

## **Transport for London**

### **Minutes of the Meeting**

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE  
10.00am, Wednesday 7 June 2023**

#### **Members**

Sadiq Khan (Chair) (from Minute 37/06/23 (part))  
Seb Dance (Deputy Chair) (in the Chair up to Minute 38/06/23)  
Heidi Alexander  
Kay Carberry CBE  
Professor Greg Clark CBE (from Minute 36/06/23 (part))  
Anurag Gupta  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips  
Marie Pye  
Dr Nina Skorupska CBE (from Minute 36/06/23)  
Ben Story (via Teams and up to Minute 37/06/23 inclusive)  
Peter Strachan  
Councillor Kieron Williams

#### **Government Special Representative**

John Hall

#### **Executive Committee**

Andy Lord	Commissioner
Glynn Barton	Interim Chief Operating Officer
Matt Brown	Director of Communications & Corporate Affairs
Fiona Brunskill	Interim Chief People Officer
Howard Carter	General Counsel
Patrick Doig	Acting Chief Finance Officer
Stuart Harvey	Chief Capital Officer
Lilli Matson	Chief Safety, Health and Environment Officer (via Teams for Minute 36/06/23)
Alex Williams	Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review

#### **Staff**

Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Stuart Reid	Director of Operational Readiness (for Lilli Matson, Chief Safety, Health and Environment Officer)

## **32/06/23 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Bronwen Handyside and Dr Lynn Sloman MBE. Ben Story attended the meeting via Teams and left the meeting at 11.40am. He was able to participate in the discussion but did not count towards the quorum. Apologies for lateness were received from Sadiq Khan, the Chair of TfL, due to another engagement and from Professor Greg Clark CBE and Dr Nina Skorupska CBE due to travel disruption. The meeting was quorate.

In the absence of the Chair, the Deputy Chair, Seb Dance, was in the chair.

Lilli Matson was unable to attend for all the meeting and was represented by Stuart Reid.

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

The Deputy Chair announced the appointment of Andy Lord as the permanent Commissioner of Transport, under the authority delegated to the Chair by the Board on 1 February 2023. The appointment followed a rigorous and international recruitment campaign and the Chair and Appointment Panel. The Deputy Chair thanked all Members for their engagement in the process and particularly the Appointment Panel, which he had led, and the interim Chief People Officer for supporting the recruitment process.

The Deputy Chair congratulated Elizabeth McKay on her recent appointment as Director and CEO of the London Transport Museum.

As reported elsewhere on the agenda, the Board noted that the Elizabeth line had celebrated its first anniversary and, on 21 May 2023, became a fully integrated railway that marked the final milestone of the Crossrail project. The line had transformed travel across London, boosting economic growth by attracting people back to the capital. The Deputy Chair and Board paid tribute to everyone involved in the Crossrail project and those that were delivering an outstanding service.

Members welcomed the unveiling of a memorial in Braham Street Park in Aldgate on 26 April 2023. The memorial commemorated the more than 100 transport workers who lost their lives to Covid-19, while operating London's Tube, rail, buses, taxi and private hire services to keep London moving throughout the pandemic. The memorial would stand for all time as an expression of the debt owed for their exceptional service.

The Deputy 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 the appropriate member of the Executive Committee after the meeting.

### **33/06/23 Declarations of Interests**

All Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date. There had been one change since the last meeting of the Board as Peter Strachan had been appointed as the Chair of the National Transport Authority, Ireland.

There were no interests to declare that related specifically to items on the agenda.

### **34/06/23 Minutes of the Meeting of the Board held on 29 March 2023**

**The Board approved the minutes of the meeting held on 29 March 2023 and the Chair was authorised to sign them.**

### **35/06/23 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the item. Since the meeting on 29 March 2023, there had been one use of Chair's Action. After the publication of papers for this meeting, the Chair had exercised the authority delegated by the Board, on 1 February 2023, to appoint Andy Lord as the Commissioner of Transport.

There had been no other use of specific authority delegated by the Board to Committees nor any Mayoral Directions to TfL since the last meeting.

The Board noted that Heidi Alexander stood down from the Land and Property Committee, due to other commitments, on 31 March 2023. Following discussions with the Chair of the Land and Property Committee and the Deputy Chair of the Board the Board was asked to appoint Anurag Gupta to that Committee.

Updates had also been provided against each action.

