

Agenda

Meeting: Board

Date: Wednesday 16 October 2024

Time: 10:00am

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

Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Zoë Billingham CBE

Prof Greg Clark CBE

Councillor Ross Garrod

Anurag Gupta

Deborah Harris-Ugbomah

Tanya Joseph

Government Observer

Emma Ward

Arthur Kay

Anne McMeel

Mark Phillips

Marie Pye

Keith Richards OBE

Omid Shiraji

Peter Strachan

Sara Turnbull

Samantha Collins-Hill (alternate)

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 [TfL YouTube channel](#) and on the [Greater London Authority's Mayoral Webcasts 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

Andrea Clarke, General Counsel
Tuesday 8 October 2024

**Agenda
Board
Wednesday 16 October 2024**

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 24 July 2024 (Pages 1 - 18)

General Counsel

The Board is asked to approve the minutes of the meeting of the Board held on 24 July 2024 and authorise the Chair to sign them.

**4 Matters Arising, Actions List and Use of Delegated Authority
(Pages 19 - 30)**

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 31 - 62)

Commissioner

The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 24 July 2024 and updates Members on significant projects and initiatives.

6 Finance Report - Period 5, 2024/25 (Pages 63 - 78)

Chief Finance Officer

The Board is asked to note the Finance Report.

7 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 4 September 2024 (Pages 79 - 82)

Panel Member, Mark Phillips

The Board is asked to note the report.

8 Report of the meeting of the Audit and Assurance Committee held on 18 September 2024 (Pages 83 - 86)

Committee Chair, Mark Phillips

The Board is asked to note the report.

9 Report of the meeting of the Land and Property Committee held on 1 October 2024 (Pages 87 - 90)

Committee Vice Chair, Anurag Gupta

The Board is asked to note the report.

10 Report of the meeting of the Customer, Sustainability and Operations Panel held on 2 October 2024 (Pages 91 - 94)

Panel Chair, Marie Pye

The Board is asked to note the report.

11 Report of the meeting of the Programmes and Investment Committee held on 3 October 2024 (Pages 95 - 100)

Committee Chair, Peter Strachan

The Board is asked to note the report.

12 Report of the Meeting of the Finance Committee held on 19 August 2024 and the Meeting to be held on 9 October 2024 (Pages 101 - 104)

Committee Chair, Anne McMeel

The Board is asked to note the report.

13 Any Other Business the Chair Considers Urgent

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

14 Date of Next Meeting

Wednesday 4 December 2024 at 10.00am.

Transport for London

Minutes of the Meeting

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE
10.00am, Wednesday 24 July 2024**

Members

Sadiq Khan (Chair) (up to Minute 42/07/24 (part))
Seb Dance (Deputy Chair, in the Chair from Minute 42/07/24)
Kay Carberry CBE
Professor Greg Clark CBE
Anurag Gupta
Dr Mee Ling Ng OBE
Anne McMeel
Mark Phillips
Marie Pye
Peter Strachan

Government Observer

Samantha Collins-Hill Deputy Director, London Partnerships and Delivery,
Department for Transport

Executive Committee

Andy Lord	Commissioner
Fiona Brunskill	Chief People Officer
Andrea Clarke	General Counsel
Stuart Harvey	Chief Capital Officer
Claire Mann	Chief Operating Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Rachel McLean	Chief Finance Officer
Alex Williams	Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review

Staff

Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Dharmina Shah	Interim Chief of Staff to the Commissioner

38/07/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from: Councillor Ross Garrod, Bronwen Handyside, Dr Nelson Ogunshakin OBE, Dr Nina Skorupska CBE and Dr Lynn Sloman MBE. The Chair, Sadiq Khan, had also indicated that he would need to leave

the meeting at 10.40am. The meeting was quorate. Samantha Collins-Hill was also attending the meeting in place of Emma Ward.

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

With reference to the paper on the agenda on Board Appointments and Decision-making Structure (see Minute 48/07/24), the Chair welcomed the proposed changes to the decision-making structure, which reflected past Board discussions and the Board Effectiveness Review recommendations, as it would give the Board an even closer focus on the oversight of safety and security matters.

The Chair confirmed that, as Mayor, he had approved appointments to the Board, with effect from 9 September 2024, which included seven new Members and these would be announced shortly. He had reappointed Anurag Gupta, Marie Pye, Peter Strachan and Councillor Ross Garrod for four years, Mark Phillips for two years and Professor Greg Clark CBE and Anne McMeel for 12 months to provide continuity and support to the new Members. He thanked them all for agreeing to stay on. He was also consulting with the Trades Union Congress for a member to represent trade union interests.

On 8 September 2024, the terms of office of the following Members would expire: Kay Carberry CBE, Bronwen Handyside, Dr Mee Ling Ng OBE, Dr Nelson Ogunshakin OBE, Dr Nina Skorupska CBE and Dr Lynn Sloman MBE. On behalf of himself and Seb Dance, the Chair thanked them for their incredible service over the last eight years, which had included some real challenges. As reflected in the last two externally led Board Effectiveness Reviews, the Board was very high performing and each of those Members had made a key contribution to that.

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 the appropriate member of the Executive Committee after the meeting.

39/07/24 Declarations of Interests

Since the last meeting of the Board, there had been three updates to declarations: Anurag Gupta had completed his term as a Board Member at The Staff College; Anne McMeel had been appointed as a non-executive director to the Board of the Rail Safety Standards Board and as Chair of its Audit and Risk Committee and she had also been appointed as a Non-Executive director to the National Crime Agency Board; and Dr Nina Skorupska CBE had stood down as the Chief Executive of The Association for Renewable Energy and Clean Technology, previously known as Renewable Energy Association, on 28 June 2024.

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 interests to declare that related specifically to items on the agenda.

40/07/24 Minutes of the Meeting of the Board held on 12 June 2024

The minutes of the meeting of the Board held on 12 June 2024 were approved as a correct record, and the Chair was authorised to sign them.

41/07/24 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. There had been no uses of Chair's Action, nor authority delegated by the Board, nor any Mayoral Directions to TfL since the last meeting of the Board on 12 June 2024.

The paper provided an update on progress against actions agreed at previous meetings.

The Board noted the paper and the actions list.

42/07/24 Commissioner's Report

The Commissioner 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 TfL was working constructively with the new Government and continuing its productive engagement with officials, including having met with the Permanent Secretary and her team. The new administration provided further positive opportunities to showcase how investing in London's infrastructure and transport had a direct positive economic impact on the rest of the UK. By sharing its learnings, TfL could help other cities to reach net zero, achieve wider societal benefits and help the Government deliver its growth agenda. Over 100,000 jobs outside of London were supported through TfL's supply chain alone.
- 2 The Commissioner welcomed the focus on transport in His Majesty's speech at the state opening of Parliament. The Better Buses Bill and proposed legislation to improve the railways demonstrated the key role transport played in economic growth and productivity, not just in London but across the country. The Commissioner looked forward to continuing to work alongside the Mayor with the new administration to support this work.
- 3 Safety was at the heart of TfL. It continued to make huge strides towards reaching Vision Zero, although it was not complacent and there was always more to be done. Last year was the lowest on record for people being killed on its roads, excluding 2020 and 2021, which were heavily affected by the coronavirus pandemic. The number of deaths and serious injuries on London's streets was falling faster than the national average.

- 4 Two recent incidents had sadly resulted in fatalities and TfL's thoughts were with the families and friends of those lost. TfL colleagues were working hard on improving the safety of everyone across the network.
- 5 There had been recent reports of injuries at Ealing Broadway station on the Elizabeth line. While these incidents were rare, TfL took them extremely seriously and had already developed a range of enhancements at the station to increase customer safety, such as the installation of a new barrier to enhance the management of passenger flow, and the extension of handrails and additional staffing. Further work was underway with Network Rail to reduce the risk of such incidents occurring in the future.
- 6 Progress was accelerating towards the goal of eliminating work-related violence and aggression against everyone working for TfL. The number of incidents was unacceptable, and TfL was tracking a new target on its scorecard, alongside an ambitious 50-point action plan, including increasing the size of the Transport Support and Enforcement night team.
- 7 Members welcomed TfL's work on tackling work-related violence and aggression. Efforts to reduce fare evasion and work with policing partners to support successful prosecution of people who assaulted staff were key to this. Staff could understandably be reluctant to challenge people on fare evasion to avoid being the victim of an assault and the Chair asked if lessons could be learnt from staff attacks in other public-facing areas, such as retail. A publicity campaign around 'a fare is less than a fine' would be launched imminently and further information would be provided to Board Members when available.

[Action: Claire Mann / Alex Williams]
- 8 TfL continued to keep London moving through the recent busy period, which saw several significant events take place across the capital. These included: Trooping of the Colour on 15 June 2024; London Pride on 29 June 2024, with TfL as one of the official partners with its wrapped Pride bus and a large contingent of colleagues taking part; Taylor Swift concerts at Wembley, for which a special version of TfL's iconic Tube map was created; British Summer Time at Hyde Park and West End Live at Trafalgar Square; and Tennis at Queen's Club followed by the Wimbledon Championships. TfL also supported thousands of customers travelling to various viewing sites across the city for the Euros 2024 and close to 15,000 to and from the O2 arena for the largest free screening of the final match, which was planned with less than a week's notice. These events brought huge economic benefit to the city and TfL's role was key to their success. They required meticulous planning and dedication from colleagues across TfL to whom the Commissioner was very grateful and proud.
- 9 Further consideration was being given to how TfL planned for major sporting events held abroad but where home nations reached the latter stages of competitions, due to the scale of support and enabling customers travelling to watch teams in bigger venues.

- 10 At the Business London conference on 13 June 2024, which brought together around 200 of London's leading businesses, the Commissioner set out the important role TfL played in growing London's economy, which in turn positively impacted the rest of the UK.
- 11 TfL accommodated 1,500 businesses on its estate, which was a driver for economic growth across the country. Places for London successfully leased and rented out spaces to some of the bigger, well-known chains but also supported small and medium-sized enterprises and local businesses, which also encouraged people onto the network. The Board would continue to be kept updated on progress with this work.
- 12 In June 2024, TfL hosted 25 Chief Executive Officers from the American Public Transportation Association, who represented the top public transport authorities across the USA. Having visited Paris the week before, they were on a study mission to witness first-hand TfL's great work across the network and their feedback and positivity was overwhelming.
- 13 The Commissioner gave a keynote speech at the TransCityRail South conference, which was attended by industry leaders from Network Rail, High Speed 2 (HS2), other train operating companies and supply chain partners, and continued to make the case for long-term funding for TfL.
- 14 The Commissioner, along with other Chief Officers and some Board Members, recognised this year's cohort of the Steps into Work programme, aimed at people aged 16 and above with neurodevelopmental differences, at their graduation event in Stratford. He had also met with this year's Innovate finalists to discuss their aspirations and inspire them to pursue transport careers, in line with TfL's Colleague strategy.
- 15 On 23 July 2024, the Commissioner attended the Rail Forum Annual General Meeting in Derby, which was a national industry body with strong regional connections, including supporting the nationally and internationally important rail supply chain across the UK. He discussed the key role TfL and its supply chain played in helping the UK economy, with over 300 delegates in attendance.
- 16 London's boroughs were integral to the successful delivery of the Mayor's Transport Strategy. TfL continued to work closely with these key delivery partners, both through direct engagement with borough officers and councillors and via London Councils. In July 2024, TfL published its Local Implementation Plan (LIP) guidance, which was prepared in collaboration with borough representatives from each sub-region and London Councils from the LIP working group. The guidance provided TfL help for boroughs to invest in local transport schemes, which were essential for the delivery of sustainable transport across London.
- 17 The Commissioner would continue his programme of engagement, following the General Election and several council leadership changes. Earlier this week, along with Alex Williams, he had the first of these meetings with the leadership of Westminster City Council to further solidify their close working relationship.

- 18 London's buses were the most used form of public transport in the capital and nearly a third of all the buses in the UK operated in London. The Commissioner, along with the Mayor and the new Secretary of State for Transport, Louise Haigh, and hosted by Claire Mann, visited Waterloo bus depot to see first-hand TfL's world-leading transport network. The Secretary of State had the opportunity to ride on one of TfL's zero-emission Superloop services, which had just celebrated its first anniversary, as well as meeting several bus colleagues.
- 19 Data showed an increasing demand for Superloop services with an average growth of nine per cent higher than the network average. Ridership on the first route, SL8, had increased by 18 per cent between June 2023 and May 2024. The Superloop network had circled the capital since March 2024 and the final route, SL4, would begin operating between Canary Wharf and Grove Park once the Silvertown Tunnel opened in 2025.
- 20 TfL's bus priority programme continued at pace to deliver 25km of new bus lanes on London's roads by the end of March 2025. Since April 2024, TfL had delivered 750m of bus lanes in the boroughs of Hackney, Brent and Hounslow, and work was underway on 240m of new bus lanes on Greenford Road in Ealing.
- 21 TfL's efforts to improve bus stations also continued at pace. After completing a review of its 32 principal bus stations, in February 2024, a budget was confirmed to progress the changes. TfL had established a project team and developed a prioritised programme of activity based on safety, compliance and deliverability.
- 22 On 23 July 2024, the bus driver appreciation campaign was launched. A poster exhibition of bus colleagues, including drivers, which aimed to recognise their efforts and invaluable impact on the city was being held at North Greenwich and Stratford bus stations.
- 23 TfL aimed to have a fully zero-emission bus fleet with the latest safety features by 2030 and was further engaging with the Department for Transport (DfT) to share its expertise and knowledge as a transport leader to support the new Government's national bus agenda. Initial discussions had taken place on how TfL could cascade its exiting low-emission bus fleet to other parts of the UK without low-emission buses to deliver a real benefit outside of London. Discussions also included planning reform to enable the infrastructure for buses to be powered, as well as commercial arrangements, funding opportunities and a procurement approach that provided certainty to the bus industry.
- 24 The Elizabeth line continued to perform well. TfL had reached an agreement with the DfT, the Treasury and Alstom to procure 10 additional trains. The trains would start arriving in 2026, and would support the additional demand associated with HS2 and allowed for increased service levels on other sections of the line. The Commissioner thanked the teams both at TfL and the DfT who worked collaboratively to secure the funding, which in turn had secured the medium-term future of the Litchurch Lane plant in Derby.

- 25 Following the delivery of 4G wireless coverage to all Elizabeth line stations in May 2024, 4G and 5G coverage in the central section tunnels between Paddington and Liverpool Street was now live. Further sections towards Whitechapel would be connected in the coming weeks and further Underground stations and sections of tunnel would also go live during the year.
- 26 Work continued at pace on the delivery of the Silvertown Tunnel, with work underway to make changes to the wider highway network ahead of the tunnel opening next year. On 10 July 2024, TfL set out its proposed green and fair package of concessions and discounts for when the tunnel opened. During the eight-week consultation, Londoners could comment on the user charges, discounts and exemptions. The user charge would be subject to Board approval and Members will be informed of feedback from the public.
- 27 TfL had reached an agreement with Unite the Union at London Trams leading to the suspension of the industrial action.
- 28 TfL had opened a new entrance to Stratford station, which would give better access to customers coming from the south and south-west of the station.
- 29 The Mayor had allocated an additional £3m per annum to invest in refurbishing existing, and installing new, public toilets at stations. TfL was developing a prioritised investment programme for toilets across the network. The feasibility report would be published and circulated to Board Members. Consideration would also be given to the recent report by the Royal Institute of Public Health on public toilets. **[Action: Alex Williams]**
- 30 On 20 June 2024, TfL opened 10 new cycleways across London, adding another 35km to London's growing strategic cycle network. The first tranche of 460 new e-bikes had also been delivered for Santander Cycles, which were being hired out at around twice the rate of the classic bike. The fleet now stood at 1,500 and would grow to 2,000 e-bikes by the end of the summer.
- 31 The Commissioner thanked colleagues across TfL and its partners for all their continued hard work and dedication.
- 32 As it was the last meeting of the Board with this membership, the Commissioner, on behalf of the Executive Committee and everyone at TfL, thanked Members for all they had done and the contributions they had made. To those Board Members who were leaving, he extended a heartfelt thank you for their challenge, support and personal support since he became Commissioner. He was very grateful for what they had achieved to help steer TfL through some of the most turbulent years in its history. The Commissioner was sure that the outgoing Members would continue to be ambassadors for TfL going forward and wished them all well for the future.

The Board noted the report.

43/07/24 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2024

Patrick Doig introduced the item, which set out TfL's draft Annual Report and TfL Group Statement of Accounts for the year ended 31 March 2024.

Approval was sought for the Annual Report, which summarised TfL's achievements over the past year. The themes were covered in more detail and context in the annual update on the Mayor's Transport Strategy which was considered elsewhere on the agenda for this meeting.

On 5 June 2024, the Audit and Assurance Committee was updated on key accounting issues and progress of the audit for the Statement of Accounts. It was requested that approval of the Statement of Accounts for the year ended 31 March 2024 be delegated to the Audit and Assurance Committee for its meeting on 18 September 2024.

As had been the case since post-coronavirus pandemic, factors such as more scrutiny and burden on the audit market, and increased complexity in local government accounting and in TfL's operations, meant that the Accounts and the audit process could not be concluded at this stage. The deferral would still enable TfL to meet the deadline to approve the Accounts.

The Statement of Accounts showed an underlying picture of improving financial health and performance. The audit was well progressed with no significant issues of concern and a small number of items to be concluded. The Audit and Assurance Committee would be kept updated on progress ahead of its meeting on 18 September 2024.

Approval was sought for the parent company guarantees to TfL's subsidiary companies, which allowed TfL to exempt the subsidiaries from audit to simplify the process. The request included adding the guarantee to Crossrail Limited following the conclusion of the project and the joint sponsor arrangement, which meant the Accounts no longer needed to be separately audited.

Consideration would be given to quantifying the economic impact and financial benefit for the emergency services and wider public sector of permitting access to bus lanes for emergency vehicles. **[Action: Alex Williams]**

The draft Annual Report would acknowledge more fully the positive working relationship with trade union colleagues across TfL. **[Action: Alex Williams / Fiona Brunskill]**

Members thanked all officers and teams involved in the production of the Annual Report and the Accounts, including the external auditors.

The Board:

- (a) approved the 2023/24 Annual Report, subject to acknowledging more fully the positive working relationship with trade union colleagues across TfL;**

- (b) authorised the Chief Customer and Strategy Officer to make any further design or editorial changes to the Annual Report as may be required;
- (c) considered the Statement of Accounts and, recognising that a decision on approval of the Statement of Accounts could not currently be made, delegated approval of the Statement of Accounts to the Audit and Assurance Committee and the provision of Standing Order 108 were disapplied for these purposes;
- (d) subject to the approval of the Audit and Assurance Committee, agreed that the statutory Chief Finance Officer would make any adjustments arising from the work prior to the auditors, Ernst & Young LLP, signing their opinion or from any comments made by the board of any Subsidiary company. Should any changes be required to the Statement of Accounts, he would seek the approval of the Audit and Assurance Committee to make these changes;
- (e) noted that the Chair of the Audit and Assurance Committee would sign and date the Statement of Accounts in due course;
- (f) confirmed overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited:
 - (a) Woolwich Arsenal Rail Enterprises Limited;
 - (b) City Airport Rail Enterprises Limited;
 - (c) London Underground Limited;
 - (d) LUL Nominee BCV Limited;
 - (e) LUL Nominee SSL Limited;
 - (f) Docklands Light Railway Limited;
 - (g) Tube Lines Limited;
 - (h) Rail for London Limited;
 - (i) Rail for London (Infrastructure) Limited
 - (j) Tramtrack Croydon Limited;
 - (k) London Buses Limited;
 - (l) London Bus Services Limited;
 - (m) London River Services Limited;
 - (n) Transport for London Finance Limited;
 - (o) Victoria Coach Station Limited; and
 - (p) Crossrail Limited; and
- (g) noted that, as a result of the application of IFRS 9 Financial Instruments, TfL's auditors, Ernst & Young LLP, requested that letters of financial support previously provided by Transport for London in respect of the liabilities of its subsidiaries be re-signed annually by TfL's statutory Chief Finance Officer. Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.

44/07/24 Safety, Health and Environment Annual Report 2023/24

Lilli Matson introduced the paper, which summarised the key information and trends reported in the Safety, Health and Environment Annual Report for the 2023/24 financial year, although some road safety and work-related violence data was clearly marked as falling outside that period.

TfL continued to make positive progress towards its stretching safety, health and environment goals, although not all targets had been achieved and there remained a number of areas where more progress and continued organisational focus and investment was needed. The number of people killed or seriously injured on TfL's roads and customer injuries scorecard measures for 2023/24 had not been achieved, but the floor target was met.

On longer-term safety trends and Vision Zero performance on the road network, there was a 24 per cent reduction in the number of people seriously injured or killed over the last 10 years, which reflected TfL's evidence-led and targeted programme that had delivered real benefits. Areas of focus included bus station safety and slips, trips and falls on escalators and platforms. A pilot partner project had been launched this year to directly intervene and support victims of road crashes. Safety performance on capital delivery was consistently good with a further 49 per cent reduction in injuries on capital projects. The mandatory roll-out of body-worn cameras was helping to keep staff safe.

On health and wellbeing, the Occupational Health team had won awards for their industry leading, wellbeing initiatives. Defibrillators had been rolled out across the London Underground and London Overground network. The environmental milestone of the Ultra Low Emission Zone had delivered significant benefits in air quality for Londoners. TfL continued to deliver on its goals to decarbonise the network and other corporate environment objectives such as wildflower verges and sustainable drainage systems. More than 4,000 people had been trained across the organisation as part of the carbon literacy training programme.

Members noted the progress against the ambitious targets and that TfL played a leadership role in many, rather than having direct control. Overall performance on road safety continued to see successive improvements but not at the pace needed to reach the 2040 target. The Vision Zero action plan and schemes such as the Direct Vision Standard and the Bus Safety Standard were ramping up with further iterations that would tighten safety requirements. The new Safety and Security Panel would look at where TfL could have the greatest impact on road safety and how it could support the boroughs to close the strategic gap, married against the financial constraints.

TfL was managing and reducing carbon emissions but there were risks and challenges to the trajectory to 2030, such as the decarbonisation of the bus network, procuring energy at the right cost and decarbonisation of the grid which was beyond TfL's direct control.

Members welcomed the more holistic approach and application of lessons learnt with the safety improvements to the bus stations at Victoria and Walthamstow. Staff were

encouraged to be proactive in reporting near-misses and innovative work was underway on the use of artificial intelligence to identify and mitigate risk.

The Board noted the Safety, Health and Environment Annual Report 2023/24.

45/07/24 Annual Update on 2023/24 Delivery of the Mayor's Transport Strategy

Alex Williams introduced the item, which included the draft seventh annual progress report, summarising delivery of the Mayor's Transport Strategy (MTS) and the relevant elements of the London Environment Strategy in 2023/24. A proposed late appendix on the six-month monitoring report on the London-wide Ultra Low Emission Zone (ULEZ) had not been included but would be published and circulated to Members shortly and included in the final MTS annual progress report.

[Action: Alex Williams]

Members noted the trend information on ridership, which had increased across all modes, supported by the success of the Elizabeth line and the Superloop bus services. The increases were, however, lower than projected, which not only impacted TfL's Budget and Business Plan for the current year but could impact capital funding in the long-term. TfL had a good track record on accurately predicting ridership growth, but current projections were impacted by changes in travel patterns post-coronavirus pandemic and due to the ongoing cost-of-living crisis. TfL was monitoring the situation and looking at innovations in its fares and ticketing approach.

Progress was being made on the main aim of increasing the use of sustainable transport modes, which had increased to 64.2 per cent (from 62.3 per cent in 2022) with the 2041 target being 80 per cent. Measures in the Healthy Streets programme were being delivered and significant progress had been made on improving air quality, with the further evidence of progress to be demonstrated by the London-wide ULEZ six-month monitoring report. The take-up of electric vehicles also continued to increase, particularly in central London, but progress on this and on the provision of charging infrastructure needed to be accelerated.

Members noted that investment in transport had a direct impact on housing growth and that this could be further impacted by the Government's plans for rail reform.

Members noted the good progress overall, but that there was more to do in several areas to meet the trajectory for targets set out in the MTS. Members commended the report as readable and accessible, with clear data to support its narrative.

Members encouraged further engagement with boroughs to deliver the MTS, citing the patchy provision of electric vehicle charging in outer London. A delivery report with London Councils was shared with the boroughs last year and TfL would publish a similar report this year. It would also hold some further direct discussions with borough leaders to highlight progress and encourage further provision of electric charging.

[Action: Alex Williams]

Members recommended that the report be promoted widely with key stakeholders and boroughs, including with Government in relation to the long-term funding settlement, as it demonstrated TfL's positive contribution to London and the UK economy and wider Government targets such as housing and sustainability.

[Action: Alex Williams]

The Board noted the draft copy of Delivering the Mayor's Transport Strategy (MTS) 2023/24, prior to publication and noted:

- (a) progress against the desired outcomes of the MTS;**
- (b) that securing stable long-term funding was key to enabling TfL and the boroughs to continue to deliver on the MTS; and**
- (c) the need for a particular focus on further improving bus journey times and safety, which, together with long-term funding, are key to unlocking the full benefits of the MTS.**

46/07/24 Finance Report — Period 2, 2024/25

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 2 of 2024/25 (the year-to-date 1 April to 25 May 2024). The report had been discussed in detail at the meeting of the Finance Committee on 11 July 2024.

TfL's performance in 2023/24 had increased its underlying revenue by over £900m and reduced real term like-for-like operating costs by over £100m, compared to 2020/21. It had also increased its usable reserves to £448m and achieved an operating surplus. For the 2024/25 financial year, TfL had budgeted to make a surplus of £161m through further cost control and revenue growth.

At the end of Period 2, there was a small Budget deficit due to growth in passenger demand being four per cent, rather than the forecast six per cent. While there were potential time-specific explanations for part of this, the same trend was reflected in Period 3 (which ended on 22 June 2024) suggesting that post-coronavirus pandemic travel changes and the cost-of-living crisis was continuing to have an impact. The figures were being monitored and analysed to understand the root causes, so TfL could seek to address the factors within its control and, if necessary, begin to plan for scenarios where further revenue generation plans and cost controls would be required. TfL was working with the Greater London Authority's Economic team to analyse the data. TfL already had plans in place to deliver further savings, with £259m of savings embedded for 2024/25, of which £130m were budgeted to be recurring and the remainder one-off. TfL would need to manage an uncertain economic environment.

Capital renewals were up on last year, as TfL increased renewals investment to address the backlog of asset replacement. TfL expected to hit Budget over the full year and enhancements spend was in line with Budget in the year to date.

Following the end of the August 2022 Government funding agreement on 31 March 2024, which set a maximum usable cash reserve, cash balances were just over £1.35bn at the end of Period 2, over £140m lower than Budget, mainly because of a delayed asset sale.

TfL had started 2024/25 with a £250m contribution from Government for its major capital investment programmes, of which £245m was received in 2023/24. In June 2024, the Government confirmed a further £220m funding for 10 new Elizabeth line trains to enable capacity increases in the coming years. The Government recognised and agreed that, in common with other public transport authorities, TfL would continue to need support from the public purse for major investments. TfL continued to work with the constructive support of government officials. It had completed milestones relating to Department for Transport submissions: the updated Financial Sustainability Plan and Business Case, and a summary of its funding requirement. These set the groundwork for the capital funding for 2025/26 and potentially for further discussions to make the case for a multi-year settlement, to enable greater efficiency in planning and procurement. TfL continued to demonstrate the positive impact TfL had on jobs and growth, in London and across the UK.

