

**Meeting: Board**

**Date: Wednesday 23 March 2022**

**Time: 10:00**

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

## Members

Sadiq Khan (Chair)  
Seb Dance (Deputy Chair)  
Heidi Alexander  
Cllr Julian Bell  
Kay Carberry CBE  
Prof Greg Clark CBE  
Anurag Gupta  
Bronwen Handyside  
Anne McMeel

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

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 and webcast live on [TfL YouTube channel](#) and on the [GLA website Mayoral Webcast page](#), 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 15 March 2022

**Agenda  
Board  
Wednesday 23 March 2022**

**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 2 February 2022**

(Pages 1 - 14)

General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 2 February 2022 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority**

(Pages 15 - 24)

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 25 - 62)**

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 2 February 2022 and updates Members on significant projects and initiatives.**

**6 Elizabeth Line Operational Readiness and Crossrail Update**  
(Pages 63 - 66)

Commissioner and Chief Executive, Crossrail

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

**7 TfL Budget 2022/23 and Finance Update - to follow**

Chief Finance Officer

**The Board is asked to note the paper and approve the TfL Budget for 2022/23.**

**8 TfL Scorecard 2022/23** (Pages 67 - 84)

Chief Finance Officer

**The Board is asked to note the paper and approve the TfL Scorecard for 2022/23.**

**9 TfL Prudential Indicators 2022/23 to 2024/25 - to follow**

Chief Finance Officer

**The Board is asked to approve: the TfL Prudential Indicators for 2022/23 and the following two years; the Treasury Management Indicators for 2022/23 and the following two years; and the Annual TfL Policy Statement on Minimum Revenue Provision.**

**10 Establishment of Land and Property Committee** (Pages 85 - 92)

General Counsel

**The Board is asked to approve: the establishment, membership and terms of reference of Land and Property Committee to provide assurance and oversight for the Board on TfL's activities; related changes to Standing Orders and the terms of reference of the Finance Committee; and some other minor changes to Standing Orders.**

**11 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 24 February 2022** (Pages 93 - 96)

Panel Chair, Dr Lynn Sloman MBE

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

**12 Report of the meeting of the Programmes and Investment Committee held on 2 March 2022** (Pages 97 - 100)

Committee Chair, Ben Story

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

**13 Report of the meeting of the Finance Committee held on 9 March 2022** (Pages 101 - 106)

Committee Chair, Anne McMeel

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

**14 Report of the meeting of the Audit and Assurance Committee held on 16 March 2022** (Pages 107 - 110)

Committee Chair, Mark Phillips

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

**15 Report of the meeting of the Customer Service and Operational Performance Panel held on 17 March 2022** (Pages 111 - 112)

Panel Chair, Mee Ling Ng OBE

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

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

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

**17 Date of Next Meeting**

Wednesday 8 June 2022, at 10.00am