

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
10.00am, Thursday 15 December 2016**

Members

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

Staff

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|----------------------|---|
| Mike Brown MVO | Commissioner |
| Howard Carter | General Counsel |
| Leon Daniels | Managing Director, Surface Transport |
| Michèle Dix CBE | Managing Director, Crossrail 2 |
| Vernon Everitt | Managing Director, Customers, Communication and Technology |
| Sir Terry Morgan CBE | Chairman, Crossrail Limited |
| Ian Nunn | Chief Finance Officer |
| Howard Smith | Director Operations, Crossrail Limited (for Minute 115/12/16) |
| Mark Wild | Managing Director, London Underground |
| Alex Williams | Managing Director, Planning |
| Tricia Wright | HR Director |
| Shamus Kenny | Head of Secretariat |

102/12/16 /Apologies for Absence and Chair's Announcements

The Chair opened the meeting and invited Members to take the tram derailment at Sandilands, Croydon on 9 November 2016 as the first substantive item on the agenda. Everyone's thoughts and prayers were with the families of those that had died and those injured. The Board stood for a minute's silence to mark the death of the seven passengers: Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Phil Seary and Mark Smith.

There were no apologies for absence.

103/12/16 Declarations of Interests

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

104/12/16 Minutes of the Meeting of the Board held on 8 November 2016

Subject to a correction to remove a duplicated name in the attendance list, the minutes of the meeting of the Board held on 8 November 2016 were approved as a correct record and the Chair was authorised to sign them.

105/12/16 Matters Arising and Actions List

Howard Carter introduced the item. Updates had been provided for all of the actions. The item on the bus safety programme had been deferred from the agenda of the Safety, Sustainability and Human Resources Panel on 17 October 2016 to enable a full discussion of the tram derailment at Sandilands, Croydon on 9 November 2016. This would be considered at a meeting being arranged for January 2017.

There had been no use of authority delegated by the Board since the last meeting.

The Board noted the Actions List.

106/12/16 Tram Derailment at Sandilands, Croydon on November 9 2016

The Chair invited the Board to have a full and open discussion on the tram derailment at Sandilands on 9 November 2016, while recognising that there were ongoing investigations by the British Transport Police (BTP), Rail Accident Investigation Branch (RAIB) and the Office of Rail and Road (ORR).

Val Shawcross CBE, together with Mike Brown MVO and Leon Daniels, had attended a short and dignified ceremony at the site on 14 December 2016 organised by the London Borough of Croydon. She had spoken to some of the bereaved families. They wanted to fully know what had happened and that TfL was doing all that it could to prevent such an incident from happening again.

Mike Brown MVO said that his thoughts and those of everyone at TfL were with those who had lost their lives, their families and friends and everyone who had been injured. TfL was doing all it could to provide practical and financial support to those affected, including through the Sarah Hope Line. He expressed his sincere thanks to the emergency services, the Salvation Army, the London Borough of Croydon, local property owners, FirstGroup and the London Underground Emergency Response Unit for their help, humanity, dedication and professionalism.

TfL was assisting fully in the BTP, RAIB and ORR investigations, as well as conducting its own. The outcomes from all of the investigations would be public. The RAIB had already issued an interim report and its safety advice was implemented immediately. UK Trams had endorsed the actions taken prior to services restarting.

As Chair of the Safety, Sustainability and Human Resources Panel, which considered an initial update at its meeting on 17 November 2016, Michael Liebreich echoed personally and on behalf of the Panel the condolences given to everyone affected by the incident and the thanks given to those that had given support to them. The Panel took its scrutiny and overview of safety very seriously. It would focus on ensuring that lessons were learned and changes implemented. He assured Members and the public that the Panel would also scrutinise the wider lessons so that they were applied to all TfL services. The incident was a reminder of the need to always be vigilant and never assume that the processes and training in place were adequate.

Leon Daniels reiterated the condolences and thanks given. He provided an overview of how tram systems operated and the information known about the derailment. There was no indication of a technical fault with the tram or that shift patterns were an issue.

TfL was in contact with suppliers and other operators, both in the UK and abroad, to discuss what other interventions could be considered to improve safety. If appropriate and successfully tested, interventions would be implemented. Options being explored included more steps between changes in speed limits and reviewing staff training, briefings and wellbeing support.

