

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
10.00am, Wednesday 8 February 2017**

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 Lynn Sloman

Staff

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 09/02/17)
Mark Wild	Managing Director, London Underground
Alex Williams	Managing Director, Planning
Tricia Wright	HR Director
Shamus Kenny	Head of Secretariat

01/02/17 Apologies for Absence and Chair's Announcements

The Chair opened the meeting. As advised at the last meeting, the agenda included two regular update items on the Croydon Tram derailment and Crossrail transition arrangements.

Apologies for absence had been received from Dr Nina Skorupska CBE and Ben Story.

02/02/17 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.

03/02/17 Minutes of the Meeting of the Board held on 15 December 2016

Subject to the correction of the typographical error in minute 108/12/16 (b), which should refer to the rephrasing (not rephrasing) of projects, the minutes of the meeting of the Board held on 15 December 2016 were approved as a correct record and the Chair was authorised to sign them.

04/02/17 Matters Arising and Actions List

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

Members noted that the Customer Service and Operational Performance Panel would discuss how the decline in bus ridership was being addressed in May 2017 (Minute 108/12/16).

It was confirmed that the paper to the Finance Committee on the award of the new One Facilities Management Contract (Minute 113/12/16) would include details of how the needs of disabled people had been taken into account.

Val Shawcross CBE informed Members that the work with Westminster City Council on plans for the pedestrianisation of Oxford Street was a good example of partnership working. An initial iterative engagement programme with local businesses and residents would examine their aspirations and concerns before a formal consultation on a package of proposals. Further information would be provided to the Board in due course (Minute 89/11/16).

The Customer Service and Operational Performance Panel had discussed Social Needs Transport in January 2017 (Minute 52/07/16). It would hold a workshop and appoint a champion to explore the emerging issues further, including a review of the Dial-a-Ride service. The Panel would report back in due course.

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

The Board noted the Actions List.

05/02/17 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 15 December 2016 and updated the Board on significant projects and initiatives.

A new dedicated section on safety had been included at the beginning of the report and would be retained for all future reports. The Tram derailment at Sandilands, Croydon on 9 November 2016 would be discussed under the next item on the agenda and TfL was continuing to do everything it could to support those affected. There had also been an incident on the London Overground at Dalston Kingsland this morning. Passengers had activated the emergency stop button when smoke was seen within one of the cars and had evacuated the train resulting in some minor injuries. The cause of the smoke was a

faulty battery in a drill carried by a passenger. TfL would provide additional advice to passengers on how to safely evacuate a train.

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

- 1 **Safety:** Schemes to improve road safety under the Quietways, mini-Holland and Better Junctions programmes were continuing. The Archway Gyratory had been removed and work was underway at Lambeth Bridge North that would reduce traffic speeds and improve pedestrian safety. The bus safety data published on tfl.gov.uk had been improved to allow more thorough scrutiny and to identify trends. Safe-guarding had also been rolled out to frontline teams across the Underground who would come across vulnerable people and Arriva Rail staff on London Rail had received training on suicide awareness, which would be incorporated into the induction programme. In 2016, there were 50 occasions where staff helped distressed people receive the support they needed to keep them safe. The new north ticket hall at Victoria station had opened and the team responsible for the development, the Underground project team and the main contractor Taylor Woodrow BAM Nuttall had won a prestigious Gold award from the Royal Society for the Prevention of Accidents for the third successive year, for its strong safety ethos.
- 2 **London Underground – Industrial action and ticket office review:** Full and intensive dialogue with the trades unions had resulted in the suspension of the proposed industrial action. TfL was implementing the actions from the London TravelWatch review to ensure passengers were safe and got the assistance they required, including those with accessibility issues. Additional full and part-time staff were being recruited and ticket machines were being improved.
- 3 **Night Tube:** All five of the first tranche of Underground lines were now operating Night Tube services at weekends. Services on the Piccadilly line started on 16 December 2016, which added about 25,000 journeys on its first weekend. Demand for Night Tube had risen steadily and reached a high of 226,000 over a single weekend in the run up to Christmas, with over three million journeys made to date.
- 4 **Northern line extension:** On 20 January 2017, the Mayor announced that tunnelling to create an extension of the Northern line between Kennington and Battersea would commence in March. The tunnel boring machines had been named by local school children as Helen and Amy, in honour of British astronaut Helen Sharman and British aviation pioneer Amy Johnson.
- 5 **Modernising our service:** Work was undertaken on the District line in the Earl's Court area during the quieter Christmas and New Year period, which included renewing hundreds of metres of track, and reinstating a set of points used to save money in the 1980s when tube usage was falling and London's population was in decline. The Piccadilly line remained in service and also served Ravenscourt Park and Turnham Green to reduce disruption for customers.

