

# Transport for London

## Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA  
10.00am, Tuesday 30 January 2018**

### **Members**

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

### **Executive Committee**

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and, Technology
Simon Kilonback	Interim Chief Finance Officer
Stuart Harvey	Director of Major Projects
Gareth Powell	Managing Director, Surface Transport
Mark Wild	Managing Director, London Underground
Alex Williams	Managing Director, Planning
Tricia Wright	Human Resources Director

### **Also in attendance**

Sir Terry Morgan      Chairman, Crossrail Limited

### **Staff**

Jill Collis	Director of Health Safety and Environment
Howard Smith	Director of Operations, Crossrail
Shamus Kenny	Head of Secretariat

## **01/01/18    Apologies for Absence and Chair's Announcements**

Apologies for absence were received from Ron Kalifa OBE. Michèle Dix CBE, Managing Director, Crossrail 2, was also unable to attend the meeting.

### **Ron Kalifa OBE**

In his absence, the Chair congratulated Ron Kalifa on the OBE he received in the New Year's Honours List for his services to Financial Services and Technology.

## **02/01/18 Declarations of Interests**

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

## **03/01/18 Minutes of the Meeting of the Board held on 9 November 2017**

The minutes of the meeting of the Board held on 9 November 2017 were approved as a correct record and the Chair was authorised to sign them.

## **04/01/18 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the item. Updates had been provided for all of the actions.

On 9 November 2017, the Board delegated to the Finance Committee the approval of the Business Plan. All Members of the Board were sent the paper and invited to attend the meeting of the Committee, held on 5 December 2017, which approved the Business Plan.

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

**The Board noted the Actions List and the use of authority delegated by the Board to the Finance Committee and the Deputy Chair of TfL.**

## **05/01/18 Tram Overturning at Sandilands, Croydon on 9 November 2016 - RAIB and TfL Investigations and Non-Operational Incident Responses Update**

Mike Brown MVO and Gareth Powell introduced the item, which summarised the Rail Accident Investigation Branch's (RAIB's) investigation and the findings of TfL's independent investigation by SNC-Lavalin into the tram overturning at Sandilands, Croydon on 9 November 2016. The tragedy had resulted in seven passengers losing their lives and 62 people injured, 19 seriously. The paper set out the progress to date against the recommendations arising from each investigation and the measures introduced and also provided an update on the non-operational activities underway and planned to assist all those affected by the tragedy.

The Chair said the tragedy should not have happened and his thoughts and those of everyone at TfL remained with all those affected. The RAIB had undertaken a thorough investigation and he welcomed its report and recommendations, which the RAIB had taken him through in November 2017. He also welcomed TfL's own independent investigation. He knew that the Commissioner and TfL were committed to delivering all of the recommendations made and he acknowledged the support TfL had provided immediately after the incident for all those affected via the TfL Sarah Hope Line and which it continued to provide through the claims process to ensure that the appropriate counselling, financial and practical support is provided.

The Chair welcomed the review of the reports and recommendations by the additional meeting of the Safety, Sustainability and Human Resources Panel held on 22 January 2018. He thanked the Panel for its work since the tragedy and the assurance that it provided to him and the Board.

Mike Brown MVO and Gareth Powell reiterated that their thoughts remained with all those who lost their lives, their families, all those who were injured and all others affected. They were both committed to ensuring that TfL implemented the recommendations from the investigations and that where lessons were applicable in other areas of TfL the learning would be implemented in those areas. TfL would continue to offer and provide support to all those affected as long as they needed it and the Sarah Hope Line remained available to anyone who needed help with counselling, rehabilitation and compensation.

TfL had introduced extra measures to improve tramway safety and, in addition to implementing a number of measures to date, had also shared these with the wider UK tram industry and would continue to do so. TfL was also looking for best practice from others both inside and outside of the tram industry and the industry itself had come together to share practices and learn from each other, to prevent such an incident ever happening again. This was seen via the first trams summit held in January 2017 and had continued since then, with another summit due to take place on 1 February 2018 to consider the implementation of the RAIB's recommendations.

Gareth Powell said the reports by the RAIB and SNC-Lavalin made similar recommendations, with a number of the RAIB recommendations addressed to all tram operators. TfL had accepted the recommendations in full and was taking action on those addressed to it. He also reminded the Board that three further investigations were ongoing, these were by: the British Transport Police (BTP), which would consider any criminal action; the Office of Rail and Road (ORR), for breaches of Health and Safety legislation; and the Coroner's inquests.