While it was impossible to guarantee that fatalities and injuries would never occur on any transport network, the Chair and TfL were committed to learn the lessons from this incident and to do all that could be done to minimise the risk across all of TfL's operations. It would follow the recommendations from the ongoing investigations and learn lessons from the tram and other industries across the UK and the world.

The Safety, Sustainability and Human Resources Panel and the Board would be kept informed of developments in relation to the investigation of this incident and to the lessons learned.

The Board noted the paper.

107/12/16 Commissioner's Report

Mike Brown MVO introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 8 November 2016 and updated the Board on significant projects and initiatives. The key issues arising from the overview and discussion are summarised below.

- (a) **Piccadilly line and performance:** Flat spots had developed on the wheels of the rolling stock in recent weeks as slip protection was not available when the trains were built in 1972. This had caused disruption on the line as trains had to be taken out of service. TfL was working around the clock to repair the wheels so that the service could be returned to normal as quickly and safely as possible. The process for procuring new trains was also under way.

- (b) **London Underground Ridership:** There had been a record-breaking end to 2016 with the daily ridership record of 4.8 million journeys, set on 4 December 2015, exceeded four times in the last four weeks. Subject to final confirmation, the new record was around 5 million journeys, set on 9 December 2016.
- (c) **London Underground prosecution:** London Underground (LU) had pleaded guilty to a prosecution brought by the Office of Rail and Road relating to a health and safety at work incident in September 2014 at South Kentish Town station. LU had acted quickly to investigate the causes and had taken action to prevent a reoccurrence.
- (d) **Night Tube:** The programme to roll Night Tube services out across the LU network continued. The Northern line became the fourth and most frequent Night Tube service when it launched on Friday 18 November 2016 and passenger numbers were excellent. Crime levels remained lower than usually recorded after 22:00hrs and TfL was continuing to work with residents in the affected areas to minimise the impact of noise on local communities. Having successfully completed its trials, Night Tube on the Piccadilly line was expected to launch as planned on 16 December 2016.
- (e) **Modernising London Underground services:** Good progress continued to be made on modernising services across the network. From May 2017 the frequency of trains on the Victoria line would be increased to 36 trains per hour (tph) and the Jubilee line remained on target to achieve 36tph by 2021. The final S stock train had been delivered as part of the Circle, District, Hammersmith & City and Metropolitan lines modernisation, which concluded the largest ever order for a fleet of trains in the UK and was another example of how TfL drove productivity and supported apprentices across the UK through its supply chain. Mike Brown MVO had also recently visited the Northern line extension site to see the excellent progress being made. The Mayor would also be visiting the site shortly.
- (f) **Station upgrades:** Good progress also continued to be made on the programme of station upgrades. The work at Victoria was well underway and would provide step-free access between lines. Work at Bond Street and Bank would transform the customer experience at both stations. The upgrades at Paddington would provide critical direct step-free access between the Bakerloo and Elizabeth lines.
- (g) **Elizabeth line and Crossrail:** The Crossrail project was on schedule and within its funding envelope. It was now 80 per cent complete overall. In the central section, construction was focused on fitting out the stations, tunnels, shafts and portals. At Liverpool Street station, both eastbound and westbound tunnels had been handed over to the contractor for fit-out. The upgrade of the existing rail network by Network Rail should be over 80 per cent complete following the extensive works over Christmas. Network Rail had submitted proposals for a new station building at Ilford which included a larger ticket hall, longer gate line and an eye-catching new design. The test train for the Elizabeth line fleet had arrived in London at the start of December 2016 for a period of testing ahead of the start of these trains being progressively used for passenger services on the TfL Rail route in May 2017.
- (h) **Rail devolution:** Despite the submission of a detailed business case and a number of meetings with Department for Transport officials, the Secretary of State for Transport had decided not to proceed with devolution of the South Eastern franchise to TfL. This was particularly disappointing given the impact of the

performance of the current services on commuters inside and outside of London and how TfL had transformed the lines that became the London Overground. TfL Rail and London Overground continued to perform well; in the last reporting period they were the top two performing railways in the country. TfL worked with the concession operators, MTR and Arriva respectively, to maintain standards and meet the service stretch targets. TfL would continue to support the Mayor in making the case for devolution and Members would be engaged in this discussion.

