

# Transport for London

## Minutes of the Meeting

**Conference Rooms 1 & 2, Ground Floor, Palestra,  
197 Blackfriars Road, London, SE1 8NJ  
10.00am, Wednesday 2 February 2022**

### Members

Sadiq Khan (Chair)  
Seb Dance (Deputy Chair)  
Heidi Alexander  
Cllr Julian Bell  
Kay Carberry CBE  
Prof. Greg Clark CBE  
Anurag Gupta  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips  
Marie Pye (via Teams)  
Dr Nina Skorupska CBE  
Dr Lynn Sloman MBE (via Teams)  
Ben Story (up to and including Minute 09/02/22)  
Peter Strachan

### Government Special Representative

Becky Wood

### Executive Committee

Andy Byford	Commissioner
Matt Brown	Director of Communications and Corporate Affairs
Howard Carter	General Counsel
Stuart Harvey	Chief Capital Officer
Simon Kilonback	Chief Finance Officer
Andy Lord	Chief Operating Officer
Gareth Powell	Chief Customer and Strategy Officer
Mark Wild	CEO, Crossrail Limited
Tricia Wright	Chief People Officer

### Staff

Andrea Clarke	Director of Legal
Neal Clarke	Senior Divisional Financial Controller
Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Lorraine Humphrey	Director of Risk and Assurance
Marian Kelly	Head of Safety, Health and Environment (for Lilli Matson Chief SHE Officer)
Shamus Kenny	Head of Secretariat
Jonathan Patrick	Chief Procurement Officer
Shashi Verma	Chief Technology Officer and Director of Strategy
Alex Williams	Director of City Planning

## **01/02/22 Apologies for Absence and Chair's Announcements**

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and on YouTube to ensure the public and press could observe the proceedings and decision-making.

An apology for absence had been received from Bronwen Handyside and the Chair, Board and staff wished her a speedy recovery.

Members Marie Pye and Dr Lynn Sloman MBE were attending via Teams and were able to take part in the discussions but were not counted toward the quorum. Lilli Matson, Chief Safety, Health and Environment Officer was also unable to attend the meeting and Marian Kelly deputised for her.

The Chair had accepted the Budget update as a late item on the agenda as it was vital that Members knew the most up to date information. The item would be considered (and is recorded in these Minutes) immediately after the Finance Report.

The Chair welcomed Seb Dance to his first meeting following his appointment as Deputy Mayor for Transport and Deputy Chair of TfL. His appointment followed the decision of Heidi Alexander to step down from those roles at the end of December 2021. Heidi Alexander had made a significant impact on supporting TfL to improve London's air quality and to make cycling safer and had intended to step down earlier but had remained in place to secure the last funding settlement in December 2021. The Chair thanked Heidi Alexander for her leadership as she helped lead TfL through the most difficult period in its history and commended her as one of the most dedicated, resilient, and respected people he had ever worked with. He and the Board thanked her for her outstanding service and for agreeing to remain on the Board and as Chair of the Elizabeth Line Committee until the central tunnel section opened.

The Commissioner had made changes to his executive leadership team to ensure TfL remained an efficient organisation, focussed on financial sustainability and supporting London's recovery from the coronavirus pandemic. As a result of the reorganisation, Vernon Everitt, TfL's Managing Director for Customers, Communication and Technology, left TfL on 25 January, after 14 years of service. The Chair paid tribute to his work, which was central to transforming TfL into a truly customer service focussed business. He had been involved in the development and delivery of research, customer proposition, and award-winning marketing and communications and innovation in open data, ticketing and customer information and made a significant contribution to driving forward equality, diversity and inclusion objectives. On behalf of the Board, the Chair thanked him for his work and wished him every success for the future. Matt Brown was welcomed as the new Director of Communications and Corporate Affairs.

In January 2022, Simon Kilonback, TfL's Chief Finance Officer (CFO), had also announced that he would leave TfL in April 2022, after 12 years, to take up an exciting new challenge as CFO of a broadband provider. Rachel McLean, the CFO for Crossrail and Finance Director for London Underground and Engineering would succeed him as interim CFO until a permanent appointment was made. Rachel McLean had a wealth of experience in both the private and public sectors and would continue the work on securing long-term capital funding from the Government and setting TfL on a path to future financial sustainability.

