

# Transport for London

## Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA  
10.00am, Wednesday 23 May 2018**

### **Members**

Sadiq Khan (Chair)  
Val Shawcross CBE (Deputy Chair)  
Kay Carberry CBE  
Baroness Grey-Thompson DBE  
Bronwen Handyside  
Ron Kalifa OBE  
Michael Liebreich  
Dr Alice Maynard CBE  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Dr Nina Skorupska CBE  
Dr Lynn Sloman

### **Executive Committee**

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Michele Dix CBE	Managing Director, Crossrail 2
Vernon Everitt	Managing Director, Customers, Communication and Technology
Simon Kilonback	Chief Finance Officer
Gareth Powell	Managing Director, Surface Transport
Mark Wild	Managing Director, London Underground
Alex Williams	Director of City Planning
Tricia Wright	Human Resources Director

### **Also in attendance**

Sir Terry Morgan CBE Chairman, Crossrail Limited

### **Staff**

Sarah Bradley	Group Finance Controller
Emanuela	
Cernoia-Russo	Corporate Finance Director
Howard Smith	Director of Operations, Crossrail
Shamus Kenny	Head of Secretariat

## **38/05/18 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting.

The Chair and the Board congratulated Simon Kilonback on his recent appointment as TfL's Chief Finance Officer and Dr Nelson Ogunshakin OBE on his recent appointment as Chief Executive at the International Federation of Consulting Engineers.

The Chair thanked Val Shawcross CBE, who would shortly step down as Deputy Mayor for Transport and as Deputy Chair of TfL, for all of the support she had given him. She had led on the recruitment of the Board in 2016 and led on the policy development and stakeholder engagement to deliver the ambitious Mayor's Transport Strategy that was published in March 2018. Val had also worked tirelessly with the Commissioner and his team to develop a robust Business Plan for the organisation. The Chair also commented on her wider outstanding contribution to public life, including 16 years as an Assembly Member, holding previous Mayors to account.

The Chair welcomed Heidi Alexander to the meeting as an observer, ahead of her appointments as Deputy Mayor for Transport, a member of the Board and, subject to a London Assembly confirmation hearing, as Deputy Chair of TfL.

The Chair also acknowledged the contributions made to TfL and to London by Baroness Grey-Thompson DBE and Michael Liebreich, who would be leaving the Board in September 2018 when their terms of office expired.

Apologies for absence were received from Prof Greg Clark CBE and Ben Story. Stuart Harvey, Director of Major Projects, was also unable to attend.

### **39/05/18 Declarations of Interests**

Michael Liebreich informed the Board that his declaration of interests was about to be updated as he had very recently become a small investor in a company that would be building large electric vehicle charging hubs in the UK, though there were none in London at present.

Dr Alice Maynard CBE reminded the Board that she was an advisor on equality in relation to HS2 Limited, as HS2 was referred to in the Commissioner's Report.

All other Members confirmed that their declarations of interests, as provided to the Secretariat and published on [tfl.gov.uk](http://tfl.gov.uk), were up to date. There were no interests to declare that related specifically to items on the agenda.

### **40/05/18 Minutes of the Meeting of the Board held on 20 March 2018**

The minutes of the meeting of the Board held on 20 March 2018 were approved as a correct record and the Chair was authorised to sign them.

### **41/05/18 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the item. Updates had been provided for all of the actions and details were provided of two uses of authority delegated by the Board since the last meeting.

**The Board noted the updated actions list and the use of Delegated Authority.**

## 42/05/18 Commissioner's Report

Mike Brown introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 20 March 2018 and updated the Board on significant projects and initiatives.