- (i) **Tackling London's road congestion:** Congestion had been growing for a number of years for a variety of reasons, including a growing population, a rapidly expanding private hire industry and an increase in internet shopping deliveries. The Mayor had announced measures to tackle this issue which included better communication with road users to allow them to plan their journeys and better collaboration to reduce disruption from roadworks. This plan was the first step in improving London's streets, while the Mayor's Transport Strategy was being developed.
- (j) **Tower Bridge closure:** The City of London's works remained on track for completion by 30 December 2016. Traffic conditions on the network had settled and TfL continued to monitor and review the measures put in place to mitigate disruption.
- (k) **A1 Holloway Bridge:** Vital work to replace the century-old Upper Holloway Bridge continued. The work to demolish the bridge and replace it had resulted in the need for some road closures. The work would be completed over the Christmas period and the new bridge would allow services on the newly electrified Gospel Oak to Barking Overground line to begin in February 2017.
- (l) **Recovering lost ridership:** Bus passenger journeys continued to be lower than forecast, with total passenger journeys in Quarter 2 five percent lower than 2015/16. The initiatives discussed above to tackle congestion would help improve journey time reliability. TfL was also running a campaign to encourage passengers back onto buses by highlighting the progress made in improving the network, such as increased frequency and bus station upgrades.
- (m) **Hydrogen Double-Decker:** TfL was working towards making its bus network ultra low or zero emission to contribute towards tackling London's poor air quality. On 30 November 2016, the Mayor had unveiled the world's first hydrogen double decker bus at the International Zero-Emission Bus Conference and Summit, hosted at City Hall. It would be trialled in 2017.
- (n) **Events - Poppy Appeal:** TfL continued to support major events throughout the Capital. It was proud of its contribution to supporting the Royal British Legion by undertaking fundraising activities across London for the tenth annual Poppy Day on 3 November 2016.
- (o) **Sustainable freight:** TfL's work through the Retiming Deliveries Consortium was one of the innovative ways in which it had been attempting to tackle congestion on the roads. This collaborative approach aimed to reduce the number of deliveries received by businesses during peak hours. The Consortium had won the first ever John Connell Quiet Cities Collaboration Award from the Noise Abatement Society for its work. TfL was now half way to achieving its target of having 500 premises with retimed deliveries by November 2017.

- (p) **Recruitment of Taxi and Private Hire compliance officers:** On 2 August 2016, the Mayor had announced the recruitment of 250 extra compliance officers as part of a package of measures to tackle illegal taxi and minicab activity in London. TfL had undertaken work to understand and address the imbalance of women in these roles and as a result 40 per cent of the 50 staff recruited to date were women. TfL hoped to improve on that figure when the recruitment process concluded in September 2017.
- (q) **Project Guardian:** TfL was committed to ridding its transport network of unwanted sexual behaviour. On 25 November 2016, TfL organised a day of action in partnership with the British Transport Police, the Metropolitan Police Service and the City of London Police, to mark the International Day for the Elimination of Violence against Women.
- (r) **Heathrow expansion:** Following the Government's decision on expansion at Heathrow airport, the Mayor had directed TfL to provide expert advice and assistance to parties challenging the Government's decision and to participate in that challenge as appropriate. TfL would act on the direction using the expertise it had gained through engaging with the Airports Commission and the Government on aviation policy. A separate item appeared elsewhere on the agenda.
- (s) **Utility prosecutions:** TfL continued its efforts to hold companies to account for dangerous, badly managed roadworks which put the public at risk and caused significant disruption to the road network. At the last meeting the Board discussed the successful prosecution of Vodaphone. Since then, TfL had secured another successful prosecution against BT, which was fined a total of £10,000, for unsafe works in April and May 2016. On 21 November 2016, the Mayor announced plans to lobby the Government for further powers in this area, which would enhance TfL's ability to keep Londoners safe and to keep traffic on its roads moving.
- (t) **Frank Pick memorial:** On 7 November 2016, a commercially sponsored memorial was unveiled at Piccadilly Circus station honouring Frank Pick's contribution to the Capital, including some of London Underground's most iconic designs.
- (u) **Recent Awards:** Mike Brown MVO was delighted to report that TfL had been successful in securing a number of awards recently, including: the Princess Royal Training award for excellence in skills development, which recognised UK employers who have created lasting impact in successfully linking skills development needs to business performance; and the Guardian Public Service Award in the Recruitment category in recognition of TfL's 'Smart Sourcing' initiative, which had encouraged ex-military servicemen and women to work for TfL. Twenty-seven ex-military service personnel had been recruited to date through the initiative.
- (v) **UK's largest HIV workplace testing event:** For the second year running, TfL ran the UK's largest workplace HIV testing event in conjunction with the Terence Higgins Trust. Confidential HIV testing was available to all staff at three locations and the initiative was fully supported by TfL's staff network groups working together to raise awareness, encourage participation and destigmatise HIV testing.
- (w) **Fares:** On 17 November 2016, TfL implemented the Mayor's four year freeze across its network from January 2017. Travelcard fares would rise by 1.9 per cent as their price was determined by fare agreements with Train Operating Companies