On 15 July 2024, Moody's rating Agency had upgraded TfL's ratings, following the significant improvements in operating performance post-pandemic due to new revenue sources and the focus on cost control and robust governance practices. TfL's long-term ratings were upgraded to A2 from A3 and the short-term ratings to P-1 from P-2 with outlook changed to stable from positive. This followed the upgrade to TfL's long-term rating at the end of November 2023. This meant TfL had a visibly improved financial risk position and scored higher on counterparty credit metrics. Significantly TfL would be able to achieve immediate savings on its short term £1bn Commercial Paper programme. Members welcomed the reputational impact of the changes to TfL's credit ratings.

The Board noted the Finance Report.

47/07/24 Modern Slavery Statement

Rachel McLean introduced the item. The 2023/24 Modern Slavery Statement was TfL's ninth annual statement and set out the steps TfL had taken to investigate and mitigate the risks of modern slavery in TfL's business and supply chains. It had been reviewed by the Safety, Sustainability and Human Resources Panel on 16 May 2024 and was being considered by the TfL subsidiary companies listed on the Statement.

The approved Statement would be published by 30 September 2024 on TfL's website.

TfL was recognised as one of the leading organisations in the UK public sector in identifying and mitigating ethical sourcing and modern slavery risks, having been the first UK public sector body to join the Ethical Trading Initiative and Sedex (the Suppliers Ethical Data Exchange), and a founding affiliate of Electronics Watch.

The Statement outlined the spend categories that TfL had identified as posing the most significant risks and the activities it was taking to further investigate and mitigate those risks. TfL looked at the work of its suppliers and their suppliers.

The paper detailed the changes and updates included in the Statement compared to the 2022/23 Statement, in particular the addition of two risk categories on waste collection and solar panels. Attention was also drawn to the work TfL was doing, with the approval of its bus operators, to collaborate with bus manufacturers and Electronics Watch to achieve transparency regarding TfL's electric vehicles supply chains.

The Board noted the paper and:

- 1 approved the draft TfL Modern Slavery Statement, attached as Appendix 1 to the paper; and**
- 2 authorised the General Counsel to agree the final form of the Statement.**

48/07/24 Board Appointments and Decision-making Structure

As referenced by the Chair earlier in the meeting, he had, as Mayor, reappointed the following Members from 9 September 2024: Anurag Gupta, Marie Pye, Peter Strachan and London Councils' nominee Councillor Ross Garrod for four years to September 2028, Mark Phillips for two years to September 2026 and Professor Greg Clark CBE and Anne McMeel for one year to September 2025 for continuity and to support the new Members. He had also approved the appointment of seven new Members and was awaiting a Trades Union Congress recommendation. The new appointments would be announced shortly. Seb Dance thanked current and outgoing Members for their work and support, both to TfL and to him personally.

The Commissioner and Andrea Clarke introduced the item, which set out proposed changes to Standing Orders, the decision-making structure and proposed a delegation of authority to Seb Dance to make appointments to Committees and Panels. The proposals in the paper had been informed by engagement with Members on the outcomes from the Board Effectiveness Review 2023 and consideration to enhancing the Board's oversight on safety risk management. They were supported by Members and by the Commissioner and his Executive Committee, in particular the enhanced Board oversight on safety and security matters. The impact of the new arrangements would be monitored and kept under review.

To assist smooth running of meetings and decision-making, changes were proposed to Standing Orders to enable available Members to be co-opted onto a Committee or Panel to ensure meetings were quorate, and to enable the Deputy Chair and the Vice Chairs of Committees to exercise Chair's Action if the Chair of TfL or a Committee was unavailable through absence or a potential conflict of interest.

To allow sufficient oversight and consideration of strategic health and safety and security matters, it was proposed to replace the existing Safety, Sustainability and Human Resources Panel with a new Safety and Security Panel. This would be an

advisory panel, rather than a decision-making committee, as accountability for health and safety would continue to be met at officer level. To assist the Panel, it was proposed to engage an external special adviser to provide independent advice and support on safety and security matters and to extend the remit of the Independent Investment Programme Advisory Group (IIPAG) to include safety assurance. An IIPAG Safety sub-group would be established with clear terms of reference to ensure clarity of the respective roles and responsibilities of TfL teams and the sub-group members.

Given the synergies between sustainability and operations, it was proposed that the remit of the existing Customer Service and Operational Performance Panel be refocused into a new Customer, Sustainability and Operations Panel. The Panel would take a more strategic forward-looking approach, focussing on performance data trends and emerging issues. The Panel would continue to have input from a representative of TfL's Youth Panel. Due to the importance of sustainability, the operation of the new Panel would be kept under review to determine if it was the optimal approach for oversight of this topic. In future years, a dedicated panel to consider transformation and sustainability issues might be appropriate.

The meetings of the Audit and Assurance Committee, Finance Committee, Land and Property Committee and Programmes and Investment Committee would continue to consider environmental and sustainability issues when overseeing and taking decisions on items within their remit.

All people issues, including staff welfare issues, and remuneration would be considered in the new People and Remuneration Committee, which would replace the existing Remuneration Committee. This reflected good practice in the operation of similar committees in other organisations.

The 2024 Board Effectiveness Review would be led by the Deputy Chair. The 2025 Review was likely to be externally led and would focus on feedback on the operation of the new Board, the induction process and the bedding in of the new decision-making structure.

As the new structure would be in place from 9 September 2024, ahead of the next meeting of the Board, it was proposed that once the appointment process was completed, the Deputy Chair of TfL would appoint Members to the Committees and Panels, including the Chair and Vice Chair. The appointments would reflect Members' skills, expertise and interests, and discussions with the proposed Chair of each Committee and Panel (when appointed, if appropriate).

An induction programme was being developed for new Members, which would include briefings, site visits and early engagement on the development of the next Business Plan. Existing Members would be invited to attend all events and would be encouraged to pair up with new Members to assist with their induction.

The Board noted the paper and:

- 1 approved the revisions to Standing Orders, as described in the paper, and authorised the General Counsel to make changes to Standing Orders to give effect to them, from 9 September 2024;**

- 2 approved the new decision-making structure, with effect from 9 September 2024, which:
 - (a) stood down the Safety, Sustainability and Human Resources Panel, the Customer Service and Operational Performance Panel, and the Remuneration Committee; and
 - (b) established on a standing basis a Safety and Security Panel, a Customer, Sustainability and Operations Panel, and a People and Remuneration Committee;
- 3 approved the revised Terms of Reference of the Committees and Panels document, as set out in Appendix 1 of the paper, with effect from 9 September 2024;
- 4 delegated authority to the Deputy Chair of TfL to appoint the Chair and Vice Chair of each Committee and Panel and then, in consultation with each Chair and Vice Chair and Members, to agree the composition of each Committee and Panel, with effect from 9 September 2024; and
- 5 delegated authority to the Deputy Chair of TfL, in consultation with the Commissioner, to appoint a Special Adviser to support the work of the Safety and Security Panel.

49/07/24 Report of the meeting of the Programmes and Investment Committee held on 26 June 2024

Mark Phillips introduced the item, as he had chaired the meeting in the absence of the Chair and Vice Chair.

Due to some unexpected events, the meeting was inquorate and therefore Mark Phillips had exercised Chair's Action to approve the two items that required authority approvals: London Underground Four Lines Modernisation Programme; and Rail and Station Enhancements Programme - Annual Update.

The available Members also had a good discussion on the item on Asset Management Strategy Update and further updates on the strategy and the risks would be held once the new Members appointed to serve on the Committee had been inducted.

The Board noted the report.

50/07/24 Report of the meeting of the Land and Property Committee held on 3 July 2024

The Committee Chair, Professor Greg Clark CBE, introduced the item. This had been another productive meeting, focussed on Places for London activity. The previous year had seen good operational performance and good financial performance against benchmarks and its budget. The company was maturing and helped by input by both the Commissioner and Alex Williams.

Good progress was now being made on housing starts, following clarification from the Government on the issue of second staircases. A new Head of Retail had also been appointed by Places for London.

The Committee had a useful discussion on the orientation to purpose-built student accommodation and the benefits this may have and detailed discussions on assurance and Enterprise Risk.

The Committee had also congratulated staff on winning two awards at the European Transform Awards, which specialised in rebranding and brand development.

The Board noted the report.

51/07/24 Report of the meeting of the Customer Service and Operational Performance Panel held on 10 July 2024

Panel Chair, Dr Mee Ling Ng OBE, introduced the item. The Panel had discussed a wide-ranging agenda. She focussed on two very positive discussions.

The Panel welcomed a presentation from the London Transport Museum on its exemplar Schools Programme, which encouraged participants to consider safer and greener travel options. It was also hoped that the engagement with schools would encourage more pupils to consider a career in the transport industry.

In 2016, the Panel had looked at TfL's provision of Assisted Transport Services. The services offered had been transformed since then and were more fully integrated into the Mayor's Transport Strategy. The Panel commended all the staff involved in modernising the service, including the booking operations and a greener fleet, that had seen demand rising and the recruitment of new drivers. The service also worked closely with London boroughs and was also working with the NHS to support patient transport.

The Board noted the report.

52/07/24 Report of the meeting of the Finance Committee held on 11 July 2024

The Chair of the Committee, Anne McMeel, introduced the item. In addition to the issues already covered on the Board's agenda, she highlighted three discussions.

The Committee had a good discussion on the Greater London Authority Treasury Collaboration. As many of the key milestones of the collaboration were moving towards imminent completion and sufficient progress had been made, the Committee had authorised an increase in the TfL investment counterparty limit in respect of London Treasury Liquidity Fund LP from £10m to £900m. As Treasury collaboration was a new area, the Committee would keep it under review.

The annual update on third-party funding secured through spatial planning was welcomed as it generated substantial income to TfL.

The Committee also noted the energy purchasing strategy update. To achieve its target to decarbonise operations in line with net zero by 2030, TfL intended to increase the flexibility of the current strategy by allowing an increased volume of electricity procured via Power Purchase Agreements from 50 per cent up to 70 per cent, subject to value for money considerations.

The Board noted the report.

53/07/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

54/07/24 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 16 October 2024 at 10.00am.

The meeting closed at 12.21 pm.

Chair: _____

Date: _____

Board



Date: 16 October 2024

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 24 July 2024.
- 1.2 There has been no use of Chair's Action, nor any Mayoral Directions to TfL since the last meeting.
- 1.3 On 29 August 2024, the Deputy Chair exercised the authority delegated by the Board, on 24 July 2024, to make appointments to the Committees and Panels once the appointments to the Board had been confirmed.
- 1.4 On 24 July 2024, the Board also delegated authority to the Audit and Assurance Committee to approve the Statement of Accounts, which were expected to have been audited ahead of its meeting on 18 September 2024. The exercise of this authority has not yet taken place as the audit is still in progress.
- 1.5 Appendix 1 sets out the progress against actions agreed at previous meetings.

2 Recommendation

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

3 Use of Chair's Action

- 3.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Chair, the Deputy Chair and the Chairs of any Committee the exercise of any functions of TfL on its behalf, including the appointment of Members to the Committees and Panels. If the Chair, the Deputy Chair or the Chair of a Committee is unable to exercise authority due to unavailability or a conflict of interests, that authority may be exercised by the Chair or Vice Chair of any Committee. Members will be informed as soon as practicable following any use of Chair's Action using the authority of this standing order and it must be reported to the next ordinary meeting.
- 3.2 There has been no use of Chair's Action since the last meeting.

4 Use of Specific Authority Delegated by the Board

Appointments to Committees and Panels

- 4.1 At its meeting on 24 July 2024, the Board approved a new decision-making structure and noted a verbal update on appointments to the Board, both with effect from 9 September 2024.
- 4.2 At that meeting, the Mayor confirmed that, in addition to himself as Chair and Seb Dance as Deputy Chair, he intended to reappoint the following Members from 9 September 2024: Anurag Gupta, Marie Pye, Peter Strachan and London Councils' nominee Councillor Ross Garrod for four years to September 2028; Mark Phillips for two years to September 2026; and Anne McMeel and Professor Greg Clark CBE for one year to September 2025 for continuity and to support the new Members. The appointment of a further seven new Members, who would serve four-year terms from 9 September 2024 to September 2028 was subsequently announced: Zoë Billingham CBE, Deborah Harris-Ugbomah, Tanya Joseph, Arthur Kay, Keith Richards OBE, Omid Shiraji and Sara Turnbull. Biographies and the declaration of interests for all Members are published on the [Board Members](#) page on tfl.gov.uk.
- 4.3 As the appointment process had not been completed, and this meeting took place after the new decision-making structure went live, the Board delegated authority to the Deputy Chair of TfL to appoint the Chair and Vice Chair of each Committee and Panel and then, in consultation with each Chair and Vice Chair and Members, to agree the composition of each Committee and Panel, with effect from 9 September 2024.
- 4.4 When considering the composition of each Committee and Panel, the skills and knowledge required was mapped against the new Board, along with the need for a relatively even distribution of work and diversity. The Deputy Chair agreed the proposed appointment of Chairs and Vice Chairs for each Committee and Panel and these were discussed with the individual Members. New Members (and existing Members where changing their previous appointments) were consulted on the proposed appointments to each Committee and Panel.
- 4.5 On 29 August 2024, in accordance with the authority delegated by the Board on 24 July 2024, the Deputy Chair of TfL, following consultation with Members, agreed the membership of TfL's Committees and Panels as set out in Appendix 2 of this paper. The approval paper has been published on tfl.gov.uk.

Statement of Accounts for the Year Ended 31 March 2024

- 4.6 On 24 July 2024, the Board approved the Annual Report and authorised the Chief Customer and Strategy Officer to make any further design or editorial changes as may be required. The Board also considered the draft Statement of Accounts, recognising that a decision on the approval could not be made until the resolution of several outstanding matters and delegated approval to the Audit and Assurance Committee.

- 4.7 These issues are now resolved. However, we are currently dealing with an ongoing cyber security incident. Our auditors, Ernst & Young LLP (EY) need to evaluate the effects of the incident on the scope of their work and reporting requirements before the audit can be concluded. An update on the position with the accounts and EY's draft Annual Audit Report were considered by the Audit and Assurance Committee, at its meeting on 18 September 2024.
- 4.8 On 9 September 2024, the Government laid amendments to the Regulations, which amend the deadline for local authorities to publish audited accounts for the year ending 31 March 2024 to 28 February 2025. Once the EY evaluation is completed, the Statement of Accounts will be submitted for approval to the next meeting of the Audit and Assurance Committee or the Board (whichever is soonest).

5 Mayoral Directions to TfL

- 5.1 The Greater London Authority (GLA) Act 1999 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 often issued in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 5.2 Mayoral decision papers inviting the Mayor to issue a direction set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 5.3 All Mayoral decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 5.4 Mayoral directions relating to TfL are reported to the Board's Committees for information as soon as possible after they are received by TfL or published. Regular reports will list the relevant directions for as long as they are applicable.
- 5.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral directions. This will also be kept under review at each quarterly meeting of that Committee.
- 5.6 A summary of current Mayoral directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further directions are made.
- 5.7 There have been no Mayoral directions issued to TfL since the last meeting.

6 Actions List

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

List of appendices to this report:

Appendix 1: Actions List

Appendix 2: Appointments to Committees and Panels

List of Background Papers:

Minutes from previous meetings.

Use of Delegated Authority paper: Appointments to Committees and Panels (issued 28 August and approved 29 August 2024)

Greater London Authority Decision Making Database.

Contact Officer: Andrea Clarke, General Counsel

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Board Actions List (to be reported to the meeting on 16 October 2024)

Actions from the meeting held on 24 July 2024

Minute No.	Item/Description	Action By	Target Date	Status/Note
42/07/24 (1)	<p>Commissioner’s Report: Fare Evasion and Work-related Violence and Aggression (WVA) The Chair asked if lessons could be learnt from staff attacks in other public-facing areas such as retail. A publicity campaign around ‘a fare is less than a fine’ would be launched imminently and further information would be provided to Board Members when available.</p>	Claire Mann/ Alex Williams	August 2024	<p>Completed. We benchmark and share learning on WVA with other organisations and other transport authorities/providers. Our benchmarking has also included organisations within retail, hospitality, and banking among other industries. We launched our new customer facing campaign ‘Abuse Has Consequences’ in August, further details of which were included in the press release shared with Members. Further detail on our approach to WVA is included in the Commissioner’s Report on the agenda for this meeting.</p>

Minute No.	Item/Description	Action By	Target Date	Status/Note
42/07/24 (2)	<p>Commissioner's Report: Investment in Public Toilets at Stations</p> <p>The Mayor had allocated an additional £3m per annum to invest in refurbishing existing and installing new public toilets at stations and TfL was developing a prioritised investment programme for toilets across the network. The feasibility report would be published shortly and circulated to Board Members. Consideration would also be given to the recent report by the Royal Institute of Public Health on public toilets.</p>	Alex Williams	December 2024	We are finalising the report and expect to publish it before the end of this calendar year.
43/07/24 (1)	<p>TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2024: Bus Lane Access for Emergency Vehicles</p> <p>Consideration would be given to quantifying the economic impact and financial benefit for the emergency services and wider public sector of permitting access to bus lanes for emergency vehicles.</p>	Alex Williams	Ongoing	Emergency service vehicles have long had access to bus lanes. We are assessing how to quantify any financial benefits.
43/07/24 (2)	<p>TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2024: Positive Relations with Trade Unions</p> <p>The draft Annual Report would acknowledge more fully the positive working relationship with trade union colleagues across TfL.</p>	Alex Williams/ Fiona Brunskill	August 2024	Completed. Additional text has been agreed for inclusion in the TfL Annual Report.
45/07/24 (1)	<p>Annual Update on 2023/24 Delivery of the Mayor's Transport Strategy: Six-month monitoring report on the London Wide Ultra Low Emission Zone (ULEZ)</p> <p>The six-month monitoring report on the London-wide ULEZ would be published and circulated to Members shortly and included in the final MTS annual progress report.</p>	Alex Williams	July 2024	Completed. The ULEZ report was circulated to Board Members on 27 July 2024. See action 05/02/24 (5) below.

Minute No.	Item/Description	Action By	Target Date	Status/Note
45/07/24 (2)	<p>Annual Update on 2023/24 Delivery of the Mayor's Transport Strategy: Borough Provision of Electric Vehicle Charging</p> <p>A delivery report with London Councils was shared with the boroughs last year and TfL would publish a similar report this year. It would also hold some further direct discussions with borough leaders to highlight progress and encourage further provision of electric charging.</p>	Alex Williams	December 2024	Discussions are ongoing in advance of the report being published later this year.
45/07/24 (3)	<p>Annual Update on 2023/24 Delivery of the Mayor's Transport Strategy: Wider Promotion with Key Stakeholders</p> <p>The report would be promoted more widely with key stakeholders and boroughs, including with Government in relation to the long-term funding settlement, as it demonstrated TfL's positive contribution to London and the UK economy and wider Government targets such as housing and sustainability.</p>	Alex Williams	August 2024	Completed. We promoted the report at the London Technical Advisory Group presentation on 4 September 2024 and during discussions of the Healthy Streets Programme at our borough Local Implementation Plan workshops on 8 and 29 August 2024.

Actions arising from previous meetings

Minute No.	Item/Description	Action By	Target Date	Status/Note
30/06/24 (1)	<p>Commissioner's Report: Accident Formal Investigation Changes</p> <p>Andy Lord had engaged with Dr Lynn Sloman MBE and Mark Phillips on improving TfL's formal investigation processes and would share this work with Peter Strachan, ahead of providing further information to Board Members.</p>	Andy Lord	November 2024	Ongoing.

Minute No.	Item/Description	Action By	Target Date	Status/Note
30/06/24 (3)	Commissioner's Report: Promotion of Access DLR Trial Alex Williams would provide Board Members with more information on how the six-month trial of Access DLR, an initiative to make journeys more accessible, including the ability to book assistance by phone, was being promoted.	Alex Williams	September 2024	Completed. A press release was shared with Members and further information would be provided to the Customer, Sustainability and Operations Panel.
30/06/24 (4)	Commissioner's Report: Friday Fares Trial Update The Friday Fares Trial had ended and the data on ridership and its economic impact was being analysed. An update would be provided to the Board.	Alex Williams	December 2024	We are in the process of reviewing the data and an update will be provided at a future meeting.
16/03/24 (2)	Commissioner's Report: Bus Journey Improvements Information TfL monitored the impacts from improvements made to routes and services from bus priority measures, bus lanes and roadworks on bus journey times. More granular detail would be provided to the Customer Service and Operational Performance Panel and consideration would be given to how to better promote the information more widely to the public of the value and the benefits to customers.	Claire Mann/ Alex Williams	December 2024	We are currently collating this information for bus lanes installed in March 2024 and will present the data to the Customer, Sustainability and Operations Panel when complete.
16/03/24 (3)	Commissioner's Report: Analysis of Workplace Violence Experiences Analysis of the data that TfL held into whether women and Black, Asian or minority ethnic colleagues were more likely to experience workplace violence would be carried out and provided to Board Members.	Siwan Hayward/ Claire Mann	December 2024	The information will be included in the annual update on work-related violence and aggression item, scheduled for the December 2024 meeting of the Safety and Security Panel.

Minute No.	Item/Description	Action By	Target Date	Status/Note
16/03/24 (4)	<p>Commissioner's Report: Improving Electric Vehicle Charging Infrastructure Accessibility</p> <p>TfL would hold a workshop with the boroughs to look at good quality design and to ensure the standards were adhered to at sites across London, so that charging points were not located in remote, dark and unsafe places. The Chair asked that the expertise of Board Member Dr Nina Skorupska CBE and of the relevant communities and advisors be sought to ensure the safety of women and disabled users and to raise the accessibility standards that were a basic minimum to levels of excellence.</p>	Alex Williams	July 2024	Completed. A note was shared with Board Members Dr Nina Skorupska CBE and Marie Pye on our proposed approach.
05/02/24 (1)	<p>Commissioner's Report: Bus Stations and Stands Review</p> <p>TfL was undertaking a review that initially focussed on safety at bus stations that had the busiest interactions. Once the initial review was completed, the option to broaden the review to look at busy bus stands would be considered. The review would also look at the public realm around bus stations and stands and any design issues at specific sites. A more detailed update would be brought to the Safety, Sustainability and Human Resources Panel.</p>	Claire Mann	December 2024	<p>The Panel received an update on safety incidents at its meeting on 21 February 2024.</p> <p>An update will be provided to the meeting of the Safety and Security Panel in December 2024.</p>
05/02/24 (3)	<p>Commissioner's Report: Taxi and Private Hire Vehicle Best Practice Guidance</p> <p>TfL's initial review of the Department for Transport (DfT) best practice guidance for taxi and private hire vehicle licensing authorities showed that it was aligned with many of the DfT recommendations but there were some which differed to TfL's approach and further consideration was being given to those. TfL was not responsible for the booking platforms which were outside of its regulatory remit but a wider discussion would be brought to the Safety, Sustainability and Human Resources Panel.</p>	Claire Mann	December 2024	An update will be provided to the meeting of the Safety and Security Panel in December 2024.
05/02/24 (4)	<p>Commissioner's Report: Thamesmead Site Visit</p> <p>Board Members would be invited to attend a Thamesmead site visit and talk through the option plans.</p>	Alex Williams / Secretariat	Autumn 2024	A site visit will be arranged and all Board Members will be invited.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/24 (5)	<p>Commissioner's Report: Ultra Low Emission Zone (ULEZ) Report</p> <p>A ULEZ six-months on report showing the impact on air quality improvement and emissions data would be published in May 2024 and would be circulated to Board Members once available.</p>	Alex Williams	Summer 2024	Completed. The ULEZ report was circulated to Board Members on 27 July 2024. See action 45/07/24 above.
52/07/23 (3)	<p>Safety, Health and Environment Annual Report 2022/23: Capturing Waste Heat</p> <p>Members discussed the complex work on capturing waste heat from TfL's services, including London Underground ventilation shafts, to provide a constant and reliable source of energy that could be used for nearby buildings. Market and stakeholder engagement were planned, with a proposition to be launched to the market later in the year. TfL would also have further discussions with the Government on how this work could be scaled up. A paper would be submitted to a future meeting of the Finance Committee.</p>	Lilli Matson	Early 2025	<p>We continue to engage with the supplier to understand the limitations to the delivery of a potential site in Southwark.</p> <p>We continue to engage with the Government on the Heat Zoning regulations expected to come into force in 2025, along with the Advanced Heat Zoning Programme, both of which aim to accelerate the rollout of heat networks across the UK. We anticipate the Government's response to the Heat Zoning consultation in the next three months and are improving our data on potential heat sources in readiness. We hope that these changes will lead to an expansion of low carbon heat networks in London within the next decade.</p>

Minute No.	Item/Description	Action By	Target Date	Status/Note
52/07/23 (4)	<p>Safety, Health and Environment Annual Report 2022/23: Benchmarking Environmental Targets</p> <p>It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap.</p>	Lilli Matson	December 2024	Information will be provided to the meeting of the Customer, Sustainability and Operations Panel.
36/06/23 (5)	<p>Commissioner's Report: Public Transport Credits Scheme</p> <p>Evidence from the earlier scrappage schemes showed that around one-third of recipients did not purchase a new vehicle. Members would be updated on the uptake of the improved public transport credits scheme in due course.</p>	Alex Williams	Ongoing	From launch on 30 January 2023 to scheme closure on 7 September 2024, there were 875 applications received for scrappage options, which included travel passes. A full review will be available as part of the scrappage scheme evaluation report, to be published in due course.
36/06/23 (8)	<p>Commissioner's Report: Future E-bikes Contracting</p> <p>TfL was meeting with London Councils to discuss the future contracting of e-bikes and consistent ways of managing the service across the city, which would be reported back to the Customer Service and Operational Performance Panel in due course.</p>	Alex Williams	December 2024	An update will be provided to the Customer, Sustainability and Operations Panel when there is further clarity around ongoing discussions with stakeholders.

Minute No.	Item/Description	Action By	Target Date	Status/Note
05/02/23 (8)	<p>Commissioner's Report: Cockfosters Station Housing Scheme</p> <p>TfL was waiting for a decision from the Secretary of State but it would be raised again with Tom Copley, Deputy Mayor for Housing at the Greater London Authority, to work to try to break the impasse. John Hall added that his understanding of the position was that the Government was waiting for another application from TfL.</p>	Alex Williams	August 2024	<p>Completed. On 15 August 2024, the Secretary of State granted consent for the disposal of land to allow us to progress our plans to deliver 350 new homes at Cockfosters, 40 per cent of which will be affordable. A fuller update is provided in the Chief Executive's Report to the meeting of the Land and Property Committee on 1 October 2024.</p>

Board



Date: 16 October 2024

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 24 July 2024.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Commissioner's Report – October 2024

List of Background Papers:

None

Andy Lord

Commissioner

Transport for London

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Commissioner's report

October 2024

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Introduction

Our work to deliver a safe, inclusive and connected transport network for Londoners

I start my report with an update to the Board in relation to the recent cyber incident. With support from the National Cyber Security Centre and the National Crime Agency, on Sunday 1 September some suspicious activity was identified on our systems and we took action to limit access. We are working with partners to conduct a thorough investigation.

Although there has been very little impact to our customers so far, we have identified that certain customer data has been accessed, including some contact details, and in some cases, Oyster card refund data. We have contacted around 5,000 customers who have been affected as a precautionary measure, to offer support and guidance.