The Chair welcomed the decision by the Government to ease coronavirus restrictions, though the requirement to wear face coverings on public transport remained a condition of carriage on TfL services.

A total of 105 transport staff had sadly lost their lives to coronavirus, an increase of two since the last meeting. The families and loved ones of those who had died remained in everyone's thoughts at TfL.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting.

## **02/02/22 Declarations of Interests**

All Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no additional interests that related specifically to items on the agenda.

## **03/02/22 Minutes of the Meeting of the Board held on 8 December 2021**

**The minutes of the meeting of the Board held on 8 December 2021 were approved as a correct record and the Chair was authorised to sign them.**

## **04/02/22 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the paper. Since the last meeting, there had been no use of Chair's Action nor any Mayoral Directions to TfL. Delegated authority had been exercised to approve funding settlements with the Government and the appointment of the Director of Risk and Assurance.

Members noted the progress against the actions from previous meetings, as set out in Appendix 1 to the paper, most of which were completed.

**The Board noted the paper.**

## **05/02/22 Commissioner's Report**

Andy Byford introduced the report, which provided a review of the major issues and developments since the last meeting, and updated Members on significant projects and initiatives.

The key issues arising from the overview and discussion were:

- 1 As reported by the Chair, 105 colleagues had died as a result of Covid-19. TfL's thoughts and sincere condolences remained with those colleagues who had tragically lost their lives and TfL continued to offer any support it could to their

families and friends. The Employee Assistance Programme and Sarah Hope Line was available to everyone impacted.

- 2 After the publication of the paper, an operational incident occurred on 30 January 2022 where a car collided with a tram on Oaks Road in Croydon. There were no injuries to the passengers on the tram and TfL was working with the police and the operator, Tram Operations Limited, to urgently investigate what happened. The Safety, Sustainability and Human Resources Panel would be updated when the investigation concluded. **[Action: Andy Byford / Lilli Matson]**
- 3 The Government had introduced tighter Plan B coronavirus restrictions to manage the spread of the Omicron variant. The variant had a significant impact on TfL's employees and customers including a drop in demand for its services, which had been recovering well after the summer. In limited cases, TfL had made changes to services but continued to operate a safe, reliable transport network. The Plan B restrictions had just been lifted, though TfL still required face coverings to be worn as a condition of carriage on TfL's networks and had a high level of compliance. As London emerged from the Plan B restrictions, there were some early signs that service demand was once again improving and TfL was beginning to welcome colleagues back to the office.
- 4 The Commissioner had simplified the structure of his executive leadership to lead a single, unified organisation, with a centrally set strategic framework that further embedded TfL's Vision and Values. Gareth Powell was the Chief Customer and Strategy Officer and Deputy Commissioner. Andy Lord was the Chief Operating Officer, with all TfL's operations together in one place for the first time. Stuart Harvey was the Chief Capital Officer. Tricia Wright, Lilli Matson, Howard Carter and Mark Wild remained in their existing roles. Matt Brown would work alongside the team as advisor and Director of Communications and Corporate Affairs.
- 5 Arising from the restructure, the Commissioner thanked Vernon Everitt who had left TfL. As the former Managing Director for Customers, Communication and Technology, he had played an integral role in steering TfL through the significant challenges of the last few years. The Commissioner also thanked Simon Kilonback, Chief Finance Officer (CFO), who would leave TfL in April 2022, for his incredible contribution to steadying TfL's finances during the unprecedented months of lockdown in 2020 and to date. He wished them both the best of luck in the future.
- 6 Excellent progress continued to be made on Crossrail, in preparation for the Elizabeth line opening in the first half of 2022. Canary Wharf station had transferred to TfL at the end of January 2022, which was an important milestone and represented a remarkable turnaround in the stations programme under TfL's direction. Trial Operations had entered its second phase with large-scale exercises with volunteers about to be conducted to test passenger flows and evacuation routes. Once Trial Operations concluded, a period of Shadow Running would start to run the trains up and down the line uninterrupted to iron out any final issues and ensure the service could reliably open to accept passengers.
- 7 TfL's current funding settlement expired on 4 February 2022, following its extension from 11 December 2021. Regular discussions continued with Government on securing a long-term funding settlement to avoid a period of managed decline of London's transport network. A longer-term settlement would ensure the network

remained reliable and efficient, supported the jobs and new homes that relied on it and contributed to the economic recovery of the Capital and the country.

