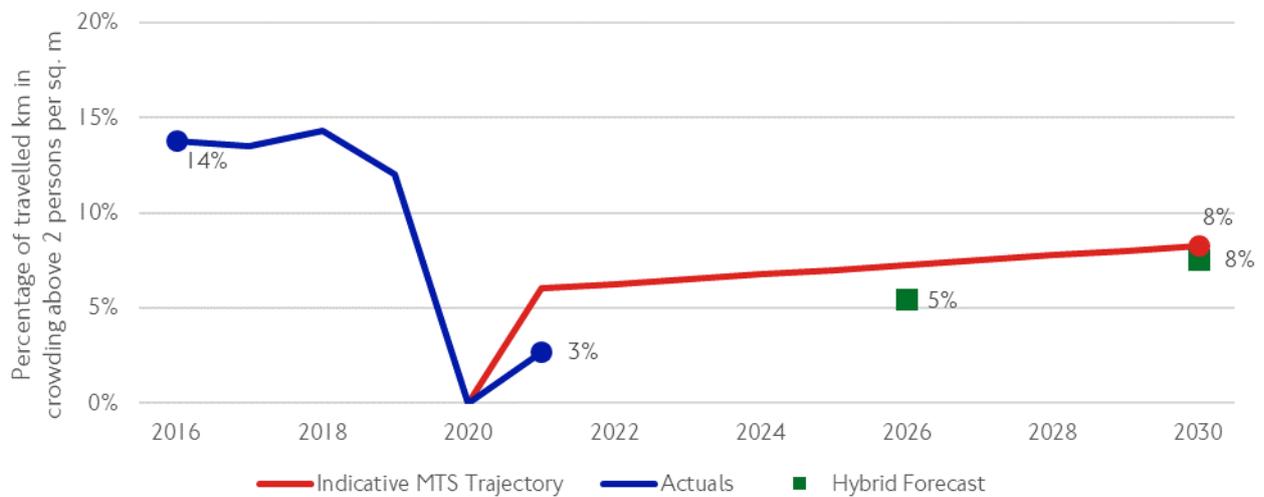


Figure 37. MTS Tracker for Quality: Percentage of rail travelled km in crowding above two persons per square metre. Source: TfL.

We forecast crowding is expected to increase in the late 2020s and potentially above trajectory if demand rebounds faster than our current estimate. In the long run there is still a case for supporting and growing rail capacity, which is at risk in a scenario with limited funding.

Future delivery plans for improving the quality of public transport

Subject to a long-term funding deal, we will continue to work with London boroughs to plan and deliver an ambitious programme of bus priority across the TLRN and borough roads.

We are actively engaged with the transition from the current national railway network structure to a new body called Great British Railways. Through this process we have responded to the Government’s ‘Whole Industry Strategic Plan’ (WISP) call for evidence to shape the future of England’s railways. The WISP will be the 30-year plan for the railways and is a key opportunity for us to shape the work being done in London to the national rail network.

The Piccadilly line generates more than ten per cent of the Underground’s total ridership with approximately 202 million trips annually. Crowding is already prevalent on the Piccadilly line and is expected to increase with population and employment growth in London. We will continue to work to deliver the new generation of Tube trains for the Piccadilly line to replace the existing 1970s fleet. The new trains will be highly reliable, more energy efficient and designed for accessibility with improved customer information and security features. The new trains will begin to replace the current fleet from 2025 and the frequency of trains in peak hours will rise from 24 to 27 trains per hour from mid-2027, representing a 23 per cent increase in peak service capacity.

The Piccadilly Line Upgrade (PLU) aims to replace both the life-expired trains and signalling systems in two stages:

- Stage 1 is a £2.8bn programme to provide a new fleet of 94 longer, more spacious, air-cooled trains under construction by Siemens Mobility Ltd. Siemens Mobility Ltd have commenced construction of a c.£200m UK train manufacturing facility in Goole, East Yorkshire. Opening in 2023, this facility will create an estimated 700 skilled jobs with a further estimated 250 jobs created in construction and up to 1,700 indirectly in the supply chain. The new UK rail manufacturing facility will support around 80 graduates and apprentices and will be complemented by an Innovation campus for rail industry research and development.
- Stage 2 of the PLU, which is currently unfunded, will deliver key service enhancement objectives through a line-wide signalling upgrade to enable significant reductions in customer journey times, improve service reliability through automatic train operation and deliver the capability for a peak service of up to 36 trains per hour in the central area from the early-2030s.

We are in the process of transforming the Circle, District, Hammersmith & City and Metropolitan lines to run trains more reliably to make journeys faster and more comfortable. Since these lines share a lot of track and infrastructure, they are being modernised under a single combined and integrated project known as the Four Lines Modernisation (4LM). The four lines are among some of the oldest sections of the Underground network, with parts dating back to 1863. Together they make up 40 per cent of the Tube network.

A fleet of 192 modern, air-conditioned, walk-through trains are now running across the four lines. We have also made progress on installing a new signalling and control system to make the trains run more efficiently, improving capacity, frequency and reliability. Since September 2021 journey times between Hammersmith, Stepney Green and Monument have improved by approximately ten per cent. We have also increased the number of trains in this area from 27 trains an hour to 28 trains an hour during the busiest times. The signalling upgrade will enable a further increase in the peak service level to 32 trains per hour in the central areas when completed.

As part of our DLR rolling stock replacement programme a new fleet of 43 trains is being manufactured to replace 33 older trains with up to eleven additional trains to expand capacity. Each five-car train will be around 86 metres in length, equivalent to three of the current fleet coupled together, to enhance capacity and provide improvement to journey time and the customer experience. It will also include an expanded depot to stable and service the new fleet and there will also be telecoms system modifications to provide enhanced customer facing information and traction power capacity works.

New Homes & Jobs

The transport network has a crucial role to play in supporting people to live and work in London. Using the Healthy Streets Approach to plan new developments around walking and cycling for local trips, and public transport where walking and cycling takes too long or is impractical, enables people to live active and healthy lives and the city to function

efficiently as it recovers and grows. There are two interlinked outcomes related to this mayoral priority.

- **Sustainable** – Active, efficient & sustainable travel will be the best option in new developments
- **Unlocking** – Transport investment will unlock the delivery of new homes & jobs

The approach outlined in the MTS contributes to the London Plan's aims for Good Growth, which are to build strong and inclusive communities, make the best use of land, create a healthy city, deliver the homes Londoners need, and grow a good economy and increase efficiency. The sustainability of development is also critical for the Mayor's aims for decarbonising transport in London by supporting mode shift away from the car. Good Growth encompasses both the Sustainable and Unlocking outcomes. The metric is shared between each and so the report includes progress against each separately before considering progress against the metric and next steps together.

We work in partnership with our stakeholders to achieve these outcomes. We work with London boroughs and developers through the planning process to secure funding for infrastructure or transport service improvements which ensure sustainable and car free development. It is important to highlight some significant risks to this agenda. Some TfL financial commitment is often required to leverage third-party funding and transport schemes need to be sufficiently developed to attract funding.

The continued uncertainty over capital funding means we are at risk of losing opportunities for major improvements across London including step-free access projects. The Government is also considering planning reforms which could alter the infrastructure funding environment. In the short-medium term, this could place additional risk on our ability to secure funding through the development management process, and in the longer term it could also undermine any potential for significant revenue to fund strategic infrastructure on the scale of Bakerloo line Underground extension or Crossrail 2.

Sustainable

TfL continue to shape local plan policies across London so that they are better aligned with the Mayor's priorities as set out in the London Plan and the MTS. We have ensured policies require transport land and assets to be safeguarded, and for car parking provision to be reduced in new developments. Every car free home delivered in London brings down car ownership and generates mode shift.

Implementing the London Plan

In the past year, we have worked with more than 20 boroughs to improve their local plan policies and are scheduled to attend two examination hearings to challenge policies that are not considered robust nor evidence-based. We have also shaped more than 20 supplementary planning documents that cover more detailed planning for particular areas of growth. Figure 38 illustrates how influential we have been in shaping local parking policies.