The measures we have taken to protect our systems have had some impacts to customers. It is not currently possible to apply for or renew Oyster photocard, while journey history is unavailable through any of our platforms. We are keeping customers updated through our website and we are sorry for the inconvenience this incident may cause. I'd like to express my sincere thanks to our customers for their patience, and gratitude to all colleagues who responded to the incident.

Despite these considerable challenges, the breadth and volume of activity described in this report is testament to the commitment and resilience of my colleagues and of the organisation.

Improving the accessibility of our network remains a priority for us, and we know that infrastructure improvements are key to removing physical barriers to our network. In August, we announced the next group of Tube stations to be prioritised for step-free

access works, and last month we opened our new ticket hall at Paddington, which provides direct, step-free access from street to the Bakerloo line platforms.

Our services and our colleagues play a vital role in ensuring London remains a globally attractive city. Since my last report, we have successfully supported this year's Notting Hill Carnival, ensured fans could safely and sustainably travel to enjoy Taylor Swift's return to London, and enabled a record crowd to travel to Wembley to see Anthony Joshua take on Daniel Dubois. We ran a campaign to celebrate the stories behind the new London Overground line names, promoted recreational cycling through our Cycle Sundays campaign, and announced the winners of our fiercely contested annual 'In Bloom' competition. It has been an exciting and busy period.

While our focus recently has been on responding to the cyber incident, we have a job to do to keep London moving forward as well. Last month, TfL was present at all three major political parties' conferences to bang the drum for London – and I was able to do the same on the international stage at the American Public Transport Association's annual conference, where transport leaders from across North America gathered to learn from one another and share best practice. We have much to learn, and a huge amount we can share.

Closer to home, I've had meetings with the leadership of Hounslow and Lewisham Councils, solidifying our working relationships as we work jointly to improve transport in their boroughs. Along with Deputy Mayor Seb Dance, I also met with Simon Lightwood, Parliamentary Under-Secretary of State

for Local Transport, and I look forward to working with him further.

I was pleased earlier this month to attend – along with the Secretary of State for Transport and the Mayor – the opening of Siemens' Rail Village in Goole, where they will build the new state-of-the-art Piccadilly line trains. This is an exciting time, not only for London but for that part of Yorkshire too – and an example of how investment in transport in London benefits not just the capital, but the UK as a whole.

Visiting the facility in Goole, engaging with colleagues during my regular out-and-about visits across the network, and seeing how our colleagues responded positively to recent complex events at home, has served as a stark reminder that – in spite of the challenges we do face – there is much to remain optimistic about.



A handwritten signature in black ink, appearing to read 'Andy Lord'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Andy Lord
Commissioner

Safety and security

Putting the safety of our customers and colleagues at the heart of everything we do

Notable incidents

This section begins with a summary of the most notable incidents that have occurred since the last report was published. This is followed by updates on elements of our established safety programme that are in place to eliminate all deaths and serious injuries on London's transport network by 2041. Safety is the priority in everything we do and it is neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London. We remain committed to delivering our Vision Zero Action Plan to eliminate all deaths and serious injuries on London's transport network by 2041, and our Bus action plan, which set out our priorities to ensure no one is killed on, or by, a bus by 2030.

We have reflected on how we report notable incidents, to ensure that they are dealt with sensitively and accurately. We will now only report limited details about such incidents while matters remain under investigation and pending the outcome of inquests and any regulatory or other legal proceedings.

On 30 July, near Stoke Newington Common, a bus driver was fatally stabbed while walking home after their shift and died at the scene. A murder investigation is under way and bus operator colleagues are being supported.

On 3 August, a child was struck by a bus on London Road (A207), Bexleyheath and sadly died later at hospital.

On 22 August, a customer was fatally injured at Southwark Tube station following an alleged assault as he exited the station.

On 10 September, a customer died after a fall on a staircase at Clapham Common station.

On 13 September, a customer was fatally injured after falling onto the track at Stratford Tube station.

On 3 October, a pedestrian was fatally injured after being struck by a bus at the junction of Baron Street and White Lion Street in Islington.

All of the incidents are under investigation and our thoughts are with the friends and family of the six people who have lost their lives.



Safety for Londoners is our top priority

Tackling work-related violence and aggression

Our operational and customer-facing colleagues continue to voice concerns that workplace violence and aggression is rising, affecting colleague morale. We are combatting this in a number of ways, including: making body-worn cameras compulsory since last January for customer-facing operational colleagues; our continuing work with the British Transport Police (BTP) and Metropolitan Police Service (MPS); and internal work on building case studies and providing reassurance to our colleagues.

On 19 August we launched an external campaign to further tackle the issue. The campaign, Abuse Has Consequences, adopts a firmer, direct tone of voice, emphasising that anyone who abuses our staff will face consequences. This aims to reassure staff that we will support them and that we will push for the strongest penalties, and challenge perpetrators by focusing on the certainty of getting caught. Campaign activity included marketing posters in station ticket halls and bus stops; a paid social media video; communications to support colleagues; and national and local press coverage at hotspot areas to highlight successful prosecutions and stakeholder engagement.

In March, we launched a programme of conflict management training to provide essential knowledge and skills for 2,000 customer-facing operational colleagues working in high-risk locations for violence and aggression on our network. In July, we trained our 1,000th colleague.

We continue to work with our policing partners to ensure anyone who assaults our colleagues is brought to justice.

On 11 July, a man pleaded guilty to common assault after headbutting one of our colleagues at Euston Underground station. A counter allegation made by the man against our colleague was disproved by body-worn video footage. He was sentenced to a six-month ban from Euston station, rehabilitation activity and ordered to pay compensation of £200.

On 13 August, a man was sentenced to 10 months in prison after spitting at and subjecting a bus driver on route 140 to religiously aggravated abuse. The man was identified from footage posted on social media and he was arrested at his home.



We are taking a strong stand on violence against our colleagues

Crime and antisocial behaviour on public transport

Our network continues to be a low-crime environment. Tackling robbery continues to be a focus for our policing partners. Operation Surge is the MPS response to robbery on the bus network. Around 80 per cent of bus-related robberies happen at bus stops. Victims are often young people, under the age of 18. The Roads and Transport Policing Command (RTPC) deploys high-visibility patrols to the highest-risk locations. Since 24 July, Operation Surge resulted in 952 arrests and 714 stop-and-searches.

The BTP's Operation Invert is a similar operation on the rail network, with high-visibility patrols deployed across identified stations and lines. For the month of August, the operation resulted in 13 arrests and 60 stop-and-searches.

Other crime and antisocial behaviour

On 25 September, following a guilty plea, a man was convicted of offences related to ULEZ vandalism and sentenced to 10 months imprisonment and 18 weeks imprisonment, both of which were suspended and ordered to run concurrently. He was also ordered to pay £1,630 to TfL, a victim surcharge of £187, and £5,000 to Yunex, whose staff received the offensive communications. He was also ordered to undertake 150 hours of unpaid work.

Tackling violence against women and girls

We continue our work to tackle violence against women and girls on the public transport network and improve their confidence to travel.

We offer support to those who experience sexual harassment or any behaviour that makes them feel uncomfortable when travelling in London.

We continue to work in partnership with the Mayor's Office for Policing and Crime to conduct localised women's safety audits, which have taken place in the boroughs of Hillingdon, Lambeth, Westminster, Waltham Forest and Brent. More than 70 audits have been completed by 50 women. A workshop has been delivered with stakeholders from local authorities, the Mayor's Office for Policing and Crime and the Greater London Authority (GLA), to discuss findings and next steps. We aim for the audits to be used as a toolkit in the future, to help empower women, girls and gender-diverse people to understand their experience of using public spaces. In addition, the audits should improve the sense of community and belonging for participants and others impacted by the outcomes.

Our Project Guardian school sessions, delivered by the London Transport Museum and supported by the RTPC and the BTP has exceeded its target of reaching 28,000 students and delivered 601 sessions to 33,876 students in Year 9. These sessions are an essential part of our work and help raise awareness on how to be an active bystander and tackle sexual harassment as a community.

Safeguarding our vulnerable customers

Safeguarding our most vulnerable customers remains our priority. Suicides on our network remain consistent with trends for the last two years and we continue to work with expertise within local boroughs and charities to increase awareness of mental health support and reduce the number of suicides in London.

We continue to recognise our colleagues, who intervene and support people in crisis daily. As a result of their continued commitment to preventing suicides, from July to October, we issued eight awards to colleagues, representing six life-saving interventions by our colleagues.

As part of our commitment to upskilling colleagues and continuous training and development, over the months of July to October, we organised suicide prevention training for 184 colleagues.

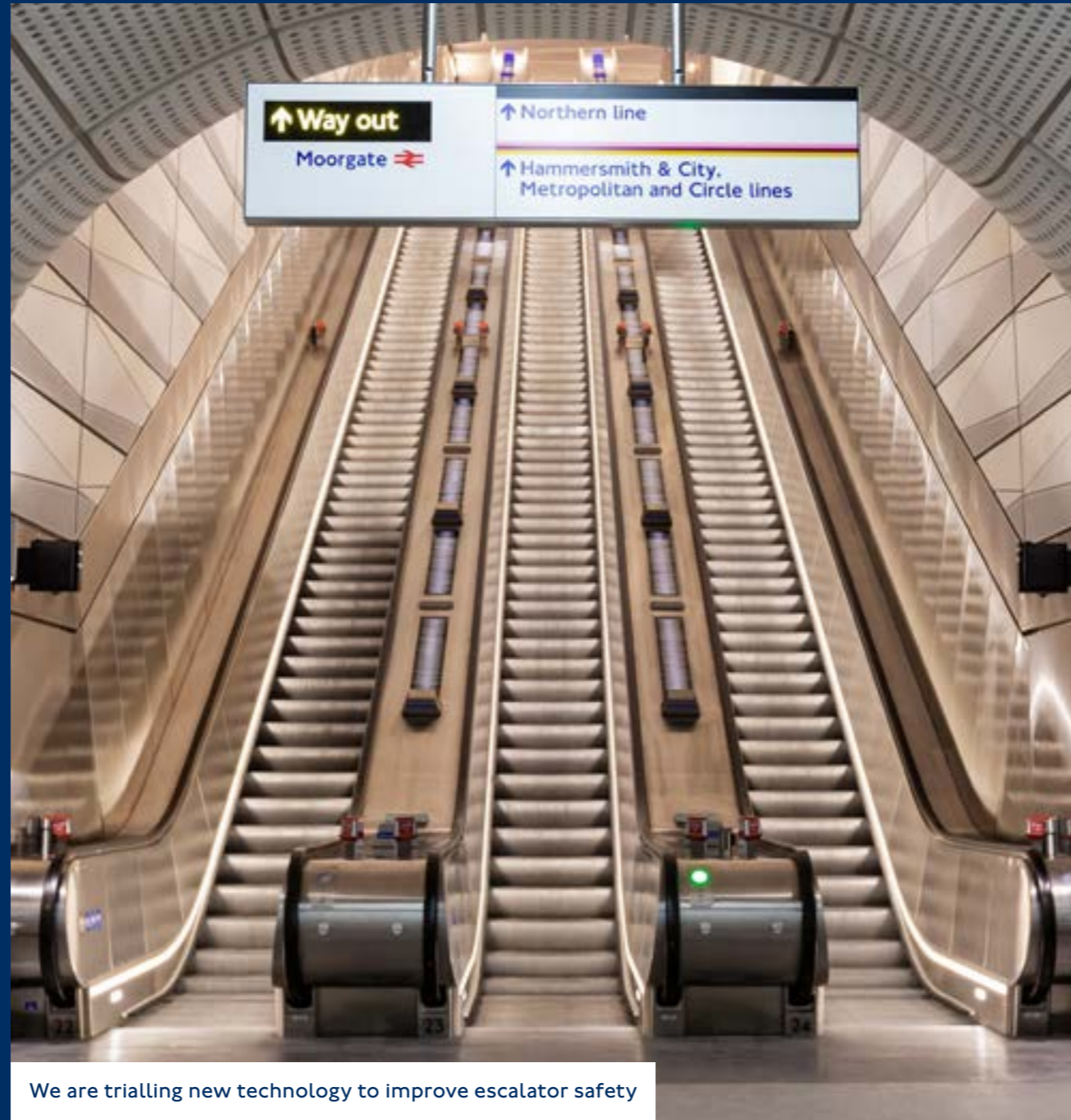
World Suicide Prevention Day was on 10 September, and we hosted a number of events with our partners in the charity and mental health sector. We also collaborated with other train operating companies to engage our colleagues and customers to spread awareness about our programme and encourage more companies to take the responsibility to promote safeguarding.

By training our colleagues in suicide prevention and collaborating with our partners in the mental health sector we are taking a strong stand in safeguarding our customers

Escalator safety

We continue our work to reduce the number of escalator entrapments. During the school summer holiday period, we ensured that our 'Keep kids' feet clear of the edge' poster was widely and prominently displayed to help raise awareness of children's footwear getting caught in escalators. We reinforced this message through regular public address announcements at stations, especially when our colleagues could see that children were present in the station.

We are trialling a trip switch device on an escalator at South Kensington, which will immediately stop an escalator in the event of an entrapment. We are also undertaking research on friction and the impact that different levels have on entrapments and are exploring the feasibility of tactile skirting and different coloured and stiffer brushes on the sides of escalators to deter customers from standing too close to the escalator sides. We continue to work with our colleagues at Network Rail, other train operating companies and escalator manufacturers to ensure that an industry wide approach is being taken.



We are trialling new technology to improve escalator safety

Vision Zero

Police activity to support Vision Zero

In July, the police supported the National Police Chiefs' Council operation which focused on the fatal four: speeding, drink and drug driving, mobile phone usage and seatbelt non-compliance. During July, 520 Traffic Offence Reports were issued on-street by police officers for speeding, 504 for not wearing a seatbelt (in addition, there were 12 for incorrect seatbelt fitting), 400 for using a mobile phone and 381 were arrested for drink and drug driving.

The police also continue to support the extension of our Road Victim Support Service.

A total of 20 corridors were identified for targeted enforcement through our tasking and deployment processes. Deployments were evidence based and intelligence led, ensuring that police resources were deployed at the right places at the right time.

In July and August, the RTPC delivered 12 Junior Roadwatch sessions in 12 boroughs. The RTPC also delivered 78 London Borough Speed Report deployments in July and 102 in August.



We are lowering the speed limit to 20mph on more of our roads

Safe speeds

Lowering vehicle speeds in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. As detailed in the Vision Zero progress report published in 2021, the second phase of the Lowering Speeds Programme aimed to lower speeds on at least a further 140km of our roads by 2024.

We continue to deliver against our programme to lower speed limits on our roads to further improve safety in London. In July, we introduced a new 40mph speed limit on the A406 North Circular Road.

Safe streets

Design work continues on projects across London, at priority locations where there is an identified road safety concern. Construction completed in August on the A23 Brixton Hill near the junction with St Saviours Road introducing a new signalised pedestrian crossing at a location with a poor safety record.

During September and October, detailed design work continued at locations where we plan to deliver Road Safety schemes later this financial year. Locations include Redcliffe Gardens in Kensington and Chelsea, King's Cross Road junction with Pentonville Road in Camden, A23 Streatham High Road at the junction with Gracefield Gardens in Lambeth and on the A20 Amersham Road junction with Parkfield Road in Lewisham.

Public engagement on safety improvements at the junction of A503 Seven Sisters Road and Wilberforce Road ended in July. Plans include an improved cycle crossing into Finsbury Park as well as improvements to a nearby pedestrian crossing, which we plan to deliver for 2025/26.

Safer Junctions

The Safer Junctions programme aims to deliver mitigations for vulnerable road users at some of the most dangerous junctions in London.

August saw the closure of our public consultation on whether to make permanent walking and cycling improvements between Finsbury Park and Nags Head. The improvements were introduced on an experimental basis as part of the Cycleway 50 works and included the Safer Junction locations of Holloway Road/Tollington Road/Camden Road and Holloway Road/Parkhurst Road/Seven Sisters Road. Consultation responses will now be assessed and, in conjunction with data collected during the experimental traffic order, will inform a decision as to whether to amend, retain or remove the experimental scheme, expected by July 2025.

Further design and survey work continues at pace on the Battersea Bridge Safer Junction project, with construction due to start in Wandsworth next month. When complete, the project will deliver improved facilities for cyclists and pedestrians, as well as a bus gate to the south of the bridge and three new pedestrian crossings at the Cheyne Walk junction in Chelsea.

We have finished our public consultation on safety improvements at Hogarth Roundabout in Hounslow and responses are being analysed.

Detailed traffic modelling is under way on the Monument Safer Junction scheme, and early engagement with key stakeholders has taken place ahead of further public consultation in the winter.

Public consultation on urban realm and road safety improvements, including a new toucan crossing on A205 Upper Richmond Road near East Putney station is due to take place later this autumn.

Design and outcome planning work continues on the remaining junctions covered by the programme. We have a target to complete public consultation and engagement on 10 of these locations by the end of 2024. We are on track to meet this target following public consultation on the Monument Safer Junction scheme which is due to take place before the end of the calendar year.

Direct Vision Standard

From 28 October 2024, the requirements for London's Direct Vision Standard (DVS) are changing. Heavy goods vehicles (HGVs) that are more than 12 tonnes will need to hold at least a three-star rating on the DVS star rating scale or fit the Progressive Safe System (PSS) to operate in Greater London. Operators requiring more time to install the PSS to their vehicles rated zero, one, and two stars can apply for a grace period, originally expected to run for three months from 28 October 2024 to 31 January 2025. Following an update on industry readiness to London Councils on 18 July 2024, we agreed in partnership with London Councils to extend the grace period by a further three months to 4 May 2025.

The estimated number of vehicles rated zero, one, and two stars that may need to fit the PSS to be made compliant with the new requirements is up to approximately 216,000. We have taken steps to help the industry understand the new requirements and adapt to the changes. This includes publishing updated DVS Operator's Guidance and detailed technical specifications, extensive engagement with operators, industry representatives, equipment suppliers and fitters, completing software and system upgrades and operational readiness activities to make sure we are ready to process applications for HGV safety permits and allow for the grace period.

Vision Zero Reference Group

On 8 August, we held a meeting of our Vision Zero Reference Group. This meeting was an opportunity to acknowledge our progress towards delivering the programme set out in our Vision Zero action plan. This session was a pivotal opportunity for the Vision Zero team to access valuable feedback from road danger reduction stakeholders during the drafting of Vision Zero action plan 2, and was attended by 23 stakeholders, each with a demonstrated interest in Vision Zero. They were provided with an overview of the Victim Support Partnership Pilot update, which received positive comments from stakeholders such as the London Cycling Campaign. This update was followed by a 2023 provisional collision data update and a Vision Zero action plan 2 workshop, which prompted lots of useful discussion.

Safety, health and environment culture Reviewing our workplace culture

Our ambition is to build a workplace culture that is positive and proactive when it comes to matters of safety, health and wellbeing, and environmental awareness.

A key part of our programme is a comprehensive assessment of our existing culture in relation to each of these three key areas.

At the end of July, we finished our assessments of the culture in the Central line trains team, London Underground Service Control, the Customer Operations Leadership team and the Safety, Health and Environment Directorate itself. In total, more than 9,300 colleagues have now engaged with the survey, resulting in a 51 per cent completion rate.

Safety, health and environment observations

The Observations project reached a significant milestone on 9 September with the launch of its system pilot. This pilot, which involves all colleagues in Compliance, Policing, Operations and Security, will test a feature within the Digital Assurance application called SafetyCulture, which enables all colleagues to quickly and easily report safety, health and environment observations, have action taken and receive feedback on the outcome. The pilot will run until 10 November and demonstrate whether this system can be effectively used by other teams across TfL.



Improving cargo bike standards

The use of cargo bikes is growing rapidly, presenting a safe, clean and efficient alternative to vans for many delivery and servicing trips. However, the regulatory environment for cargo bikes is still evolving and there is currently no clear, industry-wide safety standard for them. The cargo bike safety standard aims to set out the requirements for continued safe cargo bike operations in London.

On 24 July, we hosted an industry-wide workshop, bringing together experts from the Bicycle Association, Royal Mail and many more to share expertise and discuss the proposed requirements and recommendations that would make up the safety standard. The workshop facilitated great discussions and the safety proposals were positively received. The full safety standard is set to be published later this year.

On 19 July, we published Cargo bike operations in London: a guide, the UK's first comprehensive guidance on cargo bikes, providing businesses with the tools and information they need to feel able to make the switch to cargo bikes.

Forum for delivery companies

On 3 September, we held a special forum session for meal and grocery delivery companies, one year on from the launch of our groundbreaking meal and grocery delivery motorcycle road safety charter. Companies including Deliveroo and Just Eat gave updates on their progress during the 12 months, while we provided updates on Vision Zero and Vision Zero action plan 2, with a particular focus on work-related road risk.

Revenue protection

We continue our work to reduce the levels of fare evasion and increase deterrents across the network. Building on the success of our London Underground in-house investigation team, we are investing and expanding the remit of the team to investigate more individuals and focus on the most prolific fare evaders.

Customer messaging continues to be a focus, during July we worked in collaboration with academics from University of College London to trial different announcements and posters within stations on the Tube network. The customer messaging was directed at enforcement activity and the findings from these trials will support our long-term behaviour change approach across the network.

In September, our enforcement teams were featured on our social media channels, and we will be sharing further insight into the teams who patrol the network every day, highlighting the key role they play in protecting our revenue and supporting our safety and security objectives.



We are working to reduce fare evasion on our network

Our customers

Constantly working to improve travel in London

Delivering our Bus action plan

Our Bus action plan sets out our bold vision for buses in the capital and their pivotal role in tackling the climate emergency, creating healthy streets, enabling London's sustainable growth and meeting Londoners diverse travel needs. In response to our safety commitments set out in the plan, we have installed more than 270 fatigue detection technology fitments on our buses and expect to have more than 400 fitted by the end of the year.

A total of 6,000 bus drivers have completed our Equality, Diversity and Inclusion training since February, with the aim that all 24,000 drivers will be trained by March 2026.

As part of our ongoing engagement with London's boroughs, our bus team met with the Royal Borough of Kensington & Chelsea and the London Borough of Barnet in September. We have now met 23 boroughs specifically to discuss collaboration on the implementation of the Bus action plan since its launch.



6,000
bus drivers have completed our Equality, Diversity and Inclusion training



We have finished mid-life refurbishment works on more than 600 of our new Routemasters and also carried out 17 covert security checks at our bus stations since April, continuing our commitment to the safety of our customers on our network.

On the afternoon of 2 August, we were notified by one of our bus operators that they would stop operating at the end of service that same evening. Eight bus routes were affected, which resulted in us activating our Significant Incident Procedure to ensure we were able to use buses from other operators so we could continue to provide a bus service to the areas and communities affected. Despite the very short timeframe, by the next morning we had five routes running and this was increased throughout the day and into the following week. We communicated with customers that were affected and carried out regular engagement with local authorities and politicians to ensure they were fully briefed on the situation and aware of what we were doing to mitigate it.

Bus priority programme

We continue to progress towards the delivery of 25km of new bus lane by 31 March 2025, with the current total delivered standing at 11.7km. Recently new bus lane schemes have been completed in the London Borough of Ealing on Uxbridge Road and in the London Borough of Enfield on Bowes Road, which is a key Superloop corridor. These schemes will help to provide faster and more reliable bus journey times for our passengers.

We have completed public consultations on the TfL Road Network bus lanes schemes on Lee High Road in Lewisham and St Helier Avenue in Sutton. The Lee High Road proposals extend the existing eastbound bus lane on the A20 Lee High Road by 140 metres towards Lee Church Street, to help bus passengers reach their destination sooner. The St Helier Avenue scheme proposes to introduce 1.5km of new bus lane, wider pavements and two new pedestrian crossings making St Helier Avenue safer to cross for pedestrians. We are analysing responses to these consultations and updates will be provided on the dedicated consultation webpages.

We have announced £30m of funding for a new programme called Better Bus Partnerships. This programme aims to bring together investment in a range of infrastructure, policy and behaviour change interventions to improve customer journey times and bus customer experience. Guidance has been released, and workshops are being held with London boroughs to encourage transformational bid submissions.

The Bus Priority Signals Programme continues to deliver strong bus journey time benefits. We have carried out more than 150 reviews of our timetables to deliver more than 2,400 bus passenger hours of time savings each day.

Superloop anniversary

In July, we celebrated one year since we launched the SL8, the first route to carry the Superloop branding. New data shows the average increase in passengers on all Superloop corridors (including parallel routes) since the June 2023 baseline is 11 per cent, nine per cent higher than the network average. Increasing numbers of customers are seeing the benefits of the game-changing network of express bus services, with new Superloop services adding more than six million bus kilometres per year to the capital's network, above the four million originally forecast. The Superloop network improves outer London's connectivity by connecting people with 310 other bus routes, 49 rail stations and 23 rail lines.

The SL8 route, which runs between Uxbridge and White City, was the first of four existing routes to be renumbered over the summer last year to provide customers with an instantly recognisable express bus service in outer London. The route has the highest average weekday demand of all Superloop routes as patronage increased by 18 per cent between June 2023 and May 2024. Improvements on the SL8 included a change to the timetable with improved frequencies and expanded operating hours to provide more early morning and evening services, as well as USB charging and new priority seating.



Superloop has delivered an increase in bus passenger numbers

Network report

During the summer, when traffic levels are lower, a large number of essential roadworks took place across London to renew, replace and install road, rail and utility assets. Our teams worked hard to manage the impact of these works and ensure our customers and road users were able to travel, for business or leisure, with minimal disruption. Works to refurbish the A40 Westway started as planned on 21 July, with several other works taking place from 28 July.

We have been working closely with Thames Water to help with major works set to take place over a 12-month period on the A24 to replace their highest priority water main in London, which is 2.5km long and dates back to 1850. It was crucial for us to collaborate with Thames Water and other organisations to meticulously plan and schedule these works on the A24, so they were carried out in advance of our essential works on the A23. This approach enabled us to revise our own programmes and construction approaches to minimise the impact on our roads and road users. Thames Water completed the phases of work that would have the most impact during the summer to enable works on the A23 to progress.



We are improving road safety for people walking and cycling

Brent Cross road closure

In September, we began urgent works that required the partial closure of Cooper Road to northwest-bound traffic, off the Brent Cross flyover interchange with the North Circular Road A406 at Brent Cross. This emergency work was required to ensure the safety of the infrastructure and the people using it, and was identified during our routine inspections of all structures across our road network and associated refurbishment

projects. Unfortunately, since this closure has been put in place, a number of vehicles have been witnessed carrying out illegal and dangerous left turns down Coopers Road, travelling the wrong way down a one-way road, putting themselves and other road users in danger. To reduce the risk of a collision, Coopers Road was closed in both directions. The closures in both directions will remain in place for a number of months.

London Overground East London Line Housing and Infrastructure programme

Works are progressing well on the East London Line Housing and Infrastructure Fund programme which is providing a new station entrance and step-free access at Surrey Quays London Overground station. The programme includes work to upgrade the power and signalling along parts of the London Overground network to enable 18 trains an hour to run between Dalston Junction and Surrey Quays. These works are fully third-party funded and will help us to build up to 7,000 new homes by unlocking the area.

After a successful weekend closure in August, the roof made of glued laminated timber (commonly referred to as glulam) has been installed over the new ticket hall at Surrey Quays.

In August, we also successfully secured £25m of funding for the new proposed Surrey Canal station, but the programme has a funding gap which needs to be settled before we can proceed. We will continue to work closely with the Government, the London Borough of Lewisham and developers to secure additional funding to support the new station. When funding is confirmed, the investment will enable a further frequency increase to 20 trains per hour between Dalston Junction and Surrey Quays.

