

Transport for London

Minutes of the Meeting

Chamber, City Hall, Kamal Churchie Way, London E16 1ZE
10.00am, Wednesday 7 December 2022

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Heidi Alexander
Kay Carberry CBE
Professor Greg Clark CBE
Anurag Gupta (via Teams)
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE (via Teams)
Ben Story (via Teams)
Peter Strachan
Councillor Kieron Williams

Government Special Representatives

Becky Wood

Executive Committee

Andy Lord	Interim Commissioner
Glynn Barton	Interim Chief Operating Officer
Fiona Brunskill	Interim Chief People Officer
Howard Carter	General Counsel
Stuart Harvey	Chief Capital Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Rachel McLean	Chief Finance Officer
Alex Williams	Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review

Staff

Patrick Doig	Group Finance Director and statutory Chief Finance Officer
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Zoe Woodhams	Chief of Staff to the Chief Finance Officer

91/12/22 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Members Anurag Gupta, Dr Lynn Sloman MBE and Ben Story joined the meeting by Teams and therefore did not count toward the quorum. The meeting was quorate. John Hall, Government Special Representative, was also unable to attend the meeting.

The Chair welcomed everyone to the meeting, which was being broadcast live on the Greater London Authority website and would also be available on TfL's YouTube channel to ensure the public and press could observe the proceedings. He welcomed Andy Lord to his first meeting as Commissioner.

The Chair had accepted the Commissioner's Report and the Draft TfL Business Plan 2023 as late items on the agenda as information on the development of the Business Plan was not available at the time the agenda was published.

As discussed at the last meeting, Seb Dance was leading on the permanent recruitment process for the role of Commissioner. Members had been briefed on the process and that TfL was tendering for an executive search firm, who would also assist in the recruitment campaign for the role of Chief Operating Officer. The appointment panel for the role of Commissioner had been confirmed as Seb Dance (Chair), Professor Greg Clark CBE, Anne McMeel, Dr Mee Ling Ng OBE and Marie Pye.

The Chair and Members noted the following appointments to the Commissioner's Executive Committee, since the last meeting of the Board: Rachel McLean as TfL's Chief Finance Officer, Alex Williams as Chief Customer and Strategy Officer and Glynn Barton as interim Chief Operating Officer.

The Secretary of State for Transport had confirmed the appointment of John Hall as the Government's Strategic Special Representative and the reappointment of Becky Wood as the Technical Special Representative.

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.

92/12/22 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.

The only changes made to declarations by Members since the last meeting were: the publication of Councillor Kieron Williams' interests and an update for Professor Greg Clark CBE to reflect his appointment as Senior Advisor, Global Cities & Urban Innovation, New London Architecture.

93/12/22 Minutes of the Meeting of the Board held on 12 October 2022

Howard Carter notified Members of a correction to Minute 82/10/22 paragraph 16, where the action on circulating key milestones on the rollout of 4G should have referred to the Underground and not buses. The correction had been made to the Minutes before the Chair.

Subject to the correction of Minute 82/10/22 paragraph 16, the minutes of the meeting of the Board held on 12 October 2022 were approved as a correct record and the Chair was authorised to sign them.

94/12/22 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. Since the meeting on 12 October 2022, there had been no use of Chair's Action, nor any other use of specific authority delegated by the Board to Committees, nor any Directions issued to TfL. While there had been no Mayoral Directions to TfL, the Mayor had made decisions in relation to a change to his Transport Strategy in relation to road user charging and to the London-wide Ultra Low Emission Zone, which was covered in the Commissioner's Report.

Seb Dance had exercised the authority delegated by the Board on 12 October 2022 (Minute 81/10/22) to appoint Councillor Kieron Williams to the Programmes and Investment Committee and the Customer Service and Operational Performance Panel. Professor Greg Clark CBE had stood down from the Elizabeth Line Committee to focus on his other Board commitments. It was also noted that Matthew Lodge had replaced Kathryn Cearns OBE as the Government's representative on the Elizabeth Line Committee.

Members noted the progress against the actions from previous meetings, as set out in Appendix 2 to the paper. They also noted that the actions on 4G rollout on the Underground (82/10/22 (5)) and Barking Riverside wayfinding improvements (53/07/22 (1)) had also been completed.