and national government and beyond the control of the Mayor. The Train Operating Companies had mandated increases in line with the Retail Price Index.

- (x) **Waltham Forest Mini-Holland:** Members had received correspondence from Waltham Forest Streets for All and other residents relating to the Mini-Holland scheme in Walthamstow Village, which was funded by TfL and implemented by the London Borough of Waltham Forest (LBWF). Both TfL and LBWF considered the scheme to be successful as it had reduced traffic and provided greater provision for cyclists and pedestrians. There had been disruption during the construction phase and the impact on traffic in the surrounding area was likely to improve in the longer term. Leon Daniels would respond in full to the correspondence, which would be copied to Members, and offer to meet with Waltham Forest Streets for All as well as encouraging the group to continue its dialogue with LBWF. **[Action: Leon Daniels]**

The Board noted the Commissioner's Report.

108/12/16 Finance Report

Ian Nunn introduced the item, which provided information on TfL's performance against budget up to 12 November 2016. The Quarterly Performance Report for Q2 2016/17 had also been published. The highlights from the discussion were:

- (a) **Operational account:** Fares income remained lower than budget, driven by lower passenger journeys across all services but particularly buses. This was offset by lower operating costs. The net cost of transport operations remained very close to budget.
- (b) **Capital account:** The account remained slightly under budget, which helped with cash flow. None of the delays or rephrasing of projects were a matter of concern.
- (c) **Cash:** Members noted the future cash projections, with the current balance below £1bn for the first time. TfL had regular discussions with the rating agencies, which were all comfortable so long as the balance remained above £500m.
- (d) **Forecast for the year:** This remained in line with the Business Plan, with improvements in the figures already showing in period 9 and the end year results all expected to be very close to budget.
- (e) **Crossrail:** The funding model for Crossrail meant there were considerable variances to the budget but did not impact on TfL's core budget. The key issue was that the project was on time, over 80 per cent completed and within its funding envelope.
- (f) **Bus ridership:** Members discussed the continuing issue of lower than expected bus ridership in central London, while use in suburban areas continued to grow and had capacity issues in the peak times. A more detailed paper on buses would be submitted to a future meeting. This would cover why central London ridership had fallen, modal shift and the action being taken to restore ridership through addressing congestion and promoting services. The paper would also cover proposals to review and rebalance services. **[Action: Leon Daniels]**

Members thanked Ian Nunn and his team for the improvement in clarity brought by the newly designed report. Ron Kalifa had been working with Ian Nunn on the presentation and the Finance Committee would review a proposed dashboard with key performance measures to support the Board.

The Board noted the report.

109/12/16 A City for all Londoners

Alex Williams introduced the paper, which provided an update on the recent publication of the Mayor's overarching vision for London 'A City for all Londoners'. Consultation responses received to date indicated that it had been well received. The paper summarised the document's content and its relevance to TfL, the stakeholder engagement undertaken and its association with the development of the London Plan and Mayor's Transport Strategy (MTS). The Board, along with the new Walking and Cycling Commissioner and deputy Mayors would have an opportunity in January 2017 to influence the direction of the MTS and identify the key priorities for the next 25 years as part of a workshop to be led by Prof Greg Clark CBE and Alex Williams. The draft MTS was expected to be published for public consultation in spring 2017.