As Chair of the Safety, Sustainability and Human Resources Panel, Michael Liebreich commented on the work of the Panel since November 2016 and its commitment to look at TfL's responsibilities and to ensure that lessons were applied to TfL's other operations. When considering the reports of the RAIB and SNC-Lavalin, the Panel had strongly supported the need to ensure a consistent culture that encouraged all TfL staff and those of its concessions and contractors to raise concerns relating to health and safety. Mike Brown MVO commented on the work being done to reinforce a safety culture within TfL but also with its contractors and the supply chain, including the desire to seek out best practice and share information.

The Panel had requested and would receive further information on how the accessibility of the network for disabled passengers was reflected in evacuation plans including communications with passengers.

The Panel would be kept informed of progress against the recommendations from both reports, how TfL was applying the lessons learned and the outcomes from the ORR and BTP investigations and the Coroner's Inquests. Mike Brown MVO thanked the Panel for its attention and scrutiny over the last year.

The Chair, Deputy Chair and Mike Brown MVO among others had attended the memorial event on 9 November 2016 and commented on the importance of the tram network and the impact on the close knit local community.

**The Board noted the report of the Rail Accident Investigation Branch (published 7 December 2017) and SNC-Lavalin (published 12 January 2018) and their consideration by the Safety, Sustainability and Human Resources Panel (on 22 January 2018) and endorsed how TfL had and proposed to respond to the recommendations. The Board also noted the non-operational activities underway and planned to assist all those affected by the tragedy.**

## **06/01/18 TfL Health, Safety and Environment Annual Report 2016/17**

Mike Brown MVO introduced the report, which set out TfL's vision for health, safety and the environment (HSE) and described TfL's HSE performance in 2016/17.

On 22 November 2017, the Safety, Sustainability and Human Resources Panel considered an earlier draft of the report and did not raise any issues for the attention of the Board. The substantive changes to the Report were highlighted.

The most significant event during the year had been the tragic overturning of the tram at Sandilands in November 2016, which had been discussed in detail earlier at this meeting. In addition to the seven people who died that day, the coroner confirmed four people lost their lives last year following accidents on the Tube, London Rail, buses and Dial-a-Ride. On London's roads, 116 people were fatally injured in 2016. While those figures were the lowest level on record, for the second year running, every injury was unacceptable. TfL was committed to a Vision Zero approach to remove all death and serious injury across the whole transport network in London.

A programme of work was underway to make Vision Zero a reality. Good progress had been made in 2016/17 on two key components of the Vision Zero approach; the bus safety programme and the Direct Vision Standard for Heavy Goods Vehicles. TfL was on track to bring in new bus operator contracts in 2017/18 and to introduce the new Direct Vision Standard, which would begin to take the most dangerous HGVs off our roads by 2020. Members were also informed of initiatives underway using the Healthy Streets approach to reduce the number of motorcyclists that were killed or seriously injured. Further information would be provided to Members later in the year on the work programme to support Vision Zero.

Members supported the proposal for road deaths, particularly those involving buses, being investigated in a similar way that rail, air and maritime deaths were investigated; these focussed on discerning the cause and learning lessons, rather than just apportioning blame/fault. The approach and contractual arrangements for ensuring safety performance of operators would also be reviewed. TfL recognised that there was an opportunity for it to be a national leader on road safety standards, working with London boroughs.

Members requested that for future Health, Safety and Environment Annual Reports TfL considers naming every person killed on one of TfL's networks. This was intended to reinforce the human cost of death and injury and strengthen TfL's focus on its Vision Zero approach.

**[Action: Jill Collis]**

The report also covered the work being done on the Environment, including improving London's air and reducing TfL's carbon and noise footprint. During 2016 plans and the evidence base were developed for the introduction of the Toxicity-charge, which had now

begun in central London and for bringing forward the implementation of the Ultra Low Emission Zone by one year, to 2019.

Members welcomed the good progress on improving air quality but commented that further work was required to meet the trajectory to achieve the Mayor's target of zero emissions. It was important that lessons were learned from the past across the whole GLA Group and that TfL also looked at the energy use in its offices, particularly outside working hours. The Energy Strategy would be submitted to the Safety, Sustainability and Human Resources Panel in June 2018 and would include specific targets and timelines for delivery. **[Action: Alex Williams]**

**The Board approved the report for publication.**

## **07/01/18 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 9 November 2017 and updated the Board on significant projects and initiatives.