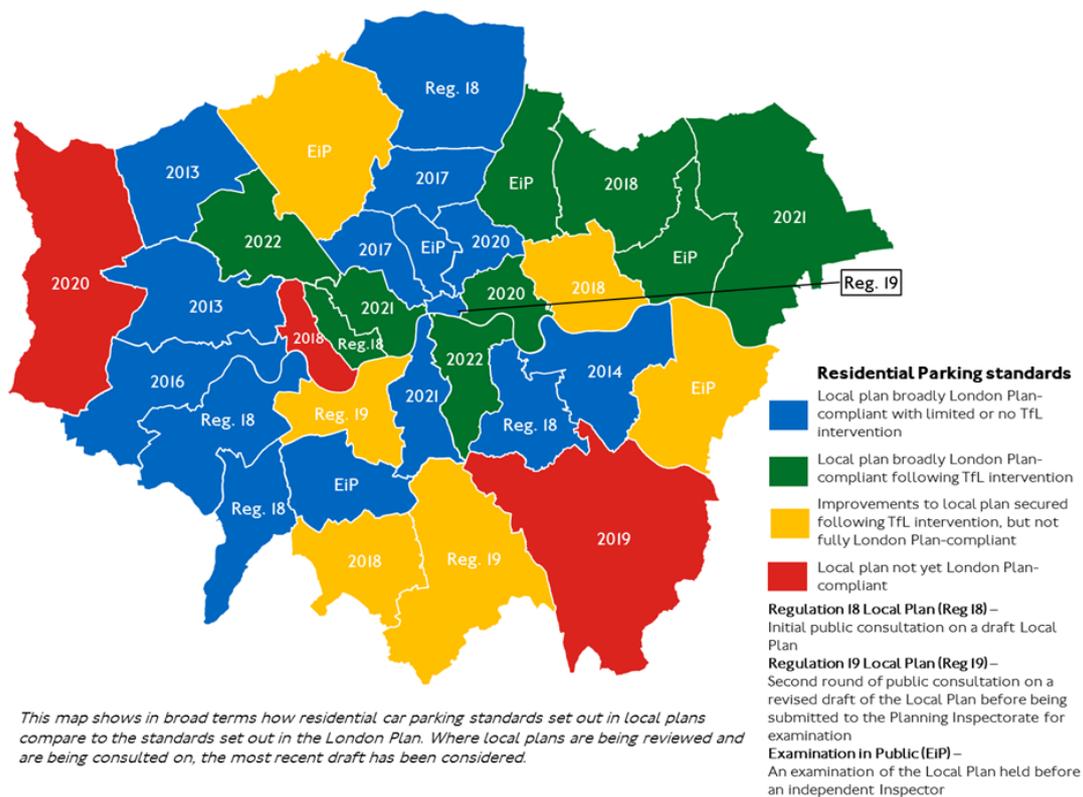


Figure 37. Residential parking standard relative to the London Plan. Source: TfL.

Sustainable transport, walking and cycling guidance

We have developed, published and consulted on London Plan Guidance on sustainable transport. This guidance provides greater detail for local authorities and others to implement the London Plan as intended. This guidance is a material consideration in planning decisions and strengthens our ability to protect transport assets and operations across London. It replaces out-of-date, revoked guidance and is much more strongly focused on ensuring boroughs plan active travel networks and enhance the transport network through new developments.

Unlocking

We play an active role in unlocking housing and jobs across London. This includes using our own investment and leveraging third-party contributions to deliver transport infrastructure which enables more homes to be developed, more quickly and more sustainably. Public transport connections are key to unlocking parts of London to provide viable places to build homes and create jobs, generate placemaking and other benefits; at the same time as providing new and accessible connections, improving the quality of the journey. The sustainability of development is an essential part of reducing carbon emissions from transport.

The Elizabeth line

The Elizabeth line is a major transformative transport scheme providing a 118km high frequency high-capacity railway line to serve London and the South East. It provides a ten per cent increase to London’s rail network capacity, bringing an estimated 1.5 million

additional people to within 45 minutes of central London and reducing journey times for existing customers.

On 24 May, the central and final section of the Elizabeth line between Paddington and Abbey Wood was opened, with the full line operating from autumn this year. The final timetable across the entire railway will be in place by May 2023, with service in the central section between Paddington and Whitechapel being 24 trains per hour during the peak.

The impact of the scheme can be seen in advance of its opening. Thus far the project has supported the delivery of an additional 55,000 new homes along the route, as well stimulating increased planning activity near many stations along the length of the corridor. The impact of the pandemic are likely to have impacted the full scale of delivery. We will continue to monitor and assess the scale of housing delivery in future reports.



Figure 39. Hayes & Harlington station supporting local development. Source: TfL

To improve links to the Elizabeth line stations in east and south-east London, where many customers will use buses to get to and from stations, changes were made to 14 bus routes from Saturday 14 and Saturday 21 May 2022 and included the new route 304, which operates between Manor Park and Custom House stations.

Through the course of the construction, Crossrail has generated 55,000 full time jobs and supported the construction skills gap by training more than 20,000 students (against an initial target of 8,000) and provided more than 1,000 apprenticeships.

Northern line extension

The Northern line extension from Kennington to Battersea opened with two new Underground stations – Battersea Power Station and Nine Elms – in September 2021. The

extension provides access to the Vauxhall Nine Elms Battersea Opportunity Area and supports the delivery of over 20,000 new homes and 25,000 new jobs. Recent data indicates that around 90,000 passengers pass through the two new Northern line extension stations every week.

The stations also provide: step-free access from street to train, improving accessibility in the local area, public space and community facilities. This is the first major expansion of the Underground since 1999 and was funded through developer contributions. The extension is a result of our multi-disciplinary and integrated approach to infrastructure planning, delivery and implementation. Following the completion of the Bank branch of the Northern line in 2022 for the Bank station upgrade, the number of services will be doubled to this area.

Barking Riverside extension

Progress continues on the delivery of a new step-free access Overground station at Barking Riverside. Barking Riverside is the largest housing development in east London, with planning permission granted for the delivery of 10,800 homes, new schools and community space. Without the station delivery, the full potential of the site would not have been achieved.

The delivery of the scheme meets the principles of Good Growth by unlocking housing in East London, provides a new station at the heart of the new development, a link to Barking town centre and other local walking and cycling improvements. The station is also an extension of the London Overground Gospel Oak to Barking services and will provide step-free access from street to train, improving accessibility to services and providing a sustainable alternative to car travel. Construction of the station and 1.5km viaduct are nearing completion with train services expected to start in autumn 2022.

East London line and DLR Housing Infrastructure Funding

The Department for Levelling Up, Housing and Communities opened the Housing Infrastructure Fund (HIF) in 2017 – a government capital grant programme of up to £5.5bn to unlock and deliver new homes across England. Together with the GLA, we applied for two schemes that were awarded Government funding. The projects include packages of interventions for the DLR and the East London line (ELL) to unlock new homes in Newham and Tower Hamlets, and Southwark and Lewisham, respectively. Over the past year, we have continued working with Government to progress these schemes.

The ELL HIF programme was awarded £80.1m from Government to enable an increase in the capacity of the core section of the line from 16 to 20 trains per hour, as well as an expansion of Surrey Quays station and a new station at Surrey Canal Road. This will enable major housing development to come forward – around 14,000 homes, in total.

On the DLR HIF, we entered an agreement with the GLA and Government in December 2020 to receive £281m to purchase additional DLR trains, expand Beckton DLR depot, and contribute to the cost of enabling works at Poplar DLR depot. This agreement was confirmed in July 2021 when, after further analysis and discussions, the number of additional trains needed was adjusted to a maximum of eleven. The DLR HIF is one of the largest single contributions that we can make to delivering the new homes and jobs

objective of the MTS by supporting or enabling the delivery of up to 12,000 homes in total – including up to up to 1,740 homes at Poplar.

Silvertown Tunnel

Silvertown Tunnel is a new 1.4km twin-bore road tunnel that is currently being constructed in East London. There is significant congestion on this part of the highway network, with traffic on the approach to Blackwall Tunnel regularly queueing for more than 20 minutes in peak periods. In addition, users experience frequent tunnel closures that lead to widespread highway congestion as there are limited options for crossing the river in this part of London. This new cross-river link will reduce congestion and improve resilience on this constrained part of the network, helping to support economic growth in East London. A user charge for both Blackwall and Silvertown tunnels, together with a significantly expanded cross-river bus network, will manage levels of traffic demand and environmental impacts, including air quality.

Construction work began in 2020 and has made good progress this year with worksites set up on both sides of the river. The tunnel boring machine (TBM) was delivered to the site in December 2021 and is currently being assembled at ground level. A launch chamber is nearing completion and we will launch the TBM this summer. Traffic, air quality and noise model forecast work is also underway which will be used to establish the opening user charge for both tunnels, inform plans for a new cross-river bus network, and inform what local highway mitigation measures are needed. The new tunnel is on track to open as planned, in 2025.