**The Board noted the paper and:**

- 1 noted the appointment of Andy Lord as the permanent Commissioner of Transport on 7 June 2023, under the authority delegated by the Board on 1 February 2023;**
- 2 noted that Heidi Alexander stood down as a member of the Land and Property Committee on 31 March 2023;**
- 3 appointed Anurag Gupta as a member of the Land and Property Committee from 8 June 2023; and**
- 4 note the actions list, set out in Appendix 1 of the paper.**

## **36/06/23 Commissioner's Report**

The Commissioner thanked the Mayor, Deputy Mayor, and the Board for their confidence in him, following his appointment as the fifth permanent Commissioner of Transport. He was honoured and proud and was confident that TfL would continue to deliver for London to keep the city moving and be its green heartbeat. He was committed to TfL maintaining financial stability and better representing the city it served. While there were many challenges ahead, the relationship with the Government was in a much stronger place and he was hopeful TfL would secure a long-term capital funding agreement.

The Commissioner paid tribute to the thousands of dedicated TfL colleagues and many more that supported TfL's delivery. He thanked everyone who had supported him while interim Commissioner.

Members congratulated the Commissioner on his appointment and his effectiveness as interim Commissioner.

The Commissioner 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 trial of the driver of the tram that derailed near Sandilands in November 2016 was underway at the Old Bailey. The derailment killed seven people and 62 others were injured. TfL, at the first opportunity, and its operator, Tram Operations Limited, had pleaded guilty to health and safety offences relating to significant failings ahead of the catastrophic derailment and would be sentenced at a hearing once the trial of the driver concluded. The thoughts of everyone at TfL remained with everyone affected and many safety improvements had been introduced across the network. TfL continued to work tirelessly with its partners to ensure this could never happen again.
- 2 The inquest into Christian Tuvi's tragic death, in 2019, had commenced. The thoughts of everyone at TfL remained with his family and friends and TfL would continue to support them in whatever way it could and provide assistance to the coroner during the inquest.
- 3 On 26 April 2023, the Commissioner was joined by the Mayor in opening a permanent memorial at Braham Street Park in Aldgate to remember all transport workers in London who tragically lost their lives to Covid-19. The incredibly moving and emotional event was attended by representatives of TfL and bus operators, who were joined by many of the families and loved ones of those who lost their lives. TfL owed them gratitude for the critical role they played in the city's fight against the coronavirus pandemic and this fitting memorial would ensure that they were never forgotten.

- 4 It had been a very busy period in the capital for the Coronation of King Charles III and Queen Camilla. The Commissioner thanked all TfL colleagues who supported the smooth running of the public transport network on the day and across the weekend, in particular Glynn Barton and the Operations team. He was privileged and honoured to attend the Coronation on behalf of TfL and all of London's public transport workers.
- 5 Ahead of the Coronation, TfL welcomed the Prince and Princess of Wales for their first journey on the Elizabeth line. Travelling from Acton to Tottenham Court Road, they met several operational colleagues to learn about the railway and shared their best wishes and thanks with frontline staff.
- 6 After the Coronation, TfL also welcomed Richard Holden MP, Parliamentary Secretary of State at the Department for Transport (DfT), to the London Underground Control Centre and Palestra Event Liaison Facility to demonstrate TfL's crucial role in co-ordinating the multi-agency response to large scale events. He spent considerable time understanding the operation and thanked staff for their part in the success of the event.
- 7 Members congratulated TfL on rising to the challenge of supporting three major events in recent months, the Platinum Jubilee of Queen Elizabeth II, the Queen's funeral and then the Coronation of King Charles III, in addition to the expected major events of the London Marathon and Ride London.
- 8 The Elizabeth line celebrated its first year of operation on 24 May 2023 and the Commissioner thanked every member of the team for the role they had played in its delivery past and present. The Elizabeth line was extremely popular, with over four million customers using it in the first week of the new timetable, introduced on 21 May 2023, and well over 150 million journeys made on the line since it opened.
- 9 The Commissioner had been meeting with colleagues, suppliers and industry partners. On 18 April 2023, he attended the inaugural Interchange Conference in Birmingham to deliver a keynote address to discuss TfL's ongoing need for capital funding.
- 10 On 6 June 2023, he returned from the International Association of Public Transport conference in Barcelona, where he spoke about the importance of working towards net zero carbon cities. There was a lot of experience and insight sharing between colleagues from across the world that would help everyone learn from each other. Delegates admired TfL's ambition for a zero-emission bus fleet, and the progress made, given the size of the fleet. There was learning for TfL too from the work of some cities on electric and hydrogen powered buses.
- 11 Safety remained TfL's top priority and it continued to work closely with the police, learn from safety incidents and focus efforts on achieving Vision Zero – the goal set out in the Mayor's Transport Strategy (MTS) of eliminating all death and serious injury from London's streets by 2041. Recently published casualty statistics showed that, while progress was being made, the capital had also

seen a return to near pre-pandemic levels of the number of people killed or seriously injured on London's roads.