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

- 1 **TfL Scorecard:** Members noted the latest full year results for the 2017/18 Scorecard. The targets had been deliberately stretching and the results demonstrated a year of successes and areas for continued focus of efforts over the next 12 months.
- 2 TfL had exceeded all savings targets, exceeded its net operating surplus target for the year and successfully reduced like-for-like operating costs for the second year in a row. On the safety metrics, TfL had set itself a very tough target of reducing injuries by 17 per cent in one year. Mike Brown was disappointed that this target had not been fully met, though safety performance had increased steadily over the year.
- 3 **Safety and Security:** TfL continued to make good progress in implementing the recommendations from the Rail Accident Investigation Branch (RAIB) and SNC-Lavalin reports to improve safety on the tram network, following the overturning at Sandilands in November 2016. TfL had recently started the tender process for a new system that would automatically apply the brakes on a tram if it exceeded the speed limits at designated locations, as recommended by the RAIB. Separately, TfL continued to work with Croydon Council on its plans to use the £750,000 funding from TfL to deliver community focused recovery activities and programmes in New Addington and the surrounding area.
- 4 Michael Liebreich commended staff for the response to the recommendations from the investigations into the Sandilands tram derailment. He reiterated his concern that an audit of fatigue management undertaken following a separate incident had not been passed onto the investigating bodies immediately, despite assurances at the Safety, Sustainability and Human Resources Panel that it had been sent. Gareth Powell apologised for the genuine oversight in not circulating the audit report immediately. He explained that the audit focussed on TfL's processes to manage and monitor fatigue to identify if there was a systemic issue. Although the initial audit was not connected to the Sandilands investigation, all of the bodies investigating that incident, including the RAIB and SNC-Lavalin, were informed that it was taking place. A note explaining the chronology would be prepared for Members. **[Action: Gareth Powell]**
- 5 As part of the Mayor's Transport Strategy commitment to a Vision Zero approach to safety across TfL's transport network, TfL was undertaking a programme of work to improve bus safety to meet the target that no one should be killed in or by a London bus by 2030. The use of in-depth analysis of bus incident and collision data involving passenger and vulnerable road user injuries would enable TfL to highlight where technology and better bus design could yield the greatest safety benefits. TfL was working with the Transport Research Laboratory and manufacturing partners to better understand how automatic braking and audible warning measures might be used to make buses safer. One of the 12 measures to improve safety currently being tested as part of the Bus Safety Standard was the use and effectiveness of

audible warnings to vulnerable road users near buses. Key stakeholders like Guide Dogs for the Blind and the RNIB had been invited along to the tests, and the outcome of the testing and proposed next steps were expected to be available in September 2018.

- 6 A new road safety campaign had also been launched to urge drivers to think about their speed in relation to their surroundings with the simple message 'when your foot goes down, the risks go up'. On average, two people were killed or seriously injured every day on London's roads as a result of drivers driving too fast. The campaign relied on very clear and simple messaging and would run across outdoor, digital and radio channels in order to get the message out to as many drivers as possible. The messaging had been extensively tested to address the groups of drivers where they would have the most impact. Other road safety work included looking at accident hot spots. The EU Commission had also just adopted the Direct Vision standard for HGVs.
- 7 Members requested a discussion on how TfL planned to meet and monitor progress toward the Vision Zero target. **[Action: Alex Williams and Gareth Powell]**
- 8 Mike Brown highlighted TfL's policing plans for 2018/19, including specific activity in tackling knife crime on public transport through Operation Sceptre. The programme included over 250 planned activities in March alone and saw 30 arrests in two weeks.
- 9 TfL continued its ongoing programme of inspecting work sites on its roads to ensure they were operating in a safe manner and in line with the permit granted. BT was successfully prosecuted for four offences that took place between 14 and 15 August 2017 and was fined £90,000 for streetwork-related offences, the largest ever fine to date. Mike Brown had written to the CEO of BT to demand immediate improvement and had received a response from the CEO of Openreach, explaining how seriously the company took this. TfL met quarterly with BT at a senior level to discuss and review agreed performance measures.
- 10 Members noted that in the 2017/18 financial year, TfL completed 38,000 roadworks inspections to check that they were safe and compliant, and this had resulted in a noncompliant safety failure rate of 19 per cent from 2,000 statutory inspections. Gareth Powell confirmed that addressing the compliance rate was a key focus, including reducing the risks to vulnerable road users. TfL sought prosecutions under health and safety law, where appropriate, as other streetworks breaches had much lower level fines and far less reputational damage. Ultimately, TfL wanted all utility companies and contractors to have no breaches of their permits and to operate all sites as safely as possible. Members requested that some analysis be completed on the impact of streetworks, including signage, as a contributory factor on injury rates to vulnerable road users. This would be reported to a future meeting of the Safety, Sustainability and Human Resources Panel. **[Action: Gareth Powell]**
- 11 **Healthy streets and healthy people:** Good progress continued to be made on the delivery of a comprehensive programme of new cycling infrastructure. At the end of March 2018, three new Quietways were launched in Brent, Lambeth and Kensington & Chelsea. New junctions had been commissioned on CS6 and half of the segregated section for cyclists on Farringdon Road was now open and TfL was on track to open the final route in September. The Mayor had recently announced that work would begin in July 2018 on CS11, which would give cyclists a clearer,

safer route from Swiss Cottage to the West End. Following the consultation on the route in early 2016, TfL staff and Will Norman, the Walking and Cycling Commissioner, had engaged with the local community and completed detailed modelling to address concerns that had been raised and to ensure that the route was the best that it could be.