London Trams

Essential engineering works to replace worn-out rail tracks was completed between Dundonald Road and Wimbledon on 7 and 8 September. On 1 August and 15 September, Croydon Town Centre was closed to replace defective rail tracks within the embedded section of the track.

We have shortlisted four suppliers to design and build a new fleet to replace the original 24 Bombardier trams which are now reaching the end of their design lives. The invitation to tender was issued in September 2024 and new trams are expected to be in operation by the end of this decade. The contract has options to replace the entire fleet in the future. However, all new trams are subject to sufficient funds being available before awarding the contract.

DLR

We awarded KeolisAmey a new eight-year contract to operate and maintain the DLR, a franchise they have successfully run for the past 10 years. Following a competitive tendering process, the new contract focuses on delivering a number of key improvements to help deliver a better customer experience and meet future projected demand for services.

The key improvements include enhancements to timetables to support population growth across the network and fully rolling out Access DLR, which is a free travel assistance service for anyone over 18 who needs extra support.

Santander Cycles

This summer, we introduced an additional 1,000 e-bikes to the Santander Cycles scheme, giving many more Londoners the opportunity to benefit from an affordable, convenient and sustainable way of travelling around the city. We are rolling out an additional 500 e-bikes, with the final batch expected to be delivered into customer service later this year bringing the total e-bike fleet to 2,000.

The procurement process for the cycle hire scheme re-let continues. We started dialogue conversations with the bidders on 13 August, this phase is expected to last around 10 weeks. Our discussion focuses on key areas of the bid and is designed to help ensure that the final submissions offer the best value for money, service and experience for TfL and our customers.



We are increasing our the number of e-bikes in our fleet to 2,000



Our campaign encouraged cycling on Sundays over the summer

Cycle Sundays active travel campaign

Our TfL Cycle Sunday campaign, which encourages non-cyclists to have a go at cycling on a Sunday, finished at the end of September. Advertising for the campaign promoted a range of support, including more than 70 leisure routes, cycle training and special offers from TfL and partners which could be accessed via our website. A free Santander Cycles Day Pass was also available every Sunday in June. This resulted in 5,586 redemptions (63 per cent of which were new customers).

IFS Cloud Cable Car

We have continued to work with the operating contractor to fully mobilise the new contract for the London cable car. We have now successfully transitioned various services.

The cable car held a circus-themed campaign throughout the school summer holidays to help entertain waiting customers while they queued. The campaign included live performers such as jugglers and stilt walkers as well as balloon-making workshops. Both terminals were decorated with a circus theme including photo opportunities and themed music.

From 9 to 13 September, to celebrate Emergency Services Day, the cable car offered a free ride to all emergency service workers as a token of appreciation for everything they do to keep our communities safe.

London River Services

We have successfully concluded the private sector invitation to express an interest in investing in Festival or Greenwich Piers. We have received 11 responses and are now assessing them and assessing them to determine which to forward to the next stage.

E-scooter rental trial

Our e-scooter rental trial has been operating for three years, with 10 boroughs taking part and around 4,000 e-scooters available for hire across 1,000 parking bays.

In July, the trial expanded to Southall in Ealing, providing a sustainable transport option for people living and working in the area. For the period ending 22 September 2024, 140,000 trips were made taking this to a total of 4.64 million trips.

Working with London Councils and the London boroughs, we have also been exploring the design of a co-ordinated future scheme to manage dockless e-bikes and e-scooters in London. Work is ongoing and no decisions have yet been taken. We are also working with boroughs to support provision of more parking across London.

Events and protests

The busy summer of planned events and protests continued. The State Opening of Parliament took place in July, after the national elections brought about a change of government. Concerts, sporting events, and religious and community events took place throughout the summer, highlighting and celebrating London's diversity.

At the end of July, we saw a spate of unrest and an increase in tension in communities across the country. We worked with our policing partners throughout this time to ensure our transport networks remained safe and open to all.

We take a zero-tolerance approach to hate crime directed at our customers and colleagues and work closely with the police identify at-risk locations near our network

We engaged with stakeholder groups to provide reassurance and understand their concerns, and shared information about incidents related to the disorder. We also increased the visibility of our hate crime campaign to reinforce our zero-tolerance approach to any hate directed at our customers or colleagues across our services.

We worked to ensure our colleagues were, and felt, safe by continually providing updates to colleagues about our work with the police, issuing advice and guidance on what to do if an incident occurred, and publishing a range of communication materials about hate crime and its impacts.

Other cultural events continued throughout August, and we provided transport options to festival sites, music and sporting venues across London. Wembley station supported the seven nights of Taylor Swift's Eras Tour at Wembley Stadium with a number of initiatives and communications materials, and both line operation colleagues and station staff at Wembley Park, Wembley Central and Baker Street helped ensure that all concert goers had a safe return journey.

Wembley Stadium also hosted the IBF World Title between Anthony Joshua and Daniel Dubois in September. Cricket was back in full swing at The Oval and Lord's and we saw the return of the Premier and Football leagues.

Notting Hill Carnival

We took part in Notting Hill Carnival in partnership with the Windrush Foundation and Maasology for the second year. The event celebrates Caribbean culture and heritage and is part of the annual activities organised with the support from our Race Colleague Network Group. The bus was provided by bus operator Arriva, and many of our colleagues took part on both days of carnival.

For the first time, we encouraged attendees to travel to the event using the Elizabeth line from Paddington station and promoted a new route to and from the station. We provided a wide range of customer information, including street signs with a walking route to and from Paddington and posters with directions and travel advice at local stations.

This year our operational teams put in place improved station control measures to manage the large crowds attending the carnival. For the first time we collaborated with Google Maps to promote specific travel advice to those planning journeys in and around the area of the carnival. Our multi-channel communications approach enabled us to successfully reach millions of customers. Early indications suggest that our advice was well received, with many customers adjusting their journeys because of the information we provided, contributing to a safe and efficient operation and happy customers on the network.



We were proud to take part in Notting Hill Carnival

Piccadilly line upgrade and line closures

The team is preparing for the first new Piccadilly line train to arrive in London ahead of a period of intensive testing later this year. Two production trains are currently being manufactured at Siemens' new Goole facility in Yorkshire, and I attended the opening of this in early October. The new trains are part of a £2.9bn investment to modernise the Piccadilly line and help it run more reliably, safely, inclusively and sustainably.

Three new stabling and reversing sidings have been commissioned into service at Northfields to facilitate the depot upgrades and train service enhancements.

The first of the initial maintenance facilities at Northfields have now been completed, and we continue to make good progress with the contractors on engagement for the design and build for the end-state depot facilities.

Major track replacement works have been completed in the Arnos Grove area which has enabled platform improvements in preparation for the new trains. During the closure we also progressed with infrastructure works at Oakwood and Cockfosters depots.

In order to support the introduction of the new trains, essential work is taking place at Caledonian Road which means there will be separate temporary eastbound and westbound platform closures between 14 October and 21 November. Travel advice has been provided to customers ahead of the closure. The scale of the upgrade will mean that further closures will take place on the line to support the enabling work for the new trains to be introduced into passenger service from late 2025.

Silvertown Tunnel

At both the Greenwich and Silvertown sites, backfilling of the cut-and-cover areas is complete, and landscaping continues in these areas along with the Silvertown Tidal Basin Roundabout area and around the vicinity of the new Dock Road.

The installation of mechanical, electrical and power systems continues within the tunnels. Work to deliver a permanent power supply in Greenwich was successful, meaning that both Greenwich and Silvertown portal buildings now have a permanent power supply. Work at Tidal Basin is also progressing well, with work set to complete in October. On the A102 around the entrances to the tunnels, road realignment works are nearing completion.

Highway works to support the opening of the Silvertown Tunnel have been completed at the A13/A102, with work ongoing at Preston's Roundabout and Bow Roundabout. These works include changes to the highway layout, drainage, kerbs, footway paving and traffic signals. We have also started work to clear vegetation at multiple sites along the A102 noise barrier alignment.

Planning for the Silvertown Tunnel bus network continues to enable the planned increase in the number of buses able to cross the river in this area from five to 21 buses an hour in each direction in the busiest times, from 7am to 7pm, Monday to Friday. All the buses in the Silvertown Tunnel bus network will be zero-emission at the tailpipe, which marks a step change in bus accessibility in London, east of Tower Bridge. The tender for the cycle shuttle bus was awarded to Stagecoach in August 2024. We will now work with them to ensure the buses and bus stops are ready for tunnel opening, including developing the unique look and feel for the service to distinguish it from our regular bus service.

On 10 July, we launched an eight-week consultation that gave Londoners the opportunity to comment on the proposed user charge levels for the Silvertown and Blackwall tunnels, including discounts and exemptions. This concluded on 3 September. This consultation will enable TfL to ensure the user charge and range of discounts and exemptions have been informed by feedback from the public in addition to the statutory Silvertown Tunnel Implementation Group.

We are now assessing the responses ahead of presenting our recommendation for the final proposed charges, discounts and exemptions to the Board for their consideration and approval before the end of the year.



DLR

We recently reviewed the DLR's signalling system which identified some sections of the DLR network where a small reduction in train speed is required.

We have been assessing how this technical issue within the signalling system will affect our programme for introducing new DLR trains. We had already encountered challenges while testing the new trains and were implementing a plan to address these. But the discovery of the signalling issue means further detailed analysis and software modifications need to take place, which means some delay to the roll-out is unavoidable and we will not be able to start introducing the new DLR trains this year.

We are working hard to bring the new trains into service as quickly as possible and continue to work to minimise the impact of the speed reductions on current service levels.

DLR to Beckton Riverside and Thamesmead

Following the public consultation from 5 January to 18 March 2024, the report on the consultation and responses to the issues raised were published on 2 August, with 1,254 individual responses from members of the public and 29 stakeholder responses. This included responses from landowners, business and community groups and local authorities. The majority of respondents were supportive of the plans.

The next stage of work has started on funding and finance, engineering and feasibility, transport modelling and economic analysis, along with several surveys being undertaken.

Kentish Town station

We have made significant progress on the escalator installation, ticket hall construction and platform retiling. The new escalators have now been enclosed and operational inspections completed as part of the commissioning progress. The platform tiling works are nearly completed and are being cleaned and painted in preparation for the reopening. Works in the ticket hall are progressing well.

Colindale station

The main site works are progressing well, with the canopy, overbridge and staircases being removed and hoardings installed along the platform edge. A key structural wall has been built to the east of the southbound tracks and the majority of piles installed behind the west retaining wall. Preparations are being made for the installation of steelwork to support the new ticket hall deck, ahead of the reopening of the station in December 2024.

Cycleways

In July, in partnership with Islington and Camden Councils, we completed work on the temporary section of Cycleway 50 between York Way and Caledonian Road enabling people to cycle safely from Finsbury Park to Camden Town.

We also launched a public consultation on our proposals for walking and cycling improvements between Brentford and Syon Park. These include protected cycle lanes and improved pedestrian crossings.

Consultation reports were published in July for walking and cycling improvements at two locations, Holland Park Roundabout and between Woolwich Ferry to Plumstead.

In August, in partnership with London Borough of Hounslow, we completed work on the Brentford High Street section of Cycleway 9. This new section now enables people to cycle safely all the way from Brentford to Hammersmith.

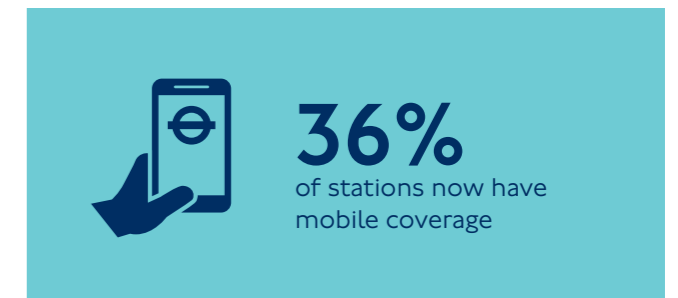
Borough Cycleways Away Day

Colleagues from the Strategy and Investment Planning teams welcomed cycling officers from across London's 33 boroughs to an away day to celebrate the progress made on delivering London's strategic Cycleways and discuss working together better to deliver more.

There were 85 people in attendance to hear talks from Walking and Cycling Commissioner Will Norman, Head of Transport Strategy and Planning Alex Goodship and Head of Investment Delivery Planning Helen Cansick, as well as officers from Enfield and Hillingdon. Participants also visited stalls and joined a guided bike ride around Southwark as they discussed plans and ideas for the future.

Connected London: 4G and 5G on the London Underground

We continue to roll out high-speed 4G and 5G mobile coverage on our network, enabling customers to stay connected as they travel around London, even below ground. We are working with Boldyn Networks to deliver this coverage across the whole of the London Underground, DLR and Elizabeth line, and between Highbury & Islington and New Cross stations on the London Overground. All four mobile network operators – Three UK, EE, Vodafone and Virgin Media O2 – are taking part in the roll out.



We now have coverage in 36 per cent of stations and 26 per cent of underground tunnel sections, with the Central, Northern, Piccadilly and Victoria lines all having a significant level of service. Customers can now make use of full coverage in tunnels and stations on the Elizabeth line from Paddington through to Whitechapel.

London Transport Museum

A new play opens at London Transport Museum

A new stage show, The Truth About Harry Beck, follows the life and work of the designer of the iconic London Tube map, Harry Beck. It launched on 14 September at the museum's on-site Cubic Theatre, in the heart of Covent Garden.

The play marks the 50th anniversary of Beck's death and reflects on the origins of this famous map. Written and directed by Andy Burden, it explores the creative mind behind the world-famous, now iconic diagram and explores the living and breathing network of the tunnels and train tracks in our capital.

London Transport dinner and auction

This year marked the 18th annual London Transport dinner and auction in support of London Transport Museum. On 2 October, guests from across the transport industry came together at Guildhall to celebrate the 70th anniversary of the historic Routemaster bus and raise vital funds for the Museum's work as an education and heritage charity. We were able to raise £400,000, which will enable us to carry on this vital work with our partners and suppliers.

TfL promotes Priority Seating Week with DLR trial and children's art competition

This Autumn, we celebrated our Priority Seating Week. This is a dedicated week of action to raise awareness of priority seats across the public transport network. School children across the capital were encouraged to bring Priority Seating Week to life with creative artwork, with three lucky winners receiving tickets to a Merlin Entertainments attraction in London. New signage designs will be trialled on DLR trains to highlight priority seats and encourage people to look up and give their seat to someone who may need it more

Innovation from Google Maps

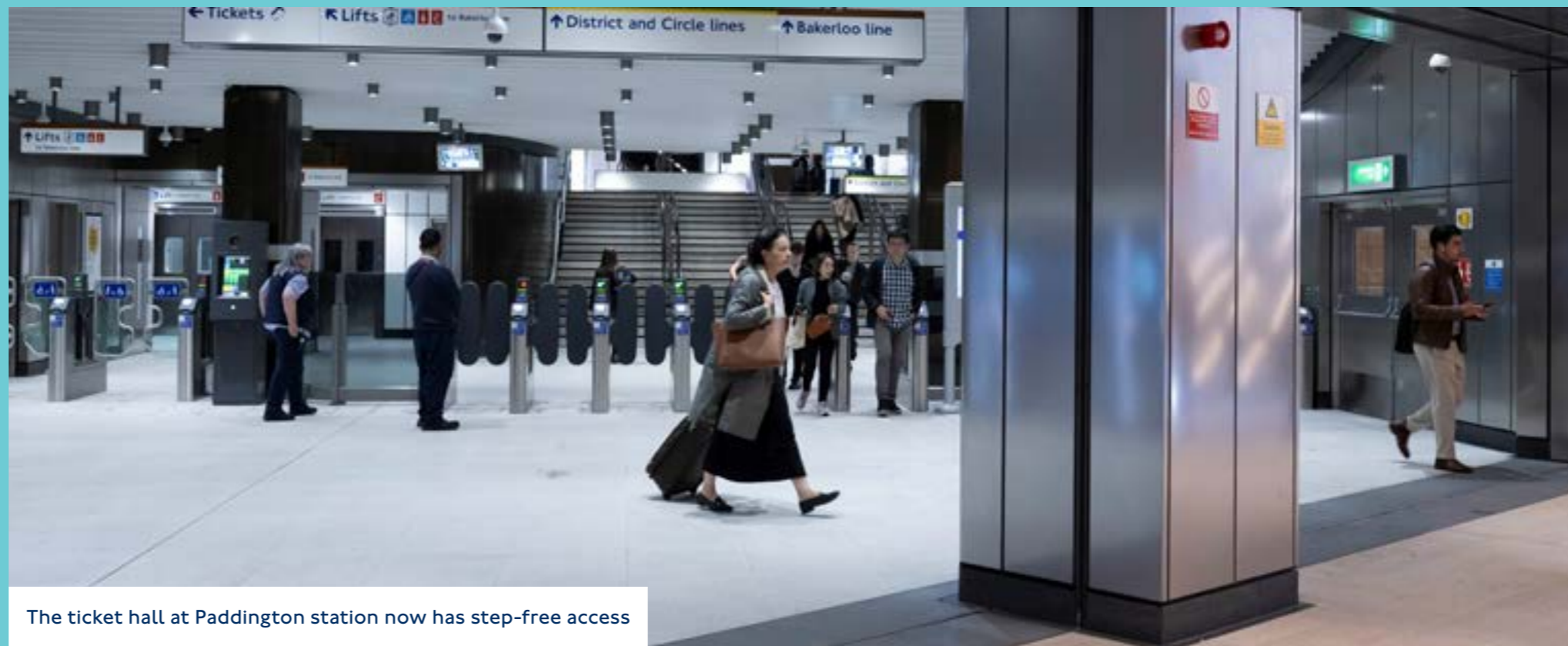
Our ongoing strategic partnership with Google Maps has resulted in a new feature within the Google Maps app and website to help people in London find lower-carbon travel alternatives by providing information about public transport and walking alternatives alongside driving directions. The new feature was made available to users in August and will enable people to make more informed and sustainable travel choices, helping further reduce carbon emissions across the capital and achieve the Mayor's Transport Strategy objectives.

Step-free access

In August, we announced the next group of London Underground stations to be prioritised for step-free access, with work starting at Alperton, Arnos Grove and Eastcote. They join North Acton and West Hampstead, which were announced earlier this year, in the design phase. We are also evaluating the feasibility of making seven more stations step-free: Colliers Wood, Croyley, East Finchley, Neasden, Northwood, Turnham Green and Tooting Broadway. Construction remains on schedule to start at Northolt station early next year.

In September, we opened the new ticket hall at Paddington Tube station, which serves the Bakerloo line. It provides customers with direct, step-free access from street to platform on the Bakerloo line for the first time, via two lifts. At more than three times the size of the previous ticket hall, the new entrance is set to transform the experience of customers at Paddington. The number of ticket gates has more than doubled from five to 11, helping to speed up journey times, while improved signage will make navigating the station quicker and easier.

Features such as single-colour tiling and use of lighting more appropriate for those with visual impairments in the corridors were integrated into the design at an early stage, helping to make journeys more inclusive for customers with visual impairments and other sensory needs, as well as step-free. The new ticket hall demonstrates how we can work with developers to transform public services. We continue to work hard to increase our step-free offering to create a fairer, more accessible and inclusive transport network.



The ticket hall at Paddington station now has step-free access



The new 310 bus route connects communities in north London

Bus route 310

From 31 August, we started trialling a new bus service, route 310, operating between Golders Green and Stamford Hill.

The introduction of the service follows a commitment made by the Mayor earlier this year in response to a campaign by the local Jewish community for a service to connect the two neighbourhoods.

Route 310 will connect communities between Golders Green and Stamford Hill, serving people in the boroughs of Barnet, Islington, Camden and Haringey, including stops at Highgate, Whittington Hospital and Finsbury Park.

This is the first time that the two areas have been connected by a direct bus service. The 310 will provide a safe, accessible, sustainable and affordable form of public transport connecting residents in north London, with the new route playing an important role in enabling more people in the area to switch from car use to public transport, reducing congestion and improving air quality across the area and beyond.

We started consultation on 1 September to assess the response to the service. This will be open for 12 months to enable Londoners to provide feedback and to inform our longer-term service plans. We will be working closely with local communities during this period to promote the route and to encourage communities across the route to share their feedback.

The trialling and introduction of new bus routes is part of our wider vision to improve public transport in London, as outlined in the Bus action plan.

Art on the Underground

Joy Gregory artwork

Art on the Underground was proud to launch a major new artwork by London-based artist and photographer Joy Gregory at Heathrow Terminal 4 Underground station on 25 July.

Titled 'A Taste of Home', the project explores belonging, migration and plant knowledge and was developed in dialogue with asylum seekers living in temporary accommodation near the airport.

The artwork covers 24 billboards in the ticket hall and brings together excerpts of poems and ingredients which were discussed as 'tastes of home' during a series of photographic workshops Gregory facilitated in the temporary accommodation. These are collaged over botanical artworks Gregory created using a range of special printing techniques.

Rooted in solidarity, the artwork explores the ways that compassion and food connect us, across oceans and beyond borders, and celebrates the many cultures, languages and hopes found in London. The artwork will be on display until 2026.



34k

downloads of Mind the Gap podcast episodes on the stories behind the London Overground line names

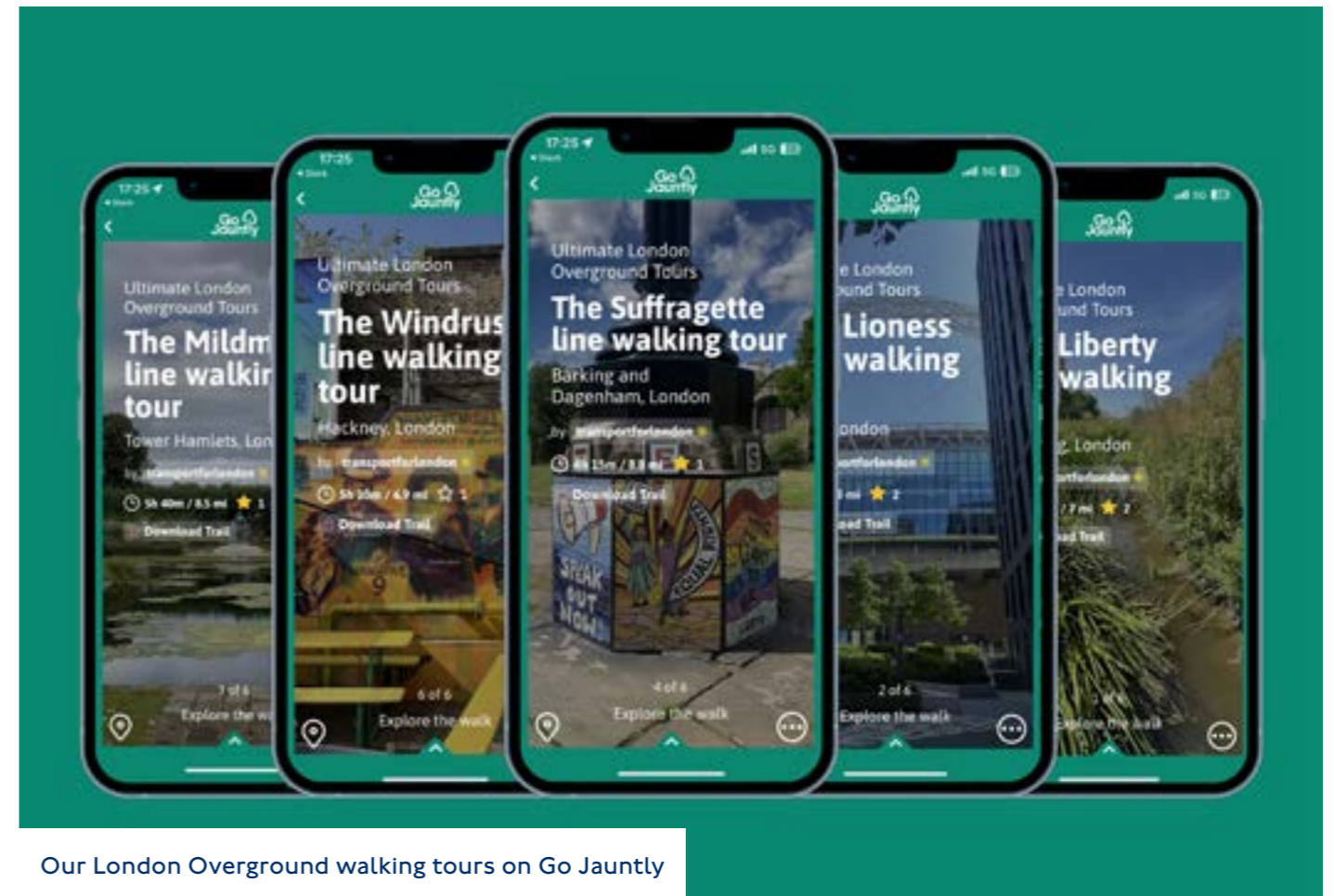
London Overground line naming

The summer campaign to celebrate the stories behind the naming of the six lines has been well received ahead of launch.

The 'Mind the Gap' podcast series featuring a deep-dive episode per line name has been incredibly popular – the first five episodes (Mildmay, Lioness, Liberty, Suffragette and Windrush) have so far achieved over 34,000 downloads, reaching number one in Apple Podcasts' Places & Travel category. The Lioness episode, featuring England football stars Chloe Kelly and Leah Williamson, is the most popular of this series of Mind the Gap, and was shared on social by Chloe Kelly, maximising reach. Other guests in the series have included Dragon's Den star and celebrity chef Levi Roots, and comedian Cally Beaton.

To celebrate the Weaver line, we held free community weave sessions at Chingford station community hub, which sold out within 48 hours of being announced. The participants of the sessions created a woven roundel, which will be unveiled in its new home at a station on the Weaver line.

The campaign included many more exciting activities such as: the launch of the Liberty line search for unsung community heroes with a chance to win exclusive transport prizes; an actress dressed as a Suffragette travelling on the Suffragette line; Hackney Car Free Day with a Windrush carnival theme; a collaboration with Regents Park Youth League to sponsor under-11s, staff and disability football tournaments; and Go Jauntly walking tours.



Our London Overground walking tours on Go Jauntly

Our colleagues

Making TfL a great place to work, where our people feel supported and empowered

Development of a new Equality Impact Assessment app

In July we launched the Workforce Equality Impact Assessments app, aligned with our commitment in Action on Inclusion, our internal diversity and inclusion strategy. This interactive and user-friendly online portal streamlines knowledge sharing and processing of our assessments.

The platform has already reduced process time by more than 50 per cent. More than 150 colleagues have participated in training and knowledge sharing sessions. The app's functionality is designed for adaptability, with the Business Service Function overseeing its management, enabling us to promptly address any updates related to protected characteristics.

In September, we established a working group to collect feedback, review the app's performance and plan enhancements to further improve the system.

Bus driver appreciation campaign

In September we partnered with data specialists Neighbourly Lab to launch a campaign to celebrate London's bus drivers. The campaign celebrates the life stories and experiences of nine drivers and two Network Traffic Controllers through videos, photos and a blog. It recognises the efforts and invaluable impact of all bus colleagues and communicates the idea that bus drivers are just like everybody else, with a personal story to tell.

A series of posters is being displayed across some of our bus stations to encourage local communities to view the artwork and get to know some of the individuals who keep the bus network running every day. It aims to show bus drivers and operational staff in a different light, away from the day job, sharing their stories with the people who use their services every day.

It builds on last year's campaign to increase appreciation for bus drivers and encourage more positive interactions on and off the network.