- 12 The devastating consequences for the families, friends and communities impacted by these deaths and life-changing injuries was immense and collective action was needed to achieve Vision Zero. TfL continued to act with the roll-out of 20mph speed limits across the capital and the next phase of the Direct Vision Standards.
- 13 TfL would continue to work with London Councils, London boroughs and policing partners on enforcement issues and campaigns to support behavioural change by road users. Long-term capital funding was essential to get back to the Vision Zero trajectory set out in the MTS, and to address the backlog of road repairs, which particularly impacted vulnerable road users. Further opportunities for closer and more coordinated work with London Councils and boroughs would be explored to make better use of available road maintenance funds. Actions to address road safety with all partners was also being informed by the Road Danger Inequalities report. An annual update on road safety was provided to the Safety, Sustainability and Human Resources Panel.  
**[Action: Alex Williams / Lilli Matson]**
- 14 Investigations were underway into the incident at Clapham Common station on the Northern line, on 5 May 2023, where brake dust entering the train was mistaken for smoke and resulted in an unplanned train evacuation by passengers. The Commissioner reassured customers that fire safety standards were given the highest priority on the network, the station was fully staffed and staff were on the platform within 90 seconds, though the distress of passengers and their reaction was recognised. The Rail Accident Investigation Branch had launched its own investigation with which TfL would fully co-operate. Initial findings were expected later this summer and TfL would act upon all recommendations. The Safety, Sustainability and Human Resources Panel would be informed of the outcome of the investigations through the quarterly Safety, Health and Environment Reports.
- 15 There had been several very serious staff assaults in recent weeks, one of which resulted in a colleague from Harrow-on-the-Hill station spending over a week in hospital with a serious head injury. Thanks to the work of the British Transport Police, the Metropolitan Police Service and an appeal in the media, an individual handed themselves in and was subsequently charged. The Commissioner wished any colleagues affected by these attacks well in their recovery and was clear that TfL would do all it could to put an end to the violence and harassment of staff on its network.
- 16 Between 1 April 2022 and 1 April 2023, operational teams across the network had issued over 44,000 penalty fares and submitted over 16,000 reports to the Investigation, Appeals and Prosecutions team to be reviewed. Fare evasion and ticket disputes continued to be one of the main contributing factors to workplace violence and aggression. To respond to this, TfL was increasing its joint exercises with the police, Transport Support and Enforcement Officers and Revenue teams.

- 17 Members discussed the unacceptable incidents of workplace violence faced by front-line staff and thanked them for their service. Most incidents arose from revenue protection interventions and intoxicated passengers. Members supported TfL's zero-tolerance approach and the action taken to reduce the risks, which included the roll-out of body worn cameras, publicity campaigns and visible presence of Transport Support and Enforcement Officers. Members requested that the Safety, Sustainability and Human Resources Panel receive a deep dive paper on workplace violence and aggression.  
**[Action: Lilli Matson / Glynn Barton]**
- 18 Recruitment had commenced for the next cohort of apprentices for people of all ages and backgrounds to learn new skills and kickstart careers. The Graduate, Internship and Apprenticeship schemes were commissioned in response to critical and scarce skills needs, as medium- to long-term solutions to ensuring TfL had the right skills and talent across the organisation to deliver on its commitments.
- 19 TfL was developing two publications setting out bold commitments on Action on Inclusion for colleagues, due to be published in June 2023, and for customers, which would be published later in the year. Progress against the metrics in both documents would be reported to the Safety, Sustainability and Human Resources Panel in the Quarterly Human Resources Report, with regular updates to the Board.  
**[Action: Fiona Brunskill]**
- 20 Work had commenced on the proposed Superloop network, which would connect outer London boroughs with limited stopping bus services. Offering an enhanced public transport service was vital to encourage mode shift, improve air quality and tackle the climate emergency across the capital, and the proposed Superloop was a key element of this.
- 21 Testing had also commenced on the new DLR rolling stock and the second train was now in London. The Commissioner thanked the DfT and Department for Levelling Up, Housing and Communities for providing the funding for the purchase of 11 additional trains through the Housing Infrastructure Fund. This would provide additional capacity and unlock further housing benefits in the Royal Docks and Isle of Dogs.
- 22 The inclusion of information in the Commissioner's Report on TfL's property company activities and how it helped TfL to deliver its objectives was welcomed.
- 23 Members noted the progress on the Electric Vehicle Infrastructure (EVI) strategy and delivery, which looked at land across the Greater London Authority Group, including TfL and its property subsidiary company TTL Properties Limited and in the private sector, to try and fill existing gaps in EVI provision across London.