Tottenham Hale

The upgraded Tottenham Hale station opened in December 2021. The scheme was part funded by our Growth Fund. The station upgrade has delivered a step change for customers, providing a seamless step-free interchange between rail, Tube and street. It has made the location an exemplar multi-modal interchange, particularly with bus services.



Figure 40. Station upgrade at Tottenham Hale

The upgraded station supports over 5,000 new homes and 4,000 new local jobs within the town centre and surrounding area. A new entrance has also improved wayfinding in the

local area, contributes to the public realm and to the built environment. The upgrade represents a major investment in Tottenham, and we have worked closely with LB Haringey in line with community aspirations for the area. A transfer deck on the new ticket hall building can support over site development and further new homes for London.

Supporting boroughs to level up

The Levelling Up Fund is a £4.8bn capital fund for the whole of the UK to invest in infrastructure that improves everyday life across the UK. Round one was launched in 2021 for bids of up to £20m (£50m in special transport circumstances) to support town centre and high street regeneration, transport projects, and cultural and heritage assets. As part of this, London boroughs are able to bid for projects of all types and the GLA can submit one transport bid. Bids can be submitted as individual schemes or as a coherent package of schemes. Round one bids are aimed to be spent and delivered by 2024/25.

As part of the first round, we were successful in supporting three boroughs to secure investment for four transport proposals in the following locations:

- Newham – Connections to Opportunity bid: Building a new bridge over the River Lea in Newham (£19.8m)
- Newham – 15 Min Neighbourhoods bid: Connecting 75,000 of Newham’s residents to vital infrastructure by a 15-minute walk or cycle (£19.9m)
- Ealing: Connecting Northolt station to White Hart Roundabout bid (£7.2m)
- Tower Hamlets: Transforming Whitechapel Road bid (£9.3m)

In total, London received £65m of the first £1.7bn of the Government’s £4.8bn Levelling Up Fund, of which £56.2m will be allocated to transport proposals. We are working with the successful boroughs to deliver their projects.

The Government recently announced the second round of the Levelling up Fund. The process is similar to round one and is another opportunity to bring forward much needed schemes in London. Round two is currently open and the deadline for submissions is 1 July; with announcements on successful projects to be made later in the year. We continue to work with boroughs and the GLA on bids.

Growth Fund

Our Growth Fund is a part of a portfolio of measures designed to unlock homes and regenerate areas of London where transport acts as a constraint. The Growth Fund is where TfL directly invests in transport projects that have wider housing and regeneration benefits, that already have substantial third-party funding, further commitment by Government or other third-party sources. We also work and identify other priority projects through planning applications, allocation of Mayoral and borough CIL, Local Plans, and government funding.

The Growth Fund has contributed to a number of completed projects including Woolwich Crossrail station, White Hart Lane station upgrade, Ilford Station upgrade, Tottenham Hale station upgrade and Elephant & Castle roundabout.

Over the past year, despite a pause on several projects owing to the pandemic and funding uncertainty, progress has been made to deliver schemes funded by the programme that support Good Growth.

TfL housing sites

We continue to directly support the delivery of new homes on land we own across London. Work has already either started or completed on more than 2,000 homes and, in addition, we have planning approval for a further 6,400 across 20 sites. We have schemes submitted for planning that should be capable of delivering circa 600 more new homes, and up to a further 700 homes are due to be submitted to planning this year.

Approvals at planning committee and on appeal last year have included:

- 454 homes (40% affordable) at Wembley Park (Brent)
- 162 homes (40% affordable) at Arnos Grove (Enfield)
- 351 homes (40% affordable) at Cockfosters (Enfield)
- 51 homes (45% affordable) at Old Brompton Road (Kensington and Chelsea)

There is a significant pipeline of sites which will enable the delivery of a total of 20,000 homes over the next ten years, alongside delivering operational improvements.

Since 2016, more than 50 per cent of the homes brought forward are affordable housing.

We remain committed to delivering its housing programme in full as soon as possible, and are working with the GLA, developers and councils to make sure that it can build the homes our city needs in a safe, responsible and transparent way. To help facilitate this we work through our property company, TTL Properties Limited (TTLP).

Going forward all schemes in the programme will be rigorously reviewed to ensure they achieve industry leading levels of sustainability in line with the TfL Property Development Sustainable Development Framework, which is a metric-driven approach to optimising, specifying, delivering and monitoring best-in-class sustainability performance across the development portfolio. In terms of energy and carbon reduction, this means an average reduction of emissions of 55 per cent (and up to 80 per cent on some projects) which significantly exceeds the London Plan requirement of 35 per cent carbon reduction. All of our developments are net zero carbon as per the London Plan definition (i.e. operational carbon) and we are currently looking to procure responsible offsets and achieve whole life net zero carbon as per the United Kingdom Green Building Council definition (and where feasible aligned to London Energy Transformation Initiative with no offsets required for operational carbon). We are committed to achieve this by 2030 but would like to bring that date forward for our residential and commercial property development programme. For our existing housing estate, which will require retrofitting etc, and this will be done by 2030.

Development of these sites in and around transport infrastructure, including bus depots and train stations, supports the electrification of the bus fleet and helps to facilitate Step Free Access at a number of our stations. Given the sustainable location of the majority of these sites we are able to deliver primarily car free developments.

Progress against our aims

Overall delivery of homes and jobs in London is not within our direct control. However, we can influence London-wide policy, and the MTS has a number of proposals focused on improving the sustainability of new developments.

The MTS sets an ambition to increase the number of Londoners living in areas well served by public transport – as measured by the Public Transport Access Level (PTAL). We have developed a measure of the proportion of Londoners living in PTAL (4+), both in Greater London and specifically in Opportunity Areas, where substantial housing growth is expected.

The proportion in PTAL 4+ has been rising because of population growth around public transport, and because PTALs have increased since 2010. Future progress is reliant on new homes being built and jobs generated in well-connected locations and would be undermined by service reductions, if implemented.

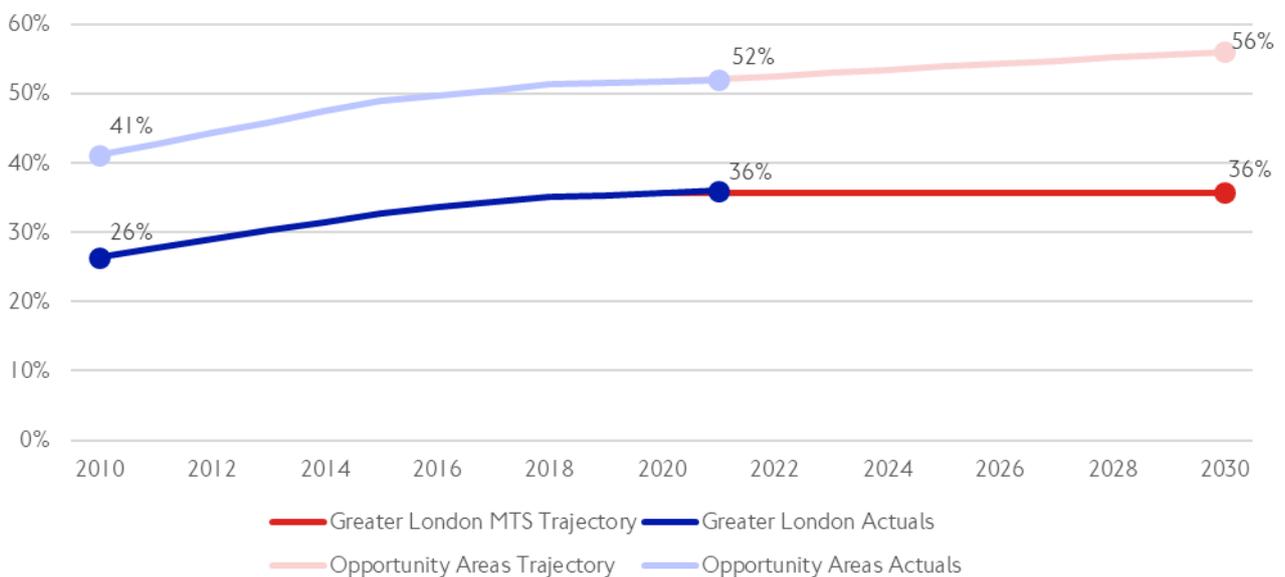


Figure 41. MTS Tracker for Sustainable and Unlocking: Proportion of population living in high PTAL.
Source: TfL.