- 12 On 10 May 2018, TfL received the go ahead from the Secretary of State for Transport for the Development Consent Order for the Silvertown Tunnel. The tunnel was set to open in 2023 and would help ease the current serious congestion at Blackwall Tunnel where over one million hours were lost every year in congestion and tailbacks for drivers. The tunnel would also be an important public transport crossing, with up to 37 buses an hour using the tunnel, all of which would be hybrid, electric or meeting the highest Euro VI emission standard.
- 13 The Mayor and TfL continued to do all they could to improve air quality in the capital and the support for a new Clean Air Bill by Michael Gove was welcomed. TfL's programme to reduce the environmental impact of its bus fleet had now seen 1,070 buses fitted to the Euro VI standard and the pure electric fleet expanded to 96 vehicles, following the introduction of 12 new electric buses along route 153, with a target of 300 pure electric vehicles by 2020.
- 14 The Mayor would launch an Electric Vehicle Task Force in May 2018 to assess the scale of demand for rapid and standard Charging Points and the use of common applications and platforms. It was expected to report back in September or October 2018 and this would be fed into the Business Plan discussions. TfL continued to make good progress in introducing Rapid Charging Points and was encouraging councils to introduce them and lobbying the Government for the power to have them available on petrol station forecourts. Members requested further details on the location of the Rapids Charging Points. **[Action: Alex Williams]**
- 15 TfL continued to work with boroughs to improve the public realm. In Sutton, work had started on the Beddington Village scheme, which would provide segregated cycle lanes, safer walking routes, quicker bus journey times and better freight management through the village. As part of the Healthy Streets Local Schemes programme, TfL recently completed the improved pedestrian facilities on Streatham High Road at St Leonard's Junction, in conjunction with traffic signal modernisation and resurfacing works in the area.
- 16 **A good public transport experience:** TfL remained focussed on delivering the Elizabeth line into passenger service at the end of 2018. The construction progress was now 93 per cent complete and a major step forward had been achieved with train testing starting in full automatic operation in April. TfL had also just taken over the Heathrow Connect services between Paddington and Heathrow; as part of the TfL network, Heathrow had been designated as "Zone 6" and customers would benefit from being able to use Oyster and contactless payments cards for the first time and daily and weekly fare capping would apply. Single fares to the airport would also be in line with or cheaper than the previous Heathrow Connect fare.
- 17 TfL continued to make good progress on the Northern Line Extension, including the building works for the two new stations at Battersea Power Station and Nine Elms. There had been extensive communications to customers about the closure of Kennington station on the Bank branch from the end of May to mid-September 2018, to enable cross passages to be built that would provide quick and easy

access for customers changing between the Bank and Charing Cross branches of the Northern line. Kennington station remained open for the Charing Cross branch during these works, though there would be no interchange between the branches. To assist passengers during these works, more frequent direct trains would run between Morden and the Charing Cross branch, with a slightly reduced service on the Bank branch.