The Chair welcomed pupils from St Winefride's Catholic Primary School in Newham who attended the meeting during the discussion of this item.

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

- 1 **Safety and Security:** Following the discussion on the Sandilands Tram investigations earlier on the agenda, the Commissioner reiterated that his focus was on continuing to offer all the support TfL could to those affected by the tragedy and making sure that TfL was working across the whole tram industry to share the findings and improve safety.
- 2 On 18 November 2017, the Mayor, Mike Brown MVO and Mark Wild attended a wreath laying ceremony and multi-faith service to mark the 30<sup>th</sup> anniversary of the King's Cross fire. The anniversary was attended by family and friends of the victims as well as many organisations involved in the events in 1987 including the British Transport Police, the Fire Brigade, the Ambulance Service, and the NHS. Thirty-one people tragically lost their lives in the fire, and it marked a pivotal moment in how safety was managed across the Underground.
- 3 Slips, trips and falls accounted for almost 3,000 passenger injuries on buses in 2017. As part of its programme to improve bus safety, TfL had launched a four week series of announcements on buses asking passengers to hold on. While the timing and frequency of the messages had needed some adjustment, it had raised the profile of bus safety. Once the trial was over, the results and feedback would be analysed to see how effective it had been before decisions were taken on next steps.
- 4 Mike Brown MVO was pleased to report that there were no serious reportable injuries on the Northern line extension during its 3.2km tunnelling work, and more than three million hours of work on the Four Lines Modernisation project. This was a very significant achievement and was the result of a great deal of effort from the Major Projects team, and excellent close working with TfL's suppliers. Where incidents did occur, TfL had a processes in place to ensure it responded in a proper

and responsible way: a recent example was TfL standing down all of its renewal works across the Underground in response to a serious contractor safety incident to ensure all of the right safety processes were in place before they were allowed to start back up again.

- 5 TfL continued to seek more new and innovative approaches to provide safer, more efficient and better ways of undertaking engineering work to enable it to fund increased investment in its network. An example in the report was the use of lasers for tunnel inspections. Two years in, this had reduced the time to inspect the entirety of the Circle, District, Hammersmith & City and Metropolitan line tunnels from four years to just two weekends. As well as being faster and cheaper, the new method was more accurate and enabled renewals work to be targeted more precisely. TfL had combined its engineering specialists to encourage innovative approaches and cross-learning to achieve improved safety and cost savings.
- 6 To coincide with the Christmas period, TfL launched an alcohol awareness campaign using posters and announcements on the Underground as data showed a significant increase in alcohol related customer accidents on the network from early November to early January each year. This was part of a multi-agency approach to the issue and Members encouraged TfL to also work with alcohol related charities for future campaigns.
- 7 **Healthy Streets and healthy people:** Over the previous year there had been an eight per cent increase in both walking and cycling trips compared to the previous year and it had been a record year for the Santander Cycles scheme, with just short of 10.5 million hires. The consultation on the Rotherhithe to Canary Wharf crossing and the second stage of the consultation on the western end of Oxford Street had recently closed and the responses were being reviewed and analysed. The consultation on the proposals to transform Oxford Street into a world-leading public space included the use of new tools, such as interactive maps to provide a clear picture of the impact on buses, pedestrians and general traffic. These had been well received and would be used more in consultations going forward. Over the Christmas period work to replace Highbury Corner Bridge was completed and it reopened on 8 January 2018.
- 8 TfL was disappointed that in November 2017 the Secretary of State for Transport had again delayed a decision on the Silvertown Tunnel Development Consent Order, this time until May 2018. TfL continued to work with the Government to complete the further air quality monitoring it had asked for and hoped this would pave the way for a positive decision on the scheme.
- 9 The introduction of the Toxicity-charge (T-Charge) in October 2017 had successfully reduced the number of polluting vehicles driving in the Congestion Charge zone by almost 1,000 a day, compared to the month before the charge came into effect. There had been a definite shift in people's behaviour and TfL's online vehicle compliance checker had been viewed over half a million times. This was a key step towards improving London's air quality and demonstrated that TfL was capable of delivering the Ultra Low Emission Zone in 2019. Members encouraged TfL to promote how income raised from the T-Charge was used to further improve air quality.