Rate My Apprenticeship Top 100 Employers

We have climbed significantly in the latest Rate My Apprenticeship Top 100 list, moving up from 70th place to 52nd.

This ranking was compiled from thousands of reviews submitted by recent apprentices to the Rate My Apprenticeship website, reflecting the opinions of those who completed their apprenticeship within the last year. Our improved position highlights how positively our apprentices view their experience with us, reaffirming our status as a leading workplace for apprentices and validating the efforts we have made to continuously enhance their experience.

In September, we welcomed our new cohort of graduates, apprentices and interns to our organisation. Across the business, we welcomed 88 graduates, 163 apprentices and 21 interns into a wide range of roles, creating exciting career paths for all those with an interest in transport.

A new campaign celebrates the life stories and experiences of our colleagues, encouraging Londoners to get to know their bus drivers

National Transport Awards

At the National Transport Awards held earlier this month, we received two commendations. These were for 'Best marketing campaign' for our work to promote the Elizabeth line at Heathrow and for the Digital and Technology Excellence in Transport award, where we were received a commendation for our work on Smart Stations. In addition, MTR Elizabeth line received best rail operator and Richard Baker from MTR won the Community Champion of the Year award. It was inspiring to see all the incredible work being carried out across the country and congratulations to all winners.

National Highway Awards 2024

In September, a number of our colleagues from Network Management were finalists at the National Highway Awards 2024. We were shortlisted for the 'Best use of new technology' award for our work on bus priority beaming. The Construction Advisory and Innovation team were also finalists for their brilliant three-tier approach promoting inclusivity at work sites when temporary road layouts are designed.

In Bloom

This year's annual gardening competition, In Bloom, had more than 60 entries from locations around the network, with our judges travelling from West Croydon to Croxley and Upminster to West Ruislip. The gardeners were creative in dealing with many different spaces – from a single wall or table to an entire platform or field – and our judges were delighted to see a range of sustainable gardening practices, including compost bins and rainwater harvesting. Our gardeners and competition winners gathered at City Hall for the awards ceremony on 25 September, where multiple trophies were handed out to recognise the variety of gardens that flourish on our network.

Northwick Park Underground station bagged this year's Gardens of The Future theme award. Their application of permaculture in planting adaptable, sustainable and edible plants provides a model for maximising small green spaces across the transport network.

Upminster Depot won both the Best in Show and Best Newcomer Awards. Over a few months, the staff transformed a patch of disused space into a garden that incorporates a seating area, wildflower meadow and art on the portacabins and office walls.



Hammersmith Service Control Centre's plant library

Corporate Finance Awards

Congratulations to our colleagues who won the 'Corporate Finance Team of the Year' at the Corporate Finance Awards. The team were recognised for their effective management of money and financial risk during our bond buy-back in December 2022.

Royal Institution of Chartered Surveyors' National Award

Many congratulations to the team who worked on the Bank Station Capacity Upgrade project, which won the Royal Institution of Chartered Surveyors' National Award in the Infrastructure Project category. This category celebrates the delivery of exceptional infrastructure projects including structures, systems and services required for operation.

National Rail Awards

Bank station also won the Major Project of the year award in the National Rail Awards. Bank station is one of the world's largest and most complex underground railway stations with over 100,000 passengers using the station each peak period. The project aimed to provide improved passenger access, circulation, and interchange.

Celebrating our successes

Safe Effective Quality Occupational Health Service accreditation

On 15 August, we were advised that the occupational health and wellbeing team had passed its annual inspection and consequently had its Safe Effective Quality Occupational Health Service accreditation renewed. This is the industry standard for occupational health services and provides an independent assessment of the service using standards of safety, effectiveness and quality.

Improving support for colleagues involved in traumatic incidents

We have continued to provide training for our Trauma Support Group of peer supporters to ensure they are able to support colleagues exposed to trauma and that members also feel supported in their own right. We have also produced a simple guide for people leaders and for families of those exposed to trauma to help them provide the best possible support to those directly affected.

During the summer we trained 10 trauma risk management managers from across the organisation, and they are now recruiting practitioners for training. This trauma-focused peer support system is designed to help people who have experienced a traumatic, or potentially traumatic, event. Trauma risk management practitioners are non-medical personnel with specific training and are equipped with the skills and tools to actively listen and offer practical advice and assistance.

Wellbeing pilot scheme

We are working with the Jubilee and Central line track teams and the Jubilee line customer operations team to identify the initiatives that could improve employee wellbeing. We will measure their impact on attendance and on the Workplace Wellbeing Index scores achieved in our annual Viewpoint colleague survey.

As part of this exercise, the track teams met with the Vita Health Group musculoskeletal team on 11 September.

Our green future

Creating a healthier, more sustainable city for the wellbeing of all Londoners

Air quality

ULEZ six-month report

The London-wide Ultra Low Emission Zone (ULEZ) Six Month Report was published in mid-July and showed that the compliance rate for vehicles driving in the zone that are subject to the ULEZ was up to 96.2 per cent, showing the scheme is having an important impact on reducing the number of older, more polluting vehicles on London's roads. Overall, nitrogen dioxide concentrations on roads in outer London are estimated to be 21 per cent lower than they would have been without the ULEZ and its expansions. Exhaust emissions of Particulate Matter (PM) 2.5 from cars and vans in outer London were estimated to be 20 per cent lower than a scenario without the London-wide ULEZ. Long-term trends show that average concentrations of pollutants across London reduced faster than averages over the same period in the rest of England.



Closure of our scrappage scheme

In August, we called for final scrappage scheme applications as the scheme finally closed on 7 September. The scheme for the expanded outer London area has now seen more than £188m committed to around 54,000 applicants. This was on top of the £61m for the central and inner London ULEZ, which led to more than 15,000 successful applications.

The scheme, which opened in January 2023, was expanded to cover all Londoners in the capital ahead of the launch of the London-wide ULEZ. It has been highly successful in supporting people to adapt to the world-leading clean air zone. Alongside the closure of the scheme, the end of the grace period for minibuses used by non-profit organisations for community transport was extended from October 2025 to October 2027.

Climate change adaptation

Launch of training pilot for adaptation, biodiversity and green infrastructure

On 24 July, we launched the first in a series of pilot training sessions focusing on adaptation, biodiversity and green infrastructure. This training, which is aimed at colleagues working on construction and maintenance projects, aims to build an awareness of the challenges and opportunities surrounding each of these themes to ensure we are best placed to continue to serve London for generations to come. Following the pilot sessions, we plan to assess where this training would be useful in other parts of the business.



5,237
colleagues trained
in carbon literacy as
of mid-July

Carbon literacy

In July, a TfL colleague became the 100,000th person globally to be certified by the Carbon Literacy Project, and we presented her with a special certificate to mark the occasion. Of the first 100,000 people to be certified globally, more than 4,200 – more than four per cent of the global total – were trained at TfL. All those who are certified must make pledges regarding how they personally will work to reduce carbon emissions. We launched our own in-house carbon literacy training, accredited by the Carbon Literacy Project, in 2022 and, as of mid-July this year, we had trained 5,237 colleagues.

Urban design learning

Urban Design Learning continues to raise awareness of regional and national environmental legislation and policy initiatives. Seven events were held between July and October covering various topics, including flood management, sustainable urban drainage systems, biodiversity net gain, holistic street design and London Plan policies.

Recently, we have been working with boroughs on the Government's Highways Greening Accelerator – publishing guidance that explores innovative ways of using highways land to provide the access to nature and the green infrastructure benefits that are needed to address inequality, improve quality of life and support vital ecosystem services.

Electric vehicle infrastructure strategy and delivery

London now has more than 21,000 public electric vehicle charge points as of 31 July 2024, including 1,200 rapid and ultra-rapid charge points. So far, we have delivered more than 300 of these rapid charge points, and in 2023 partnered with charge point operator Zest to provide up to 100 additional rapid and ultra-rapid charging bays on our road network across 2024 and 2025.

The first rapid (50kW) charge point and ultra-rapid (150kW) charge points in Bromley are now operational, with both charge points capable of charging two vehicles at a time. We continue to provide more sites in Richmond, Sutton, Lewisham and Hammersmith & Fulham, and we expect to award a new contract before the end of the calendar year to deliver charge points at more sites on our road network.

In September, our property company, Places for London, selected Fastned, the award-winning European ultra-rapid charging company, as its preferred partner for its new joint venture to help develop several new electric vehicle ultra-rapid charging hubs across its estate; this is subject to approval from the Land and Property Committee.



We have delivered more than 300 rapid charge points across London

This will help support the Mayor's commitment to achieve Net Zero carbon by 2030 and aims to deliver dedicated off-street urban charging hubs that will be able to simultaneously charge multiple vehicles at high speeds. The sites will also help support placemaking in the local areas by including retail and other facilities, such as toilets on larger sites where possible.

In addition to our plans to install public charging infrastructure, we are also undertaking a programme to convert our maintenance vehicle fleet of approximately 1,000 vehicles, to become zero emission. This will involve the installation of associated electric vehicle charging infrastructure at depots to facilitate a smooth transition and to meet key Mayoral targets.

Our finances

Working to ensure financial stability for the long term

Financial performance

Our latest financial report covers up to the end of Period 5 2024/25 (17 August 2024). It does not cover the impact of the cyber security incident as this occurred after the end of Period 5.

We delivered an operating surplus in 2023/24, reinvesting this in maintaining and improving our network. Our 2024/25 Budget builds on this foundation, aiming to grow our surplus and increase our ability to invest by continuing to deliver on our financial strategy:

Grow and diversify our revenue

- Cumulative journey growth is just over two per cent compared to last year. In our budget, we were targeting six per cent year-on-year journey growth over the full year, on top of the nine per cent we saw in 2023/24
- Despite growth on last year, journeys are 52 million below Budget, with passenger income £78m below Budget
- Our forecast for Quarter 1 identified this could increase to around £150m lower than Budget by the end of the year

Deliver recurring cost savings

- Operating costs are one per cent lower than Budget, mainly from lower contingency which was budgeted to mitigate risks on revenue
- Our Budget included delivery of £259m of savings this year, including £130m of recurring savings
- We are implementing plans to deliver more savings this year to help mitigate the forecast revenue shortfall

Grow our operating surplus

- We had budgeted for an operating surplus in the year to date; lower passenger income means we have a deficit of £16m at Period 5
- Our forecast for Quarter 1 is for an operating surplus of £61m this year, £100m lower than Budget
- We are striving to deliver in excess of this forecast and are implementing plans to further this year's savings and reduce discretionary expenditure

Fund our capital investment

- Capital renewals are £324m in the year to date, £79m up on last year, as we increase renewals investment to address the backlog of asset replacement
- Renewals are £10m higher than Budget, from cost increases and an early increase in spend. We expect to hit Budget over the full year
- We continue to make the case to government for a long-term funding settlement

Maintain liquidity to protect us against shocks

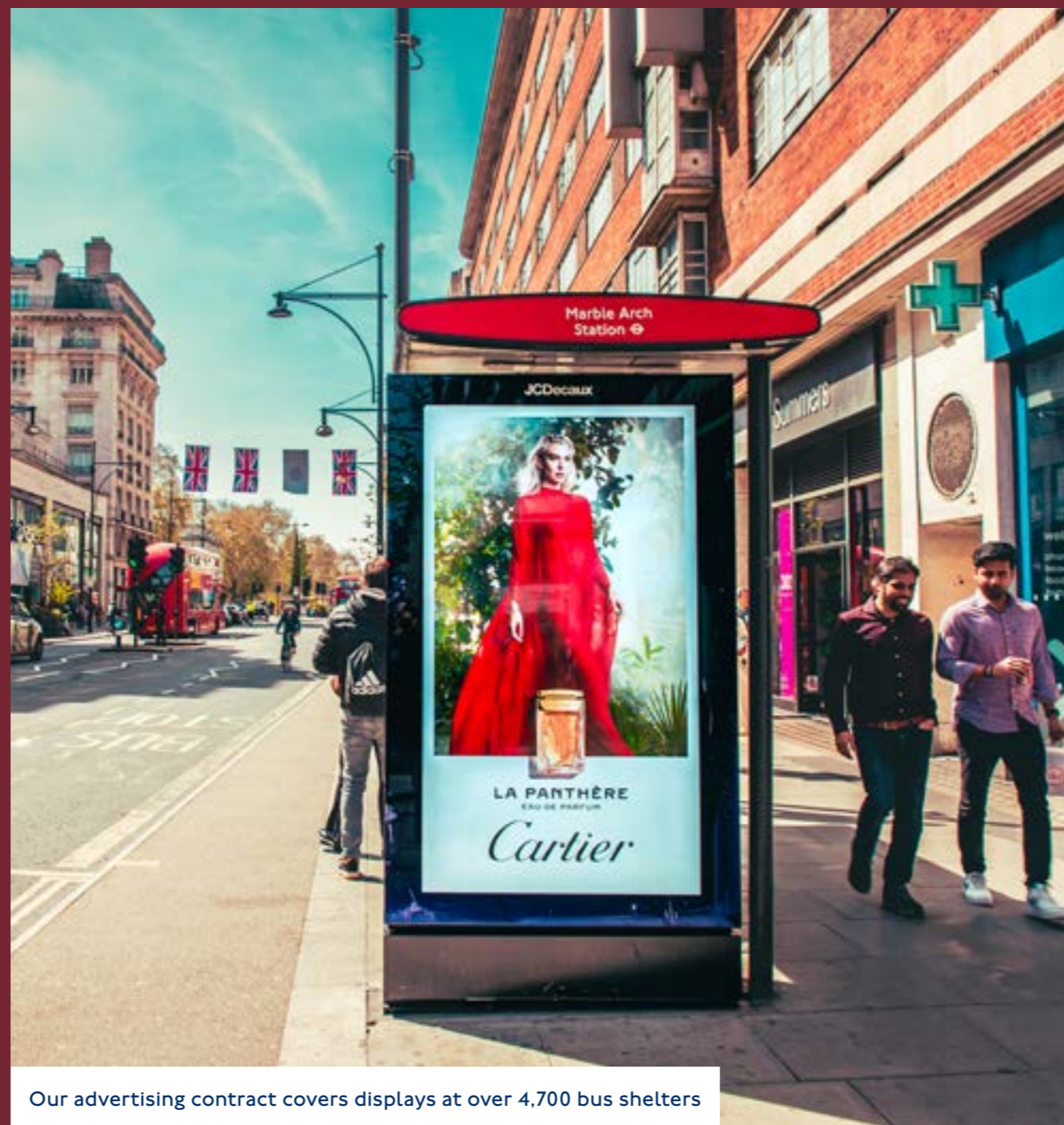
- Cash balances are £1.27bn at the end of Period 5 and are over £140m lower than Budget
- We aim to maintain average cash balances at around £1.3bn, in line with our treasury policy
- The GLA financing facility of £350m offers additional protection against shocks and risks

Our 2024/25 Budget aims to grow our surplus and increase our ability to invest by continuing to deliver on our financial strategy

Advertising contract

After an extensive procurement process, we have selected Global and JCDecaux to manage our advertising estate, building on the work achieved in recent years.

The new contracts will see Global continue to manage advertising on our rail estate, which includes digital and traditional paper advertising sites on the Tube, London Overground and Elizabeth line. JCDecaux will continue to manage advertising at more than 4,700 bus shelters, carrying more than 9,000 traditional paper advertising panels and 612 digital advertising panels.



Our advertising contract covers displays at over 4,700 bus shelters

New homes and Places for London

Completion of 1,000 new homes

We continue to make progress against our ambition to start building 20,000 homes by 2031. We have already started on more than 4,000 homes, and in July 2024, we completed our 1,000th home, this was at Kidbrooke development with our joint venture partner, Notting Hill Genesis.

Many of the homes are already occupied, including 350 homes at Blackhorse View in Walthamstow, our first joint venture with Barratt London. Working with Barratt London, we are expecting to deliver thousands more through our West London Partnership, which has the potential to provide more than 4,000 homes and create almost 10,000 jobs.

In July, planning applications were submitted for Earls Court and Edgware, proposing more than 7,000 new homes between them, alongside flexible workspace, cultural spaces, and green, open public spaces. At Edgware, a new training and skills centre has opened to provide Londoners with construction skills and support into the industry, and we will soon be opening another skills centre at Earls Court.

We are also updating our designs for four projects in response to the updated fire safety guidance issued by the Ministry of Housing, Communities and Local Government. Combined, Arnos Grove in Enfield, Montford Place and Nine Elms in Lambeth, and Southall Sidings in Ealing, will deliver more than 1,200 well-designed, high-quality homes that will be available to rent.

New homes at Cockfosters

We have been given the green light for our new housing development at Cockfosters. The proposals will deliver 350 new homes, more green space and a boost to London's economy. Following planning approval in 2022, we have now been granted consent by the new Secretary of State to progress the plans.

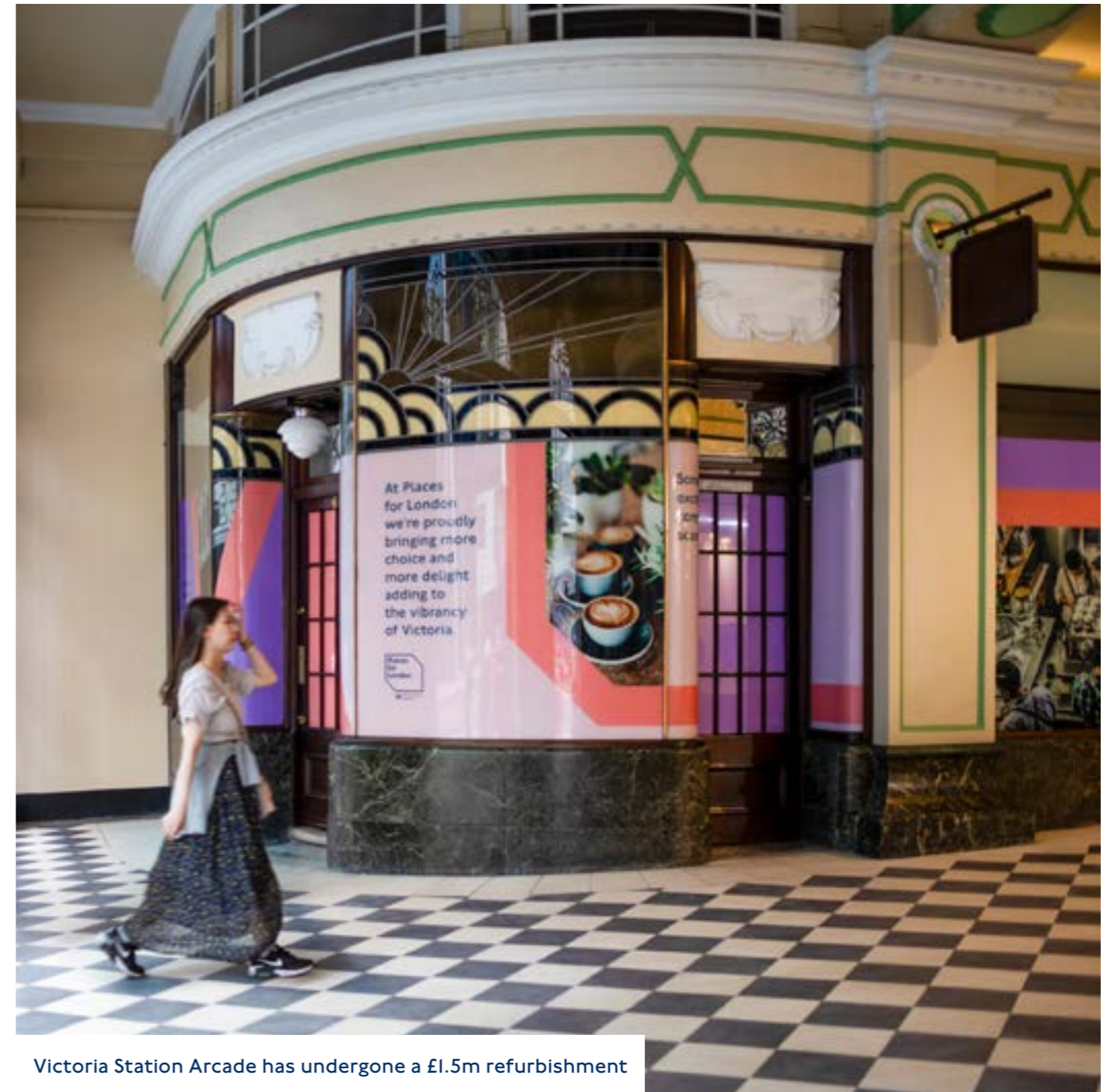
The proposed 1.36 hectares of car-free development, which was granted planning permission by Enfield Council in February 2022, will deliver around 350 new homes next to Cockfosters station which sits at the northern end of the Piccadilly line. In total, 40 per cent of the homes will be affordable and car parking options, including for Blue Badge holders, will still be retained at the station. The scheme will also deliver new commercial space improvements to the local area around the station and increased operational space. The designs also improve public access to nearby Trent Park and the London Outer Orbital Path and have been designed to provide around 4,200 square metres of publicly accessible open space for the local community, with the new trees and greenery replacing much of the current hard surface.

Reopening Victoria Station Arcade

The Edwardian Victoria Station Arcade has reopened on our commercial estate, offering new retail spaces and associated rental income. Located next to Victoria station, the Arcade features restored shopfronts, art deco elements and Edwardian architecture. Built in the early 1900s as part of the Metropolitan District Railway, the Arcade's heritage features had deteriorated. A £1.5m restoration project has restored its original features, including Edwardian-style shopfronts and period lighting. The Arcade is now decorated in a historic District Railway colour scheme. Over the next 10 years, through Places for London, we will invest £300m to upgrade and expand our retail spaces, focusing on our net zero target.

Places for London customer conference

Our property company, Places for London, held its first customer conference in September, bringing together businesses operating on our estate with guest speakers from the GLA, the Federation of Small Businesses and Grow London Local. Businesses spoke about how they have worked to support their local communities, reduce their impact on the planet, and make their industries more open and inclusive. Places for London also held its We Make Places for London awards for its customers, recognising the amazing businesses that have a positive impact on London and Londoners across categories including Communities and Inclusion, and Sustainability and Innovation.



Victoria Station Arcade has undergone a £1.5m refurbishment

About us

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

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, Elizabeth line, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the IFS Cloud Cable Car.

We manage the city's red route strategic roads and are responsible for the maintenance, management and operation of more than 6,000 sets of traffic lights across the capital. The London boroughs are responsible for all the remaining roads within their boundaries. The experience, reliability and accessibility of our services are fundamental to Londoners' quality of life. Safety remains our number one priority and we continue to work tirelessly to improve safety across the network for both colleagues and customers.

Our vision is to be a strong, green heartbeat for London. We are investing in green infrastructure, improving walking and cycling, reducing carbon emissions, and making the city's air cleaner. The Ultra Low Emission Zone, and fleets of increasingly environmentally friendly and zero-emission buses, are helping to tackle London's toxic air. We are also improving public transport options, particularly in outer London, to ensure that more people can choose public transport or active travel over using their vehicles.

That is why we are introducing the outer London Superloop bus network, providing express bus routes circling the entire capital, connecting outer London town centres, railway stations, hospitals and transport hubs.

We have constructed many of London's most significant infrastructure projects in recent years, using transport to unlock economic growth and improve connectivity. This includes major projects like the extension of the Northern line to Battersea Power Station and Nine Elms in south London, as well as the completion of the London Overground extension to Barking Riverside and the Bank station upgrade.

The Elizabeth line, which opened in 2022, has quickly become one of the country's most popular railways, adding 10 per cent to central London's rail capacity and supporting new jobs, homes and economic growth. We also use our own land to provide thousands of new affordable

homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

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

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

Board

Date: 16 October 2024

Item: Finance Report – Period 5, 2024/25

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 Period 5, 2024/25 – the year-to-date ending 17 August 2024.

2 Recommendation

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

3 Financial Reporting to the Board

Finance Report – Period 5, 2024/25

- 3.1 The Finance Report Presentation at Appendix 1 provides a summary of year-to-date financial performance against the Budget approved by the Finance Committee on 13 March 2024. A similar report was considered by the Finance Committee at its meeting on 9 October 2024.
- 3.2 We are currently dealing with an ongoing cyber security incident. We identified some suspicious activity on Sunday 1 September and took action to protect our systems. We are conducting a thorough investigation into the incident, alongside the National Crime Agency and the National Cyber Security Centre. As this incident occurred after the end of Period 5, the cyber security incident is not covered in this report.

List of appendices to this report:

Appendix 1: Finance Report Presentation

List of Background Papers:

None

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Finance Report

Period 5, 2024/25

Management results from 1 April 2024 – 17 August 2024

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Board

16 October 2024



We are aiming to offset the impact of lower growth in demand on our ability to invest



We delivered an operating surplus in 2023/24, reinvesting this in maintaining and improving our network. Our 2024/25 Budget builds on this foundation, aiming to grow our surplus and increase our ability to invest by continuing to deliver on our financial strategy:

Grow and diversify our revenue

- Cumulative journey growth is just over 2% compared to last year. In our budget we were targeting 6% year-on-year journey growth over the full year, on top of the 9% we saw in 2023/24
- Despite growth on last year, journeys are 52 million lower than Budget with passenger income £78m lower than Budget
- We are currently forecasting passenger income could be c.£150m lower than Budget by year end.

Deliver recurring cost savings

- Operating costs are 1% lower than Budget, mainly from lower contingency which was budgeted to mitigate risks on revenue
- Our Budget included delivery of £259m of savings this year, including £130m of recurring savings
- We are implementing plans to deliver more savings this year to mitigate the forecast revenue shortfall.

Grow our operating surplus

- We had budgeted for an operating surplus in the year to date – lower passenger income means we have a deficit of £16m at Period 5
- Our Quarter 1 forecast is for an operating surplus of £61m this year, £100m lower than Budget
- We are striving to deliver in excess of this forecast and are implementing plans to further this year’s savings and reduce discretionary expenditure.

Fund our capital investment

- Capital renewals are £324m in the year to date, £79m up on last year as we increase renewals investment to address the backlog of asset replacement
- Renewals are £10m higher than Budget, from cost increases and an early ramp up in spend. We expect to hit Budget over the full year
- We continue to make the case to government for a long-term funding settlement.

Maintain liquidity to protect us against shocks

- Cash balances are £1.27bn at the end of Period 5 and are over £140m lower than Budget
- We aim to maintain average cash balances at around £1.3bn in line with our treasury policy
- The GLA financing facility of £350m offers additional protection against shocks and risks.

Our progress

Our underlying revenue has increased by almost £2bn since 2020/21 and over £300m on last year, with increases from all revenue sources.

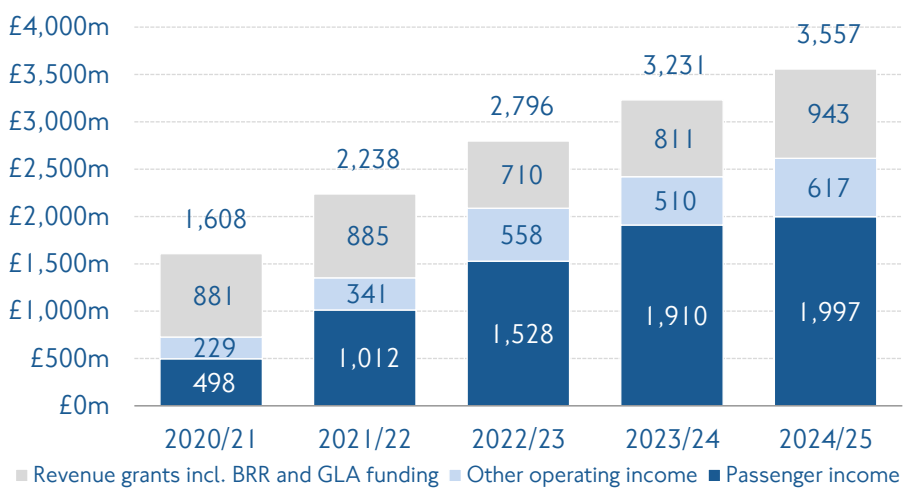
Real terms like-for-like operating costs are over £100m lower than in 2020/21.