- 24 TfL had introduced 4G and 5G on the Tube at Camden Town, with Mornington Crescent to follow later in June 2023, and had successfully commissioned the next phase of the Four Lines Modernisation programme. The focus was on software development for future rollouts covering the Metropolitan line north of Finchley Road, with successful testing undertaken on the new signalling between Finchley Road and Preston Road over the Easter weekend.
- 25 Members requested a future paper on TfL's approach to utilising artificial intelligence for service delivery. **[Action: Alex Williams / Shashi Verma]**
- 26 TfL was successfully delivering on its 2023 Business Plan, which set out the strategy for rebuilding finances, improving efficiency and helping to secure its future. Passenger journeys increased by 31 per cent in the past year and ridership reached 90 per cent of pre-pandemic levels in the week commencing 29 May 2023, for the first time. Even with the context of the half-term school holidays and industrial action on the national rail network, it was a very positive sign and helped boost passenger income by £1bn. This meant TfL was on track to deliver an operating surplus in 2023/24, as all Government base funding was allocated to capital investment.
- 27 On 1 June 2023, it was announced that the eligibility for the Ultra Low Emission Zone (ULEZ) Scrappage Scheme was being expanded to tens of thousands more Londoners, including all those receiving child benefit and all small businesses in the capital, with further support for charities. Members welcomed the expansion, as the scheme played a significant role in helping people and businesses prepare for the ULEZ expansion. TfL was undertaking a major awareness raising campaign ahead of the expansion, including details of the expanded scrappage scheme, to set out the rationale for the scheme as well as ensuring drivers could check if their vehicles were compliant. TfL continued to push for Government support, which was provided to other cities. Evidence from the earlier scrappage schemes showed that around one-third of recipients did not purchase a new vehicle. Members would be updated on the uptake of the improved public transport credits scheme in due course.  
**[Action: Alex Williams]**
- 28 TfL remained focused on the successful delivery of the expanded ULEZ in August 2023 and the Commissioner particularly thanked Alex Williams' team, under Christina Calderato, and Stuart Harvey's team, under Nick Fairholme, for their hard work to ensure TfL was ready.
- 29 TfL continued to add zero-emission buses to the London fleet as quickly and affordably as possible and was approaching 1,000 zero-emission buses. New buses were recently introduced in Sutton, helping an area that had not had such investment for some time. Helping Londoners to breathe cleaner air and tackle the climate change emergency was a key priority and rolling out zero-emission buses was a significant enabler of that.
- 30 Members noted that the bus safety standards were progressively strengthened, with the 2019 standard surpassed by the 2021 standard, which would in turn inform the 2024 standards, and were built into the contractual arrangements for



procuring buses. 1,000 zero-emission buses, which represented 11 per cent of the fleet, met the standard and the Intelligent Speed Adaptation had been rolled out on one third of the fleet. The percentage breakdown of how many buses met the 2019 and the 2021 standards would be provided to Members.

**[Action: Lilli Matson]**

- 31 TfL was working with multiple bus manufacturers to develop a vibrant and competitive zero-emission market. To this end, the Commissioner and team visited Ballymena and Falkirk in the past month to discuss accelerating the rollout with manufacturers Wrightbus and Alexander Dennis respectively. He had also had some positive engagement with other metro cities embarking on the same journey, to see if greater co-ordination and collaboration could ensure this was successfully achieved.
- 32 The Commissioner thanked all TfL colleagues for all their work over the past couple of months which had been very busy. Everyone had risen to the challenge of keeping the capital moving and delivering a safe, reliable and affordable service to Londoners, while encouraging as much walking, cycling and use of public transport as possible. He was proud of everything that had been achieved.
- 33 TfL remained in ongoing discussions with the Government, HS2 Limited and the London Borough of Camden to ensure that spoil from HS2 works was removed by rail rather than road.
- 34 Members noted the new licensing requirement for London private hire drivers introduced from 1 April 2023. Howard Carter would send a note to Members on the capacity of TfL's driver assessment centres to deal with the volume of applicants.  
**[Action: Howard Carter]**
- 35 TfL was meeting with London Councils to discuss the future contracting of e-bikes and consistent ways of managing the service across the city, which would be reported back to the Customer Service and Operational Performance Panel in due course.  
**[Action: Alex Williams]**