Bids were being evaluated from three train manufacturers for the new generation of bespoke rolling stock for the Piccadilly line, which would see new air-conditioned trains arriving from 2023. In accordance with best practice, the new trains would be introduced ahead of the new signalling, which combined would boost capacity by around 60 per cent in peak periods. Work also continued on capacity upgrades to the Victoria and Jubilee lines, with a peak frequency of 36 trains per hour on the Victoria line by May 2017 and on the Jubilee line by 2020. Jubilee line trains were

also being refurbished, which included new wheelchair bays and exterior door steps to improve step free access.

New station entrances had been opened at Victoria, Tottenham Court Road and Canning Town stations. Tottenham Court Road station was now step-free and fully accessible. Lancaster Gate station would be closed until mid-July to enable essential lift replacement work, which would improve reliability and use less energy.

- 6 **Elizabeth line and Crossrail:** A fuller paper on Crossrail integration was elsewhere on the agenda. Testing had started with a new train on the Shenfield line at night. Overall the project was 80 per cent completed and remained on time, with Network Rail completing a major work milestone over Christmas. In December 2016, TfL received a £17.1m section 106 contribution to the project from the development at 22 Bishopsgate in the City of London, taking total developer contributions to the project, including Mayoral Community Infrastructure Levy payments, to more than £400m.
- 7 **London Rail:** Three companies had been shortlisted to bid for the London Overground extension to Barking Riverside and the invitation to tender would be issued in the autumn. Train services were expected to start in 2021. Bombardier had started building the first of 45 new Class 710 trains that would start to come into service on a number of our Overground lines in spring 2018.
- 8 **Custom House Station:** The DLR station had closed on 3 February 2017 for vital upgrade works that would increase station capacity by 50 percent in preparation for the arrival of Elizabeth line services in December 2018.
- 9 **Tower Bridge reopening and coordination of works:** The Bridge had reopened ahead of schedule, thanks to the cooperation of teams across TfL, the City of London, the London Boroughs of Southwark and Tower Hamlets and the Metropolitan and City of London Police forces. The opportunity was also taken to improve pedestrian and cycle facilities. Six weeks of planned disruption in 2017 along the A501 around Marylebone and Euston had also been avoided by working closely with utility companies to coordinate works over the Christmas period.
- 10 **Upper Holloway Bridge replacement:** Over Christmas, the bridge had been replaced enabling the Gospel Oak to Barking line to be handed back to Network Rail to continue electrification works and for the A1 to reopen in mid-January 2017. Despite previous assurances, Network Rail had now advised that electrification works were significantly behind schedule, which would require further line closures and may delay the project completion date. Discussions were ongoing at the most senior level with Network Rail about its plans to deliver on time, with minimal disruption and also around compensation and its failure to keep TfL informed.
- 11 **TfL Traffic News milestone:** On 30 December, the TfL Traffic News Twitter feed reached one million followers.
- 12 **Silvertown Tunnel:** In response to the Pre Qualification Questionnaire issued in October 2016, seven submissions had been received to design, build, finance and maintain the Silvertown Tunnel. The technical evaluation would result in a shortlist of three potential suppliers in March 2017.