We turned an operating deficit into a surplus in 2023/24 through revenue increases and cost control. We are currently making a deficit, a result of lower than budgeted revenue growth and higher capital renewals. Our forecast surplus for this year is now £61m, but we are taking steps to deliver in excess of this.

For the duration of the Department for Transport (DfT) funding agreement from August 2022 to end of March 2024, we were required to maintain usable cash below £1.2bn, and below £1.3bn at the end of Quarter 4, 2023/24.

Grow and diversify our revenue

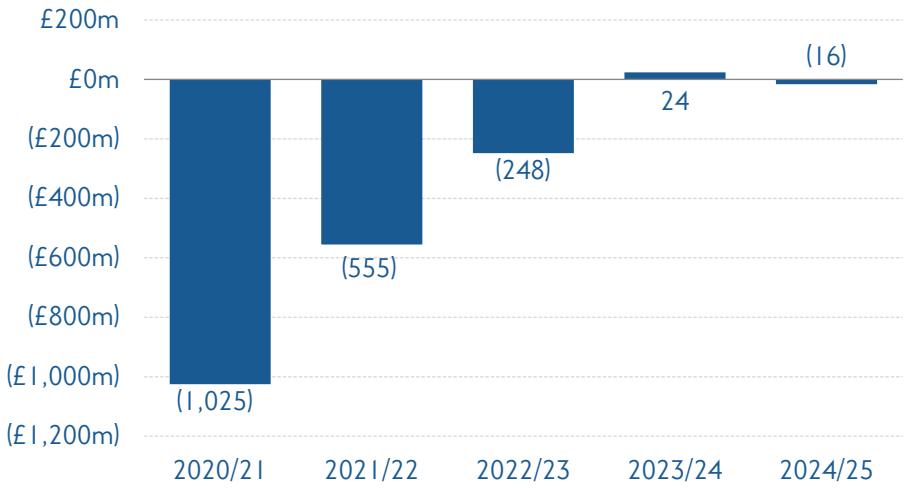
Revenue (excluding extraordinary funding) – Year to Period 5 (£m)



NB: Excludes all HMG pandemic related funding and one-off GLA funding

Grow our operating surplus

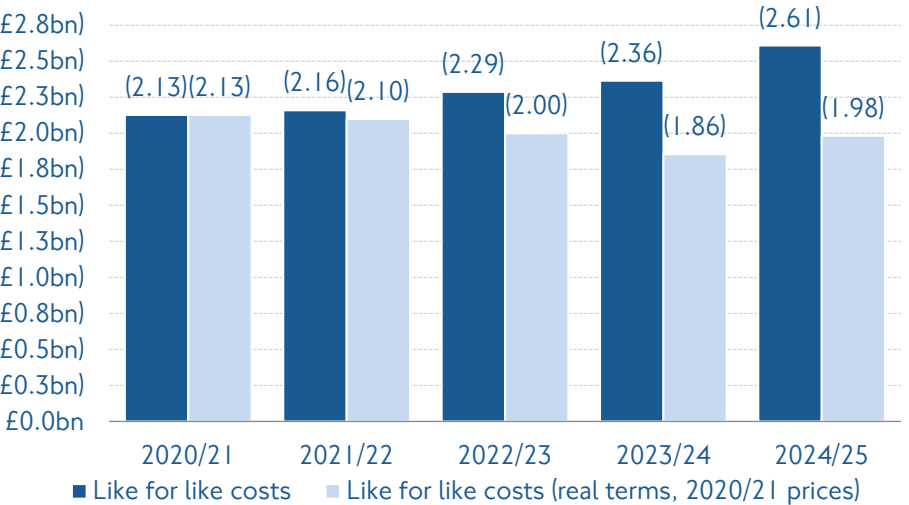
Operating surplus / (deficit) – Year to Period 5 (£m)



NB: Excludes all HMG pandemic related funding

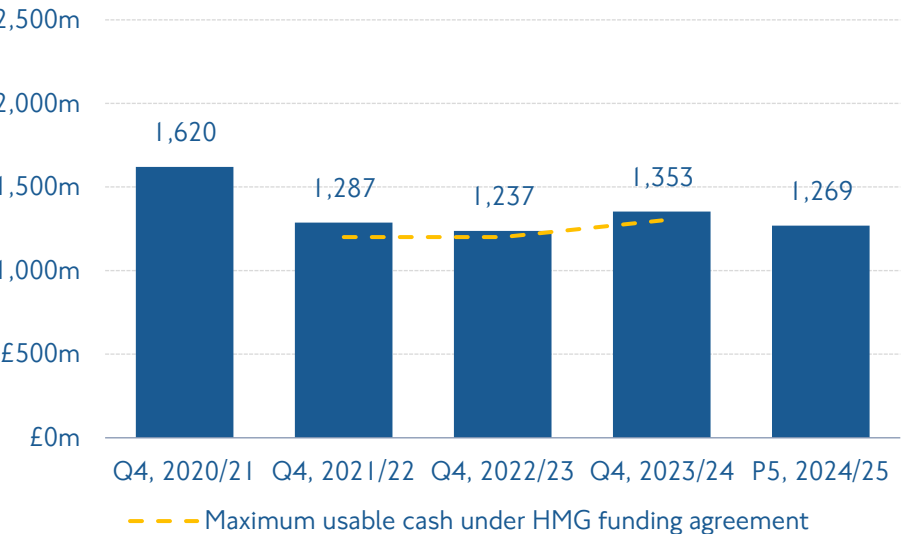
Deliver recurring cost savings

Like-for-like costs since 2020/21 – Year to Period 5 (£bn)



Maintaining liquidity to protect us against shocks

Cash balance (£m)



--- Maximum usable cash under HMG funding agreement

Passenger journeys

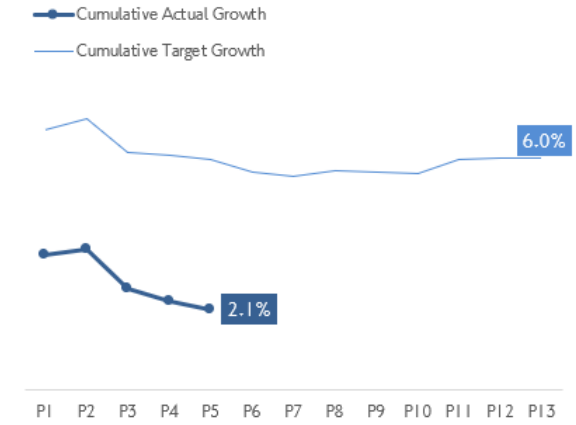
In 2024/25 we have budgeted 6% year-on-year growth in demand. Journeys to date are just over 2% up on last year and are 52 million lower than Budget.

While ridership continues to grow across our services, building on the last financial year's 9% year-on-year growth in journeys, in the early part of the financial year demand has grown by less than expected in our Budget.

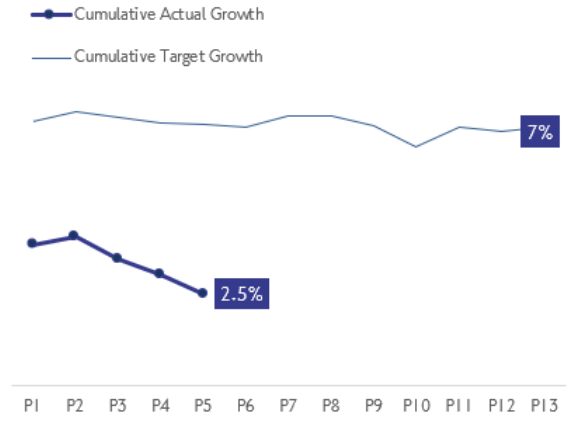
This is largely owing to a range of economic factors, which are impacting both leisure and commuting demand. There is also a range of other factors impacting customer choices including seasonality, weather and national rail strikes.

Passenger journeys year-on-year growth and comparison to Budget

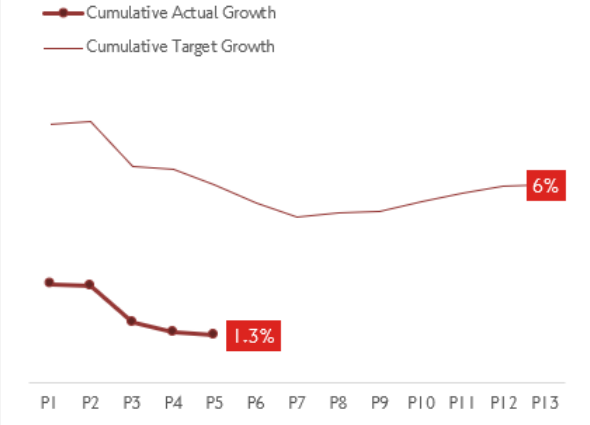
TfL	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	256	1369	(10.7)	(51.7)	3.0	28.1
					1.2%	2.1%



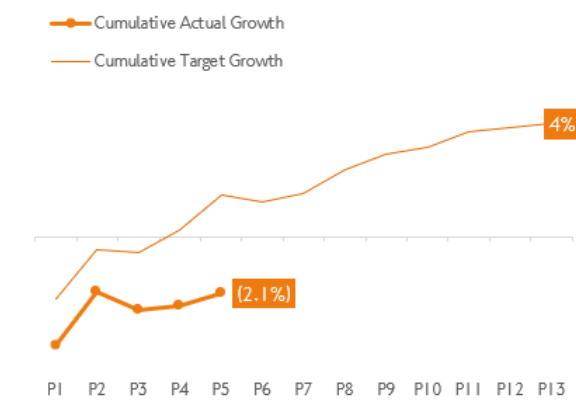
LU	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	87	456	(5.7)	(20.0)	0.2	10.9
					0.3%	2.5%



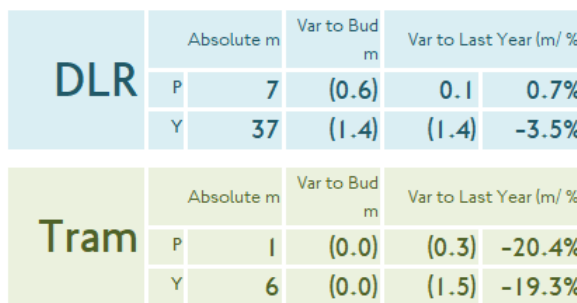
Bus	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	131	713	(3.7)	(29.7)	1.1	9.3
					0.9%	1.3%



Rail	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	21	113	(1.6)	(4.3)	(0.0)	(2.5)
					-0.1%	-2.1%



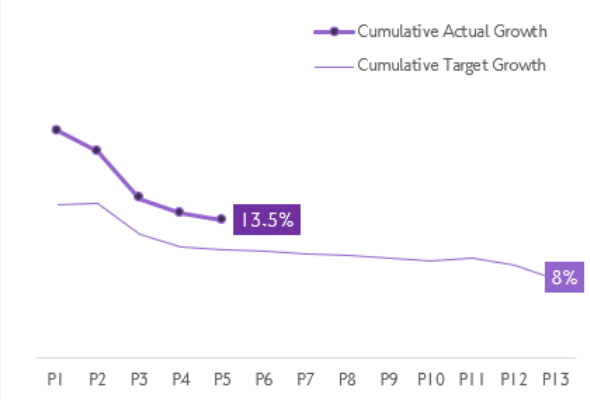
LO	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	12	69	(1.0)	(2.8)	0.2	0.4
					1.7%	0.5%



DLR	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	7	37	(0.6)	(1.4)	0.1	(1.4)
					0.7%	-3.5%

Tram	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	1	6	(0.0)	(0.0)	(0.3)	(1.5)
					-20.4%	-19.3%

EL	Absolute m		Var to Bud m		Var to Last Year (m/ %)	
	P	Y	P	Y	P	Y
	17	87	0.3	2.3	1.7	10.3
					11.2%	13.5%



EL journeys are estimates and are subject to revision

Economic context

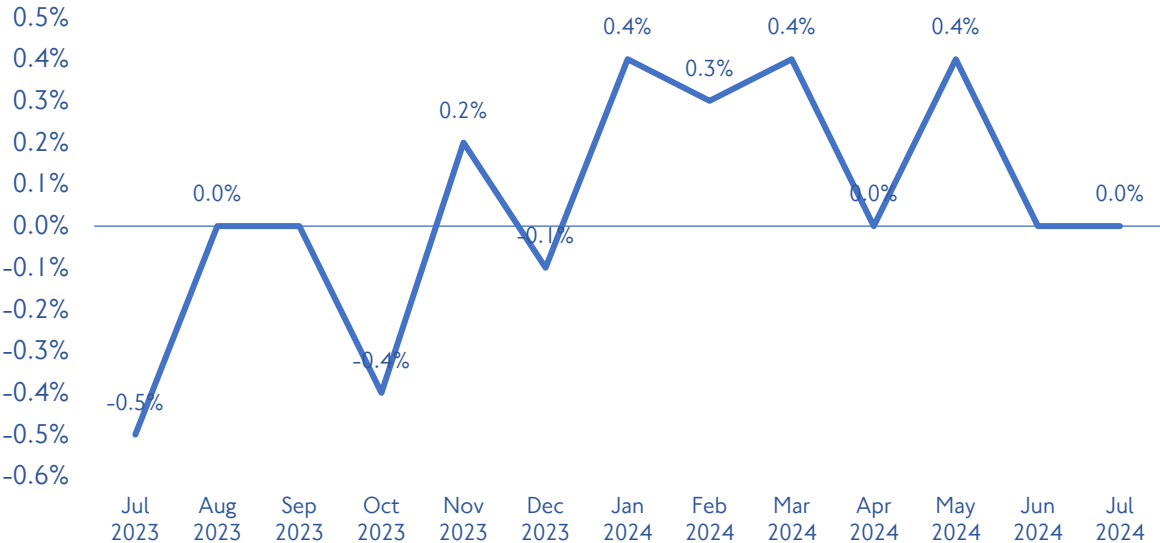
Economic growth has been lower than expected. The economic forecast that underpinned our Budget estimated gross domestic product (GDP) growth at between 1% and 1.6% this year. However, GDP has shown no growth in both June and July 2024. In the three months to July 2024, GDP has grown by only 0.5% when compared with the three preceding months.

Wages are growing in real terms, but are lower than pre-pandemic levels and affect individuals and households differently.

Younger adults, who use our services more, are seeing lower wage growth, especially relative to housing costs. Between 2019 and 2023 median income growth has been 14%, while food prices rose by 31% and energy prices by 87%.

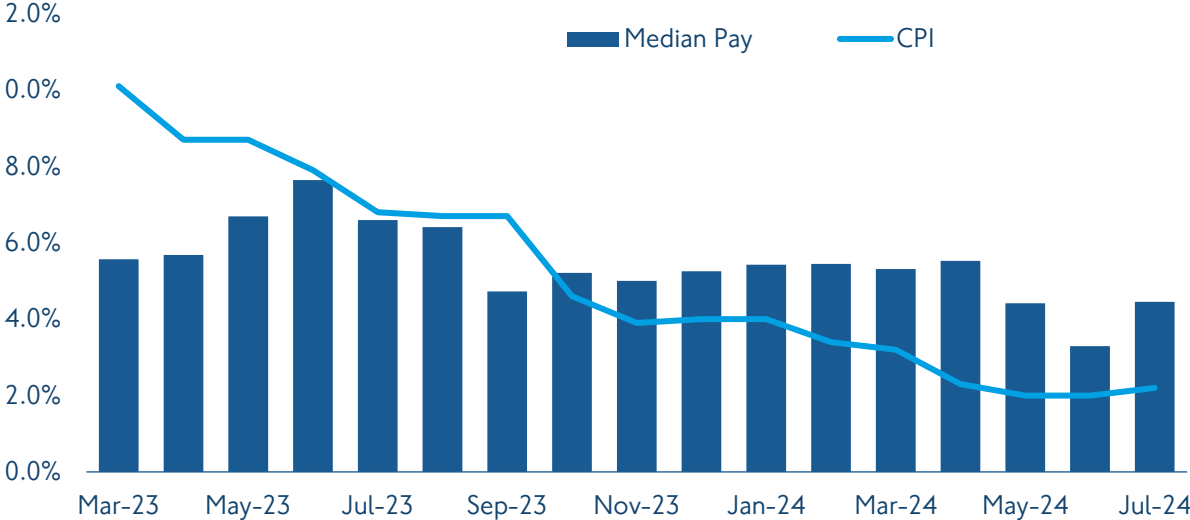
Wage growth in London is skewed by housing costs. On average, Londoners spend 17% of their income on housing costs, compared to c.10% or less in other regions of the UK. The proportion of income spent on housing has fallen significantly since the financial crisis in every region except for London.

Economic growth remains sluggish, with 3 months of flat growth this financial year



ONS, GDP monthly estimate, UK: July 2024

The UK is seeing real-terms wage growth, but this affects households differently



ONS, Earnings and employment from Pay As You Earn Real Time Information, non-seasonally adjusted (September 2024)

Income statement

In the year to date we have made an operating deficit of £16m. Period 5 covers the summer holidays when demand, and therefore revenue, is lower. Our Quarter 1 forecast is to deliver an operating surplus over the full year of £61m.

Passenger income is £78m lower than Budget in the year to date, driven by lower passenger growth than expected. Other operating income is £18m up on Budget from higher ULEZ enforcement income.

Our core operating costs are £36m higher than Budget, mainly from higher bad debt charges from enforcement income. Exceptional costs are £42m lower, mainly from central contingency, which was budgeted to mitigate revenue uncertainty in the year.

£m	Actuals	Variance to Budget		Variance to last year	
Underlying passenger income	1,997	(78)	-4%	86	5%
DfT revenue top up	0	0	N/A	(96)	-100%
Passenger income	1,997	(78)	-4%	(10)	0%
Other operating income	617	18	3%	107	21%
Business rates retention	835	0	0%	99	13%
Other revenue grants	123	(14)	-10%	14	13%
Revenue	3,572	(73)	-2%	210	6%
Core operating costs	(3,042)	(36)	-1%	(296)	-11%
Investment programme operating costs	(59)	14	19%	27	31%
Exceptional costs	(1)	42	98%	1	58%
Operating surplus before interest and renewals	471	(54)	-10%	(58)	-11%
Capital renewals	(324)	(10)	-3%	(79)	-32%
Net interest costs	(163)	(5)	-3%	1	1%
Operating surplus / (deficit)	(16)	(69)	-131%	(136)	-114%

Income statement excludes Places for London

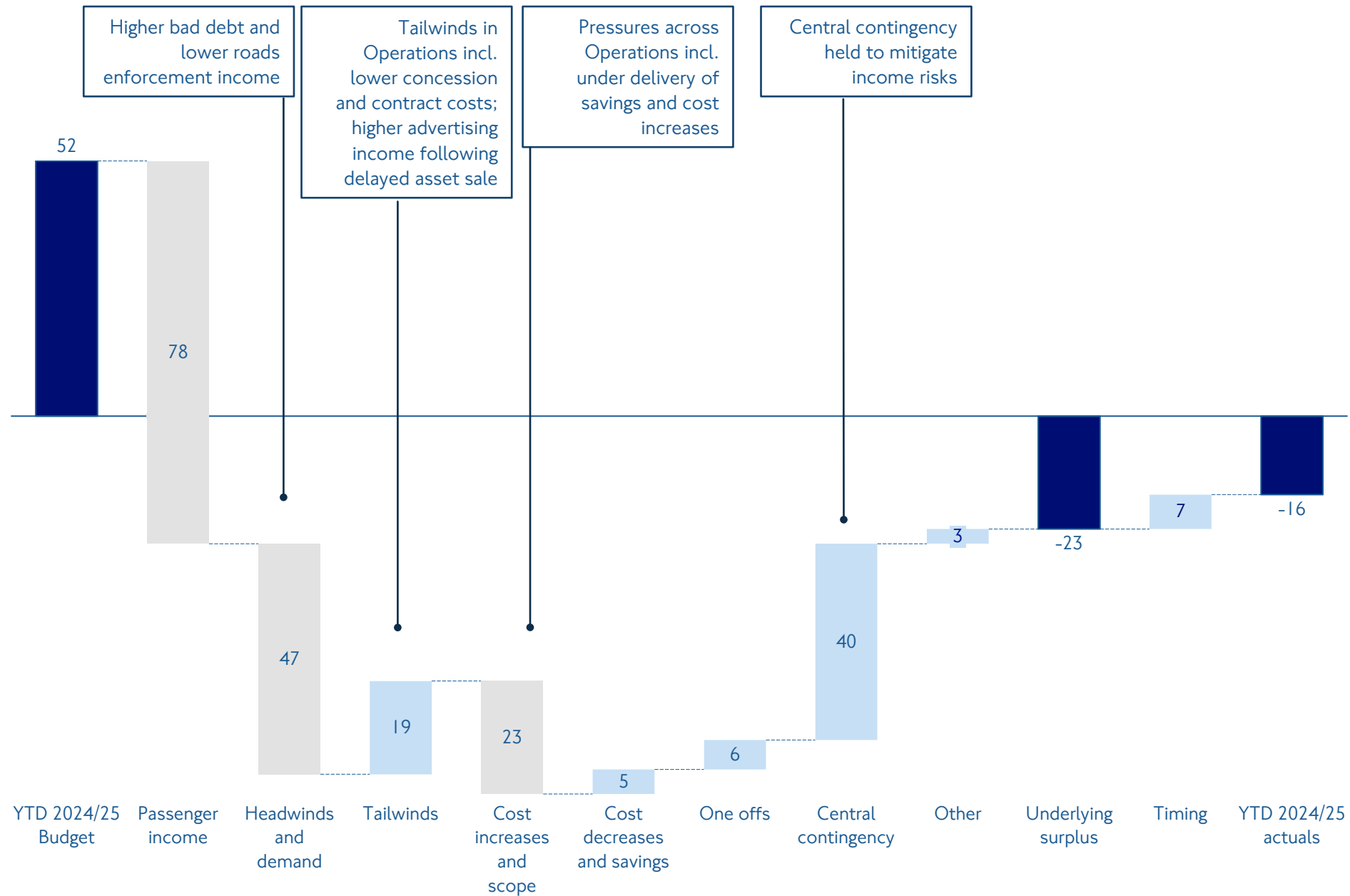
Operating surplus

We have an operating deficit of £16m in the year to date, which is £69m worse than Budget. After adjusting for timing differences – mainly in capital renewals and Investment Programme operating costs – we are making a deficit of £23m, £75m behind Budget.

We are seeing a combined £125m pressure on our surplus from demand and volume pressures on passenger income, roads enforcement income and enforcement payment rates. Our core costs – after adjusting for bad debt – are slightly better than Budget.

The revenue pressure has been partly mitigated by central contingency, which was included in our Budget to mitigate income risks. However, the magnitude of our revenue pressure will require further savings this year.

Operating surplus/ (deficit) variance to Budget (£m)



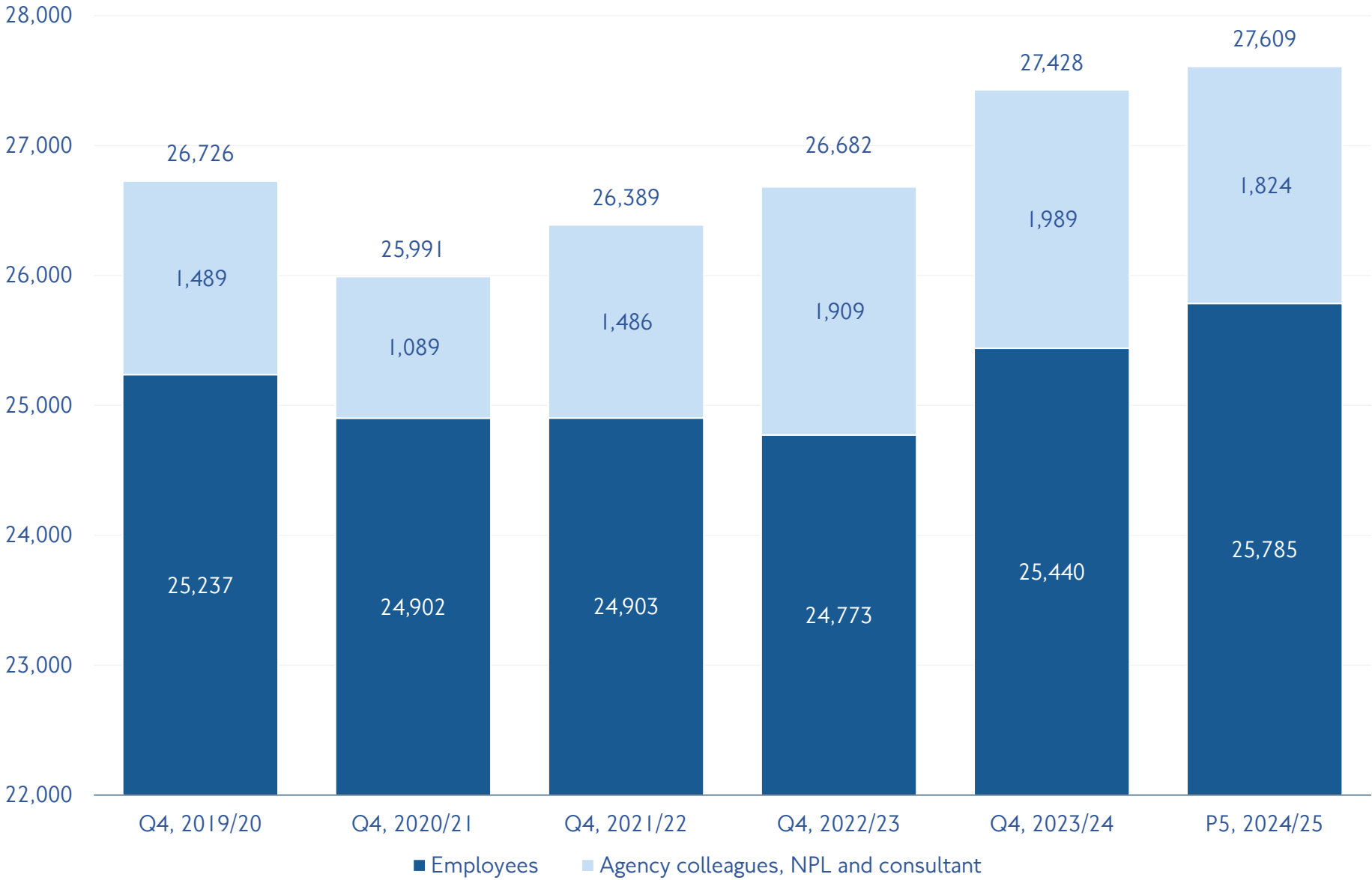
Colleagues

The increase in headcount reflects the ramp up of our capital programme and new services introduced in the last three years, including the Elizabeth line, Northern Line Extension and Barking Riverside extension.

Permanent employee numbers are slightly above pre-pandemic levels, and up on last year, driven by recruitment of graduates and apprenticeship trainees, and ramp up of our capital programmes.

Agency and non-permanent labour (NPL) colleagues have increased by just over 300 since the end of 2019/20, but remain significantly lower than 2015/16 levels. NPL offers flexibility, particularly through time of change and temporary peaks in demand.