The Board noted the paper and:

- 1 noted the membership of Committees and Panels, as set out in Appendix 1 of the paper (subject to a correction to list Matthew Lodge as the Government's representative on the Elizabeth Line Committee), following the appointment of Councillor Kieron Williams to the Programmes and Investment Committee and the Customer Service and Operational Performance Panel, and Professor Greg Clark CBE standing down from the Elizabeth Line Committee;**
- 2 noted the Government's appointment of John Hall as its Strategic Special Representative and the reappointment of Becky Wood as its Technical Special Representative; and**
- 3 noted the actions list, set out in Appendix 2 of the paper, and the close out of actions 82/10/22 (5) and 53/07/22 (1).**

95/12/22 Commissioner's Report

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 matter of urgency. The reason for urgency was to allow for the latest information on the Business Plan to be included in the paper and this was not available at the time papers were published on 29 November 2022. The paper was published on 30 November 2022.

Andy Lord 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 are summarised below:

- 1 The Chair expressed his thanks to Andy Lord and his team for the impressive achievements and stability they had provided over the last period. The Commissioner responded that he was honoured and delighted to attend his first TfL Board meeting as Commissioner, taking over from Andy Byford who did an incredible job.
- 2 On 9 November 2022, TfL marked the sixth anniversary of the tragic Sandilands tram overturning. TfL's thoughts remained with the families and friends of those who lost their lives and were affected by the incident. The Commissioner and the Chief Operating Officer visited Sandilands last week to see the changes that had been made. They also joined the family of a colleague, Stewart Grainger, and unveiled a tram in his memory, following his tragically death in a hit and run incident in May 2022.
- 3 The report detailed some notable safety incidents on the network and the Commissioner reassured Members that thorough investigations were underway. Lilli Matson confirmed that the incident on 4 October 2022 of a passenger falling off a bus in Newham was found to be an unusual, one-off event rather than a systemic issue. There was an ongoing follow-up investigation to examine any learnings. Updates on the progress of safety incident investigations were made to the Safety, Sustainability and Human Resources Panel.
- 4 The Commissioner welcomed the new look Executive team, with the recent appointments of Rachel McLean as Chief Finance Officer; Alex Williams as Chief Customer and Strategy Officer; Glynn Barton as interim Chief Operating Officer; Tricia Wright as Chief Officer of Pensions Review; and Fiona Brunskill as interim Chief People Officer.
- 5 The new Business Plan, the first since 2019, set out four clear priorities for TfL: empowering and supporting colleagues, winning back customers, rebuilding finances, and protecting and improving the environment. The Plan was developed at a time of great economic uncertainty and did not underestimate the challenges ahead with the volatility of inflation, interest rates, energy prices, the labour market and the cost of living crisis. It also provided a positive opportunity for the organisation to progress forward and contribute to the growth of the city.
- 6 On 28 October 2022, the Commissioner and the Chief Capital Officer opened Phase 3 of the Bank station upgrade connecting the Northern line and the Central line, which would improve journey times by up to nine minutes for over 50,000

passengers daily. Bank Monument station was expected to be confirmed as the largest underground railway complex in the world.