- 8 Simon Kilonback confirmed that research showed that short-term settlements and consequential deferral of work were significantly more expensive than carrying out maintenance at the optimal time in the asset lifecycle. Operational costs were increased as the state of the assets required more frequent inspections and more preventative and reactive action. The constant cycle of short-term funding and funding uncertainty was highly inefficient. A huge amount of work had been done from the 2019 Business Plan on understanding underlying asset condition and the mature data would be considered at the next meeting of the Programmes and Investment Committee as part of a significant piece of work on the renewals programme. **[Action: Stuart Harvey]**
- 9 Members noted the challenges faced by the current funding uncertainty and TfL's responsibilities for asset maintenance and also safety improvements. Many safety interventions, such as speed limits and safer junctions, had opportunity costs from greater investment. Members requested a briefing on the balance between asset maintenance and safety improvements in the TfL Budget. **[Action: Lilli Matson]**
- 10 Andy Byford confirmed that the results of the recently launched consultation to help shape future step-free access priorities and improvements on the London Underground network would be submitted to the Customer Service and Operational Performance Panel for feedback and then to the Board. **[Action: Andy Lord]**
- 11 Tricia Wright confirmed that 168 graduates and apprentices were due to start over three staggered periods throughout the year. Statistics were still being collected and data on the diversity composition of the cohorts would be presented to the Safety, Sustainability and Human Resources Panel. **[Action: Tricia Wright]**
- 12 The extensive renovation and upgrade work at Bank station, which would increase capacity by 40 per cent once complete, required a 17-week closure of the Northern line between Kennington and Moorgate. Several actions had been taken to mitigate the impact on passengers, including a full-scale, pan-London communications campaign since summer 2021 informing customers of the works, plus additional cycles, an additional bus route and signposting for walking routes from key locations.
- 13 The Commissioner thanked Heidi Alexander, who had stepped down as Deputy Mayor for Transport and Deputy Chair of TfL, for her friendship, guidance and good counsel. He welcomed Seb Dance who had been appointed to those roles and was passionate in delivering transport for the Capital.
- 14 The Commissioner also thanked all TfL colleagues for their hard work over the Christmas period and who had met the challenges of a tough situation. He was confident that the future would be bright and successful for TfL.

**The Board noted the Commissioner's Report.**

## **06/02/22 Elizabeth Line Operational Readiness and Crossrail Update**

Andy Byford introduced the item, which provided an update on the status of the remaining work on the Crossrail project and of the readiness for the operations and maintenance of the railway after handover from Crossrail.

Mark Wild provided an update on progress. With the project in the final complex stages of delivering the railway, the focus remained on ensuring that it was completed safely. The project remained vigilant to the recent coronavirus developments, which were not currently affecting the programme

Works successfully undertaken during the festive period included the commissioning of the remaining tunnel ventilation system software upgrades, the latest signalling software update, the commissioning of the latest control and communications software and the replacement of voltage transformers. These upgrades provided further increases in operational reliability of the routeway and signalling systems. Alstom had uploaded the train fleet software update which provided improved fleet reliability. These fixes brought the system close to the intended configuration for revenue service and supported the pivot to reliability and focus on wider system issues.

Final modifications to the safety systems were carried out at Canary Wharf station, which transferred to TfL on 21 January 2022. The team was making good progress at Bond Street station and was working on a plan to achieve the earliest opening.

All Network Rail station enhancement works on the west of the central section were successfully completed with the new station buildings and step-free access already bringing benefits to customers. The completion of the remaining construction activities and snagging works were on track for completion in early 2022. Works on the east continued to progress on the enhanced station upgrade works at Ilford and Romford. Network Rail was working hard to confirm the revised dates for bringing the facilities at these two stations into use.

The first phase of Trial Operations commenced on 20 November 2021, in line with the earliest forecast dates, with scenarios testing the response to an unwell passenger and an obstruction on the line. The second phase involved a series of more complex exercises, including evacuations of trains and stations. Once completed, there would be a period of Shadow Running, operating timetabled services ahead of the Elizabeth line opening. The central section of the railway was currently running at 12 trains per hour with the new signalling software to test reliability and build mileage.