- 10 Working with City Hall, TfL was building a network of rapid charging points across the city to support zero emission travel in London, including sufficient points to support a fully electric taxi fleet. TfL had currently installed 75 rapid charge points, 46 of which were dedicated to the new Zero Emission Capable taxis. In January 2018, Mike Brown MVO had visited the factory in Coventry that was producing the first of these taxis, which were now operating in London.
- 11 **Good public transport experience:** TfL was intently focussed on delivering the Elizabeth line into passenger service. Crossrail construction was now 90 per cent complete, Network Rail completed more than 330,000 hours of work over the Christmas and New Year period and its upgrade works were now 93 per cent complete. The project was now gearing up to switch on the traction electricity in the tunnels. TfL was keeping a close eye on cost and schedule pressures as the end of the project approached, with the Commissioner monitoring the situation personally. Particular attention was being paid to Bombardier's software development and the work to get trains ready to use the final section of tunnel into Heathrow.
- 12 A huge amount of engineering work had been completed on the Underground over the Christmas and New Year period including: replacing three track junctions at Earl's Court, to allow trains to pass through faster; replacing over 100 planks that support the rails on junctions around Wimbledon and Wimbledon Park stations, to improve reliability; and clearing over 100 tonnes of scrap material and rotten vegetation from the trackside.
- 13 TfL had now completed the second of the Northern line extension tunnels from Battersea Power Station to Kennington and progressing work on the new stations at Nine Elms and Battersea.
- 14 Work continued on modernising the Circle, District, Hammersmith & City and Metropolitan lines. Before Christmas TfL completed the largest test yet of the new signalling system in preparation for beginning to activate it later this year.
- 15 Good progress continued to be made on Underground station capacity improvement programmes. The £300m upgrade of Bond Street had increased capacity by 30 per cent, which included a new entrance and ticket hall at Marylebone Lane. The upgrade also provided step-free access for the station for the first time, making it the 72nd Tube station to become step-free as TfL moved toward a key Mayoral priority target of making 40 per cent of the underground accessible by 2022. Since the publication of the report, the new south ticket hall and new station entrance on Wilton Road had been opened at Victoria station, increasing capacity and allowing customers to enter the Tube station without going through the busy mainline station. At Camden Town vital refurbishment work had begun on the two escalators.
- 16 TfL had implemented the next year of the fares freeze, which the Mayor had pledged until 2020, by holding all bus and Tube fares and any rail services in London where Tube fares applied, as well as protecting all of TfL's concessions. The testing of the final stage of the Hopper ticket had gone well and would enable unlimited bus journeys within one hour to be launched soon. Ninety-two per cent of Londoners benefited from the fares freeze, which demonstrated the Mayor's commitment to affordable transport and housing to make the city open to everyone. Travelcard and associated pay as you go caps had increased in line with the 3.6

per cent annual increase in the Retail Price Index as these increases reflected national government rail fares policy, which TfL had no control over.

- 17 On 15 December 2017, the new Night Overground service was launched on the East London line to provide services between Dalston Junction and new Cross Gate throughout Friday and Saturday nights. This would be extended to Highbury and Islington later in 2018. The Night Tube and recently added Night Overground service have been extremely well received by Londoners, with customer use higher than initially forecast.
- 18 Members noted an update on the case management hearing on 19 December 2017 of Uber London Limited's appeal against TfL's decision not to grant it a private hire licence. The hearing would be take place on 25 June 2018.
- 19 Members commended the traffic demand management campaign and use of social media and technology to remind drivers entering the Blackwall Tunnel of the need to ensure that their vehicles met height restrictions and had sufficient fuel. Communications through Waze, a free crowdsourced traffic and navigation app, had seen 459 drivers over a six month period act on the message and re-route to local petrol stations. There had also been a reduction in the number of tunnel breakdowns compared with the same period last year.
- 20 **New homes and jobs:** TfL was making good progress towards its goal of providing thousands of new homes on its land with 50 per cent of these to be affordable. The Commissioner's update on TfL's housing delivery to the Homes for Londoners Board on 27 February 2018 would be sent to Members for information.