**The Board noted the report.**

### **37/06/23 Elizabeth Line Operations and Crossrail Project Close Out**

Andy Lord introduced the item, which provided a status update on Elizabeth line operations, including the final transition to an integrated railway on 21 May 2023 and the introduction of a 24 trains per hour service in the central section. The new timetable marked the end of the Crossrail project. The Commissioner and Board thanked everyone involved in the project and everyone who had driven the completion of the final stage, including the Elizabeth Line Committee.

The new timetable was working well, and it remained in the top five for performance despite the volume of passengers (accounting for one in six rail journeys in the UK) and the frequency of services. The Commissioner apologised to customers impacted by ongoing performance issues due to software bugs, and national rail issues relating to infrastructure and trespassers on the east and west of the line, there had been good collaboration with Hitachi and Alstom and with Network Rail.

Given the impact of national rail infrastructure failures, Members would be updated on the outcome of Network Rail's Control Period funding settlement, which sought to ensure it had sufficient funds to operate and maintain assets that supported the Elizabeth line's high frequency services. **[Action: Glynn Barton]**

The project closed on 26 May 2023, with the team closing out or transitioning activities to TfL and declaring final completion for endorsement by the Sponsors. Once final completion was endorsed by July 2023, most bespoke Crossrail project governance would cease, with Elizabeth line reporting integrating into TfL operational governance.

The Elizabeth Line Delivery Group would continue to meet periodically during the summer, to ensure a relentless focus on performance was maintained, and that the closure of Crossrail accounts was carefully managed. Members were reassured that the project close out process was comprehensive. Members asked that the Customer Service and Operational Performance Panel also maintain a laser like focus on performance, while things settled down, including some deep dives, to which a Network Rail representative would also be invited to attend.

**[Action: Glynn Barton]**

**The Board noted the paper.**

### **38/06/23 Finance Report – Quarter 4, 2022/23**

Patrick Doig introduced the item, which set out TfL's financial results to the end of Quarter 4 of 2022/23 (year-to-date ending 31 March 2023). TfL's performance showed that it was successfully delivering its strategy to rebuild its finances, as set out in the Business Plan.

At the end of 2022/23, total revenue was £8.7bn, compared to £8bn at the end of 2021/22, and one per cent better than Revised Budget. The increase was driven largely by passenger demand, with passenger journeys at 85 per cent compared to pre-coronavirus pandemic levels, up from 68 per cent at the end of 2021/22. Passenger income fell two per cent (£65m) short of the Revised Budget largely due to the impact of industrial action on TfL's network and other operators during the year. This was partly offset through higher revenue top-up from Government and by strong growth on the Elizabeth line.

Operating costs were £54m lower than Revised Budget. Considering timing and accounting changes, underlying costs were £99m better than Budget. This was achieved through proactive cost reductions of £75m from lower staff, property and insurance costs, and tailwinds of £41m driven from lower bus performance

payments. There were also some cost pressures from escalating bad debt in Road User Charging schemes. On a like-for-like basis, operating costs increased by 6.6 per cent in the year, compared to average inflation of 12.9 per cent. In total, this was a real term decrease of £800m compared to 2018/19.

The Business Plan target was to make total savings of £174m in 2022/23 with £65m of these as recurring savings. TfL exceeded this plan and made £222m total savings with £92m of these recurring. The combination of growing revenue and reducing like-for-like costs in real terms meant the underlying operating deficit reduced by over £900m last year to just under £300m. TfL remained on course to deliver its targeted operating surplus in 2023/24, so that all guaranteed Government funding went towards new capital investment.

Capital enhancements were within three per cent of Revised Budget. TfL completed the unbudgeted purchase of the London Overground train fleet, to mitigate against various financial risks associated with leasing the trains. This delivered a reduction in the whole life cost of the trains, which would reduce operating costs in future by around £20m per annum.

Capital renewals were two per cent lower than Revised Budget. The ambition was to deliver the higher level of renewals of £635m set by the funding agreement, compared to the original Budget of £600m. TfL achieved £624m in the year, which was up over £80m on 2021/22, and an impressive achievement given the funding agreement increased the budget part-way through the year. TfL had submitted a request to Government that the unspent balance of £11m be carried forward into next year.