- 13 **Fairer deal for London's Bus Drivers:** In December 2016, the Mayor announced a fairer system for bus drivers' pay. The new proposals included a starter minimum salary of £23,000 and a London wide pay structure for minimum levels of pay, a Licence for London to allow drivers to take their record with them if they move between companies and better support to allow drivers to progress through to management and other industry positions. As well as addressing the variation in pay between bus companies, the measures would help to tackle the historic under-representation of minority groups in management positions. Members recognised that this was a major achievement and a historic and progressive step.
- 14 **Low Emission Bus Zones:** In January 2017, as part of the Healthy Streets agenda, the Mayor announced 10 more Low Emission Bus Zones, in addition to the previously announced zones in Brixton and on Putney High Street. These focused on London's worst air quality hotspots outside of central London and are expected to reduce nitrous oxide emissions from buses along the route by 84 per cent.
- 15 **Bus Safety Collisions Reduction Programme:** TfL continued to develop the new bus safety standard, which would specify the technologies required on new vehicles from 2018 to cut casualty rates. From March 2017, TfL would investigate, assess and validate the most promising technologies, including intelligent speed assistance. TfL would also explore human factor issues at an operator workshop, which would help shape future bus driver training and communications campaigns.
- 16 **Walking and Cycling Commissioner:** Dr Will Norman would take up his role as the first Walking and Cycling Commissioner in mid-February 2017. TfL would work closely with him to deliver the Mayor's manifesto pledge to get more Londoners active by making cycling and walking safer and easier in the capital. A record £770m was being invested on infrastructure and initiatives to promote cycling, and further investment for walking, as part of the Healthy Streets programme over the period until 2021/22.
- 17 **Sustainable freight – Direct Vision Standard:** On 24 January 2017, TfL launched the first phase of consultation on the Direct Vision Standard, which would remain open for 12 weeks. The Standard used a zero to five star rating to rate how much HGV drivers could see directly from the cab, without using mirrors or cameras. It was proposed that the most dangerous vehicles, rated zero stars, would be banned from the Capital's roads from January 2020. TfL was engaging with vehicle manufacturers, freight operators, regulators and the Department for Transport and London councils to ensure the proposals were fit for purpose and could be implemented as quickly as possible.
- 18 **Taxi fares consultation:** On 10 January 2017, TfL launched a consultation on proposed changes to the taxi fare tariff structure. The proposals for the new structures would be considered by the Board in March 2017.
- 19 **Hate crime:** TfL was determined to tackle hate crime across its network. On 21 December 2016 and 18 January 2017 it jointly ran two engagement events with the British Transport Police, Metropolitan Police Service and the City of London Police focused on raising awareness of hate crime, encouraging people to report incidents and to demonstrate the commitment to take action against offenders.
- 20 **Utility prosecutions:** On 22 January 2017, Vodafone was ordered to pay significant fines for again failing to serve the required street works notices. This was

TfL's ninth successful prosecution of Vodafone in two years for various offences. Vodafone had been issued with 84 Fixed Penalty Notices since 2011, including 25 in the past year alone. TfL was doing everything it could to ensure as little disruption to road users as possible and as such Mike Brown MVO had written to the Chief Executive of Vodafone about its most recent prosecution.

- 21 **Accessibility:** The 'Please offer me a seat' badge and card would be made permanently available in spring 2017 following a successful trial which demonstrated that it made it easier for people with hidden disabilities and conditions to get a seat when they needed one. When launched, TfL would be the first European transport provider to introduce such a scheme. TfL had also continued its work with 'Come on Board', a local grassroots campaign that aimed to raise awareness of TfL's accessible services. Since July, TfL had visited over 60 organisations and spoken with 1,000 people across 26 London boroughs to give customers the knowledge and confidence to travel more and make the most of what London had to offer.
- 22 Members discussed the impact of the Supreme Court judgement in favour of Doug Paulley vs FirstGroup Plc which now required bus drivers to make every reasonable effort to give priority to wheelchair users over users of buggies on buses. Advice was being provided to drivers as part of their training and bus signage was being reviewed. TfL would see what more could be done in future bus design to reduce conflict. Following a ruling fining taxi drivers for refusing to take wheelchair users, TfL was also exploring what more it could do with regard to education and regulation to avoid discrimination by taxi and private hire vehicle drivers.
- 23 **Awards:** Included in the awards to TfL and staff since the last meeting were British Empire Medals awarded to Giles Barker for services to the disability community and Brendan Sleight for services to the Armed Forces Covenant. Michele Hanson, Chief Information Security Officer, had won Security Champion of the Year at the prestigious 2017 Women in IT Awards, in recognition of her innovative approach to cyber security and outstanding work advancing TfL's cyber protection. The contactless payment scheme had won the London First Award for Innovation and TfL's work to improve the safety of vulnerable road users had been recognised at the Prince Michael of Kent International Road Safety Awards.
- 24 **Steps into work:** In December 2016, 10 students successfully completed their 12 month 'Steps into Work' programme. The programme gave young people with learning difficulties and related barriers to employment the opportunity to gain skills to help them to find future fulfilling work.
- 25 **Healthy Streets:** TfL would shortly publish Healthy Streets for London, which would set out TfL's plans to encourage more people to walk, cycle or use public transport in London. The Business Plan included around £2bn of investment to help deliver the vision. A number of existing projects were being reviewed to ensure that they met the wider Healthy Streets Agenda and changes had already been made to internal decision making. The Mayor's Plan for London and the Mayor's Transport Strategy would also address issues around green spaces and tree planting to support mental health as part of their health promotion targets. The Chair welcomed the Board's support for the Agenda.
- 26 Members would have an opportunity to discuss the changes that TfL had started to make and would continue to work to embed the Healthy Streets Approach in every