Members commented on the quality of the document, the clarity of its ambition and recognition of the importance of the GLA working in a joined up way and TfL's enabling role in the delivery of the aspirations. Members suggested that issues to address included the role and support for higher education to drive the economy and trade unions to overcome inequality and promote health and safety.

The Board noted the paper.

110/12/16 TfL Business Plan

Mike Brown MVO and Ian Nunn introduced the paper. The Business Plan was TfL's most ambitious to date and would transform TfL. It sought to deliver the Mayor's manifesto and vision for a healthier, sustainable and safer city, while increasing opportunity and fairness, and allowing business to thrive. It addressed the Mayor's transport priorities and aimed to make travel in London more affordable and, at the same time, achieve financial break-even on the operating account by 2021/22.

TfL fares would be held at current levels over the Business Plan but customer numbers would increase significantly as capacity increased and the Elizabeth line opened. Achieving break-even on the operating account would safeguard an ambitious capital programme that would improve the capacity and reliability of transport for all Londoners. Some £2bn would be spent making streets healthier, including investment in walking, cycling and improving road safety, public spaces and air quality.

The Chair thanked Val Shawcross CBE for the work she had done in examining and challenging TfL and Mike Brown MVO and his senior team for actively looking at how TfL could do things differently. The Chair and Commissioner were confident that the Business Plan would enable TfL to deliver its services safely and reliably.

Members had been engaged in the development of the Plan and welcomed it as both ambitious and inspirational. Members supported the focus on healthy streets and emphasised that safety should be central to the Business Plan and the Mayor's Transport Strategy (MTS). It was also considered that the MTS should include targets for reducing carbon and CO₂, which would also be considered by the Safety, Sustainability and Human Resources Panel. Members also requested that as part of sharing TfL's data to support app development, developers should be encouraged to ensure that apps were both accessible for those with disabilities and that information on accessible travel options was also provided. The Chair advised that the GLA was in the process of appointing a digital officer and that the role would include looking at accessibility issues.

Members would receive periodic reports on the progress in delivering the Plan, in particular against the essential elements for its success: increased passenger numbers, including on the buses, Underground capacity improvements and the opening of the Elizabeth line in 2019; and a comprehensive cost reduction programme, which would require early success given cash balances over the next two years. The last two quarterly performance reports had shown that the cost reduction programme was already having an impact with costs down for the first time in TfL's history. The Plan would be a living document and the scorecard being developed would be considered by the Finance Committee and the Board.

The Board approved the TfL Business Plan 2016.

11/12/16 Health, Safety and Environment Annual Report 2015/16

Mike Brown MVO introduced the TfL Health, Safety and Environment (HSE) Annual Report, which described the HSE performance across TfL. The report covered the financial year from 1 April 2015 to 31 March 2016, but the road safety data for Greater London and the Transport for London Road Network (TLRN) covered the calendar year from January to December 2015.

The report had been reviewed by the Safety, Sustainability and Human Resources Panel on 17 November 2016.

Mike Brown MVO highlighted the following issues from the report:

- (a) **Safety culture:** The derailment of the tram at Sandilands and the fatalities on the bus, Tube and road networks, along with the prosecution for a Health and Safety at Work incident at South Kentish Town station were a stark reminder of the importance of underlying safety management systems where zero fatalities and injuries should be the target.
- (b) **Bus safety:** TfL had set up a comprehensive review and was working with operators and vehicle manufacturers to improve standards and to learn from the advances made in car manufacturing on collision avoidance and mitigation technologies. The training programme for drivers and clearer advice to customers was also expected to reduce the number of slips, trips and falls.
- (c) **London Underground:** The biggest risk on the Underground related to the passenger train interface (PTI); while new rolling stock improved step-free access it also resulted in a larger gap between the train and the platform. TfL was addressing PTI issues through mitigations such as reviewing platform alignment and lighting.

PTI issues had led to two fatalities during the year, with the third being the result of a fall on steps.