Future delivery supporting New Homes & Jobs

We will continue to work with boroughs and exert pressure on car parking provision in London as local plans make their way through the planning system. We will also increase our focus on ensuring local plans adequately plan for cycle networks, which will be made easier and more likely to succeed with the London Plan Guidance published this year.

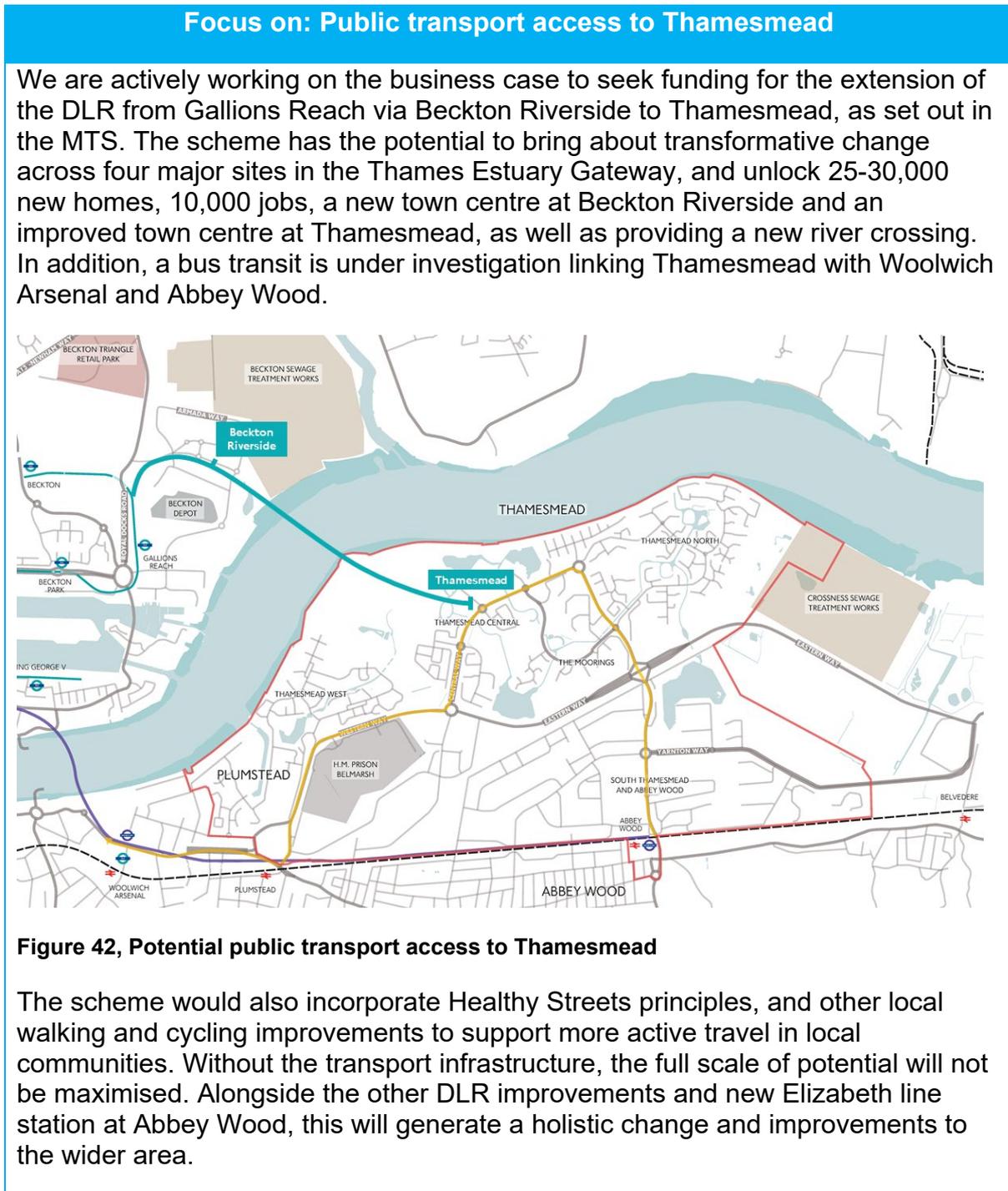
We shape the city through our development management function, securing improvements to design and the sustainability of sites, as well as funding from developers to continuously enhance and expand the public and active travel networks in London. Taken together with improving local policies, this is the most effective way to deliver mode shift in London.

We will continue to make the case that maintaining and improving London's public transport infrastructure is crucial for achievement of shared policy goals with government,

including the increase in development that is required by both Mayoral and national policies.

Major new rail projects

A number of projects which will unlock future growth in London are reliant on and in need of funding to secure delivery in the long term. These projects form an important part of meeting London's current and future needs, both in terms of strategic areas of growth and benefitting existing communities.



A strategic outline case for these proposals and how they support development is being drafted and will be presented to the Government early next year. Subject to funding and approvals, an application for consent could be submitted in 2025 with services operating by the early 2030s.

We are working closely alongside the LB Newham, Royal Borough of Greenwich, the GLA, Homes England, Government departments and the private sector to bring an affordable and deliverable scheme forward.

West London Orbital

We are continuing to work closely with the West London Alliance and associated boroughs to develop the case for the West London Orbital. The West London Alliance is a partnership covering seven West London boroughs – Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. This much needed new orbital link would significantly improve connectivity across this part of outer London and support sustainable housing growth and jobs across west London. It would also offer interchange opportunities with the Elizabeth line and High Speed 2. The scheme is still at an early stage of development but, together with the boroughs, we are developing the feasibility design and the case for the scheme. To deliver it, funding will be required from Government as well as from local sources. Subject to funding, an application for consent could be submitted in 2024, with services operating by the end of the decade.

Bakerloo line extension & Crossrail 2

The Bakerloo line extension has been safeguarded from Elephant and Castle to Lewisham and will be developed in future subject to a viable funding package. It will unlock up to 25,000 homes and 5,000 jobs, improve capacity and connectivity in Old Kent Road and the wider south-east corridor.

Crossrail 2 safeguarding needed to be refreshed and, subject to DfT approval, we aim to complete this by this summer. Crossrail 2 could play a vital role in providing new connections across London, improving transport capacity across the network at the point it is needed, and unlocking homes and jobs across the capital and beyond.

While we recognise the schemes are not presently affordable, by safeguarding their routes we keep open the possibility of delivering them in later decades. Both schemes have an important role in London's future growth and we will continue to promote these schemes at a national, regional and local level.

4. Future delivery of the MTS

The previous section established our progress against each MTS outcome, together with the level of change needed by 2030 to remain on trajectory towards the 2041 ambitions (based on the measures on the MTS Tracker). These are summarised in Table 5. The scale of the challenge is large, and achieving these ambitions therefore requires an integrated approach and commitment to long-term change.

Table 5. MTS Tracker June 2022

Outcome	Measure	2021	Aim 2030	Forecast 2030
Mode Share	Percentage of trips undertaken by active, efficient and sustainable modes	58%	68%	64%
Active	% of Londoners doing 20min active travel per day	35%	52%	37%
Safe	Number of people killed or seriously injured on London's roads	26% below 2010-14 baseline	70% below baseline	36% below baseline
	Number of customers killed or seriously injured on TfL services	190	45% below 2021	8% below 2021
Efficient	Number of car trips crossing cordons in central, inner and outer London	Outer 1.8m; Inner 1.3m ⁷ ; Central 0.5m	Outer 1.8m; Inner 1.1m; Central 0.6m	Outer 2.2m; Inner 1.3m; Central 0.6m
	Average roadside NO ₂ concentration in central, inner and outer London	Outer 31; Inner 32; Central 34	Outer 19; Inner 22; Central 26	Forecast not available, but we are on trajectory towards the ambitions
Green	All CO ₂ emissions from London's transport network	6.3m tonnes (2020 figure)	4.4m tonnes	4m tonnes in MTS, aspiration now to reach net zero
Connected	% of Londoners living within 400 metres of a bus stop	96.5%	96.5%	96.5% (subject to service level review)
Accessible	Additional journey time by step-free routes	7 minutes	5.4 minutes	4.8 min (needs investment)
Quality	Percentage of rail travelled km in crowding above 2 persons per sq. metre	2.7%	8%	8%
	Average bus speed (within safety and speed limits)	9.6mph	10.2mph	9.1mph

⁷ 2019 figure for inner London

Outcome	Measure	2021	Aim 2030	Forecast 2030
New Homes & Jobs	Proportion of population living in PTAL 4 or higher, in Greater London and Opportunity Areas	London 36%; OAs 52%	London 36%; OAs 56%	London 36%; OAs 56%

Table 5 shows that significant progress will be required this decade to remain on trajectory towards the 2041 aims, based on the assumption that the rate of progress will be even between the 2020s and 2030s.