- 18 TfL had made great progress in the work to modernise the Circle, District, Hammersmith & City and Metropolitan lines. A brand new state-of-the-art service control centre had opened at Hammersmith on 6 May 2018, which brought together operational and asset teams to provide a smoother and more integrated service with more accurate, up-to-date customer information. TfL had also successfully run a number of tests of the new signalling system in the first section that would go live, between Hammersmith and Latimer Road. A further nine S-stock trains had been fitted with the automatic train control system, bringing the total to 78 out of 192 across the fleet.
- 19 Work on major station capacity upgrades continued to progress well, including the building of the new station entrances at Bank station. TfL's consultation on improving capacity through the modernisation of Camden station was supported by 97 per cent of respondents; the proposals included a new entrance on Buck Street and trebling the size of the station, as passenger numbers were expected to increase by 40 per cent by 2021.
- 20 TfL was investing £200m in transforming accessibility. Bromley-by-Bow station became the 73rd step-free station on the underground as part of Mayor's commitment to make 40 per cent of the Tube network step-free by 2022. TfL was also working constructively with the Department for Transport on its plans for step-free-access to HS2 services. The interchanges at Old Oak Common and Euston stations would be fully accessible.
- 21 The tram network had undergone upgrade and maintenance works over the Easter period to improve reliability, which included replacing tram tracks, resurfacing tram stops, upgrading traffic signals where the tram and highway intersect as well as remodelling of tram and highway junctions to make them more cycle friendly.
- 22 Over 23,000 drivers have taken part in the two-day 'Hello London' bus driver training programme, launched in 2016. It was a hallmark of a different approach to how to help and interface with customers. It was having a direct benefit to both passengers and drivers. The most recent Bus Customer Experience survey showed an improvement in ratings, including the highest ever rating of 76 per cent for bus driver announcements on disruption and delays and 89 per cent of respondents praising drivers for making announcements where necessary to assist wheelchair users coming on board, while reports of the most common frustrations amongst passengers had halved. TfL would continue to look for opportunities to raise customer satisfaction further to ensure it maintained and built on bus passenger numbers by improving the overall service. The "Hello London" approach to customer service and safety was being embedded into the core of future training.
- 23 Dr Mee Ling Ng OBE had observed the "Hello London" training and commended the approach which gave drivers the skills and confidence to tackle difficult situations. She had recently witnessed some particularly good practice by a driver where a wheelchair user, two parents with buggies and a passenger with two large

suitcases were all seeking to use the wheelchair accessible space. Mike Brown commended bus drivers for the difficult but essential work that they did.

- 24 TfL had contracted with Tait Communications to install a new digital radio system for bus drivers that would have better encryption and improved voice quality, particularly in areas with poor coverage. Testing of the new system was about to begin on route 314 prior to being rolled out to the entire fleet of buses.
- 25 TfL had worked with a range of customers and charities to deliver a priority seating week from 23 April 2018, marking the first year anniversary of the priority seating badge that had seen more than 30,000 priority seating badges issued. As part of the priority seating week, newly designed priority seating signs were introduced on the network, which asked customers to be more considerate when using the seats and to make them more aware of other people's greater need for a seat, particularly when that need may not be obvious. Members welcomed the initiative and the way that it had been implemented, including staff training, to reduce the potential for it to increase hate crime for disabled people.
- 26 New electric London Overground trains were being tested for the Gospel Oak to Barking line and would be introduced by the end of the year. The new trains would also be introduced to the West Anglia services in 2019.
- 27 **New homes and jobs:** Work continued on supporting the Independent Affordability Review of Crossrail 2, which had been jointly commissioned with the Department for Transport. The Mayor was the guest speaker at the Crossrail 2 All Party Parliamentary Group, which would meet later on 23 May 2018.
- 28 TfL was working at pace with multiple partners and using various routes and resources to ensure it continued to deliver affordable homes and met the Mayor's target of at least 50 per cent affordable homes across its property portfolio. Members supported the redefining of affordability and that delivery should include energy efficient homes. Being located near transport facilities contributed to this sustainability drive and affordability through the fares freeze. TfL had recently unlocked a number of sites, including: Limmo Peninsula near Canning Town Tube station in East London, which would provide 1,500 homes, 40 per cent of which would be affordable and a development at Harrow-on-the-Hill Tube station, which would create 600 homes, 35 per cent of which would be affordable.
- 29 **Our people:** TfL's Gender Pay Gap report, published in March 2018, showed a median pay gap of 19.7 per cent and a mean pay gap of 10.7 per cent. TfL was fully committed to reducing this gap; there was a detailed action plan in place that included a range of specific measures such as anonymous job applications, and a new development programme for under-represented groups in senior roles. Mike Brown had attended the launch of the Mayor's 'Our Time: Supporting Future Leaders' campaign, which was the first and largest-scale programme of its kind to be adopted in the public sector, which would take crucial action to address the gender imbalance in leadership roles, and bridge the gender pay gap.
- 30 Members welcomed the range of initiatives underway to promote women of all ages into engineering. It was noted that the pause on the graduate programme may have some impact but that it was temporary while TfL underwent its transformation programme.