level of the organisation. The discussion would also consider the complexities of delivering the agenda and how TfL worked with boroughs including through Local Implementation Plans. **[Action: Will Norman/Secretariat]**

- 27 **Crossrail 2:** Work continued to finalise the Strategic Outline Business Case for submission to the Government in March 2017. There had been good progress and joint working with the Greater London Authority to prepare the Housing Delivery Report, which would explain how to deliver the 200,000 new homes proposed along the route. The team was working towards the next route-wide public consultation later in 2017, following submission and endorsement of the strategic outline business case.
- 28 **Mayor's Transport Strategy:** On 4 January 2017, Members and a number of Deputy Mayors had an excellent session on the emerging draft of the Mayor's Transport Strategy. The discussion demonstrated a high level of ambition by all participants particularly with regard to encouraging walking, cycling and the use of public transport. TfL continued a major programme of engagement with a wide range of stakeholder groups, including its own supply chain, as it prepared to publish a draft strategy for consultation in spring 2017. This was the first time that TfL had engaged stakeholders in preparing for the Mayor's Transport Strategy and the level of interest and quality of the contributions was very encouraging.
- 29 **Transforming Oxford Street:** TfL continued to work with both Westminster City Council and the Mayor's office to develop proposals to transform Oxford Street to improve road safety and air quality.
- 30 **Heathrow expansion:** Several boroughs, Greenpeace and a local resident were seeking to judicially review the Secretary of State's decision that increased airport capacity should be achieved by building a third runway at Heathrow. The Mayor and TfL were both interested parties in the proceedings. The Mayor had directed TfL to provide expert advice and help to anyone who challenged the Government's decision and to participate in that challenge as appropriate. TfL was also responding to the publication on 2 February 2017 of the Government's draft National Policy Statement consultation.
- 31 **Air Quality:** TfL's consultation on new proposals to improve air quality in London had received over 15,000 responses from the public and from stakeholders. The results would be published shortly.

The Board noted the Commissioner's Report.

06/02/17 Tram Derailment at Sandilands, Croydon on November 9 2016

Mike Brown MVO introduced the paper, which provided additional information to the similar paper considered by the Safety, Sustainability and Human Resources Panel on 23 January 2017, including on the Trams Summit held on 24 January 2017.

TfL continued to provide support to those affected, by the Sarah Hope Line, and was working hard to ensure that the claims process was the best in class. The insurance policy was held jointly by TfL and First Group which helped to avoid complications and delay. TfL was also continuing to review and take additional measures to improve safety

by working with the operator and drivers, as well as introducing physical measures like chevrons, speed restrictions and more signage.

The Trams Summit on 24 January 2017 had been attended by delegates (operators and manufacturers) from across UK and Europe and Mike Brown MVO, Leon Daniels and Michael Liebreich as Chair of the Safety, Sustainability and Human Resources Panel. The summit was very useful, with an encouraging level of input. It actively explored some technological solutions to support drivers and to improve safety and provided an opportunity to review and learn from the experience of other operators. The discussion had started around technology but moved on to human factors, training and advice to the public. This also provided an opportunity to look at benchmarking of training.

Leon Daniels had also visited the tram systems in Birmingham and Nottingham to look at infrastructure management and training. TfL was also looking systemically at what it could learn not just from other tram systems but from other transport modes like buses and trains. The Safety, Sustainability and Human Resources Panel would also look at how TfL applied the learning across the organisation. Mike Brown MVO also informed Members that his weekly meeting with his Executive Committee now always started with a discussion on safety across TfL's networks.