Many of the outcomes of the MTS are interrelated and progress on one outcome can support progress towards many other outcomes. On this basis, we have identified three key areas for action to address the most pressing issues where we will need to make progress in the coming years. These are:

1. Reducing traffic
2. More progress on safety
3. Continuing investment

Reducing traffic

The majority of MTS outcomes, including Mode Share, Safe, Active, Efficient, Green and bus speeds, depend on reducing the volume of car traffic on London's roads. Traffic reduction is fundamental to the goals of the MTS, which sets a target to reduce the number of car journeys made in London by three million every day by 2041, based on 2015 levels.

Between 2000 and 2011, the number of weekly car driver trips in Greater London reduced from 6.8m to 5.9m. Subsequently, the rate of decline has slowed significantly, and in outer London car travel has started to increase.

During the pandemic, London saw a sharp reduction in traffic levels, especially during times of lockdown. This contributed to attractive environments for walking and cycling, and significantly improved bus speeds. Since then, road traffic returned earlier and at a higher level than public transport, with recent trends suggesting a stable picture at just below pre-pandemic traffic levels.

We are taking bold action to accelerate the trend of reducing car travel, working with boroughs to deliver a range of inter-linked measures:

- Delivering our Walking and Cycling Action Plans, together with our new Bus Action Plan. These Plans include infrastructure and non-infrastructure measures to make walking, cycling and buses more attractive than cars, including reducing parking and reallocating more road space to sustainable modes;
- Working with London boroughs to plan and deliver measures to provide convenient alternatives to the car for local journeys, including local improvements to bus and cycle networks and measures such as cycle parking which reduce the need for car ownership. This will build on the latest round of borough Local Implementation Plans developed for 2022/23;

- Managing the street network in a way that makes walking, cycling and public transport attractive and appealing choices for journeys. In 2022/23 we aim to deliver 15,000 hours of savings every day for people using sustainable modes as part of our signals retiming programme, as well as continuing to enhance our traffic management capabilities through investment in the SITS; and
- Consulting on expanding the Ultra Low Emission Zone London-wide in 2023, and on the potential for a future road user charging scheme that could integrate existing schemes by the end of the decade. Both of these would encourage reductions in car use and ownership.

More progress on safety

Achieving Vision Zero ambitions both on London's roads and our public transport services is a critical, long-term undertaking. Improving safety will not only help achieve the Safe outcome of the MTS but will make sustainable travel more attractive for everyone – which is vital to making progress against Mode Share, Active, Efficient and Green outcomes.

Vision Zero on London's roads requires a safe systems approach, based around five key pillars of action: Safe Speeds, Safe Streets, Safe Vehicles and Safe Behaviours, as well as post-collision response.

There was a significant reduction in the number of people killed or seriously injured in 2020, during pandemic conditions on the roads. However, 2021 saw a reversal of this trend as car journeys returned to near normal levels, and people killed or seriously injured increased compared to 2020. Unless improvements are made, we are forecast to significantly miss our interim 2022 aim.

The good news is we have a clear set of priorities that will help affect change. Traffic reduction remains one of the most effective ways of reducing the number of people killed or seriously injured on our roads, particularly in residential neighbourhoods, and lowering speeds reduces the likelihood and severity of collisions that may occur. Nearly half of London's roads have a 20mph limit and we need to set the expectation that all roads should be 20mph by default, with justification provided as to why a higher limit would be more suitable.

By focusing our available investment where excess harm is occurring on our roads, such as at the most dangerous junctions, we will reduce the likelihood of collisions occurring. We will need to continue our Safer Junctions programme and understand how interventions can be accelerated at pace as funding allows.

We must continue to reduce the danger at source with safer vehicles. We have been leading the way in this area with Direct Vision Standard and the Bus Safety Standard. We will be building on both in the coming years to address safety of heavy goods vehicles and buses. Progress on implementing safety features on cars is lagging. Cars have become much safer for their occupants during the 21st century, but much less has been done to reduce the danger cars pose to other street users. Technologies are available or developing that can make a real difference to this, most notably ISA. Progress in improving vehicle safety relies on legislation and further development by manufacturers. We are

recommending to government that they adopt stretching ambitions for vehicle safety measures and continue to engage with them on a regular basis.

We must continue to reduce dangerous behaviours and better protect people when they are most at risk, such as walking, cycling or riding a motorcycle. Working with the MPS, our new and enhanced enforcement capacity will allow for a million additional offences to be enforced by 2023/24. We also need to prioritise road safety investment to help reduce the gap in road safety outcomes in areas of high deprivation, inequality and vulnerability and will be publishing further research soon.

Around 70 per cent of deaths and serious injuries in London take place on borough roads, so the strategic partnership between us, the police and London boroughs is the foundation of our approach to achieving Vision Zero.

We commend the work undertaken by boroughs over many years to reduce road risk in their areas and to lead the way with key interventions such as area wide 20mph limits and School Streets. The scope of this ambition and the embracing of Vision Zero is very clear in many borough Local Implementation Plans. While each borough is unique, there is a core set of actions pioneered by the most ambitious that all boroughs can take to reduce the impact of road risk and the toll of road deaths and injury to their residents:

- Lowering speed limits to 20mph;
- Reducing traffic on local streets for safer, greener roads to protect children and people walking and cycling;
- Designing streets with safety in mind, to help everyone get around safely and make active travel attractive;
- Promoting and encouraging ways to travel that pose less risk to other people on the roads; and
- Leading by example in committing to eliminating casualties on our streets, through supply chains and fleets.

Major risks to ongoing improvement in safety include the emerging tendency for larger vehicles, which increase the risk of serious injury or fatality in any collisions. The fact that much of the required progress is outside our direct control is a risk, though we use our influence as much as possible to both encourage individual behaviour change as well as pressing government for regulatory improvements that would encourage safer vehicles.

Compared to the number of deaths and serious injuries on London's road network, our public transport network is relatively safe. Our focus here is to maintain and continually improve the safety of our public transport network. We are working to ensure our policies and processes are evolving to do that, and that we are sharing learning across our public transport modes. We apply a focused approach on the areas we expect to drive the biggest change. Vision Zero for public transport takes a similar safe systems approach focusing on Safe People, Safe Places and Safe Policies and Processes.

Customers most commonly injure themselves through slips, trips or falls. We have strategies to understand why these injuries happen across different modes, and to assess further action needed to prevent them.

To keep our customers safe our stations, stops and vehicles need to be safe places to travel on and through. As part of the Bus Safety Standard, from 2024 all new buses

entering the London bus fleet must have additional safety features. In addition to reducing road risk, these requirements include improved occupant friendly interiors to reduce risk to passengers on the bus.

A focus on safe people, both through the behaviours of our workforce and customers, helps keep customers safe whilst travelling. On London Underground, intoxication is frequently a contributory factor in slips, trips and falls and London Underground's intoxication strategy aims to reduce customer injuries, and help our customers feel safe. The strategy takes the four E's approach to behaviour change: Engagement, Education, Encouragement and Enforcement. The key to tackling intoxication on the front line is through consistent staff engagement to support and assist our more vulnerable customers. As part of this work, behaviour change workshops continue to be delivered at our hotspot stations where customer injuries are highest. The workshop explores drivers of customer behaviours and works with station staff to implement interventions tailored to the specific challenges at each station.

Continuing investment

The pandemic has had a devastating impact on our finances. With financial support from Government, we have been able to continue operating our services as well as making targeted investments to improve London's transport network. Looking to the future, we have demonstrated how we will reach financial sustainability, and no longer require emergency revenue support, by April 2023, but this by itself is not adequate to fund the continuing investments needed to achieve shared policy goals between the Mayor and Government. The level of investment which can be afforded under our current Budget (to 2025/26) is 'managed decline'⁸ characterised by only completing contractually committed enhancement projects (except coroner-mandated safety schemes or financially positive business cases). This means no new Healthy Streets schemes, step-free access projects or Growth Fund, as well as the replacement of future rolling stock such as the Bakerloo and Central lines being deferred into the late 2030s. If this level of investment is continued in the long-term, then there would be a profound impact on delivery of MTS outcomes. Further capital funding is essential if London, like the UK's other great cities, is to contribute to pressing national priorities.