- 7 On 29 November 2022, the Mayor and the Commissioner met with the new Secretary of State for Transport, Mark Harper MP, to discuss plans for combating environmental challenges, long-term capital investment in transport and unlocking growth. It was an extremely positive and productive meeting, and the Commissioner thanked the Mayor for his role in building relationships with Government. The Commissioner also had a positive and engaging meeting with Richard Holden MP, Minister for Roads and Local Transport, which included a tour of the London Underground and the Network Management Control Centres.
- 8 On 3 December 2022, entries and exits at stations near London's key shopping areas reached pre-coronavirus pandemic levels. More than one million entries and exits were recorded at Tube stations such as Oxford Circus, Knightsbridge and High Street Kensington. At Tottenham Court Road and Bond Street, where the new Elizabeth line now operated, entry and exit levels exceeded pre-pandemic levels, with Tottenham Court Road recording customer levels of more than 160 per cent, compared to a similar weekend in 2019.
- 9 On 6 November 2022, the Mayor and the Commissioner, joined by the Deputy Mayor, the Minister for Transport and the Mayor of Newham, introduced a Sunday service on the Elizabeth line and launched direct journeys across the line, enabling customers travelling from Reading and Heathrow to Abbey Wood and Shenfield to travel directly into central London without the need to change trains. The frequency of services in the central section between Paddington and Whitechapel increased from 12 trains per hour up to 22 trains per hour in peak times, and 16 trains per hour during off-peak times, significantly reducing journey times. Further increases in frequency were planned for May 2023. The Commissioner thanked the Director of the Elizabeth line and the operational team for achieving this significant milestone.
- 10 On 21 November 2022, the Mayor, the Commissioner and the Secretary of State for Transport attended an Elizabeth line stakeholder event at the Royal Academy, which celebrated the launch of through-running services, the recent opening of Bond Street station and the railway's six-month anniversary. Ridership and revenue for the Elizabeth line continued to increase. From the start of service in May 2022, 78 million passenger journeys had been made, with 3.8 million journeys the previous week, and an estimated 646,000 journeys on 1 December 2022. The Elizabeth line was forecast to break even in the 2023/24 financial year, which demonstrated the value of long-term investment in transport.
- 11 The initial findings on Elizabeth line traffic were presented to the meeting of the Elizabeth Line Committee on 24 November 2022. Data was not yet available post-Bond Street station opening or post through-running, but the figures showed some evidence of genuine growth and activity on transport around key areas such as Canary Wharf, Woolwich and Tottenham Court Road. The traffic transfer from other TfL modes was slightly below forecast and work was ongoing to establish whether growth came from elsewhere such as National Rail. A programme of monitoring and evaluation was being carried out and Rachel McLean would bring the latest analysis to the Elizabeth Line Committee, once the data on Bond Street and through-running was available. Members noted that the recent presentation to the Committee was very encouraging and asked that it be circulated to all Board Members for information. **[Action: Rachel McLean]**

- 12 The Commissioner confirmed that TfL actively engaged with the key train operators that interacted with the Elizabeth line. South Eastern were potentially bringing in a timetable change on 10 December 2022 with a limited number of peak-time services not stopping at Abbey Wood. The proposals and their impact for the Elizabeth line would be sent to Board Members. **[Action: Alex Williams]**
- 13 Industrial action continued across the London and national transport networks. TfL continued to mitigate the impacts on its services as much as possible. The Commissioner apologised to everyone affected by the industrial action on TfL services. TfL continued to actively engage with Trade Unions to find a sensible resolution to the disputes. Ambassadors and volunteers were on hand across the network to provide travel advice and information to those who needed to travel on days impacted by industrial action.
- 14 On 23 November 2022, TfL announced that the Mayor had provided additional funding, averaging £25m per year, to enable the central London bus consultation proposals to be re-assessed. This was in addition to the £500m Greater London Authority financing facility which was still required for TfL to maintain a balanced budget. As a result, TfL would not proceed with most of the proposed changes. The consultation report and revised equality impact assessments had been published, with the changes scheduled to occur over the course of 2023. The Commissioner thanked the Mayor for his support and the teams involved in the largest consultation undertaken at TfL.
- 15 On 25 November 2022, the Mayor announced his intention to proceed with the expansion of the London-wide Ultra Low Emission Zone (ULEZ), starting on 29 August 2023. The expansion was forecast to greatly reduce emissions in outer London with significant health benefits. To support people on lower incomes, disabled Londoners, businesses, sole traders and charities to prepare for the London-wide ULEZ, the Mayor also announced a new £110m scrappage scheme for vehicles that were not ULEZ compliant. TfL's focus was to ensure a successful implementation of the scheme.
- 16 Alex Williams confirmed that, following helpful input from Inclusion London in shaping the proposals for the ULEZ expansion, there were some important changes for supporting disabled people in relation to concessions, grace period extension and definition of the scrappage scheme. The main change was the extension to the standard rate of disability allowance, which was more generous than the Blue Badge scheme. A note on the specific changes would be circulated to Board Members. **[Action: Alex Williams]**
- 17 TfL continued to support the Royal British Legion's annual Poppy Appeal, which raised money to provide life-long support to the armed forces community. Memorable, large-scale vinyl stickers with poppy designs featured on all London Underground, Overground, Docklands Light Railway and tram vehicles, plus Elizabeth line trains for the first time. Flags with poppy designs were also flying at TfL's piers and giant poppy designs featured on selected London buses.
- 18 On 11 November 2022, the Commissioner laid a wreath at City Hall's Remembrance Day Service on behalf of TfL. The Prime Minister visited Westminster station and collected donations from members of the public to the Poppy Appeal. On 11 and 13 November 2022, all London stations honoured the

minute silence at 11.00am to honour the sacrifices of the armed forces community past and present.