- 31 Diversity and Inclusion dashboards had been launched within TfL in April 2018. These were a powerful tool that provided further data and insight for managers to focus activity in the right areas and to monitor how effective plans and actions were in creating a more diverse and inclusive workforce, representative of the customers TfL served every day. Mike Brown and Tricia Wright welcomed the opportunity to discuss with Dr Alice Maynard CBE her experiences to ensure that initiatives were implemented in a meaningful way that achieved the desired results. The Diversity and Inclusion dashboards related to the TfL Scorecard and progress would be included in the regular monitoring reports to the Safety, Sustainability and Human Resources Panel.
- 32 Mike Brown attended an award ceremony on 26 March 2018, along with 88 apprentices, that celebrated and showcased the incredible talent, insight and potential of TfL's apprentices and their contribution to the organisation.
- 33 Members noted a range of awards that individual's, teams and TfL had been successful in. A particular highlight was the London First awards where TfL won the 'Contribution to London's Cultural Excellence Award' for the Night Tube. Other awards included team recognition for recruitment and the Northern Line Extension as well as individual awards for James Dawson, a rolling stock mechanical engineer and Mohammed Akram who won this year's Dell award for his level of skill in the application of railway signalling.
- 34 **Securing value for money:** The Finance Report provided detail on how TfL had exceeded its financial performance targets, which was a credit to everyone who continued to work hard to save money across the organisation.
- 35 Cleshar Contract Services had now taken over the maintenance contract for the East London line. As part of the transition, TfL had ensured that all existing employees from the previous contractor, Carillion, were able to transfer to Cleshar with their terms and conditions protected.
- 36 The report also summarised some of the new and ongoing work to generate income to reinvest into services. Helen Murphy had joined TfL as the new Director of Commercial Consulting and International Operations and would play a vital part in leading efforts to share TfL's expertise across the globe and seek out new revenue streams to reinvest in London's transport network. The newly formed TfL Consulting would build on recent commercial deals, such as the sale of ticketing technology to Miami, New York and Boston and work with a range of partners to plan, design, and implement innovative, efficient and cost-effective urban transport solutions. TfL was already exploring opportunities to work in a number of cities and countries around the world, in partnership with other transport operators and established consultancies.
- 37 Another focus for significant long term revenue streams were opportunities for major development over and around Elizabeth line stations to maximise retail, commercial and residential opportunities. Agreements had recently been signed for developments above Bond Street station's western ticket hall and Farringdon station's eastern ticket hall.
- 38 Dr Lynn Sloman CBE raised the discussion at the Programmes and Investment Committee on how TfL could use its procurement power to maximise sustainability and socially progressive policies through its supply chain to support good quality



jobs throughout the UK. The GLA and TfL sought to be leaders in responsible procurement and to use its influence to promote this. The GLA was currently preparing a Good Work Standard. An informal briefing would be held on Responsible Procurement to which all Members would be invited.

**[Action: Secretariat]**

- 39 **Changes to the Board:** Mike Brown thanked Val Shawcross CBE for her contribution and support to TfL, not only in her current roles as Deputy Mayor for Transport and Deputy Chair of the Board but in her previous role as part of the Assembly Transport Committee and as an Assembly Member. She had been instrumental in helping develop and deliver the Mayor's Transport Strategy and had played a major role in key stakeholder engagement. He also welcomed the incoming Deputy Mayor for Transport, Heidi Alexander and looked forward to developing an equally constructive relationship.

**The Board noted the Commissioner's Report.**

### **43/05/18 Finance Report – Preliminary results for the year ended 31 March 2018**

Simon Kilonback introduced the item and related slides, which provided information on TfL's preliminary results for the year ended 31 March 2018. Record levels of capital investment had been maintained and TfL's net operating surplus was ahead of plan, despite lower passenger income, as its operating cost savings were higher than the budget.

2017 was the last year in which TfL would receive an operating grant from Government, making it the only public transport operator in the UK not to receive government support. This was and would continue to have a significant impact on the spending on roads, for which TfL received no funding.

The Board noted that income was down primarily due to reduced discretionary ridership on the Underground, Overground and DLR, although the drop in ridership was significantly less than other public transport services in the rest of the UK due to the quality of the service and the fares freeze. Bus ridership was higher than expected due to improvements in journey time reliability and initiatives such as the Hopper fare. Advertising and other commercial income was down due to challenging market conditions.