The opening of the Elizabeth line was always planned to take place in stages to ensure the new central London stations, signalling and infrastructure ran safely and reliably before it fully linked in with services out to the east and west. Following the opening of the central section between Paddington and Abbey Wood in the first half of 2022, and until the next phase of opening in autumn 2022, the Elizabeth line would operate as three separate railways.

TfL Rail operations continued to deliver a high public performance measure of 91.7 per cent during Period 9 (14 November – 11 December 2021). The eastern section of the line achieved 90.7 per cent and the western section achieved 92.9 per cent of trains meeting their reliability target. There were several incidents impacting service on the eastern section, largely related to the infrastructure on the Anglia route. The overall trend continued to improve at 94.9 per cent in Period 9.

**The Board noted the paper.**

## **07/02/22 Finance Report – Quarter 3, 2021/22**

Andy Byford and Simon Kilonback introduced the report, which set out TfL's financial results to the end of Quarter 3, 2021/22, the year-to-date ending 11 December 2021. The Finance Report presentation provided a summary of financial performance against the Revised Budget approved by the Board on 28 July 2021 and last year.

Passenger journeys overall remained largely flat throughout most of the quarter, at around 68 per cent of pre-pandemic levels. The final weeks of Quarter 3 saw the spread of the Omicron variant, which had a small impact on journeys overall, ahead of the Plan B working from home guidance introduced on 13 December 2021, just after quarter end. Tube journey trends continued from earlier in the year, with journeys stronger across inner and outer suburbs at around 70 per cent and city weekday journeys at just over 50 per cent.

The first week following the end of Quarter 3 saw overall journeys drop to 62 per cent of pre-pandemic levels, followed by a further decline to 44 per cent in Christmas week. The largest reductions on the Tube saw journeys move from an average of 64 per cent in Period 9, the final period of Quarter 3, to 35 per cent in Christmas week; buses declined from 73 per cent to just under 50 per cent. For the week ending 15 January 2022, there was some ramp up in total TfL demand at around 64 per cent, with Tube demand at 54 per cent and buses at 70 per cent, which was still below the post summer and pre-Omicron peak.

Passenger income was just over £2.1bn in the year to date, almost £1bn higher than last year. Income remained around £1.2bn lower than historical year-to-date levels. Against Budget, income was just over £180m lower, with journeys 121 million lower than expected. Period 9 journeys were, however, broadly in line with expectations as reduced demand was assumed from a possible winter wave of the coronavirus pandemic from late October 2021.

Overall income was lower against Budget due to lower demand but costs had outperformed, leaving net cost of operations at a deficit of £1.5bn, which was £232m better than Budget before Government support funding.

Other operating income was £741m in the year to date, over £200m higher than last year when TfL temporarily halted the Congestion Charge and saw lower traffic volumes during the first wave of the pandemic. Income had also increased this year, since the introduction of the Ultra Low Emission Zone expansion scheme in October 2021, with income up on 2020/21 by around £25m.

Total operating costs were £281m lower than Budget as a result of underlying cost improvements from efficiencies, cost reductions and tailwinds such as lower staff costs, timing differences and accounting and contingency. Through TfL's savings programme and strong cost control, like-for-like operating costs had remained broadly flat over the past five years, meaning TfL had mitigated inflationary pressures.

Staff levels were around 26,600 at the end of Quarter 3, almost 500 higher than at the end of last year, although levels remained lower than before the pandemic.

Permanent staff levels were broadly in line with the end of last year. TfL continued to recruit for critical roles, but the funding uncertainty coupled with leavers averaging 170 per period presented a major challenge. Use of agency staff had increased by over 300 since the end of last year to offer increased flexibility to the organisation.

Total TfL capital spend, excluding Crossrail, was £847m. This was £257m lower than Budget but £131m higher than last year, when projects were paused as a result of social distancing measures and working from home guidance. Project spend was lower across most programmes, largely driven from the stop-start nature of funding settlements and TfL being unable to plan sufficiently far ahead to get projects approved and agreed with contractors.