Headcount trends since 2019/20



Capital renewals

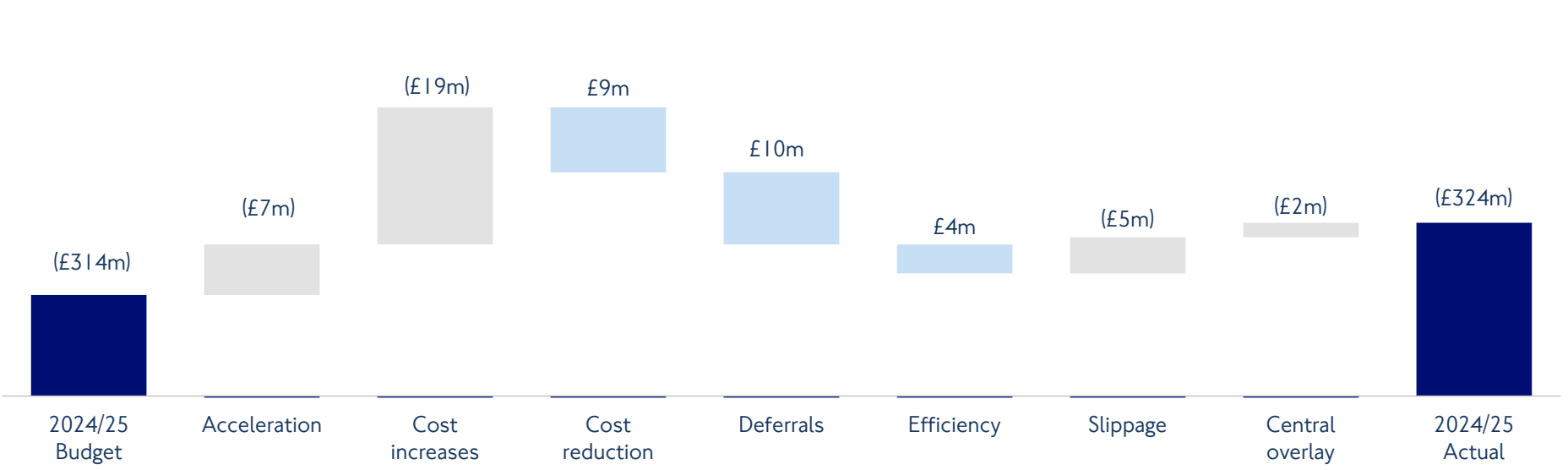
Capital renewals are £324m in the year to date, £79m up on last year as we increase renewals investment to address the backlog of asset replacement.

Renewals spend is £10m higher than Budget in the year to date, largely due to acceleration of works delivering ahead of schedule in LU renewals and cost increases in Technology and LU renewals due to asset condition prolongation and project delays.

We expect to hit our Budget by year end.

£m	Actuals	Variance to Budget		Variance to last year	
Four Lines Modernisation	(1)	1	29%	0	0
Silvertown Tunnel	(0)	1	81%	(0)	0%
Streets, Bus & RSS Renewals	(76)	3	4%	(29)	-63%
Environment	(11)	(2)	-20%	(5)	-89%
Rail & Station Enhancements	(0)	(0)	-127%	1	76%
LU Renewals	(170)	(7)	-5%	(27)	-19%
Technology	(55)	(3)	-5%	(13)	-32%
Licensing & Regulation (TPH)	(5)	(1)	-37%	(2)	-85%
Estates Directorate	(4)	4	47%	(3)	-194%
Overlays	(0)	(5)	100%	0	93%
Total	(324)	(10)	-3%	(79)	-32%

Capital renewals variances compared to Budget, by causal (£m)



Capital enhancements

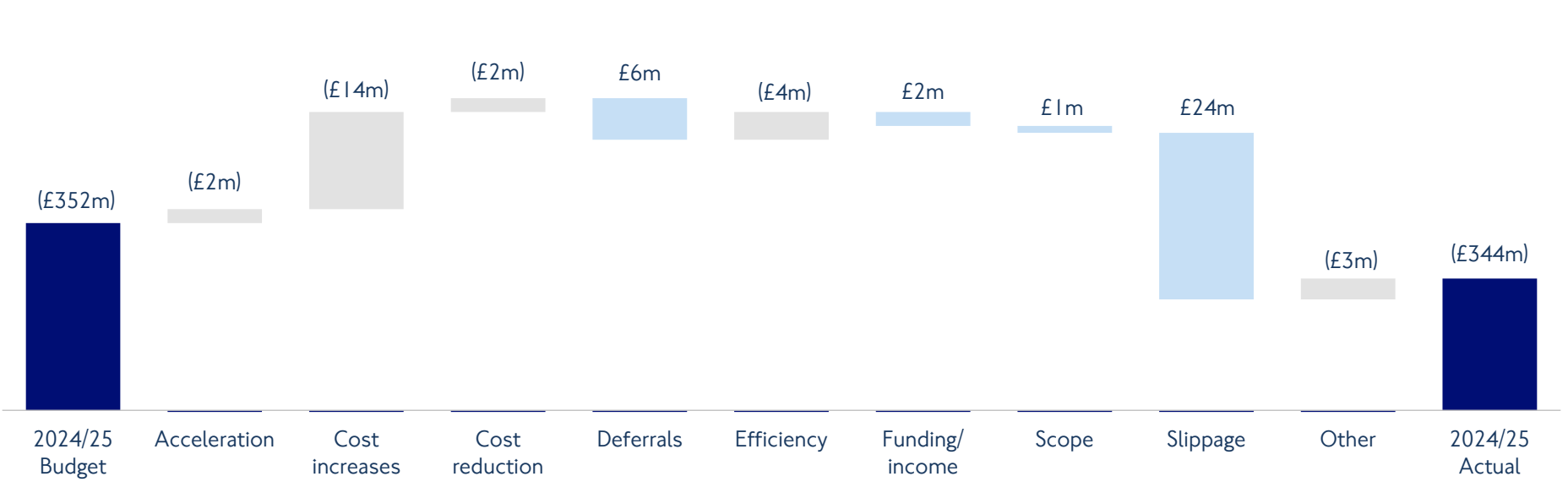
Capital enhancements are £344m in the year to date, £3m lower than last year.

Enhancements spend is £8m lower than Budget in the year to date, driven by slippage in start of programmes, design delays and in-year risk rephasing, which is partly offset by cost increases.

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	£m	Actuals		Variance to Budget		Variance to last year	
Four Lines Modernisation	(28)	2	6%	10	26%		
DLR Rolling Stock Replacement	(81)	2	3%	1	1%		
Piccadilly Line Upgrade	(116)	12	9%	(11)	-10%		
Bakerloo Line Trains	(2)	0	10%	(1)	-363%		
Trams replacement	(1)	1	40%	(0)	-51%		
Other Enhancements	(117)	(8)	-8%	4	4%		
Total TfL excl. Places and Crossrail	(344)	8	2%	3	1%		
Places for London	(33)	13	28%	4	10%		
Crossrail	(12)	13	52%	10	45%		
Total	(389)	34	8%	16	4%		

Capital enhancements variances compared to Budget, by cause (£m)



Cash flow

Cash balances are £1.27bn at the end of Period 5, over £140m lower than Budget and £84m lower than at the end of 2023/24.

Our cash balances are lower than Budget mainly as a result of lower revenue, timing of borrowings and a delayed asset sale which is now expected in Quarter 2.

Our Treasury policy is to ensure we have on average 60 days of operating costs as our minimum cash balance, which will allow us to meet our payment obligations.

We maintain other sources of liquidity including an overdraft facility, a short-term financing facility and the £350m GLA financing facility to absorb any shocks and withstand strategic, safety and operational risks.

Cash balances

	£m	Actuals	Variance to Budget		Variance to last year	
Opening balance		1,353	(56)	-4%	115	9%
Change in cash balance		(84)	(86)	-5582%	98	54%
Closing balance		1,269	(141)	-10%	214	20%

Cash flow statement

	£m	Actuals	Variance to Budget		Variance to last year	
Operating surplus before capital renewals and interest		471	(54)	-10%	(58)	-11%
Less LTIG and LTM		2	3	556%	2	4594%
<i>Cash generated / (used) from operating activities</i>		473	(51)	-10%	(56)	-11%
Capital renewals		(324)	(10)	-3%	(79)	-32%
New capital investment		(344)	8	2%	3	1%
Investment grants and ring-fenced funding		73	(53)	-42%	(310)	-81%
Working capital movements		(59)	166	74%	122	67%
<i>Cash generated / (used) from investing activities</i>		(655)	110	14%	(264)	-68%
Free cash flow		(182)	59	25%	(320)	-231%
Net interest costs		(163)	(5)	-3%	1	1%
Net borrowings		260	(140)	-35%	417	266%
<i>Cash generated / (used) from financing activities</i>		98	(145)	-60%	418	130%
Change in cash balance		(84)	(86)	-5582%	98	54%



Reserves

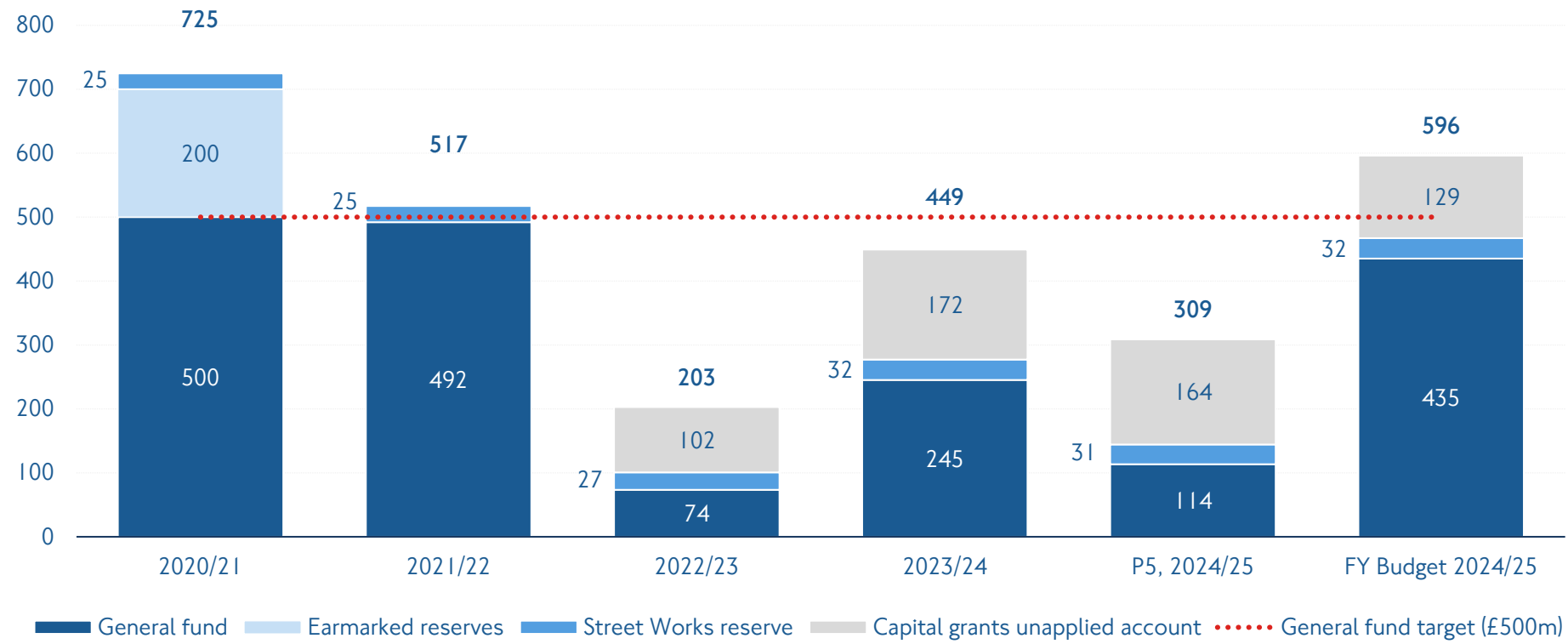
The pandemic has seen a material reduction in TfL’s usable reserves, which primarily consist of its General Fund, Earmarked Reserves and Capital Grants Unapplied.

Usable reserves are generally lower than TfL’s cash balance, as elements of cash will be restricted for certain purposes and because cash payments are made in arrears in-line with supplier payment terms.

At the end of 2022/23, TfL’s General Fund reserves fell below our target of £500m. This was largely driven by the purchase of the Class 378 rolling stock. The savings from this purchase over the remaining life of the assets will further support TfL as it rebuilds its usable reserves.

The 2024 Business Plan set out our plan to grow usable reserves back to target levels by the end of 2025/26.

Usable reserves (£m)



- Usable reserves of the Corporation are those that can be applied to fund future expenditure. They are made up of the General Fund, Earmarked Reserves, the Capital Grants Unapplied Account and the Street Works Reserve
- The General Fund represents sufficient cash-backed reserves held by the Group to cover risks that may arise. The Group has a target General Fund balance of £500m, which was increased from £150m at the start of the pandemic in March 2020
- Usable reserves at the end of 2023/24 were higher than Budget due to the December 2023 capital settlement from the DfT

Debt

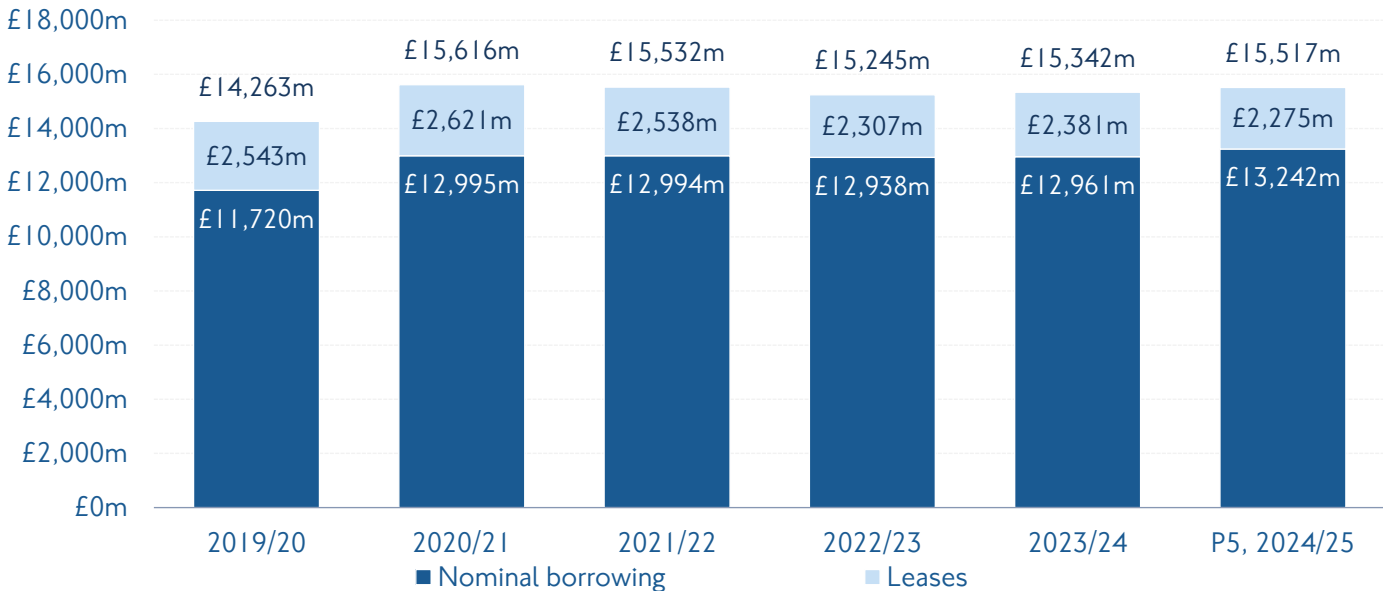
We have borrowed from a range of sources to help fund our capital programme, including Crossrail and major upgrades to our tube network.

Our level of outstanding borrowing has increased by £281m for the year, bringing our total borrowing balance to £13,242m. This is driven by an increase in our long and short-term borrowing, to suit our cash and liquidity needs.

Our total debt is forecast to increase in later this year – in line with our budget - as we continue to borrow to fund our investment programme.

Prudential indicator debt limits	£m
Nominal borrowing	13,242
Operational boundary	13,454
Authorised limit	14,654

Total debt (£m)



90%

90% of our borrowing is at a fixed rate of interest

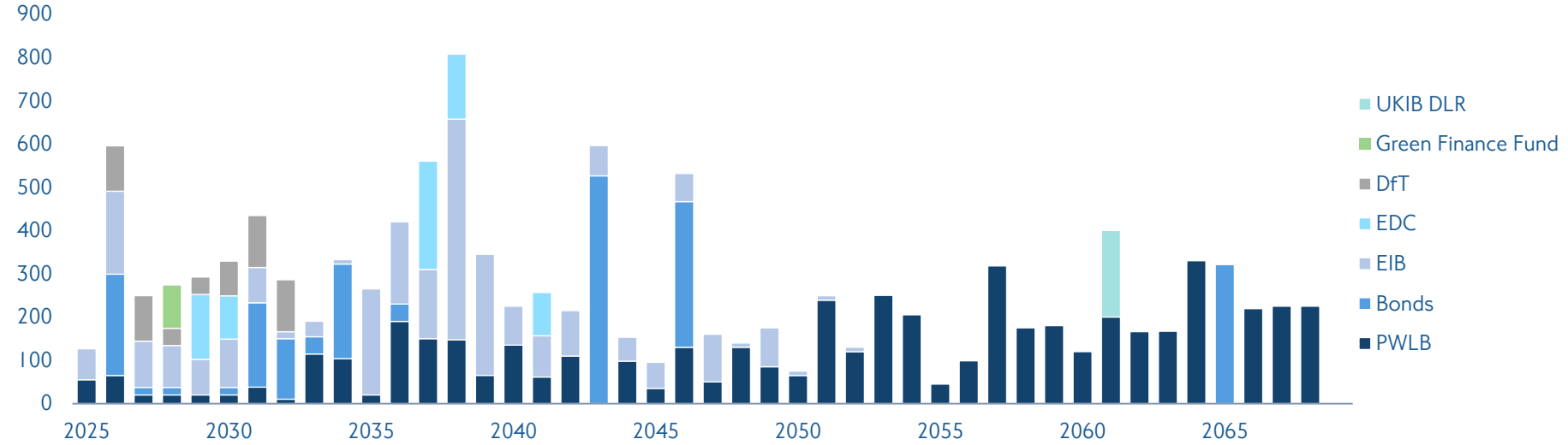
3.6%

The weighted average interest rate on our borrowing is around 3.6%

18-years

The weighted average tenor of our borrowing is just over 18 years

TfL borrowing maturity profile



Credit ratings

We are rated by three major credit rating agencies. This allows us to attract interest from a wide pool of investors and gives us access to a range of funding sources.

Moody’s upgraded both the long-term and short-term ratings by one notch to A2/P-1 in July 2024 and changed the outlook to stable.

There have been no changes since our Period 2 update to the Board.

	S&P	Moody’s	Fitch
Long-term rating	AA-	A2	AA-
Outlook	Stable	Stable	Stable
Short-term rating	A-I+	P-1	F I+
Last changed/affirmed	May 2024	July 2024	Apr 2024

S&P

On 20 May 2024, S&P upgraded TfL’s long-term credit rating to AA- from A+ and the short-term credit rating to A-I from A-I. The outlook is stable. The key drivers for S&P include the post-coronavirus pandemic recovery in passenger demand, which S&P expects to remain high, cost-efficiency measures, supporting our ability to cope with external shocks and rebuild flexibility within our operations and the expectation of a gradual increase in capital investments and the quality of services.

Moody’s

On 15 July 2024, Moody’s upgraded TfL’s long-term credit rating to A2 from A3 and the short-term credit rating to P-1 from P-2. The outlook was changed to stable from positive. The rating is based on “significant improvements in TfL’s operating performance” which Moody’s expect to be sustained with growing operating surpluses over the medium term. Moody’s stated the following as key drivers for this - the recovery in passenger revenue post-pandemic, new revenue sources and TfL’s robust governance practices, particularly its focus on cost control, which have eliminated the need for any financial support from the central government to fund operations.

Fitch

Fitch reaffirmed our credit rating in January 2024 and upgraded the outlook from negative to stable on 15 April 2024, reflecting the change in the UK rating (with which our rating is equalised).

Board



Date: 16 October 2024

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 4 September 2024

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel, at its final meeting on 4 September 2024.

2 Recommendation

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

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 4 September 2024 were published on 27 August 2024 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 Panel were:

- (a) London-wide Ultra Low Emission Zone (ULEZ) - Six Months Report;
- (b) Action on Inclusion – 12 Months On;
- (c) Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER02);
- (d) Safety, Health and Environment Report - Quarter 1 2024/25;
- (e) Our Colleague Quarterly Report; and
- (f) Risk and Assurance Report Quarter 1 2024/25.

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Safety and Security Panel.

4 Issues Discussed

- 4.1 Lilli Matson, TfL's Chief Safety, Health and Environment Officer, read the following statement at the meeting:

'On behalf of TfL, I would like to issue a point of clarification and a make a sincere apology to the family of Melissa Burr. Melissa was tragically killed at Victoria bus station on 10 August 2021. In the Quarterly Safety, Health and Environment report which was reported to the Safety, Sustainability and Human Resources Panel on 24 May 2023, we made an error in describing the circumstances in which Melissa died. The error was that it stated that Melissa walked between two buses, but this was incorrect. This wording was erroneously based on preliminary information that had been obtained at the time the incident initially occurred, and prior to any investigation having been carried out. It did not fully reflect the circumstances and should not have been used. Following the outcome of the investigation, it is clear that Melissa had not been walking between two buses and was using the crossing. None of the tragic events that took place on that day were in any part due to the fault or actions of Melissa.

We know that the inaccurate reporting of what happened to Melissa has caused deep distress to Melissa's mother and family, and on behalf of myself and TfL, we are truly sorry. We have contacted Melissa's mother and apologised to her for the error in reporting and we have corrected the inaccurate description in the original report. We will be updating the Quarterly Safety report with revised wording which we have shared with Melissa's mother.

We have also taken steps to ensure that this doesn't happen again going forward. Once again, we are truly sorry for the error and the subsequent distress and pain that this has caused to Melissa's family. I will be sharing this apology with all Board Members, including the Mayor of London as Chair of TfL.'

- 4.2 Dr Lynn Sloman MBE, as Chair and on behalf of the Panel, also expressed regret that incorrect information on the incident had been published and recognised that the consequences for the family of anyone who was killed or seriously injured on the transport network were far reaching. The Panel thanked the family of Melissa Burr for drawing this matter to its attention. This would help TfL in the way it dealt with such matters in the future.

London-wide ULEZ - Six Months Report

- 4.3 The Panel noted the paper, which provided a summary of the key findings from the recently published London-wide ULEZ six months monitoring report.
- 4.4 Compliance levels of cars and vans had increased since the introduction of the London-wide ULEZ. The gap between compliance levels in inner and outer London had effectively been closed, meaning the benefits of high levels of compliance benefitted the whole city. NOx and PM2.5 emissions had also seen reductions against what would have been expected without the ULEZ expansion.

Action on Inclusion – 12 Months On

- 4.5 The Panel noted the item, which provided an update on the delivery of the priorities identified for the first year of implementation in the Action on Inclusion Strategy and next steps.
- 4.6 The strategy had been launched on 28 June 2023, with the first year being the time to build foundations, and to launch products tools and resources for colleagues. Feedback from colleagues in Operations showed that the message had not landed consistently across TfL, driven by factors such as not all colleagues in Operations had similar levels of access to email communication and rostering opportunities to release people for class-based work. The format of the approach would be reviewed and amended if appropriate and tested to measure effectiveness. Work was taking place to develop effective channels of communication for Operational colleagues. Consideration was also being given to how TfL could influence its suppliers and contractors.

Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER02)

- 4.7 The Panel noted the paper, which set out activities to manage risk in relation to TfL being unable to continue to attract and retain colleagues with the skills and expertise required or to prioritise wellbeing, that could result in TfL being unable to deliver effectively for London in the future.
- 4.8 Higher levels of staff turnover had been seen in areas that contained critical or scarce skillsets and mitigations were being developed and implemented to address the risk. The risk rating was Adequately Controlled.
- 4.9 Work was underway to understand what roles were genuinely critical and hard to fill. Retaining key skills was acknowledged to be a challenge and elements of the employee value proposition had been further refined to allow for temporary changes to be made to help address the needs of colleagues.

Safety, Health and Environment Report - Quarter 1 2024/25

- 4.10 The Panel noted the key information reported in the Quarterly Safety, Health and Environment report for Quarter 1 of 2024/25 (1 April to 22 June 2024) including performance updates against Scorecard targets.
- 4.11 On incidents of workplace violence and aggression, 2,363 were reported across all modes, which was 139 lower compared to Quarter 1 of 2023/24.
- 4.12 There was a pattern of significant growth in cycling. While this had seen an increase in absolute numbers of serious injuries, the risk per journey had come down year-on-year and there had also been a fall in fatal injuries. There was a link between these reductions and the introduction of safer cycling infrastructure.

Our Colleague Quarterly Report

- 4.13 The Panel noted the quarterly update, which provided an update on key activities across the Chief People Office for the period June to September 2024, including performance updates against Scorecard targets.
- 4.14 The questions for the annual Viewpoint colleague survey had been prepared and the Board would be updated on engagement after the survey had closed. Work was taking place with the Greater London Authority on the Group Mentoring Programme and, in response to a suggestion from the Committee, Board Members would be invited to participate as mentors.
- 4.15 The latest cohort of graduates, apprentices and interns would join TfL in the week commencing 9 September 2024. With 326 people, this would be the largest intake to date.
- 4.16 Consultation on the Job Families approach for non-operational areas was commencing with the trade unions. The outcomes of the consultation would be used to inform the consultation approach for operational areas.

Risk and Assurance Report Quarter 1 2024/25

- 4.17 The Panel noted an overview of the status of and changes to Enterprise Risk 1 (ER01) – Inability to deliver safety objectives and obligations, Enterprise Risk 2 (ER02) - Attraction, retention, wellbeing and health of our employees, and Enterprise Risk 3 (ER03) – Environment including climate adaptation.
- 4.18 The report also summarised the findings from the associated assurance activity of these risks based on second line of defence audit work by the Quality, Safety and Security Assurance team and third line of defence work by the Internal Audit team within TfL's Risk and Assurance Directorate for Quarter 1 of 2024/25.
- 4.19 Members noted that an audit of DLR Risk Management and Project Competencies had a Requires Improvement conclusion. Following on from the previous audit of Fire Safety Management, it was suggested that senior staff engage with KeolisAmey to understand if there were any underlying issues.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 4 September 2024

Contact Officer: Andrea Clarke, General Counsel
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Board



Date: 16 October 2024

Item: Report of the Meeting of the Audit and Assurance Committee held on 18 September 2024

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Audit and Assurance Committee at its meeting on 18 September 2024.

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 September 2024 were published on 10 September 2024, with a Supplementary agenda published on 16 September 2024 and are available on the [TfL website](#) with a link to the video recordings of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Committee were:

- (a) EY Audit Results Report;
- (b) Risk and Assurance Quarter 1 Report 2024/25;
- (c) Internal Audit Charter;
- (d) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
- (e) Places for London Assurance Update;
- (f) Finalisation of TfL's Annual Report and Statement of Accounts for Year Ending 31 March 2024;
- (g) Effectiveness Review of the External Auditors;
- (h) Freedom of Information Update;
- (i) Financial Control Environment Trend Indicators; and
- (j) Register of Gifts and Hospitality for Members and Senior Staff.