**[Action: Secretariat]**
- 21 TfL was continuing to hold roundtable events with industry and key stakeholders to build awareness and support for the Crossrail 2 project. It was working with the Government to agree the terms for the independent Funding and Finance review, which would start shortly.
- 22 TfL had progressed a unique initiative with the Camden Collective to open up a new workspace in the Camden Auction Rooms to support innovative young companies, prior to the demolition of the rooms as part of the station upgrade.
- 23 **Our people:** TfL had again been successful in a number of awards, which recognised the hard work its teams put in to various initiatives. TfL had also launched its inaugural supplier awards that took place on 15 November 2017. The awards were entirely funded by TfL's supply chain and recognised the contribution made by a range of companies that worked with TfL to run and improve transport in London. More than 80 submissions were received for eight award categories as well as an additional 'Supplier of the Year' award which was won by Siemens.
- 24 Under the Mayor's leadership and working with the unions and bus operators, TfL had introduced the first of a number of expected changes to improve how bus drivers were treated, with the introduction of a new 'Licence for London' for bus drivers. This would bring a fairer deal for London's 25,000 bus drivers, allowing them to move between companies without having to be paid the lower driving wage irrespective of their years of service and experience.



- 25 Members welcomed TfL's status as an exemplar in promoting women in engineering and in science and technology and that this would be promoted further in 2018. The Chair offered the Board a briefing on the year of events being planned across the GLA Group to promote women under the Behind Every Great City equality campaign. **[Action: Secretariat]**
- 26 **Securing Value and generating income:** TfL had again written to the Garden Bridge Trust to ask for copies of its Board minutes. Members were updated on the impact of the collapse of Carillion; TfL's exposure was relatively small with a contract for infrastructure management services on parts of the London Overground which had been due to come to an end in March 2018. TfL had worked with Arriva Rail London to ensure support was there for the staff involved and TfL was finalising an agreement with PwC, Carillion's liquidators, so that Carillion would continue fulfilling its contract until the end of March. A new contract would be taken up by Cleshar Contract Services Limited, from 1 April 2018 and it was hoped that Carillion's employees on the contract would be given the opportunity to TUPE over to the new supplier.
- 27 TfL was looking at the relationships with all of its major suppliers, as part of a programme of work to understand where the biggest spend occurred and where there were opportunities for savings and efficiencies. This review would include any lessons learned following Carillion's collapse, including challenging any assumptions about whether services should be contracted out or could be delivered better or more cheaply in-house.
- 28 The Business Plan was agreed by the Finance Committee on 5 December 2017 and set out how TfL's Investment Programme would deliver the Mayor's Transport Strategy, while reducing TfL's overall operating costs.
- 29 TfL continued to work to generate more income to reinvest in its services. This included the new advertising assets launched on the Underground network, and the new advertising screens on the A406 underpass near Wembley. TfL was also seeking to identify six advertising partners for the launch of the Elizabeth line in December 2018; providing sector-exclusive advertising rights across the entire line would enable TfL to generate the best return from the new railway, for investment in the services we run across London.

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

## **08/01/18 Finance Report – Period 9, 2017/18**

Mike Brown MVO and Simon Kilonback introduced the item and related slides, which provided information on TfL's performance against budget at the end of Period 9 (9 December 2017).

Total income was £102m below budget as a result of lower passenger numbers, particularly on the Underground and lower commercial development and advertising income, both of which were impacted by wider economic factors. While passenger volumes on the buses had increased, these were disproportionately from non-fare paying passengers. The one per cent reduction in passenger volumes on the Underground was much smaller than the national reduction of around four per cent, in part due to the fares freeze. TfL was conducting wider research on the drivers of transport use.

Year-to-date operating costs were £194m better than budget and £20m better than end of Period 8. Further savings were expected by the retiming and rephasing of projects, with the latest forecast that TfL will achieve a year end net operating surplus.

Staff costs and headcount continued to reduce, with non permanent labour a third lower than budget and half of the number in January 2016. Due to the significant changes that TfL was going through in its transformation programme, the graduate programme had been paused for a year until the new operating structure was in place, though graduates had been targeted in STEM areas and apprenticeships had continued.

The Capital account was £20m lower than budget, which included significant cost reductions that enabled TfL to deliver more for less. TfL's cash balances were higher than budget due to the savings achieved, which meant it had reduced financing costs by not drawing down borrowing.

Members of the Finance Committee would receive a briefing on the 2018/19 budget, before it was submitted to the Board for approval in March 2018.