Cash balances were just over £1.6bn at the end of Quarter 3, £1.4bn at the end of Period 10 and closed last week at just over £1.2bn. TfL had been in receipt of only revenue top-up funding from Government since December 2021. The latest forecast was that TfL would end the year with cash balances around £1bn without any further funding from Government. Without levels of funding this year, TfL would have run out of cash entirely by Period 7 and would now have a cash deficit of approximately £300m.

Simon Kilonback confirmed that the Community of Metros Benchmarking Group (CoMET) carried out extensive benchmarking. TfL tended to benchmark very well in terms of efficiency levels, given the costs carried due to the age of the network and the design of the assets it managed compared to other transport agencies. The benchmarking data would be shared with Board Members. **[Action: Simon Kilonback]**

**The Board noted the report.**

## **08/02/22 Budget Update**

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a late item. The reason for urgency was that Members needed to consider the Budget update and not all information was available at the time the Board papers were published.

Andy Byford and Simon Kilonback introduced the paper, which provided an update on TfL's submission to the Greater London Authority (GLA) Budget from December 2021, emerging issues and changing trends since that submission.

TfL's GLA Budget submission, presented to the Board on 8 December 2021, built in the recent headwinds TfL faced, including slower recovery of passenger demand, greater Ultra Low Emission Zone compliance resulting in lower than projected income, and high inflation and fuel prices. It also reflected the lack of an agreement between the Mayor and Government on proposed revenue raising options TfL was expected to raise from 2023/24. Even after taking mitigating actions, including dropping to managed decline and assuming service reductions of nine per cent on the Tube and 18 per cent on the bus network, TfL faced a funding gap of £1.1bn in 2022/23, and around £400-500m in 2023/24 and 2024/25.

To achieve financial sustainability, a key condition of the 1 June 2021 Government funding settlement, TfL was to undertake a review of new income sources that could generate between £0.5bn and £1bn of additional net revenue per annum from April 2023. Proposals were set out to Government in the New Income Sources Review, submitted in

December 2021. These were appraised against criteria agreed with Government, and included options built on those published in the Independent Panel Review Report in December 2020.

The Mayor had also written to the Secretary of State for Transport outlining more detail for his proposals, which were all subject to a full impact assessment, consultation as appropriate and decision-making processes. The new income streams could potentially reduce the funding gap in 2023/24 from £400m to £70m and from April 2023 the gap could be eliminated as TfL reached financial sustainability.

The proposals were currently being worked through and included: a number of changes to fares structures and ticketing to raise between £60-£100m per year; increasing TfL's allocation of Council Tax from the GLA by £20 to generate around £60m of additional funding in 2022/23, which the GLA would hold and pass to TfL in 2023/24, when it was most needed; and potential approaches to emissions-based road user charging to meet the policy objectives of reducing congestion and emissions, and improving air quality that would also generate revenue.

Since December 2021, TfL's funding gap in 2022/23 had increased from £1.1bn to around £1.3bn. The two key drivers of this were a slower than projected recovery of passenger demand and rising inflation and energy prices.

TfL was doing all it could to increase ridership on the network and fares revenue so that, by the end of 2022/23, income levels were forecast to be back to 2019/20 levels. However, compared to the 2019 Business Plan, developed pre-pandemic, TfL's current forecast for income from 2022/23 to 2024/25 was around £1.5bn per annum lower. The 2019 Business Plan set a financial strategy to break even on net cost of operations in 2022/23 and grow cash reserves to £2bn so TfL had the resilience to make long-term investment decisions, despite facing the challenges at the time of a subdued economy, Brexit and lack of long-term funding certainty.

Since the start of the coronavirus pandemic, TfL had used £1bn of its own cash and would have no further resilience to shocks once Government support ended in March 2023. The organisation faced the longer-term structural issues of its funding model, which were exacerbated by significantly reduced revenue, while costs remained largely fixed and investment decisions were either committed or required longer-term certainty for effective planning and future commitment.

TfL had reprioritised its capital investment programme within the bounds of affordability of the current context, by pausing, deferring or stopping projects as required. TfL's capital prioritisation framework was agreed with the Board and the Department for Transport in December 2020, and its plan remained consistent with that framework.