- 19 On Remembrance Sunday, 13 November 2022, members of the London Transport Old Comrades Association participated in the National Service of Remembrance and the Royal British Legion's annual march past the Cenotaph. The Commissioner thanked everyone who supported this year's appeal on the network and helped raised more than £1m for the Royal British Legion.
- 20 On 16 November 2022, TfL hosted its first-ever award ceremony for the You Matter Awards at City Hall. The ceremony recognised and highlighted the contributions and achievements of colleagues over the past year. Nominations were invited to recognise those who had steered TfL closer to achieving its Vision by following one of its roadmaps: colleague, customer, finance, green or our foundation, as well as a special recognition award to those involved in the successful delivery of Operation London Bridge. More than 300 nominations were received, making this year's competition particularly strong and the award's even more special. The Commissioner congratulated Paul Van Gelder in particular, who was the winner of the People's Choice Award.
- 21 The Commissioner thanked his Executive team and all TfL colleagues for their incredible hard work this year, and in particular the support they had given him in his new role. He also thanked Sarah Gasson, his Chief of Staff and her team, for managing the smooth transition.
- 22 Despite several obvious challenges facing TfL, the Commissioner was hopeful and excited about the year ahead and looked forward to working with the Mayor, the Board, central Government and everyone throughout the organisation to make 2023 a successful year.
- 23 Alex Williams confirmed that the recent step-free access consultation had been published and he would circulate a copy to Members. The funding would be used to restart the programme and complete the schemes already started. The programme going forward would take account of the results of the consultation, which indicated that people valued step-free access where there was a significant interchange. The prioritised programme would be brought back to the Customer Service and Operational Performance Panel meeting in March 2023. **[Action: Alex Williams]**
- 24 TfL was actively engaged with the HS2 project, particularly around Euston and with Network Rail on redevelopment at Old Oak Common. Alex Williams confirmed that legislation required that the spoil from the Euston site be transported by rail to prevent the heavy use of lorries on the dense urban road network. Two options had been identified of either using a platform in Euston or a conveyor belt through Somers Town and next steps would be considered in more detail at the Euston Partnership in February 2023.
- 25 Glynn Barton confirmed that a significant amount of work on expansion on the A40 was completed earlier in the year. There had been some recent utilities work on the A406 and the team was managing the impact, plus some temporary restrictions on the A40. He would provide a separate update to Board Members.
[Action: Glynn Barton]

The Board noted the report.

96/12/22 Elizabeth Line Operations and Further Opening Stages

Andy Lord introduced the item, which provided a status update of the Elizabeth line operations and on the readiness for further opening stages of the Elizabeth line railway including the remaining work on the Crossrail project.

Since the last meeting of the Board, the two key milestones were achieved that had significant benefits for users: the opening of Bond Street station on 24 October 2022 and the introduction of through-running and a seven day a week service, with extended operating hours, on the Elizabeth line on Sunday 6 November 2022.

Despite some initial teething issues during the first week of through-running services, the performance of the railway remained strong. London Overground and the Elizabeth line were ranked second and third, respectively, in the UK on the Public Performance Measure, which was an amazing achievement given the central section of the Elizabeth line ran a metro-style service. The next software update would address the technical issues that impacted performance. Network Rail had also been very responsive to addressing issues.

The focus for the railway now was around Christmas 2022, where there would be a short closure for the software update and then around Easter 2023, in preparation for the final integration of the line to form an end-to-end service in May 2023.

Heidi Alexander, as Chair of the Elizabeth Line Committee, congratulated everyone involved in meeting the latest milestones and for information provided to the Committee on the interactions with train operating companies in the east and west to ensure that end-to-end services resulted in a net increase in capacity for the public. The Crossrail project would move to its Close Out Organisation from 16 January 2023 at which point Jim Crawford would step down as Chief Programme Officer for Crossrail and the Crossrail Close Out Organisation would be a full part of the TfL Elizabeth line team. Members thanked Jim Crawford and his team for their significant contribution to the project.