Going forward, TfL's financial target remained to turn a deficit into a surplus by 2021/22. Although the macro-economic context remained uncertain, TfL was continuing to open up new commercial opportunities and maintain rigour on managing its costs to enable it to maintain record levels of capital investment to deliver the Mayor's Transport Strategy.

Ron Kalifa OBE informed the Board that the Finance Committee had reviewed TfL's financial position in detail and he congratulated staff of their achievements in 2017/18. The Committee was focussed on the challenges ahead to generate a net operating surplus and the importance of TfL meeting its obligations in respect of cash balances and interest cover, which was managed through the Treasury Management Strategy. TfL was not complacent about the challenges, though performance to date was in line with the Business Plan and Budget. The development of the next Business Plan would include

reviewing a range of challenging scenarios so that TfL maintained its resilience in an uncertain operating environment.

The Chair thanked Simon Kilonback for his report and the Finance Committee for the assurance that it provided.

**The Board noted the report.**

## **44/05/18 Annual Update on the Mayor's Transport Strategy**

Alex Williams introduced the item, which was the first annual update to the Board on the new Mayor's Transport Strategy. It set out the latest position on the delivery of the Strategy and the mechanisms being put in place to embed it into business processes. The paper also highlighted the significant challenges facing London and requested the Board's views on how these could be addressed in the formulation of next year's Business Plan and associated activity. The Board noted the correction to the drafting error on paragraph 4.16 of the paper and that this had been corrected on the version published on the website.

The paper set out the scale of the challenge in delivering the ambitious Mayor's Transport Strategy outcomes, in particular Vision Zero for road safety and an 80 per cent sustainable mode share by 2041 and that these would require innovative thinking and significant investment.

The Board noted the performance to date against the key outcomes, which as expected in the first year of delivery included a number of amber and red entries. One of the priorities was addressing the falling ridership by fare paying passengers on the Underground. While this was impacted by external economic factors, it was considered that more could be done to improve the passenger experience in addition to the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines and station capacity improvement programmes. Customer experience improvements being worked upon included a more unified approach to customer communications. Members also recommended transferring some of the lessons learned from the success and impact of the "Hello London" training on the buses.

Work on improving air quality included a freight action plan that would build upon the work with businesses during the 2012 Games to reduce the number of vehicles on the road. This would help reduce the impact of brake and tyre wear on air pollution and TfL would work with the Government and industry if the proposals for a new Clean Air Act were taken forward.

The Board and staff acknowledged the role they could play in promoting active travel by leading by example. Work on promoting active travel would be brought to a future meeting of the Safety, Sustainability and Human Resources Panel.

**[Action: Alex Williams]**

All Members would be invited to a conference being organised with the Centre for London on 4 July 2018 on improving roads and streets.

**[Action: Secretariat]**

Members requested early discussions in the Business Planning process to explore the challenges through scenarios and to consider the prioritisation of investments that would have the biggest impact and achieve the progress required. Modelling work was already

underway on interim targets for 2021 and 2026 and a suite of “daughter documents” that underpinned how targets would be met and proposed task forces to provide an evidence base and utilise external expertise and experience were in progress. Members welcomed this as their engagement with businesses and academic organisations suggested that more needed to be done to promote the Strategy and to harness expertise, experience and support.

The proposed interim targets would be discussed as part of the development of the next Business Plan, so that progress against the trajectory for achieving the long-term strategic objectives would be evident. Member engagement had been important in the development of the previous Business Plan and of the Mayor’s Transport Strategy. Proposals for Board engagement on delivery of the Strategy and the development of the next Business Plan, including a whole day discussion early in the process, would be progressed. **[Action: Alex Williams and Simon Kilonback]**

Reporting of links to and progress against the Mayor’s Transport Strategy outcomes to Committee and Panels would be evident in the next cycle of meetings and would be refined over time.

The Chair welcomed the annual update, thanked Members for their input and supported the plans for Members to have an opportunity to discuss delivery against the Strategy in detail.