Considering the funding gap TfL faced, the managed decline scenario presented in the GLA Budget reduced the capital investment on renewals and enhancements by £1.8bn over the six years from 2019/20 to 2024/25. Compared to the 2019 Business Plan, enhancements were £1.4bn lower and renewals were £0.4bn lower. Nearly all enhancements that remained were contractually committed. Work from prior years had been deferred into future years due to 'Safe Stop' at the start of the pandemic and slower delivery since then. Prolongation and inflation impacts had also increased costs.

Renewals expenditure remained similar to the 2019 Business Plan, although the 2019 Plan capped renewals due to affordability and acknowledged that asset and engineering

work was needed to determine if this was appropriate. Analysis had since determined that constraining renewals to around £700m was below the minimum required to keep the network safe and operable and this would be considered fully at the next Programmes and Investment Committee meeting. **[Action: Stuart Harvey]**

The outlook without additional capital funding and longer-term funding certainty underpinned the managed decline scenario, in which TfL was only able to invest in the existing network to meet its statutory obligations on safety and operability. The policy consistent scenario was TfL's preferred option and was based around delivery on the shared objectives of Government and the Mayor of decarbonising public transport, supporting a green industrial revolution and creating jobs and growth around the country.

The impacts of limiting investment in enhancements or reducing the level of asset renewals delivered would have a detrimental impact on London. There would be a significant reduction in investment in the Healthy Streets programme and pausing vital programmes, such as making the network more accessible. Reducing renewals delivery meant interim solutions to maintain assets, making it more costly in the long term, thereby increasing whole life costs. It also increased the risk of significant disruption due to asset restrictions and closures, which would stifle the economic recovery.

It was vital to avoid a managed decline scenario and for commitment from Government on sufficient long-term investment to support TfL's capital programme, with TfL generating new revenue and continuing its savings and efficiencies, to ensure London could support the economic recovery of the Capital.

**The Board noted the paper.**

## **09/02/22 TfL Viewpoint Survey Results 2021**

Tricia Wright introduced the item, which provided a high-level update on the annual staff Viewpoint Survey results. The 2021 survey took place between 27 September and 24 October 2021 with a response rate of 54 per cent, nearly 15,000 employees (down from 64 per cent in 2020).

Across TfL, responses on Total Engagement, Wellbeing at Work and the Inclusion index were slightly less positive than 2020, though better than 2019. Targets for these were included in the TfL Scorecard. Total Engagement was 61 per cent (63 per cent in 2020, 57 per cent in 2019); Inclusion was 51 per cent (52 per cent in 2020 and 47 per cent in 2019); and Wellbeing at Work was 57 per cent (59 per cent in 2020 and 54 per cent 2019). While lower total engagement scores were seen across the public and transport sectors in 2021, the Board and executive wanted TfL to be an exemplar employer.

The work to develop a bottom up Vision and Values had resulted in improvements in historically low measures around TfL having a clear vision for the future, communication from senior managers and working conditions. An engaged workforce directly correlated with improved performance in safety, reliability and customer service for customers, along with increased productivity and retention of employees. The Commissioner and Members hoped that securing a long-term funding settlement would enable TfL to build on the new Vision and Values, which would drive up scores. Even where scores were positive, the Commissioner was committed to seeking continuous improvement.

Staff were less positive about their commitment to TfL, recommending it as a great place to work and their pay and benefits. This reflected concerns about a conflict between reducing costs and delivering a quality service and the operational and financial impact of the coronavirus pandemic including the subsequent uncertainty on funding. The Board remained concerned about staff retention, which was regularly discussed by the Remuneration Committee. The staff that were the least positive were those with the longest service, in operational/frontline roles and those with a disability or from LGBT+ communities.

The results were shared with staff in November 2021 and discussed with Company Councils in December 2021. Listening sessions were being held with staff to discuss local results and ways to improve them at a macro and micro level. The staff network groups covering disability and LGBT+ staff would also be engaged to identify any underlying issues and to improve declaration rates. An Action on Inclusion Plan was due to be published later in 2022.

The outcomes from this further staff engagement would feed into local area People Plans and the development of a TfL People Strategy, which is due for publication in spring 2022.