There are several critical steps to securing and maximising the impact of investment in London's transport network:

- We continue to discuss our funding requirements for the next three years (the Spending Review period) with central Government. We have been clear that long-term funding certainty is needed for us to commit to the ongoing renewal and improvement of London's transport network, which is critical both for achieving MTS aims but also those of central Government. These discussions have been progressing and we hope will lead to confirmed investment funding over the Spending Review period;
- Beyond the Spending Review period, the need for funding certainty and continued investment in London's transport network will continue. We will keep building the

⁸ Our 'Managed Decline' scenario is set out in our Financial Sustainability Plan <https://content.tfl.gov.uk/financial-sustainability-plan-11-january-2021.pdf>

- evidence base of the benefits of investment in London, and consequences of allowing our network to move into Managed Decline, to ensure we are in the best possible place to lobby for funding in the next Spending Review;
- We will be submitting evidence to the National Infrastructure Committee to inform their development of an updated National Infrastructure Assessment, expected to be published in autumn 2023. This will set out the spending requirements for infrastructure across the country, and we will be making the case for why continued investment in London's transport network is needed and beneficial to national policy goals;
 - Alongside securing funding, we must ensure our own financial sustainability. Ensuring all our activities – both operations and investment – are delivered as efficiently as possible means we can maximise the available funding to deliver the improvements the transport network needs. Our Financial Sustainability Plan, published in January 2021, set out how we would achieve this financial sustainability, and we continue to progress the key workstreams set out in that plan; and
 - It is critical our investment is targeted as much as possible towards improving MTS outcomes. To support this, we are developing evidence-led tools to inform our next Business Plan and aligning these both to the MTS ambitions and our Vision & Values, allowing us to prioritise the projects which will deliver the most progress against our ambitions.

5. Conclusion

The pandemic significantly affected how people have travelled in and around the capital, both in the short- and the longer-term. At the time of writing, whilst all formal coronavirus pandemic restrictions have been removed and demand on the principal public transport networks is recovering, it remains materially below pre-coronavirus pandemic levels. It is also becoming clear that some travel behaviours, catalysed by the pandemic, are tending to persist into the post pandemic period, for example hybrid working, more living and working locally, and a range of new challenges relating to the increasing cost of living are likely to be factors affecting the pace of the recovery for the foreseeable future.

As we begin to move on from the worst stages of the coronavirus pandemic, we need to continue to ensure we are closing gaps in progress to avoid a long-term car-led recovery, protect the health of Londoners and respond to the climate emergency.

With continued investment we will deliver this by focusing on actions grouped under two strategic themes: reducing traffic and progress on safety. This will require bold action by us and the boroughs to deliver further Healthy Streets schemes and public transport enhancement while at the same time disincentivising motor vehicle trips, through future road user charging to reduce traffic dominance and CO₂ emissions. We also need to work on cleaning up the remaining essential traffic by consulting on an extended ULEZ and incentivising a switch to electric vehicles.

We continue to make best use of our available resources to deliver high quality services, plan for the future, and maintain our infrastructure to support mayoral ambitions for transport, jobs, homes and the environment. However, securing stable long-term funding is key to unlocking the full potential of the MTS vision.

Board



Date: 8 June 2022

Item: Collective Executive Decision Making

This paper will be considered in public

1 Summary

- 1.1. This paper sets out a proposal for TfL's Chief Officers to be able to make certain decisions collectively and seeks approval to amend Standing Orders to facilitate that and related changes.

2 Recommendation

- 2.1 The Board is asked to note the paper and authorise the General Counsel to implement the changes to Standing Orders as described in this paper.**

3 Background

- 3.1 TfL's governance model, in keeping with other organisations of similar size and complexity, generally authorise individual accountable officers to make decisions, albeit they may choose to do so with the benefit of contributions from a wider group of colleagues and advisers.
- 3.2 TfL's current Standing Orders provide for decisions of Officers to be made individually, rather than collectively so a change to this approach requires an amendment to Standing Orders, which is a matter reserved to the Board.

4 Proposed Changes to Standing Orders

- 4.1 Enabling members of the Executive Committee or groups comprising Chief Officers and other senior staff where appropriate to make decisions collectively, as opposed to individually, is proposed to strengthen collective accountability for strategic issues. This approach will not be appropriate or efficient for all decisions, so a default position retaining individual decision making is proposed, with collective decision making applying where the Commissioner or relevant Chief Officers consider that appropriate.
- 4.2 It is envisaged that decisions made collectively by the Commissioner, Chief Officers and Senior staff will be addressed in the usual cycle of management meetings, including the Executive Committee or appropriate themed strategic meetings and the Commissioner will, from time to time, issue guidance for such meetings to ensure appropriate arrangements are in place.
- 4.3 A change is also proposed to the wording of Standing Order 121 for ease of reading.

4.4 The changes proposed to Standing Orders 121 and 124 are shown in Appendix 1.

Appendices to this paper

Appendix 1: Proposed revised Standing Orders (changes marked)

Background Papers

None

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Proposed revised Standing Orders

121. The Board delegates to the Commissioner the discharge of any functions of TfL, except for functions:
- (a) reserved to the Board; or
 - (b) specifically delegated by the Board to another body or Postholder otherwise than by Standing Orders,
- provided that, where functions of TfL are delegated to Officers under Standing Orders, the Commissioner is not prevented from exercising those functions himself.
122. The Board delegates to the Commissioner the appointment and removal of:
- (a) directors of Subsidiary Entities (but not directors of Subsidiaries of those entities (see standing order 118)) where the approval of TfL is required; and
 - (b) directors of Associate or Joint Venture Entities where the approval of TfL is required (but not directors of an Associate or Joint Venture Entity within the responsibility of a Subsidiary Entity (see standing order 118)).
123. The Board appoints the Commissioner (or, in his absence, General Counsel) to be the shareholder representative of Transport for London in respect of its subsidiaries Transport Trading Limited and London Transport Insurance (Guernsey) Limited.

General delegation to Chief Officers and specified Officers

124. The Board delegates to each Chief Officer, and the Director of Communications and Corporate Affairs the discharge of any functions of TfL in respect of matters for which that Chief Officer or Officer has responsibility:
- (a) across the TfL Group;
 - (b) in a managerial position; and/or
 - (c) in a professional position;

except for functions reserved to the Board or delegated to other bodies or Postholders by Standing Orders or otherwise. Any Chief Officer, or the Commissioner in discharging any function delegated under Standing Order 121, may choose to discharge any such function collectively with other Chief Officers in accordance with any guidance that the Commissioner may issue in accordance with Standing Order 108(c).

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Board



Date: 8 June 2022

Item: Board Effectiveness Review 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the issues for consideration that arose from the Board Effectiveness Review 2021, reported to the Board on 8 December 2021. It also seeks approval for the proposed scope of an externally led Board Effectiveness Review for 2022.
- 1.2 Members are invited to suggest further issues for the review to consider or focus on. The review will be conducted in summer/autumn and reported to the Board in December 2022.

2 Recommendations

- 2.1 **The Board is asked to approve the scope for the externally led Board Effectiveness Review 2022, as set out in the paper.**

3 Background

- 3.1 In line with good corporate governance practice, TfL reviews the effectiveness of its Board and its decision-making structure every year. Reviews are led by the Deputy Chair of TfL, with an externally led review commissioned every third year. The review reports are submitted to the Board for discussion.
- 3.2 The last two reviews have been led by the Deputy Chair and so it is proposed to commission an external expert to conduct the review for 2022.

4 Progress against the 2021 Review

- 4.1 The 2021 review concluded that the robustness of our decision-making structure and clarity of our role, along with the calibre and diversity of our Members and the strength of our culture, had enabled the Board to step-up to the challenges posed over the last two years. It was acknowledged that the Board had shown great fortitude and flexibility during this difficult period and despite the challenges had continued to add tremendous value.
- 4.2 Under each of the scope headings, there were further items for consideration. These are listed below, along with a mid-year update on progress.

