

# Agenda

**Meeting: Board**

**Date: Wednesday 12 October 2022**

**Time: 10:00am**

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

## Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

## Government Special Representative

Becky Wood

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://tfl.gov.uk/How-We-Are-Governed).

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## 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 4 October 2022

**Agenda  
Board  
Wednesday 12 October 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 Meetings of the Board held on 27 July and 9 and 30 August 2022 (Pages 1 - 24)**

General Counsel

**The Board is asked to approve the minutes of the meetings of the Board held on 27 July and on 9 and 30 August 2022 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 25 - 34)**

General Counsel

**The Board is asked to note the updated actions list, the use of authority delegated by the Board and changes to Board Membership and attendance and related matters.**

**5 Commissioner's Report (Pages 35 - 60)**

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 27 July 2022 and updates Members on significant projects and initiatives.**

**6 Elizabeth Line Operations and Further Opening Stages**

(Pages 61 - 64)

Commissioner

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

**7 Finance Report** (Pages 65 - 88)

Chief Finance Officer

**The Board is asked to note the Finance Report.**

**8 Report of the meeting of the Audit and Assurance Committee held on 21 September 2022** (Pages 89 - 92)

Committee Chair, Mark Phillips

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

**9 Report of the meeting of the Elizabeth Line Committee held on 29 September 2022** (Pages 93 - 96)

Committee Chair, Heidi Alexander

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

**10 Report of the meeting of the Customer Service and Operational Performance Panel held on 4 October 2022** (Pages 97 - 98)

Panel Chair, Mee Ling Ng OBE

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

**11 Report of the meeting of the Finance Committee held on 6 October 2022** (Pages 99 - 102)

Committee Chair, Anne McMeel

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

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

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

**13 Date of Next Meeting**

Wednesday 7 December 2022, at 10am