#### **The Board:**

- 1 noted the paper, as amended and republished to correct a drafting error to paragraph 4.16;**
- 2 noted the paper with regard to the formulation of next year’s Business Plan;**
- 3 noted the steps TfL was taking to secure the required funding for delivery of the Strategy and that further effort would be required ahead of Spending Review 2019;**
- 4 agreed that a similar update should be provided each year, at around this time, in order to help inform the planning round for the following year’s Business Plan; and**
- 5 agreed that quarterly updates should be provided to the Board’s Committees and Panels, as outlined in Figure 2 in the paper.**

#### **45/05/18 Crossrail Update**

Mark Wild, Howard Smith and Sir Terry Morgan summarised recent progress towards the staged opening of the Elizabeth line and the transition to become an integral part of TfL, which had also been considered in detail by the Programmes and Investment Committee.

TfL and Crossrail Limited remained focused on commencing Elizabeth line services in December 2018. TfL was now operating trains to Heathrow and had opened a world class depot at Old Oak Common. The physical work on the platforms for the central

tunnel section continued. Extensive testing was taking place to ensure the new trains operated safely and reliably across the signalling systems in use across the line.

Safety was the key priority for the railway and good progress was being made on the safety critical testing, where all parties involved were working together collaboratively. Issues with the progress of one station were noted and these were being raised with the contractor at a senior level.

Commercially sensitive information was considered on Part 2 of the agenda after the press and public had been excluded from the meeting.

**The Board noted the paper.**

## **46/05/18 Board Appointments**

Howard Carter introduced the item, which provided an update on the membership of the Board and proposals to make changes to the Board of Crossrail Limited (CRL).

The changes to the Board included the proposed appointment of Heidi Alexander as Deputy Chair of TfL as the successor to Val Shawcross CBE; proposals to recruit at least one new Member with an operational safety specialism; and the proposal to appoint Kay Carberry CBE as the Chair of the Safety, Sustainability and Human Resources Panel.

The paper also sought approval to changes to the governance agreements in relation to the membership structure of the Crossrail Limited Board and approval to appoint Anne McMeel and Nelson Ogunshakin OBE as TfL nominated non-executive directors to that Board.

**The Board noted the paper and:**

- 1 noted the proposed changes to the Membership of TfL from June and September 2018;**
- 2 appointed Kay Carberry CBE as the Chair of the Safety, Sustainability and Human Resources Panel with immediate effect;**
- 3 approved a change to the Crossrail Sponsors Agreement and the TfL Shareholder Agreement so that the Crossrail Limited Board shall comprise one independent chair, three executive directors (one of which is the CEO), one independent non-executive director and five sponsor nominated directors (three nominated by TfL and two nominated by the Department for Transport); and**
- 4 appointed Anne McMeel and Dr Nelson Ogunshakin OBE as additional TfL Sponsor nominated non-executive directors to the Crossrail Limited Board from 1 July 2018 to 1 September 2019.**

## **47/05/18 Board Effectiveness Review 2018**

Howard Carter introduced the item, which provided an update on the action taken to address the recommendations from the Board Effectiveness Review in 2017 and set out for agreement the proposed methodology and focus of the review in 2018, which would be externally led. In line with good corporate governance practice, TfL reviewed its performance annually with a review led externally every three years.

In response to questions from Members, Howard Carter confirmed that the scope of the review allowed for challenging questions to be asked around what the Board did well, what it could do better, if it provided clear leadership and strategic guidance and if the Board had the right mix of skills and capabilities.

### **The Board:**

- 1 noted the progress against the recommendations in the Board Effectiveness Review 2017; and**
- 2 approved the methodology and focus of the review of Board Effectiveness Review 2018, as set out in section 5 of the paper.**

## **48/05/18 Report of the meeting of the Programmes and Investment Committee held on 16 May 2018**

In the absence of the Chair of the Committee, the Vice Chair Dr Nelson Ogunshakin CBE introduced the item. He highlighted the Committee's decision to approve authority for part of the Deep Tube Upgrade Programme. The Committee had welcomed and benefitted from the process of early engagement ahead of being asked to make a decision. He congratulated the team working on the programme for the process followed and for looking at the lessons from previous major procurement exercises. He also thanked the Independent Investment Programme Advisory Group for its work in providing assurance.

**The Board noted the summary report.**

## **49/05/18 Any Other Business the Chair Considers Urgent**

There were no further items of urgent business.

## **50/05/18 Date of Next Meeting**

The date of the next meeting was Wednesday 25 July 2018 at 10.00am.

## **51/05/18 Exclusion of the Press and Public**

The Board agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on the Crossrail Update.

The meeting closed at 1.00pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_