Role of the Board

4.3 There were two issues for consideration:

- (a) We will continue to allocate more time for informal engagement, including on the Business Plan and risk management: Members continue to be offered opportunities for briefings and informal engagement.
 - (i) A Board and Executive Committee discussion has been held on risk management in May 2022. Engagement on the Business Plan will commence following approval of the next funding settlement.
- (b) We will invite Members to TfL stakeholder engagement events as they occur and continue to provide more information on engagement with and the view of stakeholders on TfL's proposals and services.
 - (i) To date, Members have attended events relating to the testing and then opening of the Elizabeth line alongside key stakeholders. Stakeholder engagement and views are increasingly included in Board level papers, though there is more to be done to make this systematic.

Board composition

4.4 There were two issues for consideration:

- (a) We will maintain the aspiration for the Board to match the profile of London for all future recruitment and appointment processes.
 - (i) There has been a significant improvement in the diversity of the Board since 2016 and this will again be a key consideration for the Mayor in 2024.
- (b) Existing Members were encouraged to provide support and guidance to the new Members and to all fellow Members in the transition to the new membership arrangements for the Committees and Panels.
 - (i) Induction programmes were provided for the new Members.
 - (ii) The outgoing Chairs and Vice-Chairs of Committees and Panels effectively supported their successors to ensure a smooth transition. The effectiveness of the Committees and Panels, under their new membership, will be assessed as part of the 2022 review.

Board culture and relationships

4.5 There were three issues for further consideration:

- (a) We will continue the focus on reducing the time spent presenting papers to allow more time for discussion.

- (i) This is an ongoing process.
- (b) We will continue to explore the use of technology to enhance Member engagement and the efficiency and transparency of our decision-making.
 - (i) We have continued to contemporaneously webcast our Board-level meetings and the recordings are archived. Teams is used to enable Members and staff unable to attend a meeting in person to still take part in discussions.
- (c) We will continue refining the summaries in reports to provide better signposting of key issues.
 - (i) We have continued to improve the focus of summaries. This is an ongoing process.

Board Committees, Panels and reporting

4.6 There was one issue for further consideration:

- (a) Proposals to establish a Land and Property Committee, including membership, Terms of Reference, and consequential changes to Standing Orders and the Terms of Reference of the Finance Committee, will be submitted to the Board for approval in 2022.
 - (i) The meeting of the Board on 23 March 2022 agreed to establish the Committee. The first meeting is scheduled for 30 June 2022.

5 Scope of the 2022 Board Effectiveness Review

5.1 It is proposed that the scope of the review be consistent with the most recent externally led and Deputy Chair reviews, as that enables progress to be benchmarked. The proposed areas of focus are drawn from the issues considered by the 2021 review:

- (a) The role of the Board – with a focus on:
 - (i) its engagement in relation to London and TfL’s recovery and securing long-term funding and moving toward financial sustainability; and
 - (ii) considering the views of stakeholders.
- (b) Board composition – to review:
 - (i) the current skills, knowledge and experience mix; and
 - (ii) the effectiveness of the induction arrangements for new Members.
- (c) Board culture and relationships – with a focus on:

- (i) the hand over arrangements following the substantive changes to the composition of the Committees and Panels from 1 January 2022;
 - (ii) the way reports are presented at meetings, to allow more time for discussion; and
 - (iii) the progress in refining paper summaries to provide better signposting of key issues.
- (d) Board Committees, Panels and reporting – to review:
- (i) the impact of the substantive changes to the composition of the Committees and Panels from 1 January 2022;
 - (ii) the effectiveness of the establishment and operation of the new Land and Property Committee; and
 - (iii) if any further changes to the decision-making structure are required for the Board to fulfil its role.

5.2 Members are invited to suggest further issues for the review to focus on. This may be refined further by the external specialist provider based on current best practice.

5.3 The review will be conducted by an external provider later in the year. This will include a review of Board information and meetings, a questionnaire to Members and the Executive Committee and 1-1 interviews. The final report will be submitted to the Board for consideration in December 2022.

Appendices to this paper

None

Background Papers

Board Effectiveness Review 2021 paper considered by the Board on 8 December 2021.

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Board



Date: 8 June 2022

Item: Report of the Meetings of the Elizabeth Line Committee held on 24 March and 25 May 2022

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Elizabeth Line Committee at its meetings on 24 March and 25 May 2022.

2 Recommendation

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

3 Committee Agenda and Summary

3.1 The papers for the meeting of the Committee held on 24 March 2022 were published on 16 March 2022 and the papers for the meeting of the Committee held on 25 May 2022 were published on 17 May 2022. These papers are available on the [TfL website](#) with a link to the video recording of the meetings on [TfL's YouTube channel](#).

3.2 The main matters considered by the Committee at both meetings were:

- (a) Safety Update;
- (b) Elizabeth Line Readiness Update;
- (c) Project Status Update;
- (d) Finance and Risk Update;
- (e) Elizabeth Line Programme Assurance Update; and
- (f) Project Representative Report.

3.3 A summary of the items considered is provided below. The minutes of the meeting on 24 March were approved at the meeting on 25 May 2022. The more detailed minutes of the meeting held on 25 May will be published ahead of the meeting of the Committee on 14 July 2022.

4 Issues Discussed

- 4.1 The meeting of the Committee on 25 May 2022, was the day after the successful launch of the Elizabeth line into operational service. The Committee commended the Crossrail and TfL management teams for the work that they had done to deliver the project. It acknowledged that significant benefits had been realised following the transfer of governance into TfL in 2020 and the enhanced assurance processes.
- 4.2 Several members of the Crossrail management team would be leaving shortly, including Mark Wild CEO and Hannah Quince, Chief of Staff. Stephen Hill, the Project Representative, was also attending his last meeting. The Committee thanked them all for their contribution to the successful delivery of the project.

Safety Update

- 4.3 The Committee noted the update on safety on the Crossrail project for Periods 10 and 11 (24 March 2022) and 12 and 13 (25 May 2022), 2021/22.
- 4.4 There were no significant incidents in Periods 10 and 11, 2021/22. During Periods 12 and 13, 2021/22 there was one significant incident, classified as a high potential near miss, caused by Storm Eunice, but there was no harm to people as a result.

Elizabeth Line Readiness Update

- 4.5 In March 2022, the Committee noted the updates on the performance of the TfL Rail operational service and the status of the readiness of the Infrastructure Managers for the operations and maintenance of the railway after handover from Crossrail.
- 4.6 On 25 May 2022, the Committee noted that the Elizabeth line had opened on 24 May 2022, with a full service across the entire route expected by May 2023.
- 4.7 An update on asset monitoring and Stage 5b (peak frequency of 24 trains per hour) was also provided.
- 4.8 Future meetings would consider papers on the progress toward the final stages of an integrated end-to-end railway. It would also receive a comprehensive operational performance report. A representative from Network Rail would also be invited to attend future meetings.

Project Status Update

- 4.9 The Committee noted the update on the status of the Crossrail project.
- 4.10 On 25 May 2022, the report included more detailed performance data, as requested by the Committee. It noted the changes to staffing following the launch of the line and the project moving to its final stages.

- 4.11 A Crossrail learning legacy established in 2012 had been maintained so that lessons could be applied to other major projects and was already being used by HS2. Technical work was about to be published. There were also 10 strategic papers to be completed over the summer, which would be peer reviewed and then published in a symposium of Crossrail in October 2022. Information would be shared with the Committee.

Finance and Risk Update

- 4.6 The Committee noted the update on Crossrail's financial performance for Periods 10 and 11 (24 March 2022) and 12 and 13 (25 May 2022), 2021/22.

Elizabeth Line Programme Assurance Update

- 4.7 The Committee noted progress with Programme Assurance activity across the Crossrail three Lines of Defence Integrated Assurance Framework.
- 4.8 The assessment of the Third Line of Defence was that the overall assurance framework continued to operate effectively.

Project Representative (P-Rep) Report

- 4.9 The Committee noted the latest periodic reports from the P-Rep on the Crossrail project and the management responses to these reports, for Periods 10 and 11 (24 March 2022) and 12 and 13 (25 May 2022), 2021/22. Copies are also available on the TfL website, with commercially sensitive material redacted.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Elizabeth Line Committee on 24 March and 25 May 2022.

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Board



Date: 8 June 2022

Item: Report of the Meeting of the Programmes and Investment Committee held on 18 May 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Programmes and Investment Committee on 18 May 2022.

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee held on 18 May 2022 were published on 10 May 2022 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Independent Investment Programme Advisory Group Quarterly Report;
- (c) TfL Project Assurance Update;
- (d) London Underground Technology Programme;
- (e) Surface Transport Asset Renewals Programme; and
- (f) Capital Efficiencies Report, 2021/22.