**The Board noted the report on the staff survey results.**

## **10/02/22 Appointments to TfL and its Committees and Panels**

Howard Carter introduced the item. On 8 December 2021, the Board noted appointments to TfL and approved changes to the membership of its Committees and Panels. Following the decision of Heidi Alexander to step down as Deputy Chair of TfL from 31 December 2021, the Mayor had appointed Seb Dance to the Board from 1 January and as the Deputy Chair of TfL from 25 January 2022. Consequently, further changes were proposed to the membership of the Committees and Panels.

The Board noted corrections to the published paper in respect to the date of Seb Dance's appointment as Deputy Chair and to the indicative membership of the Land and Property Committee (appendix 3 of the paper).

Engagement was taking place with the new Chairs and Vice-Chairs to provide support and agree how their meetings would operate going forwards.

**The Board noted the paper and:**

- 1 noted the appointment of Seb Dance as a Member of TfL from 1 January 2022 and as the Deputy Chair from 25 January 2022;**
- 2 noted the resignation of Heidi Alexander as the Deputy Chair of TfL from 31 December 2021 and that she remains a Member of TfL;**
- 3 approved the appointment of Seb Dance as a member of the Finance Committee, the Programmes and Investment Committee, the Remuneration Committee and the Elizabeth Line Committee, and noted the intention to appoint him to the Land and Property Committee, when established;**

- 4 **noted that Heidi Alexander would stand down as a member of the Finance Committee, the Programmes and Investment Committee and the Remuneration Committee; and**
- 5 **subject to 3 above, noted the composition of the Board from 1 January 2022 and the membership of its Committees and Panels from 3 February 2022, as set out in appendix 1 of the paper and the indicative membership of the Land and Property Committee, as set out in appendix 2 of the paper with the addition of Anne McMeel as agreed on 8 December 2021.**

## **11/02/22 Greater London Authority Group Corporate Governance Framework Agreement**

Howard Carter introduced the item. As part of its governance arrangements, the Greater London Authority (GLA) and its functional bodies, including TfL, were signatories to a GLA Group Corporate Governance Framework Agreement (the Agreement). The Agreement was an overarching commitment in relation to the culture and individual behaviours of the GLA Group and contains specific corporate governance commitments.

Amendments were proposed to update the Agreement for the current Mayoral term and each of its signatories were asked to sign up to the revised Agreement, subject to its approval by the Mayor.

**The Board noted the paper and:**

- 1 **agreed to sign up to the Greater London Authority Group Corporate Governance Framework Agreement, as set out in Appendix 1 to the paper, subject to its approval by the Mayor without any substantive changes; and**
- 2 **authorised the Commissioner to sign the final version of the Agreement on behalf of TfL.**

## **12/02/22 Report of the meeting of the Programmes and Investment Committee held on 15 December 2021**

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. As Members had been unable to attend in person, decisions were taken under Chair's Action following discussion with available members at the meeting. He advised that this had been another productive meeting. The quarterly Investment Programme Report was a very useful report and continued to evolve and improve. The Committee was provided with a high level of assurance on the programmes through the Independent Investment Programme Advisory Group and internal teams.

Due to the funding position at the time, the meeting focussed on safety, savings and value for money issues and did not make any commitments beyond current expenditure agreements. It approved savings in one programme and minimum authority approvals in the rest.

As that was his last meeting as Chair and a member of the Committee, Professor Greg Clark MBE thanked all Members who had served on the Committee and the senior staff,

particularly Alexandra Batey and Stuart Harvey. He wished Ben Story and Dr Nelson Ogunshakin OBE every success in taking the work of the Committee forward.

The Chair thanked Professor Greg Clark CBE for his commitment to the Committee over the previous five years and acknowledged its importance in driving forward best value which would continue to be a major focus of its work going forwards.

**The Board noted the report.**

**13/02/22 Report of the meeting of the Elizabeth Line Committee held on 26 January 2022**

The Chair of the Committee, Heidi Alexander, introduced the item. The main project status issues and Elizabeth line readiness, which were considered in detail by the Committee, had been covered earlier in the meeting.

**The Board noted the report.**

**14/02/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

**15/02/22 Date of Next Meeting**

The date of the next meeting was scheduled for Wednesday 23 March 2022 at 10.00am.

The meeting closed at 1.15pm

Chair: \_\_\_\_\_

Date: \_\_\_\_\_