The Rail Accident Investigation Board was expected to issue a further interim report to provide an update and demonstrate momentum on its investigations. It was not expected to raise any new material issues but would provide more information on how the injuries had happened.

The Board noted the paper.

07/02/17 Finance Report

Ian Nunn introduced the item, which provided information on TfL's performance against budget up to 10 December 2016. The Finance Committee discussed the report on 26 January 2016. TfL had also just published the Quarterly Performance Report for the third quarter of 2016/17, which would be submitted to the next meeting.

The highlights from the discussion were:

- (a) **Operational account:** The account was almost exactly on budget. There was a shortfall in operating income due to lower than budgeted fares income and reduced Congestion Charge income. While the fares income was up from 2015/16, it was lower than budget and did not offset the loss of General Grant. This was offset by operating costs that were lower than budget, as cost reductions were being made across the business.
- (b) The Finance Committee had requested further discussion on the impact of declining bus usage on income and potential mitigation measures, including the developing strategy to increase bus usage through operational and communication measures. The future report to the Committee would cover how the mitigation milestones would be monitored and who was ultimately responsible within TfL for delivery of increased ridership, given the split of responsibilities between the contract managers at TfL, those leading the communications campaign and the bus companies. Mike Brown MVO and Leon Daniels advised that they had a positive meeting with a bus operator on driving up bus usage.

- (c) The Committee had also welcomed the work on savings and would review the progress of the Transformation Programme to ensure it achieved its ambition and milestones, and would monitor the cost of the Programme against the savings it achieved. The Committee had sought assurance about the slippage in the capital account. The below budget figures fell into three main categories: taking costs out of contracts, withholding or delaying payments where there was good reason and project slippage. The Executive Committee did scrutinise project slippage and would do this on a quarterly basis, including meetings with senior project managers to understand the reasons.
- (d) **Capital account:** This account continued to track below budget, mostly related to cashflow management but also some predicted non-significant changes on projects, such as station projects on the West Anglia Overground lines. The capital programme was not expected to catch up by year end. Employment costs continued to be down and headcount figures overall continued to be trending down.
- (e) **Cash:** TfL was continuing to draw down bonds later than planned to reduce its financing costs. The variance on the cash was expected to be near to planned levels by the end of the year.
- (f) **TfL's credit rating:** On 7 February 2017 Fitch had issued a report that maintained TfL's AA- rating with a negative outlook. This had been shared with the Finance Committee and would be circulated to all Members.
- (g) **Forecasting:** The Finance Committee supported Ian Nunn's work to improve forecasting, with a focus on being more realistic rather than conservative. The Committee suggested that the Finance team explore the possibility of developing a 24 month or 12 month rolling forecast to help Members and the business achieve a medium term view of TfL's finances. Detailed budget figures for 2017/18 would be presented to the next meeting of the Committee for review prior to submission to the Board.

The Board noted the report.

08/02/17 Crossrail – Revised Interim Crossrail Limited Funding Payments Agreement with Network Rail

Ian Nunn introduced the paper and the related supplemental information on Part 2 of the agenda, which provided an update on the progress that Crossrail Limited (CRL) had made in discussions with Network Rail (NR) for a change to the Interim CRL Funding Payments Agreement (IFA). The Finance Committee had endorsed the proposed re-phasing of repayments by NR to CRL under the IFA. The Committee had also discussed the potential for a further amendment to the IFA that would generate additional savings and recommended that the Board delegate authority to the Committee to approve this additional change.