- 3.3 A summary of the items considered and the decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 20 July 2022.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting on 2 March 2022 there had been three uses of Chair's Action in

relation to (a) approvals from the 2 March meeting, as it was held online; (b) Expanding Pay As You Go on Rail in the South East; and (c) Healthy Streets Programme Continuation.

- 4.2 The Commissioner had approved three Procurement Authority requests in relation to the Piccadilly Line Upgrade Track – Manufacturing Contract for Composite Conductor Rail and Accessories; London-wide Ultra Low Emission Zone (Road User Charging 2023 Scheme); and the variation of the Managed Services contract to cover additional business critical changes to the SAP system.
- 4.3 The Chief Finance Officer had approved one Procurement Authority request in relation to Project Support Agreement – Four Lines Modernisation Wayside Works Agreement Wayside Delivery and Wayside Asset Protection.
- 4.4 There had been no Mayoral Directions to TfL within the Committee’s remit.

Independent Investment Programme Advisory Group Quarterly Report

- 4.5 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report.
- 4.6 IIPAG had completed work on two cross-cutting areas. A review of the Project Management Office (PMO) found that the PMO had been reinvigorated and good progress had been made since 2021. Some areas remained underdeveloped. No specific recommendations were made other than to encourage the PMO to maintain momentum. A review of the treatment of risk found that there was an under provision of risk in some cases.
- 4.7 Members welcomed the reviews and agreed that it was important to track the outcome of decisions, particularly when there were lessons to learn.
- 4.8 Loss of talent remained a risk for TfL. The reorganisation of senior roles clarified accountabilities, provided better governance and would guard against optimism bias.

TfL Project Assurance Update

- 4.9 The Committee noted the update on the project assurance work undertaken between 21 January and 31 March 2022 and the key findings from the reviews.
- 4.10 Seven detailed reviews had been conducted, of which IIPAG were involved in five. The reviews gave rise to a total of 25 recommendations being made, of which none were considered to be critical issues.
- 4.11 There had been an improvement in the close out of recommendations in Quarter 4 of 2021/22. There were two overdue critical recommendations relating to London Underground (LU) projects and Project Assurance continued to work with the teams and progress was being made on both.

London Underground Technology Programme

- 4.12 The Committee noted the paper, which provided an update on the rolling programme to renew operational technology in LU, and approved additional Programme and Project Authority of £63.3m.
- 4.13 A significant proportion of the requested authority was for the Future Operational Network, which related to the renewals of existing systems and the future strategy post 2026. The amount requested was derived through the prioritisation process, whereby each portfolio was given an allocation based on the prioritisation of its assets. Future papers would make clearer how amounts requested were determined to be appropriate.

Surface Transport Asset Renewals Programme

- 4.14 The Committee noted the paper, which provided an update on the programmes that deliver essential asset renewals and managed the state of good repair to provide a safe and operable network, and agreed that the current Programme and Project Authority would apply through to the end of 2024/25.
- 4.15 The Programme's budget for 2022/23 had been decreased to ensure it was within the overall £600m allocation from the Budget for capital renewals across all of TfL. This was significantly lower than the 'Do Minimum' scenario needed to maintain the current condition of the assets. Consequently, TfL's assets were now subject to a 'Managed Decline' scenario where it was forecast that asset condition would deteriorate in 2022/23.
- 4.16 A work bank of schemes was being developed for the future, so the schemes would be ready if certainty of funding was secured.
- 4.17 Restrictions on assets, such as reducing the speed limit on the A40 from 50mph to 40mph, were taken on a case by case basis. TfL needed to maintain safety but also model impacts on other road users and TfL services.
- 4.18 The Commissioner noted that if assets continued to degrade, it would cost more in the long term and take longer to return to a state of good repair. TfL would not allow assets to be unsafe whilst in operation.

Capital Efficiencies Report, 2021/22

- 4.19 The Committee noted the paper, which set out how TfL delivered on the milestones contained in the Capital Efficiency Plan and set out the efficiencies realised during the year.
- 4.20 The target for 2021/22 had been achieved through business as usual activities. Capital Efficiencies workstreams were progressing well. Where there was funding certainty, such as with the Piccadilly Line Upgrade Programme, it was possible to deliver efficient procurement.

4.21 Members were encouraged by the progress made. The report did not currently include efficiencies that would be delivered through the organisational changes.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 18 May 2022

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Board



Date: 8 June 2022

Item: Report of the Meeting of the Audit and Assurance Committee held on 6 June 2022

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items to be considered by the Audit and Assurance Committee at its meeting on 6 June 2022 (after the date that the papers for this meeting of the Board are published).

2 Recommendation

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

3 Committee Agenda and Summary

- 3.1 The papers for the meeting of the Committee to be held on 6 June 2022 were published on 25 May 2022 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters to be considered by the Committee are:

- (a) Annual Report 2021/22;
- (b) TfL Statement of Accounts for the Year Ended 31 March 2022;
- (c) EY Report to Those Charged with Governance;
- (d) EY Letter on Independence and Objectivity;
- (e) EY Report on Non-Audit Fees for Six Months Ended 31 March 2022;
- (f) Annual Audit Fee 2022/23;
- (g) Risk and Assurance Quarter 4 Report 2021/22;
- (h) Risk and Assurance Annual Report 2021/22;
- (i) Independent Investment Programme Advisory Group Quarterly Report;
- (j) Elizabeth Line Programme Assurance Quarter 4 Report 2021/22;

- (k) Review of Governance and the Annual Governance Statement for Year Ended 31 March 2022;
 - (l) Legal Compliance Report (1 October 2021 – 31 March 2022);
 - (m) Finance Control Environment Trend Indicators; and
 - (n) Register of Gifts and Hospitality for Members and Senior Staff.
- 3.3 A summary of the items to be considered and decisions to be taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 21 September 2022.

4 Issues to be Discussed – 6 June 2022

Annual Report 2021/22

- 4.1 The Committee is asked to note the Annual Report and the delegation to the Chief Customer and Strategy Officer to make any adjustments prior to submission to the Board in July 2022.

TfL Statement of Accounts for Year Ended 31 March 2022

- 4.2 The Committee is asked to note the draft Statement of Accounts and the delegation to the Chief Finance Officer to make any adjustments arising from the ongoing audit work prior to submission to the Board in July 2022.

EY Report to Those Charged with Governances

- 4.3 The Committee is asked to note the annual EY Report to Those Charged with Governance.

EY Letter on Independence and Objectivity

- 4.4 The Committee is asked to note the EY letter stating their independence and objectivity.

EY Report on Non-Audit Fees for Six Months Ended 31 March 2022

- 4.5 The Committee is asked to note the EY fees on non-audit fees for six months ended 31 March 2022.

Annual Audit Fee 2022/23

- 4.6 The Committee is asked to note EY's annual audit fee for 2022/23.

Risk and Assurance Quarter 4 Report 2021/22

- 4.7 The Committee is asked to note the work completed by the Risk and Assurance Directorate during Quarter 4 of 2021/22 (12 December 2021 to 31 March 2022) (Q4), the work in progress and planned to start, and other information about the Directorate's activities.

Risk and Assurance Annual Report 2021/22

- 4.8 The Committee is asked to note the Risk and Assurance Annual Report 2021/22.

Independent Investment Programme Advisory Group Quarterly Report

- 4.9 The Committee is asked to note the quarterly report and management response.

Elizabeth Line Programme Assurance Quarter 4 Report 2021/22

- 4.10 The Committee is asked to note the quarterly update on the Elizabeth line programme assurance.

Review of Governance and the Annual Governance Statement for Year Ended 31 March 2022

- 4.11 The Committee is asked to approve the Annual Governance Statement, for signing by the Chair of TfL and the Commissioner, for inclusion in the 2021/22 Annual Report and Accounts. It is also asked to note the progress against the 2021/22 improvement plan and the proposed 2022/23 improvement plan.

Legal Compliance Report (1 October 2021 – 31 March 2022)

- 4.12 The Committee is asked to note the Legal Compliance Report covering the period 1 October 2021 to 31 March 2022.

Finance Control Environment Trend Indicators

- 4.13 The Committee is asked to note the report on Q4 Financial Control Environment Trend Indicators for Finance, Business Services and Procurement.

Register for Gifts and Hospitality for Members and Senior Staff

- 4.14 The Committee is asked to note the quarterly update on the register of gifts and hospitality for Members and senior staff.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 6 June 2022

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