Ridership and performance meant income from the line was higher than budget. A strong grip on finances remained as the project moved to its final stages, with the cost-to-go continuing to reduce, though still above target.

The Elizabeth Line Committee was due to be updated on the learning legacy work, which would include a review of commercial models and of the benefits realised against the business case and third-party contributions.

The Board noted the paper.

97/12/22 Draft TfL Business Plan 2023

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 matter of urgency. The reason for urgency was to allow for the latest information on the Business Plan to be included in the paper and this was not available at the time papers were published on 29 November 2022. The paper was published on 30 November 2022 with the slide presentation (Appendix 1) published on 5 December 2022.

Andy Lord, Alex Williams and Rachel McLean introduced the item on the Draft TfL Business Plan 2023, which set out TfL's plans for the four years from 2022/23 to 2025/26. It was TfL's first detailed medium-term plan published since 2019 and underpinned TfL's draft Budget submission to the Greater London Authority (GLA). The Plan was built on the funding arrangements in place with the Government and the GLA and provided a clear path to financial sustainability while ensuring that TfL supported London's recovery from the coronavirus pandemic.

The Plan included an updated forecast for 2022/23 and a forward look from 2023/24 to 2025/26. Given the material difference between the funding assumptions in the original Budget for 2022/23 and the final Government funding settlement agreed on 30 August 2022, the forecast replaced the Budget and would serve as a new reporting baseline for the remainder of the 2022/23 financial year. As a result of updating that baseline, a small number of updates to the TfL Scorecard were required.

In addition to the Plan, the GLA Budget submission included a Capital Strategy, setting out an aspirational vision of TfL's future investment for 20 years, and the London Climate Budget, setting out TfL's operational carbon emissions to 2030. Both submissions were appended to the paper and the full document outlining TfL's draft submission to the GLA had been published on TfL's website.

Seb Dance and Andy Lord thanked Members and the Executive team, in particular Alex Williams, Rachel McLean and Patrick Doig who led the process, for their co-operation and pro-active support in developing the Plan. It had not been an easy process to prioritise the various needs and concerns in the post-pandemic and constrained financial context that TfL now operated. Engagement sessions had been held to gain Members' extensive knowledge and views on the key priorities and how to progress them. The Plan was an exciting opportunity to demonstrate a positive step forward for TfL now it had a longer-term funding settlement.

Significant financial challenges remained. The Plan assumed inflationary costs above the budgetary assumption would be met by Government going forward, as per the terms of the funding settlement. The intention was to secure longer-term capital funding, not just for the assets that Government recognised that TfL could not fund from its operating account. The programme included acceleration of the electrification of the entire bus fleet, potentially in partnership with other cities to ensure enough orders for bus manufacturers. TfL was in dialogue with Department for Transport (DfT) representatives and positive discussions with the Mayor and the Secretary of State for Transport had taken place.

There was a focus on critical road infrastructure, which required funding for some interventions to move forward. The programme also included completion of some significant programmes such as the Elizabeth line, and key projects including the Piccadilly line upgrade, Four Lines Modernisation, Docklands Light Railway (DLR) re-fleet and the Silvertown Tunnel, which would all deliver significant benefits for London. The Mayor's Transport Strategy (MTS), TfL's Visions and Values and associated roadmaps were used to frame the prioritisation process. The overarching MTS target was to increase the sustainable transport mode share to 80 per cent. Recovery in public transport ridership and continued investment in active travel were needed to achieve this key metric, and included delivery of the next stage of the Direct Vision Standard, and rollout of the London-wide Ultra Low Emission Zone and vehicle scrappage scheme.

There was a welcome new requirement for carbon budgeting with a focus on operational carbon, including bus fleet electrification, progression of Power Purchase Agreements and a new commitment to a zero-emission vehicle support fleet. Key deliverables for a good public transport experience included improving bus speeds and continuation of the step-free access programme. Supporting new homes and jobs continued in partnership with Homes England, developers and boroughs, including the Housing Infrastructure Funding work, the potential for the DLR extension to Thamesmead and the work of TTL Properties Limited to ramp up the delivery of more affordable homes and residential units. Work continued on the office and operational portfolio, and investment in improving the quality of staff welfare facilities.

