

# Agenda

**Meeting: Board**

**Date: Wednesday 7 December 2022**

**Time: 10:00am**

**Place: Chamber, City Hall - Kamal  
Churchie Way, London E16 1ZE**

## Members

Sadiq Khan (Chair)

Seb Dance (Deputy Chair)

Heidi Alexander

Kay Carberry CBE

Prof Greg Clark CBE

Anurag Gupta

Bronwen Handyside

Anne McMeel

Dr Mee Ling Ng OBE

## Government Special Representatives

John Hall

Becky Wood

Dr Nelson Ogunshakin OBE

Mark Phillips

Marie Pye

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

Ben Story

Peter Strachan

Cllr Kieron Williams

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 29 November 2022

**Agenda  
Board  
Wednesday 7 December 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 12 October 2022  
(Pages 1 - 12)**

General Counsel

**The Board is asked to approve the minutes of the meeting of the Board held on 12 October 2022 and authorise the Chair to sign them.**

**4 Matters Arising, Actions List and Use of Delegated Authority  
(Pages 13 - 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 - To Follow**

Interim 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 12 October 2022 and updates Members on significant projects and initiatives.**

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

(Pages 25 - 28)

Interim Commissioner

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

## **7 Draft TfL Business Plan 2023 - To Follow**

Interim Commissioner, Chief Customer and Strategy Officer and Chief Finance Officer

**The Board is asked to approve: the TfL 2023 Business Plan, the 2022/23 forecast included in the TfL Business Plan as the Revised Budget for 2022/23 and as the reporting baseline for the remainder of this year; and changes to the TfL Scorecard as a result of changing the reporting baseline. The Board is also asked to note the Capital Strategy and London Climate Budget submissions that form part of the GLA Budget submission.**

## **8 Finance Report (Pages 29 - 44)**

Chief Finance Officer

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

## **9 Our TfL Programme (Pages 45 - 48)**

Interim Commissioner and Interim Chief People Officer

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

## **10 Annual Travel in London Report (Pages 49 - 88)**

Chief Customer and Strategy Officer

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

## **11 Report of the meeting of the Land and Property Committee held on 18 October 2022 (Pages 89 - 92)**

Committee Chair, Professor Greg Clark CBE

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

**12 Report of the meeting of the Programmes and Investment Committee held on 19 October 2022** (Pages 93 - 96)

Committee Chair, Ben Story

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

**13 Report of the meeting of the Remuneration Committee held on 9 November 2022** (Pages 97 - 100)

Committee Chair, Kay Carberry CBE

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

**14 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 16 November 2022** (Pages 101 - 104)

Panel Chair, Dr Lynn Sloman MBE

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

**15 Report of the meeting of the Finance Committee held on 23 November 2022** (Pages 105 - 110)

Committee Chair, Anne McMeel

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

**16 Report of the meeting of the Elizabeth Line Committee held on 24 November 2022** (Pages 111 - 114)

Committee Chair, Heidi Alexander

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

**17 Report of the meeting of the Audit and Assurance Committee to be held on 30 November 2022** (Pages 115 - 118)

Committee Chair, Mark Phillips

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

**18 Report of the meeting of the Customer Service and Operational Performance Panel to be held on 6 December 2022** (Pages 119 - 120)

Panel Chair, Mee Ling Ng OBE

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

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

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

**20 Date of Next Meeting**

**Wednesday 1 February 2023 at 10.00am.**