- (d) **Road safety:** The number of people killed or seriously injured (KSI) was at its lowest level but TfL was looking at an even more ambitious target which would be considered by the Safety, Sustainability and Human Resources Panel. More than 20,000 HGV drivers had completed TfL's Safe Urban Driving programme, which helped change attitudes to pedestrians and cyclists.
- (e) **Supplier and employer safety:** There had been a notable rise in supplier injuries. TfL was examining the causes of this and taking appropriate action, including increasing the use of the Intelligent Speed adaption system.
- (f) **Environment and reducing emissions:** TfL was trialling a diesel fuel substitute and the results to date looked good.
- (g) **Workforce health:** TfL had a number of interventions to safeguard the health of its workforce, which were focussed on the main reasons for absence. 2015/16 was the 10th year of no workforce fatalities, though there had been an increase in injuries.
- (h) **Environmental accreditations:** In April 2015, TfL successfully retained its Carbon Trust Standard accreditation for continual year-on-year carbon emission improvements and for the first time it had also achieved accreditation for water management. The aim was to achieve triple Carbon Trust Standard accreditation in 2017.

The Board approved the publication of the TfL Health, Safety and Environment Annual Report 2015/16.

112/12/16 Health, Safety and Environment Policy Review

Mike Brown MVO introduced the paper, which set out an updated TfL Health and Safety Policy. The policy had been updated to emphasise the importance of employees' physical and mental health wellbeing and had been reviewed by the Safety, Sustainability and Human Resources Panel on 17 November 2016.

The overall aim of the policy was to demonstrate an inclusive approach to health, safety and environmental issues. All employees and those affected by TfL activities were covered. It would be signed by Mike Brown MVO and by Leon Daniels and Mark Wild as Managing Directors of the operating businesses and would be displayed at workplaces throughout TfL.

Members supported the policy and asked that TfL be vigilant to ensure that applying the policy and complying with health and safety legislation did not inadvertently disadvantage or constrain the activities of disabled people. The application of health and safety measures and the impact on disabled staff and customers would be covered in future papers to the Safety, Sustainability and Human Resources Panel. **[Action Jill Collis]**

The Board noted the revised Health and Safety Policy.

113/12/16 One Facilities Management Services Procurement

Howard Carter introduced the paper, which sought a delegation of authority to the Finance Committee to approve the award of six separate contracts for the provision of facilities management (FM) services to the TfL Group. Award of the new FM contracts was scheduled for March/April 2017, with service commencement on 25 June 2017. The Board was also asked to delegate approval to the Finance Committee for the extension of duration of the two existing facilities management contracts (TPS1A (technical services) TPS 2A (cleaning and security)) for a short period until the new services commence in June 2016.

In response to a question from Dr Alice Maynard CBE, Ian Nunn confirmed that the needs of disabled people had been taken into account and this would be covered in the paper submitted to the Finance Committee. **[Action: Ian Nunn]**

The Board noted the paper and delegated Procurement Authority to the Finance Committee to approve:

- 1 entering into six agreements with the successful bidders upon completion of the One FM procurement process; and**
- 2 the extension of the two existing facilities management contracts: (TPS1A (technical services) and TPS 2A (cleaning and security)) until the new FM services commence.**

114/12/16 Crossrail Services and Transition

Mark Wild and Howard Smith introduced the paper, which set out the stages and the frequency of services, which would open in stages between May 2017 and December 2019. It also provided details of the new trains that were in production and of the look, feel and security of Crossrail stations. TfL continued to work with its co-sponsor, the Department for Transport, to examine ways to improve and increase services to maximise the benefits of the new railway to Londoners.

The paper also included information on the plans for the eventual transition of Crossrail into TfL's broader organisation as the construction project completed and the railway becomes operational as the Elizabeth line.

On 30 November 2016 the Programmes and Investment Committee considered the paper. As requested by the Chair of TfL and the Committee, updates on transition arrangements would be regularly reported to the Committee and the Board given its importance to the delivery of the TfL Business Plan. **[Action: Mark Wild/Secretariat]**

The Board noted the paper.

115/12/16 London Underground Ticket Office Review

The Chair had requested an independent review of the customer impact of London Underground ticket office closures and other changes to the station operating model. London TravelWatch had been commissioned to undertake the review and its report was

published on 2 December 2016. The Chair commended London TravelWatch on the thoroughness of the review.