The Plan confirmed TfL's strategy to rebuild finances, improve efficiency and secure its financial future. Areas of focus to secure progress included further growth in passenger income and continued reduction of like for like costs, which combined would achieve a small but growing operating surplus from 2023/24. Any surplus that TfL generated would be re-invested in improvements for customers. While TfL expected to cover its renewals expenditure from operating surplus, it would continue to rely on Government investment for major enhancements.

In the medium term, demand on services was forecast to reach 91 per cent of pre-pandemic levels on buses and 86 per cent on rail and Tube, excluding the Elizabeth line, by the end of the Plan. TfL was challenging itself to achieve a further upside of £140m per annum by 2025/26, both in passenger income and stepping up action to minimise fare evasion.

In its 2019 Business Plan, TfL set a savings challenge of £730m over five years and had delivered annualised recurring savings of almost £400m by the end of the last financial year. Following the funding settlement with Government, the £300m still to deliver target had been stretched to £600m by 2025/26. These savings would be delivered through a range of initiatives, including energy efficiency projects, greater certainty with the supply chain where longer contracts and higher volumes helped achieve better prices, and improved efficiency and lower requirements to hold contingency budgets.

Successive economic forecasts in the last year had worsened the outlook for inflation, resulting in a net pressure on cost forecasts for 2023/24 of £400m. Although the funding settlement contained an inflation mechanism to adjust the level of TfL's funding, it was subject to review and approval by the DfT and was capped in the current financial year. TfL was working collaboratively with the DfT to set out the necessary evidence ahead of the review in January 2023.

The Plan anticipated a £3bn turnaround in TfL's operating results and a move into operating surplus during 2023/24, albeit with only a small surplus. This would begin to build and enable TfL to start to fund capital investment and re-start net borrowing, although any borrowing would be tested against strict affordability limits and would continue TfL's policy of only entering into prudent levels of debt.

On the capital enhancement programme, investment was forecast to rise after the current year to over £1bn per annum, to deliver improvements to road and rail. TfL had made a planning assumption that Government would agree support for a portion of those major programmes, above the amounts that TfL could finance from borrowing and forecast operating surplus, consistent with the intention in the funding settlement. This funding was not yet agreed and was subject to further discussions with Government on long-term capital funding.

On the long-term Capital Strategy for the next 20 years, the early years were the same as the Business Plan, but costs in the later years would rise to meet an aspirational level of investment consistent with the MTS, as well as due to the impact of inflation.

To support financial resilience, TfL had to maintain average cash reserves of £1.2bn, which equated to around 60 days of operating expenses to make payments and protect against shocks. The Plan supported cash reserves growing at the same rate as operating costs over time. Aside from cash reserves and a prudent approach to net borrowing, TfL's risk profile was in part mitigated by the GLA financing facility, which continued to be necessary to protect the balanced Budget position. TfL would aspire wherever possible to do more than was set out in the Plan to improve its financial position, particularly for growing revenue.

Members suggested that the Plan needed key messages on how TfL worked with suppliers to deliver the London Climate Budget. More emphasis was needed on TfL's strength of conviction to push suppliers harder to deliver the net zero agenda and to tie in the sustainable development framework. Lilli Matson confirmed that some baseline work showed that supply chain emissions were twice the levels of TfL's own operational carbon emissions. Informal liaison was carried out, including with suppliers in capital delivery who brought examples of good practice. Any contract above £5m had to demonstrate carbon reduction plans but more needed to be done, so initial discussions were underway on how to move towards more science-based targets initiatives to drive further change. It would be driven more effectively through the London Climate Budget process. The 2022/23 process looked only at operational emissions, which had been a good learning and upskilling exercise, and would be reporting on scope three emissions by year three. Lilli Matson would ensure that the key messages were reflected in the Business Plan. **[Action: Lilli Matson]**

The extensive and meaningful involvement of Members and external stakeholders at a formative stage had resulted in a better Business Plan. Members suggested that the positive engagement process be captured as a lesson learnt and replicated for the development of future plans. Members also asked that more emphasis be placed on the narrative around product quality and performance in the Plan, such as with the success of the Elizabeth line, to provide customer confidence in the ambition of TfL's forward plan. **[Action: Alex Williams/Andy Lord]**

Andy Lord confirmed that TfL's focus was on how it would function independently from an operational and capital perspective from April 2024. The Board would be kept updated.