The Board noted the paper and the related paper on Part 2 of the agenda and:

- 1 approved a change to the Interim Crossrail Limited Funding Payments Agreement (the Agreement) under the terms set out in the paper on Part 2 of the agenda;
- 2 delegated authority to the Finance Committee to approve additional changes to restructure the loan repayment profile and/or incentives to achieve cost savings;
- 3 authorised TfL Officers and Subsidiaries (as described in paragraph 6 below) to finalise the terms of the Agreement;
- 4 authorised the agreement and execution (whether by deed or otherwise on behalf of TfL or any Subsidiary (as appropriate)) of any documentation to be entered into in connection with the completion and implementation of the Agreement and any of the matters referred to in it (including, without limitation, all agreements, deeds, guarantees, indemnities, announcements, notices, contracts, certificates, letters or other documents); and
- 5 authorised TfL Officers and Subsidiaries to do all such other things as they consider necessary or desirable to facilitate the execution and implementation of the Agreement and the matters referred to in it and any further change to the Agreement.
- 6 The following Officers and Subsidiaries shall be authorised:
 - (a) TfL Officers: the Commissioner, Chief Finance Officer, Chief Executive of Crossrail and General Counsel; and
 - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited, Crossrail Limited and any other subsidiary (whether existing presently or to be formed) of Transport Trading Limited and any of the directors of the relevant company shall be authorised to act for and on behalf of that company.

09/02/17 Crossrail Transition Update

Howard Smith introduced the paper, which provided an update from the initial Crossrail Transition paper to the Board in December 2016. The paper provided an update on progress in terms of staged opening of the operational railway as well as transition of the Crossrail project to become an integral part of TfL, as the Elizabeth line. Information on the progress of construction activity was covered by the reports on Sponsor Board Proceedings to the Programmes and Investment Committee.

The trains and signalling testing, including on the Shenfield line, was progressing well and was on time. Dr Alice Maynard CBE and Anne McMeel commented on their visit to the Bombardier factory in Derby and thanked the staff for the tour. Members were invited to visit the Westferry Circus office to see the testing in operation.

[Action: Mark Wild/Secretariat]

Work was also underway on the stations in East London and Essex to adjust station platforms and provide step free access. Further testing would be required for the trains to run on the Paddington to Heathrow section as they had to comply with the European

train control system. Heathrow Airport was seeking a judicial review of the Office of Rail and Road decision on track access charges.

As part of the transition of the project into TfL, Mike Brown MVO hosted an event on Crossrail project management experience and learning for TfL. The Crossrail Tunnelling and Underground Construction Academy at Ilford had now transferred to TfL.

Sir Terry Morgan CBE reported that work was progressing well on the central tunnel sections. Some tasks remained challenging and complicated, while others were moving into fit out to enable trains to be tested later in the year. The project remained on time and within its funding envelope. There was some concern about the progress of the Network Rail work and projected cost overruns, with the Department for Transport responsible for any budget shortfall. Both Mike Brown MVO and Sir Terry Morgan CBE were monitoring the situation and were clear that the scope of the works had been set and should not be changed.

The Programmes and Investment Committee had a clear understanding on the transition process and phasing of the project. The Committee was also interested in the interaction between the opening of the line and surface management issues such as the pedestrianisation of Oxford Street, impact on other transport services and on air quality.

Members requested more information on the messaging strategy for customers as the different phases opened and the service moved from TfL Rail to the Elizabeth Line. They also asked for more information on the top 5-10 transition risks, for example on the signalling software in future papers. **[Action: Howard Smith]**

The Board noted the paper.

10/02/17 Crossrail Limited – Appointment of Non-executive Director

Howard Carter introduced the paper and the supplemental information on Part 2 of the agenda. The paper sought approval for the reappointment of a non-executive director to the Crossrail Limited (CRL) Board. As Sponsors, both TfL and the Department for Transport (DfT) had to approve appointments to the CRL Board. The approval of the DfT was being sought in parallel to the request to TfL.

The Board approved the reappointment of Phil Gaffney as a non-executive director to the Board of Crossrail Limited from 31 March 2017 until 31 December 2018.

11/02/17 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 23 January 2016

Panel Chair, Michael Liebreich, introduced the item. The Panel had held an additional meeting to cover the items deferred from its first meeting in November, to allow a full discussion on the tram derailment at Sandilands, Croydon. The Panel had considered a further update on the derailment (see minute 06/02/17 above).

TfL was working towards new Killed and Seriously Injured safety targets for surface transport and particularly buses. There had been some helpful informal discussions on

inputs and benchmarking, which would inform a discussion at the meeting in March 2017.

The Panel had discussed the composition of the workforce in the quarterly Human Resources report. It would look again at the under representation of women in the workforce, including the current apprenticeships and the under representation of BAME employees in management. The Commissioner was taking action to address these issues and had established a STEM advisory group and was reviewing internal promotion and external recruitment as part of the Transformation Programme, as well as encouraging TfL's supply chain to also look at these issues.