Mark Wild introduced the paper, which proposed an action plan to address the issues raised by the London TravelWatch review. Work to deliver the action plan had commenced immediately and changes proposed included: clearer focal points for customers seeking help from staff; changes to uniforms to make staff more visible; additional ticket machine functionality; and measures to improve accessibility, including improvements to the “turn up and go” process and a trial of portable hearing loops. London Underground was engaging in constructive discussions with the trade unions through ACAS on staffing numbers and deployment.

Members supported a clear focal point at stations where the public could be assured of finding staff to deal with the more complicated queries that were previously dealt with by ticket office staff. They also asked that TfL’s Independent Disability Advisory Group (IDAG) be consulted on the proposals to ensure that the needs of disabled people were fully considered. Good communication between staff throughout stations and the network was key to ensuring that disabled passengers had the assistance they needed to make their journey. Mark Wild said London Underground had good processes in place to support disabled people but recognised that one failure could cause significant issues. The IDAG would be engaged and specific interventions to provide focal points and to address the needs of disabled passengers would be discussed with the Customer Service and Operational Performance Panel. **[Action: Mark Wild]**

Members were assured that support provided to staff to deal with the need to perform multiple tasks and to assist customers was provided along with training and this was included in the discussions with trade unions.

The Board noted the paper and approved the action plan.

116/12/16 Bakerloo Line Extension

Alex Williams introduced the paper, which set out the outcome of an initial public consultation on a proposed Bakerloo line extension (BLE) in autumn 2014. The subsequent assessment of possible route options had identified an extension to Lewisham via the Old Kent Road and New Cross Gate as the preferred option. A second public consultation was now proposed as the next step towards delivering the BLE, which would support the delivery of significant numbers of new homes and jobs for London.

The consultation exercise would start in early 2017 and run for ten weeks. It would engage with the public and stakeholders on the options for the locations of stations and ventilation/intervention shafts including the worksites at each.

The Programmes and Investment Committee would consider a more detailed paper on the BLE project as it developed.

The Board approved TfL undertaking a public consultation to progress plans for the Bakerloo Line Extension.

117/12/16 Aviation

Alex Williams introduced the paper, which provided an update on the aviation work that would be undertaken by TfL, following the Government announcement to proceed with a third runway at Heathrow airport and the subsequent Mayoral direction (MD2048) authorising TfL activity on this issue, including technical support for potential legal challenges. Regular updates would be provided to the Board on this work and the Government's developing position.

TfL's main areas of concern were: the provision and funding for surface transport access arrangements – including the impact on the frequency of Elizabeth line services and on the road network; the impact on air quality and climate change targets; and noise pollution.

While TfL was opposed to the proposed expansion of Heathrow, it would continue to engage with the operators of both Heathrow and Gatwick airports to ensure the best outcome was achieved for all parties in line with the result of the legal challenge.

The Board noted the paper.

118/12/16 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 17 November 2016

Panel Chair, Michael Liebreich, introduced the item. The Panel had a full discussion on the tram derailment at Sandilands, Croydon. Consequently, a number of items were deferred and would be considered at an additional meeting being arranged for January 2017. The Panel had agreed that safety items would always be the first priority of business on its agendas, followed on a rotating basis of priority by sustainability and human resources items.

The Board noted the summary report.

119/12/16 Report of the meeting of the Programmes and Investment Committee held on 30 November 2016

Committee Chair, Greg Clark CBE, introduced the item. It had been a productive first meeting, which had focussed on items of major capital programme investment. The Committee had discussed the range of items that it wished to consider at future meetings.

The Board noted the summary report.

120/12/16 Any Other Business the Chair Considers Urgent

There were no items of urgent business.

The Chair thanked the Board and staff for their hard work and wished everyone a good Christmas and New Year.

121/12/16 Date of Next Meeting

The date of the next meeting was Wednesday 8 February 2017 at 10.00am.

122/12/16 Exclusion of Press and Public

There were no items on the agenda that required the exclusion of the press and public.

The meeting closed at 1.10pm.

Chair: _____

Date: _____