Alex Williams confirmed that the qualified inclusion metrics used to assess the Plan were shared with Members at the last Business Plan briefing. They were extracted from the Action on Inclusion document and he would re-send the summary to Board Member Marie Pye. **[Action: Alex Williams]**

Andy Lord confirmed that TfL needed to pivot to growing customer numbers on the network post-pandemic and Alex Williams was leading work on the customer strategy. This would be included on the agenda of the informal Board and Executive team briefing session being organised for early 2023. **[Action: Alex Williams/Secretariat]**

The Board noted the paper and:

- 1 approved the TfL 2023 Business Plan;
- 2 authorised the Chief Finance Officer to make any minor presentational amendments to the TfL 2023 Business Plan, before it is published as the final version on the TfL website;
- 3 approved the 2022/23 forecast included in the TfL Business Plan as the Revised Budget for 2022/23 and being the reporting baseline for the remainder of this year;
- 4 approved the changes to the TfL Scorecard as a result of changing the reporting baseline from the original Budget to this submission; and
- 5 noted the Capital Strategy and London Climate Budget submissions that form part of the GLA Budget submission.

98/12/22 Finance Report

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 7 of 2022/23 (year-to-date ending 15 October 2022).

TfL remained on track to achieve financial sustainability and performance was tracking close to Budget but slightly out-performing on operating costs. The out-performance was necessary given the additional savings requirements, as part of the funding settlement which was agreed after the Budget. TfL's performance in the year-to-date provided confidence that it would deliver the savings required in the course of this financial year.

The forward look provided details of the financial risks and uncertainties that TfL faced, as reflected in the previous Business Plan discussion. This was compounded by the lack of certainty on the future inflation mechanism that was to be reviewed and approved by the Department for Transport.

On behalf of the Board, the Chair expressed his thanks to Patrick Doig for his outstanding work in managing the financial risks and challenges TfL faced over the past 12 months, and for his work dealing with the Government on the funding settlements.

Andy Lord confirmed that a further breakdown on the increase in non-permanent labour (NPL), where it was concentrated within the organisation, the costs and actions being taken to reduce NPL in line with Budget was recently raised as an action at the Remuneration Committee and would be shared with the Board.

[Action: Fiona Brunskill]

The Board noted the report.

99/12/22 Our TfL Programme

Andy Byford and Fiona Brunskill introduced the item. The Our TfL Programme was established to review and improve all elements of TfL's new operating model to support the delivery of its Vision and Values and to reduce costs to contribute towards financial sustainability. Delivery of TfL's Business Plan required TfL to be a great place to work, with consistent high-value processes and collaborative working to deliver on savings and

non-financial benefits. This required TfL to invest in its people and review all end-to-end processes.

The changes to the Chief Officer and director structures improved accountability. Staff and trade unions would continue to be engaged in the programme as it moved from the feasibility phase, which had looked at opportunities, into the Design and Delivery phase.

A more detailed briefing would be provided to Members in early 2023 and regular updates on progress would be provided to the Board and Committees and Panels.

The Board noted the report.

100/12/22 Annual Travel in London Report

Alex Williams introduced the item, which presented the Overview of Travel in London 15 ahead of the full report being published on TfL's website.

Travel in London reports provided an interpreted summary and evidence base of key trends and developments affecting travel in London, in the context of the aims of the Mayor's Transport Strategy. It also provided an evidence and analysis base for the general use of stakeholders and policymakers.

Transport demand and sustainable transport had been significantly impacted by the coronavirus pandemic, although both were recovering. While the expected growth of London's population was not as high as expected, it continued to grow and so discussions were ongoing with Government on future infrastructure projects including Crossrail 2 and the Bakerloo line extension, drawing on the lessons learnt from the Crossrail project and the use and wider-benefits, such as new homes, already evident from the launch of the Elizabeth line, Barking Riverside extension and Northern line extension.

The summary also provided an update on the impact on travel 10 years on from the 2012 Games, including the changes to travel patterns and unlocking of land for homes.

