

# Agenda

**Meeting: Board**

**Date: Wednesday 8 December 2021**

**Time: 10:00**

**Place: Conference Rooms 1 and 2,  
Ground Floor, Palestra, 197  
Blackfriars Road, London, SE1  
8NJ**

## Members

Sadiq Khan (Chair)

Heidi Alexander (Deputy Chair)

Cllr Julian Bell

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

## Government Special Representatives

Andrew Gilligan

Dr Mee Ling Ng OBE

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Ben Story

Peter Strachan

Becky Wood

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://www.tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Shamus Kenny, Head of Secretariat Email: [ShamusKenny@tfl.gov.uk](mailto:ShamusKenny@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Howard Carter, General Counsel  
Tuesday 30 November 2021

**Agenda  
Board  
Wednesday 8 December 2021**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Board held on 20 October 2021  
(Pages 1 - 14)**

General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 20 October 2021 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 15 - 18)**

General Counsel

**The Board is asked to note the updated actions list and the use of authority delegated by the Board.**

**5 Commissioner's Report (Pages 19 - 54)**

Commissioner

**The Board is asked to note the Commissioner's Report, which provides an overview of major issues and developments since the report to the meeting on 20 October 2021 and updates Members on significant projects and initiatives.**

**6 Elizabeth Line Operational Readiness and Crossrail Update**  
(Pages 55 - 58)

Commissioner and Chief Executive, Crossrail

**The Board is asked to note the paper.**

**7 Finance Report: Budget Submission and Capital Strategy - to follow**

Chief Finance Officer

**The Board is asked to note the Finance Report, TfL's submission to the GLA Budget and the Capital Strategy.**

**8 Annual Travel in London Report** (Pages 59 - 90)

Director of City Planning

**The Board is asked to note the Travel in London 14 Overview Report.**

**9 Appointments to TfL and its Committees and Panels** (Pages 91 - 102)

General Counsel

**The Board is asked to: note the composition of the Board following the appointments of Anurag Gupta, Marie Pye and Peter Strachan; to approve the appointment of Members to TfL's Committees and Panels, as set out in Appendix 2 to the paper, with effect from 1 January 2022; and note the proposed appointment of Members to a new Land and Property Committee of the Board, as set out in Appendix 3 to this paper, subject to the establishment of such a committee by the Board at a future Board meeting.**

**10 Board Effectiveness Review 2021** (Pages 103 - 116)

General Counsel

**The Board is asked to note the Board Effectiveness Review 2021.**

**11 Report of the meeting of the Remuneration Committee held on 10 November 2021** (Pages 117 - 118)

Committee Chair, Ben Story

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

**12 Report of the meeting of the Finance Committee held on 24 November 2021** (Pages 119 - 122)

Committee Vice Chair, Ben Story

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

**13 Report of the meeting of the Elizabeth Line Committee held on 25 November 2021** (Pages 123 - 126)

Committee Chair, Heidi Alexander

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

**14 Report of the meeting of the Audit and Assurance Committee held on 1 December 2021** (Pages 127 - 130)

Committee Chair, Anne McMeel

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

**15 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 2 December 2021** (Pages 131 - 134)

Panel Chair, Kay Carberry CBE

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

**16 Report of the meeting of the Customer Service and Operational Performance Panel held on 7 December 2021** (Pages 135 - 136)

Panel Chair, Mee Ling Ng OBE

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

**17 Any Other Business the Chair Considers Urgent**

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

**18 Date of Next Meeting**

Wednesday 2 February 2022 at 10am.