The Panel had also welcomed the work with Unite the union to encourage front line staff, particularly bus drivers, to look at career progression into management.

The Panel had a good discussion on its emerging forward plan of work.

The Board noted the summary report.

12/02/17 Report of the meeting of the Finance Committee held on 26 January 2017

Committee Chair, Ron Kalifa, introduced the item. The Committee had a helpful discussion on the development of a new Group Scorecard to drive the organisation to manage and monitor the key things relating to customers, staff, operational efficiency and finance to aid delivery of the 2017/18 Business Plan. The Scorecard would be presented to the next meeting of the Board and Members were encouraged to submit any views in advance to Ron Kalifa or Gareth Powell.

The Committee had a helpful discussion on how the rating agencies operated and how to maintain TfL's existing credit rating.

The Committee recognised the importance of the delivery of TfL's commercial development plans. It had endorsed proposed amendments to the Property Partnership Framework delegations, given to TfL Officers and Subsidiaries by the Board in February 2016, to enable TfL to acquire, sell, issue and subscribe for shares in any joint venture company established for the purpose of the joint venture and to form or become a member of any LLP established for the purpose of the joint venture.

The Board noted the report and:

- 1 authorised the TfL Officers and any of its Subsidiaries (as described in 2 below) to:**
 - (a) acquire, sell, issue and subscribe for shares in any company and/or form or become a member of any Limited Liability Partnership (LLP) that is to be used as the joint venture vehicle for the purposes of delivering the relevant development opportunity under the Property Partnership Framework (the Framework); and**
 - (b) take any decisions necessary to set up any company or LLP to be used as the joint venture vehicle for the purposes of delivering the relevant joint venture opportunity under the Framework including:**

- (i) the approval of the constitutional documents of any new company or LLP;
 - (ii) individuals appointed to the board of directors for each new company or board of members/partners for each new LLP;
 - (iii) the Company Secretary for each new company or designated members for each new LLP; and
 - (iv) the name of the new entity;
- (c) note that, as indicated in the paper considered by the Board on 3 February 2016, authorities for individual development opportunities will be sought at the levels of authority applicable to Land Authority set out in TfL's Standing Orders and agrees that this will include the value of any related guarantees in respect of liabilities not otherwise incurred by any member of the TfL group of companies; and
- (d) agree that, where the disposal of land is proposed to take place by means of a disposal of all or any part of the company or LLP in which it is held, such disposal shall be treated as a disposal of land for the purposes of TfL Standing Orders and Land Authority and Disposal Authority will be deemed to have been given.

2 The following Officers and Subsidiaries have delegated authority:

- (a) TfL Officers: the Commissioner, Chief Finance Officer; General Counsel and Director of Commercial Development; and
-]
- (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited (TTL), TTL Properties Limited and any other subsidiary (whether existing presently or to be formed) of TTL, and the directors of such authorised company shall be authorised to act on behalf of that company.

13/02/17 Report of the meeting of the Customer Service and Operational Performance Panel held on 30 January 2017

Panel Vice Chair, Dr Alice Maynard CBE, introduced the item as she had chaired the first meeting of the Panel.

The Panel was keen to discuss the strategy for raising the ridership on buses and had a good discussion on its forward plan of work and welcomed suggestions from other Members, including linkages and common performance indicators that could apply to customer and operational performance.

Dr Alice Maynard CBE had been impressed by the outcome of the Please Offer Me a Seat pilot and welcomed its roll-out. The Panel recognised the complex provider and commissioning landscape in relation to Social Needs Transport and would appoint a champion to drive this work forward.

The Board noted the summary report.

14/02/17 Any Other Business the Chair Considers Urgent

There were no items of urgent business.

15/02/17 Date of Next Meeting

The date of the next meeting was Wednesday 29 March 2017 at 10.00am.

16/02/17 Exclusion of Press and Public

Although two items on the agenda contained information that was exempt from publication, the Board did not need to discuss the material prior to taking its decision. Therefore, there was no requirement to exclude the press and public from the meeting.

The meeting closed at 12.15pm.

Chair: _____

Date: _____