The Board noted the Travel in London 15 Overview Report.

101/12/22 Report of the meeting of the Land and Property Committee held on 18 October 2022

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. This was the second meeting of the Committee, with Members also engaging in briefings and site visits.

The Committee engaged on the development of the investment, business and corporate plans for 2023/24. These would not only provide housing and revenue streams but supported lots of small businesses and TfL's operations.

The Board noted the report.

102/12/22 Report of the meeting of the Programmes and Investment Committee held on 19 October 2022

The Chair of the Committee, Ben Story, introduced the item. The Committee welcomed that there had been no safety incidents reported for any of the capital projects and the progress on addressing recommendations from 12 project assurance reviews, with no critical recommendations overdue. The Independent Investment Programme Advisory Group had highlighted a systemic risk on engineering resources that TfL was seeking to address.

The Committee reviewed progress on upgrades to the Piccadilly line and Elephant & Castle station capacity. It also approved authority for the Docklands Light Railway rolling stock replacement. Following a site visit, the Committee was also briefed on the Old Street Roundabout works and was encouraged by the progress now being made.

The Board noted the report.

103/12/22 Report of the meeting of the Remuneration Committee held on 9 November 2022

The Chair of the Committee, Kay Carberry CBE, introduced the item. The Committee had discussed resourcing at TfL, including strategic workforce planning and talent management, which was reflected in the discussion on the Our TfL Programme discussion earlier at this meeting (Minute 99/12/22). The Committee also discussed the developing reward strategy to ensure that TfL was competitive.

The Board noted the report.

104/12/22 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 16 November 2022

The Chair of the Panel, Dr Lynn Sloman MBE, introduced the item.

The Panel discussed the Sustainability Report and Corporate Environmental Plan and how the environmental agenda was being mainstreamed into operational and capital delivery. The Panel also discussed leadership development and how TfL's leaders could be more representative of London.

The Board noted the report.

105/12/22 Report of the meeting of the Finance Committee held on 23 November 2022

The Chair of the Committee, Anne McMeel, introduced the item. Some issues had been addressed earlier in this meeting. The Committee had discussed TfL's savings programme and the enterprise risk on customer demand and had requested a further briefing on both ahead of its next meeting in March 2023.

The Committee also welcomed the use of a paving paper on the Surface Technology Contracts retender, provided to inform an anticipated use of Chair's Action for approval before the next meeting.

Members were also updated on the pausing of the Power Purchase Agreements process, due to review of the impact of proposed legislation from Government. Members would also be invited to view the traffic control centre, to better understand how traffic signalling on roads was managed.

The Board noted the report.

106/12/22 Report of the meeting of the Elizabeth Line Committee held on 24 November 2022

The Chair of the Committee, Heidi Alexander, introduced the item. The key issues considered by the Committee had been covered earlier in this meeting.

The Board noted the report.

107/12/22 Report of the meeting of the Audit and Assurance Committee held on 30 November 2022

The Chair of the Committee, Mark Phillips, introduced the item. The Committee had met after the papers for the meeting of the Board had been published.

The Chair highlighted the Committee's review of the external auditor's Audit Plan and the reprioritising of internal audit work to address staff issues. The Committee had a renewed focus on the closing out of outstanding actions from internal audit reports.

The Committee also noted the recent recruitment to the Independent Investment Programme Advisory Group and its TTL Properties Limited sub-group.

The Board noted the report.

108/12/22 Report of the meeting of the Customer Service and Operational Performance Panel held on 6 December 2022

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel had met on the day before the meeting of the Board.

The Chair highlighted the Panel's consideration of a deep dive on TfL's customer care metrics, where it encouraged greater ambition in maintaining and improving the scores.

The Panel also commended TfL's achievements in the management and delivery of its role in Operation London Bridge, the state arrangements following the death of Her Majesty Queen Elizabeth II.

The Panel also considered an update on Assisted Transport Services and commended its work in stepping in to support vulnerable people when Hackney Community Transport services collapsed, with all of its drivers subsequently transferred to Dial-a-Ride.

The Board noted the report.

109/12/22 Any Other Business the Chair Considers Urgent

There was no other urgent business.

110/12/22 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 1 February 2023 at 10.00am.

The meeting closed at 1.00pm.

Chair: _____

Date: _____