**The Board noted the report.**

## **09/01/18 Customer and Operational Performance Report**

Mark Wild, Gareth Powell and Vernon Everitt introduced the item, which provided information on TfL's customer and operational performance in Quarter 3, 2017/18. On 24 January 2018, the Customer Service and Operational Performance Panel had discussed the report in detail.

The key issues arising from the overview and discussion by the Board were:

- 1 Safety:** Members recognised and welcomed the real change in TfL's safety culture, including the adoption of a Vision Zero approach on services that TfL was responsible for. Members requested that safety be the first item in future reports to reflect its importance. **[Action: Vernon Everitt]**
- 2 Crime rates on TfL services** continued to be an issue, though they also reflected a national increase in offences and a concerted push for greater reporting. While TfL services were very safe and secure, a lot of work was being undertaken to analyse the data and to work with partner organisations to develop effective crime reduction strategies. The Customer Service and Operational Performance Panel had requested a deep dive paper to a future meeting on crime and the fear of crime.
- 3 London Underground:** The focus on safety on the Underground remained relentless. The escalator safety campaign had seen the number of serious injuries down by 50 per cent from the previous year. Year on year there had been a 15 per cent reduction in Passenger Train Interface injuries, which remained the single biggest risk on the service. Customer satisfaction remained stable and reliability on the system had been good, with 29 January 2018 being the best day on reliability on record. Preventative measures including changes in driving techniques and cutting back vegetation meant the service was less impacted this year during the leaf fall season, with very few wheel flats on the Piccadilly line. Staff availability

remained a challenge due to a higher than expected retirement rate but this was being addressed.

- 4 **Surface Transport:** After a couple of years of declining passenger numbers on the buses, these had stabilised and were showing some underlying growth. The reason for passenger growth was an improvement in performance, which was at record levels thanks to effort across a number of teams in TfL. Surface Transport was introducing new initiatives including training and contract management to address concerns about bus safety. London Overground continued to perform well on national benchmarking metrics and while passenger journeys were down during the quarter, this was largely due to the closure of the Gospel Oak to Barking line and Network Rail works. Performance on the road network was generally good as an increase journey reliability in outer London offset a decrease in central London.
- 5 **Customers:** TfL was reviewing how it worked to prioritise actions that had the greatest impact on service users. Good recent examples were the use of Travel Demand Management in the Blackwall Tunnel and the introduction of the Please Offer Me A Seat badge for hidden disabilities that had been well received by the public.
- 6 TfL's main customer service centre was meeting all of its targets and there had been improvements in the road user charging contact centre with the new contractor. Increased reliability of services had helped reduce the number of complaints received.
- 7 Members were encouraged by and congratulated staff on the good use of psychology and granular analysis of data to achieve improvements in performance and safety.

**The Board noted the report.**

## **10/01/18 Elizabeth Line Operations and Transition 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.

Good progress continued to be made across a number of areas, and the programme was forecast for successful introduction of Elizabeth line services on schedule in December 2018. In October 2017, Abbey Wood station opened on schedule and a Class 345 train was brought into the central tunnel for the first time and hauled to Abbey Wood to undertake initial testing. A significant number of Network Rail works to deliver infrastructure between Paddington and Heathrow were completed over Christmas 2017 and handed back on-time for operational services on 2 January 2018. These works would support operation of services between these two locations from May 2018 and a significant highlight was the delivery of major signalling and track works in the Paddington area to connect in the Crossrail tunnels and depot to the mainline. The first stage of the new depot facility at Old Oak Common was also energised on 9 January 2018 and testing had commenced at the facility.

Safety remained a key issue for Crossrail and was always the first item on its Board agenda.

There remained some significant cost and schedule pressures, which continued to be actively managed by Crossrail Limited. These included issues with the energisation of the tunnel, which had been deferred from November due to technical issues and issues with the testing of the software on the new trains for phase 3. Contingency plans were being implemented, which included rephrasing and rescheduling to meet the planned delivery date. Not all of the work on stations was on schedule but all would be completed in the central section when the service went live.

The Programmes and Investment Committee continued to have regular detailed discussions on the progress of the project and had been briefed on the latest issues.

The Chair agreed that the discussion on the project around the energisation of the central tunnel and the train software would be considered under Part 2 of the agenda as it related to contractual relationships.