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 27 November 2024.

4 Issues Discussed

EY Audit Results Report

- 4.1 The Committee noted the status of the Annual Audit Report (previously the Annual Audit Letter) issued by Ernst & Young LLP (EY). As the audit had not yet concluded, EY had issued a draft Audit Results Report that summarised the findings of its work for the year ended 31 March 2024.
- 4.2 There were a few areas remaining that EY needed to close out before signing off the accounts, including whether the current cyber incident had any material impact on the 2023/24 financial statements. EY would work closely with TfL to understand the impact of the cyber incident when appropriate, as the situation was still evolving.
- 4.3 Government changes in audit reporting meant that the deadline for the publication of accounts had been extended for local authorities to February 2025, which allowed for adequate time.
- 4.4 The finalisation of the accounts would be submitted to a future the Committee or the Board. Both TfL staff and EY were confident that any uncertainties would be resolved and no further extension needed.

Risk and Assurance Quarter 1 Report 2024/25

- 4.5 The Committee noted the quarterly update on work completed by the Risk and Assurance Directorate during Quarter 1 of 2024/25 (1 April to 22 June 2024) and other information about the Directorate's activities. The Committee approved the Internal Audit Plan 2024/25 Phase 2, noting that it would continue to be updated and any changes will be submitted to the Committee in particular regarding changes as a result of any additional audits required in relation to the impact of the cyber incident.
- 4.6 An evaluation of the Equality Impact Assessment process would be considered as an addition to the Audit Forward Plan.
- 4.7 Following the wider review, to be led by the Chief Finance Officer, the outcome of any specific audits on the cyber incident would be shared with the Committee and the Safety and Security Panel, including a review of the current Enterprise Risk.

Internal Audit Charter

- 4.8 The Committee approved the updated Internal Audit Charter which set out the Internal Audit function, purpose, authority and responsibility. TfL's Internal Audit Charter was last updated in 2018.

Independent Investment Programme Advisory Group Quarterly Report

4.9 The Committee noted IIPAG's Quarterly Report for September 2024 and the management response.

4.10 There were no overdue recommendations.

Places for London Assurance Update

4.11 The Committee noted the update on progress with assurance activity across Places for London during Quarter 1 of 2024/25.

4.12 There were no overdue audit actions or recommendations and progress in first line assurance continued to be made with further key appointments.

4.13 It was confirmed that considerable work had been undertaken to ensure that the electric vehicle charging station procurement included accessibility and inclusion and had been discussed at the Land and Property Committee and was aligned with TfL policy.

4.14 It was agreed that an audit of affordable housing provision would be considered.

Finalisation of TfL's Annual Report and Statement of Accounts for Year Ending 31 March 2024

4.15 The Committee noted the update on changes to TfL's Statement of Accounts for the year ending 31 March 2024.

Effectiveness Review of the External Auditors

4.16 The Committee noted the outcome of the annual review of the effectiveness of the external auditors.

4.17 The Chief Finance Officer would raise the issue of late requests for information relating to the end of year accounts with EY.

4.18 Further improvements would continue to be made to questionnaire survey sent to Committee Members.

Freedom of Information Update

4.19 The Committee noted the overview of performance in processing Freedom of Information (FOI) and Environmental Information requests (EIR) in 2023/24 (1 April 2023 to 31 March 2024) as well as 2024/25 to date (1 April to 30 August 2024).

4.20 In 2023/24 TfL replied to 4,524 requests within the statutory deadline from a total of 4,540 received, a response rate of 99.64 per cent. TfL aimed to respond to 100 per cent of all FOI and EIR requests within the statutory deadline (usually 20 days – though this can be extended against strict criteria). Figures on FOI and EIR requests with a response deadline extended beyond

20 working days would be included in future reports.

- 4.21 TfL's proactive approach to transparency meant that more and more information was being published on the website and provided through other means, such as the contact centre.
- 4.22 The Committee thanked staff for their continued hard work and high performance in this area.

Financial Control Environment Trend Indicators

- 4.23 The Committee noted the Quarter 1 of 2024/25 Financial Control Indicators, that informed the Committee of the control environment across TfL's Finance, Business Services and Procurement and Commercial teams.

Register of Gifts and Hospitality for Members and Senior Staff

- 4.24 The Committee noted details of the gifts and hospitality declared by the Board Members and senior staff from 1 May to 31 July 2024.
- 4.25 During the period there were no declarations by Members and 129 declarations were made by senior staff, of which 67 were declined and 62 were accepted.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Audit and Assurance Committee on 18 September 2024

Contact Officer: Andrea Clarke, General Counsel
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Board



Date: 16 October 2024

Item: Report of the Meeting of the Land and Property Committee Panel held on 1 October 2024

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Land and Property Committee at its meeting on 1 October 2024.

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 1 October 2024 were published on 23 September 2024 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) Chief Executive's Report;
- (b) Finance Report – Period 5, 2024/25;
- (c) Places for London Performance Report;
- (d) Places for London Assurance Update;
- (e) Bollo Lane and West London Development Joint Venture;
- (f) Enterprise Risk Update – Attraction and Retention of Our Employees (Places-L0-02); and
- (g) Enterprise Risk Update – Stakeholders (Places-L0-04).

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 10 December 2024.

4 Issues Discussed

Chief Executive's Report

- 4.1 The Committee noted the update on issues and developments since the meeting of the Committee on 3 July 2024.
- 4.2 Consistent improvements in compliance across the tenant-managed estate continued.
- 4.3 Progress updates were provided on several key housing developments including Edgware, Earls Court, Cockfosters, High Barnet and Liberty of Southwark (situated between Southwark and London Bridge).
- 4.4 A preferred bidder had been announced for the joint venture to help deliver electric vehicle charging hubs, which would be based on the highest design and inclusion standards. A Chair's Action would be required for approval of the proposed joint venture to achieve the preferred timeline.
- 4.5 On 20 September 2024, a new Skills Centre in Edgware was opened as a base for local people embarking on careers in construction and the built environment. Targeting under-represented groups and changing the culture within the industry were part of the scheme.
- 4.6 Recent key appointments would enable Places for London to resource itself to manage a range of commercial complex joint ventures.

Finance Report – Period 5, 2024/25

- 4.7 The Committee noted the financial results to the end of Period 5 of 2024/25 (17 August 2024), which was on target to deliver projected dividends.

Places for London Performance Report

- 4.8 The Committee noted the update on health and safety, operational performance, project updates, market context and understanding of Places for London's impact for the period from 1 April to 17 August 2024.
- 4.9 Committee Members would be invited to the next health and safety Standdown event.
- 4.10 It was agreed that future health and safety compliance reporting would include a breakdown of incidents by area and responsibility.
- 4.11 Future reports would also include projected as well as actual property completion dates. As of August 2024, 1,056 homes had been successfully completed and work started on an additional 3,327 homes within a challenging market context.

Places for London Assurance Update

- 4.12 The Committee noted progress with assurance activity across Places for

London during Quarter 2 of 2024/25 (23 June to 14 September 2024) and updates on the status of all open assurance recommendations.

- 4.13 Targeted assurance reviews on Southwark over-station development and Victoria station development were in progress.

Bollo Lane and West London Development Joint Venture

- 4.14 The Committee noted the paper on progress with the joint venture development at Bollo Lane and West London and approved the increase in Land Authority required to deliver the development. This was required due to an updated site valuation, proposed change in funding strategy and the additional budget required to complete the vacant possession works.

Enterprise Risk Update – Attraction and Retention of Our Employees (Places-L0-02)

- 4.15 The Committee noted the overview of Places for London's Level 0 Enterprise Risk – Attraction and retention of our employees.
- 4.16 Attrition rates and skill gaps were all identified as risks but progress had been made in mitigating measures.

Enterprise Risk Update – Stakeholders (Places-L0-04)

- 4.17 The Committee noted the overview of Places for London's Level 0 Enterprise Risk – Stakeholders.
- 4.18 The impact on projects of poor stakeholder relations, within a complex environment of mixed public and commercial interests, would be included in the risk management assessment.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Land and Property Committee on 1 October 2024

Contact Officer: Andrea Clarke, General Counsel
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Board



Date: 16 October 2024

Item: Report of the Meeting of the Customer, Sustainability and Operations Panel held on 2 October 2024

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the first meeting of the Customer, Sustainability and Operations Panel on 2 October 2024.

2 Recommendation

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

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 2 October 2024 were published on 24 September 2024 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 Panel were:

- (a) Equity in Motion;
- (b) Deep-dive on TfL's "Care Score";
- (c) Customer, Sustainability and Operations Report – Quarter 1, 2024/25; and
- (d) Risk and Assurance Report Quarter 1 2024/25.

3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Panel, currently scheduled for 3 December 2024.

4 Issues Discussed

Equity in Motion

4.1 The Panel noted the first progress report on the delivery of the Equity in Motion (EiM) programme. EiM, launched in February 2024, was TfL's first inclusive strategy, including over 80 actions, to create a fairer, more accessible and inclusive transport network. The EiM comprises four pillars:

creating an equitable customer experience; protecting and enhancing connectivity; keeping travel affordable; and reducing health inequalities.

- 4.2 It was reported that 58 per cent of actions scheduled for delivery in 2024 were on track or had already been completed. Actions delivered included new fare concessions for care leavers, direct step-free access to the Bakerloo line at Paddington station, and the roll-out of mini-ramps on the London Underground. Upcoming actions included establishing an inclusive design centre. Monitoring progress against the targets would remain a priority.
- 4.3 Members discussed the progress with delivering step-free access and other adaptations to promote inclusivity (such as progress with applying inclusion design outside of stations and improvements to interchanges). A briefing would be provided to Members on inclusive access.
- 4.4 Work was underway to embed the EiM in TfL's Business Plan to support Budget submissions. The planned activities would be continually monitored, and the Panel kept up to date with any changes to the priorities, including the rationale.

Deep-dive on TfL's "Care Score"

- 4.5 The Panel noted the overview of TfL's current performance against its Care metric, which focussed on experience, value, progress and innovation, and listening and responding to feedback. This was the primary customer metric on the TfL Scorecard.
- 4.6 Performance was measured using a representative online survey of users and non-users of TfL services. There were 1,027 respondents. In addition to this, the team also held focus groups and provided opportunities to participate through non-digital measures. Members discussed the work being undertaken to gain a greater insight into the views of non-TfL customers and those customers using the services for part of their journeys. Work was underway to gain a better understanding of the reasons for this, and on improving the interchange experience to increase use of TfL services for end-to-end journeys.
- 4.7 Performance against the Care score was improving, with the year-to-date "agree" score at 58 per cent, two points above the TfL Scorecard target. The Care score was part of a broader suite of measures to evaluate customer services.
- 4.8 Future updates would provide additional information on benchmarking outcomes and customer satisfaction levels for non-London residents. A disaggregated breakdown of the different demographic groups of customers would also be provided.

Customer, Sustainability and Operations Report – Quarter 1, 2024/25

- 4.9 The Panel considered the update on TfL's customer, sustainability and operations for Quarter 1 of 2024/25 (1 April to 22 June 2024). Following the

changes to the remit of the Board's Committees and Panels, the Panel considered the Quarter 1, 2024/25 Customer Service and Operational Performance Report and a summary of the environmental sustainability highlights from the Quarter 1, 2024/25 Safety, Health and Environment Report. These elements would be combined for future reports.

- 4.10 On sustainability, the Panel noted details of the ongoing work and progress in key areas including the provision of zero-emission buses and building decarbonation. An update was provided on progress with meeting the targets for doubling wildflower verges, from 130,000 square metres in 2023 to 260,000 square metres, which equated to 13 per cent of the total amount of square verges. TfL remained committed to continued engagement with the boroughs on the development of a trees canopy cover plan, and an update on this would be provided to a future meeting. The Panel also discussed TfL's approach to driving innovation in sustainability and to measuring the impact on customer experience and ridership from new stock.
- 4.11 Officers would provide an update to the Panel on the wait times for the calls to the customer contact centre, and the methods used for measuring customer experience.
- 4.12 There had been a continuous rise in passenger journeys across the network. Work was underway to improve below-target passenger journey times where necessary.
- 4.13 Members noted that there were a number of mechanisms for customers to ask questions or make complaints, and asked officers to explore ways to make it easier for customers to also commend good service.

Risk and Assurance Report Quarter 1 2024/25

- 4.14 The Panel noted the overview of the status of, and changes to, Enterprise Risk 06 – Deterioration of operational performance (ER06). The paper summarised the findings from the assurance activity associated with the risk, based on the second line of defence audit work of the Quality, Safety and Security Assurance (QSSA) team and the third line of defence work by the Internal Audit team within Quarter 1 of 2024/25.
- 4.15 The Panel noted details of the six audits against ER06 in Quarter 1. Four QSSA audits were in progress. Two were concluded as 'requires improvement'. This included an audit on London Underground escalator material inspection. Assurances were provided that none of the findings for this audit concerned safety or operational issues. Action plans had been agreed to address recommendations.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Customer, Sustainability and Operations Panel on 2 October 2024

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

Board



Date: 16 October 2024

Item: Report of the Meeting of the Programmes and Investment Committee held on 3 October 2024

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 3 October 2024.

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 3 October were published on 25 September 2024 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) Investment Programme Report Quarter 1, 2024/25;
- (c) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) Silvertown Tunnel;
- (f) Piccadilly Line Upgrade - Stage 1 Progress Update;
- (g) London Underground Renewals;
- (h) Bank Station Capacity Upgrade;
- (i) Capital Efficiencies Report 2023/24;
- (j) TfL Lessons Learnt from Key External Reports;
- (k) Lessons Learnt from Major Programmes and Projects; and

(l) Forthcoming Key Procurement Activities.

- 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 11 December 2024.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted the standing item on the use of delegated authority. Since the meeting on 26 June 2024, there has been one use of Chair's Action in relation to approving authorities relating to the Silvertown Tunnel Programme. There had been one approval of Programme and Project Authority in relation to Elephant & Castle Station Capacity Upgrade; and one approval of unbudgeted Financial Authority by the Chief Finance Officer in relation to Silvertown Tunnel Active Travel.
- 4.2 There has been no other use of delegated authority or Mayoral Directions to TfL within the Committee's remit.

Investment Programme Report Quarter 1, 2024/25

- 4.3 The Committee noted the update on the progress and performance in Quarter 1 of 2024/25 (1 April to 22 June 2024) of TfL's Investment Programme. TfL had achieved two of its strategic milestones in the quarter for the completion of trams track renewal and for critical upgrades to Elizabeth line signalling system. Two strategic milestones were forecast to be delivered late: Jubilee line fleet refurbishment on the first 48 trains; and Kentish Town Underground station re-opening following escalator replacement.
- 4.4 Updates on delivering major projects were provided, including that work continued on delivering, and managing the cost increase for, the Four Lines Modernisation Programme. On the DLR, work was ongoing to optimise and mitigate the impact from speed restrictions from the legacy signalling issues. The Committee would be provided with an update in future reports about the new plans for the rolling stock delivery. There had been further progress in delivering the step-free access programme.
- 4.5 Updates were also provided on the key achievements in respect of the Safe and Healthy Streets Programme, the Technology Programme and the London Underground Renewals Programme.

Independent Investment Programme Advisory Group Quarterly Report

- 4.6 The Committee noted the update on IIPAG work undertaken since the last report to the Committee in June 2024. IIPAG had conducted programme level reviews in the period on the Silvertown Tunnel, Piccadilly Line Upgrade and London Underground Renewals. The reviews had raised common themes around scheduling performance, the accuracy of estimated final

costs, the capacity of the Programme Management Office and with the management of the continued deterioration of assets. Progress had been made in these areas and action had been taken by management to address recommendations. IIPAG had completed reviews of the Pathway Gate process for projects and, while it was of the view that the process was robust, had highlighted the need to improve scrutiny and challenge. IIPAG also welcomed the substantial improvements that had been made in response to its 2021 Review of Value for Money.

TfL Project Assurance Update

- 4.7 The Committee noted the update on the project assurance work undertaken between 26 May and 17 August 2024 (Period 3 to Period 5 of 2024/25).
- 4.8 The Project Assurance team had undertaken three programme reviews with IIPAG during the period, and 11 project reviews, with IIPAG involved in five of them. These reviews raised 71 recommendations, of which six were considered to be critical issues.
- 4.9 In general, the trends in the recommendation types had remained stable, and there were no particularly significant trends to report. Good progress continued to be made across TfL on improving the asset database to inform this work, which remained a key area of focus. A briefing would be arranged on asset management highlighting progress in this area.

Silvertown Tunnel

- 4.10 The Committee noted the update on the Silvertown Tunnel. Significant progress had been made with the design and construction works, which were near completion and preparations were underway to open the tunnel in 2025. Consultation on tunnel user charging arrangements, including proposed discounts and concessions, was held between 10 July and 3 September 2024. The responses were being reviewed and the Board would be asked to approve the fees and charges later in the year.
- 4.11 Work was also underway to progress plans to ensure the cross-river bus network was ready for tunnel opening. All buses would be zero- emission. While good progress had been made with managing the cost pressures, there was now a limited amount of time to secure further reductions in the costs. The Committee approved the transfer of Financial Authority and Programme and Project Authority from the Silvertown Tunnel Programme to the Environment Programme and for the Silvertown Tunnel Programme and additional unbudgeted Financial Authority and Programme and Project Authority. Members welcomed the progress made.

Piccadilly Line Upgrade - Stage 1 Progress Update

- 4.12 The Committee noted the progress with delivering Stage 1 of the Piccadilly Line Upgrade (PLU) Programme to provide infrastructure upgrades and enabling works to support the introduction of 94 high quality new trains and associated timetable improvements.

- 4.13 The project team continued to work hard to manage the cost pressures and had developed a robust plan to bring the costs back to authorised levels. No additional Authority was sought for the Programme. Good progress continued to be made with the manufacturing and testing of the new trains, infrastructure enabling, depots and stabling. This was a complex project but there was confidence that TfL had the right level of expertise in place to deliver it.
- 4.14 Stage 2 of the PLU was currently unfunded (replacement of the existing signalling system and procurement of up to 18 new trains). Work was underway to review the estimated costs of this phase.
- 4.15 The Committee noted the benefits from the PLU in terms of improved energy efficiency and enabling decarbonisation. Future reports would provide further details about this. A site visit would be arranged to Cockfosters depot, at an appropriate time for the Committee.

London Underground Renewals

- 4.16 The Committee noted the update on progress and future plans for the London Underground Renewals Programme and the Elizabeth line renewals. The overall focus of the programme remained on providing a safe and reliable network, helping TfL to deliver against the priorities in the Mayor's Transport Strategy.
- 4.17 The update set out details of the backlogs in repairs and the level of work required to maintain assets in a state of good repair. Despite the challenges, TfL had maintained a good track record of prioritising and delivery. Example schemes delivered were set out in the Appendix. TfL was working to develop a data collection programme to provide managers with a clear line of sight of all assets to inform decisions and asset prioritisation.
- 4.18 The Committee approved additional Programme and Project Authority for the Programme.

Bank Station Capacity Upgrade

- 4.19 The Committee noted the update on the Bank Station Capacity Upgrade project, which had transformed the station, delivering new infrastructure that provided significant improvements to the customer journey experience. A recent survey indicated average journey time savings for customers using the station's interchanges. In addition to this, TfL had completed a detailed study of the scheme benefits as part of a wider study of social and economic benefits from major projects. There had been no major changes to the overall project scope apart from the completion of the additional highway works. The Committee approved additional unbudgeted Financial Authority and additional Programme and Project Authority for the Programme.

Capital Efficiencies Report 2023/24

- 4.20 The Committee noted the update on the Capital Efficiencies Report 2023/24. During 2023/24 TfL achieved £43m of efficiencies, exceeding the lower end of the efficiencies target for 2023/24, and also reduced its capital expenditure. These efficiencies were now becoming harder to realise. The Committee discussed TfL's approach to planning for macro-economic changes. It was noted the absence of a long-term funding plan created uncertainty and challenges with forward planning.

TfL Lessons Learnt from Key External Reports

- 4.21 The Committee noted the update, which provided a comprehensive summary of the lessons learnt from the Edinburgh Tram Inquiry. The item also considered the report by the Department for Transport and Infrastructure and Projects Authority sharing the lessons learnt from the joint sponsorship and governance arrangements of the Crossrail project.
- 4.22 It was underlined that project teams remained committed to identifying and to applying the learning from projects, mainly through the use of the Pathway project management framework, as well as other practices.

Lessons Learnt from Major Programmes and Projects

- 4.23 The Committee noted an overview of key lessons learnt from major programmes and projects, and the application of the learning at TfL. Key initiatives highlighted included: the establishment of a Project Management Community to centralise project management capability, and improved systems to capture and apply lessons learnt across teams. A simplified version of Pathway would be circulated to Members.

Forthcoming Key Procurement Activities

- 4.24 The Committee noted the summary of the major new procurements or contract extensions planned over the next two years and decisions that are anticipated to be required from the Committee by way of Chair's Action before the next planned meeting in December 2024. It also highlighted significant forthcoming procurements that require approval at officer level during that period. Progress continued to be made with identifying opportunities to maximise and increase innovation, throughout the procurement process.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 3 October 2024

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Board



Date: 16 October 2024

Item: Report of the Meeting of the Finance Committee held on 19 August 2024 and the Meeting to be held on 9 October 2024

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the item considered by the Finance Committee at its meeting on 19 August 2024 and the items to be considered at its meeting on 9 October 2024 (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 19 August 2024

- 3.1 The papers for the meeting of the Committee held on 19 August 2024 were published on 9 August 2024 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 meeting of the Committee considered a paper on Docklands Light Railway (DLR) Operations and Maintenance Procurement and approved Procurement Authority for entry into the Franchise Agreement and ancillary agreements. The Franchise Agreement had been reviewed and revised to address lessons learnt and to align with TfL's and DLR's strategic priorities and outcomes, which included: driving demand; improving services for customers; achieving excellence in safety and security; supporting TfL in delivering its goals to reduce greenhouse gas emissions and improve air quality; providing good working conditions for colleagues employed in delivery of DLR services; and exploiting opportunities from enhancements, particularly the new trains.
- 3.3 Members noted and discussed the technical, commercial and financial components that were evaluated and how each bidder scored to ensure that the new Agreement was awarded to the most economically advantageous bidder.

4 Committee Agenda and Summary 9 October 2024

- 4.1 The papers for the meeting of the Committee to be held on 9 October 2024 (after the date that papers for this meeting of the Board were published) were

published on 1 October 2024 and are available on the [TfL website](#) with a link to [TfL's YouTube channel where a video recording of the meeting would be available](#).

- 4.2 The main matters to be considered by the Committee are:
- (a) Use of Delegated Authority;
 - (b) Finance Report – Period 5, 2024/25;
 - (c) Treasury Activities;
 - (d) Prudential Indicators - Outturn for the Year Ending 31 March 2024;
 - (e) Public Service Obligations Regulations 2023 – Contract for the Provision of Railway Services by London Underground;
 - (f) Track Protection Resources Contract Extension;
 - (g) Extension and Increase in Procurement Authority for Cleaning Contract with ABM Facility Services UK Limited;
 - (h) Procurement and Commercial Review;
 - (i) Forthcoming Key Procurement Activities;
 - (j) Risk and Assurance Report Quarter 1 2024/25;
 - (k) Enterprise Risk Update – Supply Chain Disruption and Ineffective Procurement and Contract Management (ER05); and
 - (l) Enterprise Risk Update – Financial Resilience (ER07).
- 4.3 A summary of the items to be considered and decisions due to be taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 18 December 2024.

5 Issues to be Discussed on 9 October 2024

Use of Delegated Authority

- 5.1 The Committee is asked to note the paper on the use of delegated authority. Since the meeting of the Committee on 11 July 2024, there has been no use of specific authority delegated by the Board, nor any Mayoral directions to the Board within the remit of the Committee.
- 5.2 There has been one use of Chair's Action for Procurement Authority, unbudgeted Financial Authority, and Programme and Project Authority specifically in respect of the Capital Commitments, for the award of New Advertising Arrangements for Rail (including London Underground) and for Bus Shelters.

- 5.3 Several bus operating contracts have required unbudgeted Financial Authority approval by the Chief Finance Officer. There have also been four uses of Procurement Authority in relation to: the Digital Spot Speed Cameras contract; the Fire Protection (Rail) maintenance contract; Trust Fund Payments for claims processed through TfL's Private Medical Benefit Administrator contract; and the Telephony Maintenance contract ancillary services.

Finance Report – Period 5, 2024/25

- 5.4 The Committee is asked to note TfL's financial results to the end of Period 5 of 2024/25, the year-to-date ending 17 August 2024.
- 5.5 A similar Finance Report is elsewhere on the agenda for this meeting of the Board.

Treasury Activities

- 5.6 The Committee is asked to note an update on TfL's key treasury activities for the period from 24 February to 20 September 2024.

Prudential Indicators – Outturn for the Year Ending 31 March 2024

- 5.7 The Committee is asked to note TfL's performance against the prudential indicators for the financial year 2023/24. TfL's 2023/24 draft Statement of Accounts has been used to calculate the outturn which has been compared against the Board approved indicators.

Public Service Obligations Regulations 2023 – Contract for the Provision of Railway Services by London Underground

- 5.8 The Committee is asked to note the paper and approve Procurement Authority for entry into a contract between TfL and London Underground Limited for the provision of the Underground services, as required by the Public Service Obligations in Transport Regulations 2023.

Track Protection Resources Contract Extension

- 5.9 The Committee is asked to note an update on the Track Labour Framework and approve Procurement Authority for £7.27m for external Track Protection Resources procured through the London Underground Track Labour Frameworks for the period to March 2025, giving a total Procurement Authority of £708.42m.

Extension and Increase in Procurement Authority for Cleaning Contract with ABM Facility Services UK Limited

- 5.10 The Committee is asked to note the paper on the award of a contract extension for the provision of cleaning services and approve additional Procurement Authority in the sum set out in the paper on Part 2 of the agenda for the supply of cleaning services across the TfL estate.

Procurement and Commercial Review

- 5.11 The Committee is asked to note an update on TfL's Procurement and Commercial Review, including cost management practice and highlighting developments since the last update to the Committee in June 2023.

Forthcoming Key Procurement Activities

- 5.12 The Committee is asked to note the summary of the major new procurements or contract extensions planned over the next two years and those for which approval will be required from the Committee by way of Chair's Action over the next six months. It also highlights significant forthcoming procurements that require approval at officer level during that period.

Risk and Assurance Report Quarter 1 2024/25

- 5.13 The Committee is asked to note an overview of the status of and changes to the Enterprise Risks that fall within the remit of the Committee. It also summarises the findings from the assurance activity associated with these risks and the work completed by the Risk and Assurance Directorate during Quarter 1 of 2024/25 (1 April to 22 June 2024).

Enterprise Risk Update – Supply Chain Disruption and Ineffective Procurement and Contract Management (ER05)

- 5.14 The Committee is asked to note an update on how TfL manages the risk across supply chain disruption and ineffective procurement and contract management. It outlines the scope of the risk, current assessment, preventative controls, mitigation activities and improvement plans to reduce TfL's risk across its supply chain activities.

Enterprise Risk Update – Financial Resilience (ER07)

- 5.15 The Committee is asked to note an update on how TfL manages the risk across financial resilience. It outlines the scope of the risk, current assessment, preventative controls, mitigation activities and improvement plans to reduce TfL's risk across its financial activities.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Finance Committee on 19 August 2024 and to the meeting to be held on 9 October 2024

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