**The Board noted the paper.**

### **11/01/18 Independent Investment Programme Advisory Group – Terms of Reference**

Howard Carter introduced the item, which sought approval to revised Terms of Reference for the Independent Investment Programme Advisory Group (IIPAG). The IIPAG was established in 2010 to provide independent assurance and expert advice to the Mayor concerning TfL's Investment Programme with the exception of the Crossrail project, which had its own governance processes.

The Mayor had directed TfL to make changes to the IIPAG's governance processes to implement the recommendations from an externally led review. The Terms of Reference had been endorsed by both the Programmes and Investment Committee and the Audit and Assurance Committee.

The Board noted that the IIPAG's role in relation to the Crossrail 2 project would be considered when the delivery model for that project was agreed.

**The Board approved the revised Terms of Reference for the Independent Investment Programme Advisory Group.**

### **12/01/18 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 22 November 2017**

The Chair of the Panel, Michael Liebreich, introduced the item. The Board had already discussed issues around safety from the items on Sandilands, the HSE Annual Report and the Commissioner's Report. On 22 November 2017, the Panel had also had a useful discussion on diversity and inclusion, including pay gaps.

**The Board noted the summary report.**

## **13/01/18 Report of the meetings of the Finance Committee held on 27 September and 5 December 2017**

In the absence of the Committee Chair, the Vice-Chair Ben Story introduced the item. The Committee had exercised the authority delegated by the Board to approve the Business Plan for 2017/18.

The Committee had approved three items relating to technology and data: it had discussed the approach being taken to deliver a range of telecommunications improvements in line with the draft Mayor's Transport Strategy; endorsed the approach and process to identify a new supplier for the provision and ongoing management of TfL's outsourced commodity data network services and granted Procurement Authority for the award of the contract for Access and Wide Area Network services; and noted the progress to date on the managed transition of the Connect service from the PFI.

The Committee had also discussed the current purchasing strategy for electricity and gas through the Crown Commercial Service agreed frameworks, including work with the GLA to align energy strategies and on how TfL would work towards becoming zero carbon by 2030.

**The Board noted the summary report.**

## **14/01/18 Report of the meeting of the Programmes and Investment Committee held on 12 December 2017**

The Chair of the Committee, Prof Greg Clark CBE introduced the item. The Committee had detailed discussions on the TfL Growth Fund, the Public Transport Portfolio and on the progress of the Crossrail project. It had also endorsed the revised Terms of Reference for the Independent Investment Programme Advisory Group.

The Committee discussed Investment Programme items and was pleased with the impact of the new Major Projects Directorate, the new combined engineering function and City Planning.

**The Board noted the summary report.**

## **15/01/18 Report of the meeting of the Audit and Assurance Committee held on 14 December 2017**

The Chair of the Committee, Anne McMeel, introduced the item. The Committee had noted the positive responses to the Internal Audit reports and looked at the transition governance around the Crossrail project. It had also endorsed the revised Terms of Reference for the Independent Investment Programme Advisory Group and would be considering the work plan for the Group at its next meeting.

Anne McMeel drew the Board's attention to and encouraged them to attend the joint strategic risk workshop with Members and the Commissioner's Executive Committee on 21 February 2018. The workshop would be led by the recently appointed interim Head of Enterprise Risk.

The Committee had also noted under the Legal Compliance report and that there would be a Judicial Review on private hire licence fees and it would be kept up to date on this.

**The Board noted the summary report.**

### **16/01/18 Report of the meeting of the Customer Service and Operational Performance Panel held on 24 January 2018**

The Chair of the Panel, Mee Ling Ng introduced the item. She thanked the Panel for its detailed scrutiny of the Customer Service and Operation Performance Report, which had also been considered by the Board.

The Panel had reviewed the success of the Night Tube, one year on from its launch, which had quickly become “business as usual”, though it recognised that noise remained an issue for a number of residents and further work was required to address this.

The Panel also had a useful discussion on signage and wayfinding, which also had an important safety dimension for Londoners and visitors.

**The Board noted the summary report.**

### **17/01/18 Any Other Business the Chair Considers Urgent**

There were no further items of urgent business.

### **18/01/18 Date of Next Meeting**

The date of the next meeting was Tuesday 20 March 2018 at 10.00am.

### **19/01/18 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), in order to consider issues in relation to the Crossrail project that involved contractual relationships.**

The meeting closed at 1.10pm.

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

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