Cash balances, excluding Crossrail construction, were on target at just over £1.2bn. TfL had taken on new borrowing to finance the London Overground train fleet purchase, reduced short-term borrowing and completed the bond refinancing which reduced the total value of outstanding debt without increasing financing costs.

Standard & Poor's had recently affirmed TfL's credit rating at A+/A-1 and revised the outlook to positive from stable. This reflected their positive view that recovering ridership and cost controls should result in higher financial flexibility for TfL.

TfL faced some significant risks going forward. The economic position remained uncertain but early indicators were reasonably positive, as the economy was no longer expected to shrink in 2023/24 and would avoid a technical recession.

The Revised Budget assumed that ridership would reach 91 per cent of pre-pandemic levels by the end of 2023/24. Each one per cent increase in demand generated around £50m in fare income annually, so every journey mattered. The risk on passenger income was protected this year, but TfL aimed to drive up demand to reduce this reliance and be in the best possible financial position when the revenue true-up mechanism ended.

TfL was grateful to retain access to the £500m Greater London Authority financing facility until March 2024, in case risks on delivery crystallised. There were some risks around other operating income and uncertainty around compliance levels for the

London-wide Ultra Low Emission Zone. TfL was doing all it could to drive up compliance levels and support Londoners and had some contingency in place for the impact of lesser income.

The key outstanding funding issue in 2023/24 related to inflation, as the funding agreement included a mechanism to amend the grant to reflect actual rates of inflation. TfL submitted evidence to the Department for Transport (DfT) that inflation was creating a £279m cost pressure this year relative to the March 2022 Budget. TfL had built up capacity to deliver the investment required by the funding agreement and it would be inefficient to have to reduce this part way through the year.

TfL also needed certainty for its capital programme in 2024/25 and beyond. The Business Plan showed TfL would be able to generate three quarters of the capital funding requirement itself but Government recognised the need for support for major projects and major asset replacements, such as rolling stock and signalling. The Business Plan assumed a level of contribution from Government towards those schemes.

Almost all of the expenditure on rolling stock for the next two years was already contractually committed. Without Government funding, TfL would have to fundamentally change its Business Plan and the lack of funding certainty could impact its ability to deliver on Vision Zero and net zero carbon, and to create new homes and jobs across London and nationally.

The Government recognised the benefits that long-term funding certainty brought for transport investment. It had approved long-term settlements for Network Rail, National Highways, and with London style deals for Manchester, Liverpool, South Yorkshire, Tees Valley, West of England, West Midlands and West Yorkshire. TfL continued to make the case for a similar long-term settlement for London.

Members noted that a meeting of the Financial Sustainability Group was scheduled for 12 July 2023. This was an opportunity for the Deputy Mayor and Chief Officers from TfL and the DfT to collaboratively discuss TfL's progress towards meeting the funding conditions and financial sustainability, and to progress discussion of any future issues.

**The Board noted the Finance Report.**

### **39/06/23 Annual Update on 2022/23 Delivery of the Mayor's Transport Strategy**

Alex Williams introduced the draft of the sixth annual progress report on delivery of the Mayor's Transport Strategy (MTS) and the relevant elements of the London Environment Strategy in 2022/23.

Members welcomed the significant progress that had been made on delivery, despite it being a challenging year. The evidence of TfL using its influence to support housing needs, where the use of its land and better transport provision both unlocked housing provision was also commended. Currently, there was no clear

evidence of the cost-of-living crisis impacting negatively on achieving the MTS targets, which normally showed in bus and discretionary travel, though this was being monitored.

The progress toward the active travel target had plateaued and required sustained investment. Members had been invited to visit the Traffic Control Centre to see the work on traffic signal timings that was intended to encourage walking by minimising pedestrian wait times, including the innovative resting on green trail, which would be expanded. As part of the development of the next Business Plan, Members would be updated on the interventions that could be made to speed up delivery of MTS outcomes, including any impact from the delays to Crossrail 2, the Bakerloo line extension and other major projects.

Members welcomed the progress made in delivering key safety measures, including the roll out of 20mph speed limits but noted the map showing three London boroughs where their use was particularly low. It was suggested that overlaying the 20mph speed limit map with one showing road traffic incidents might be persuasive in making the case for lower speeds.

**[Lilli Matson / Alex Williams]**

The campaign to raise awareness and reduce the incidents of sexual harassment on TfL's networks was welcomed. Feedback on the campaign would be provided to the Customer Service and Operational Performance Panel.

**[Action: Lilli Matson / Glynn Barton]**

Progress on the prioritisation of step-free access projects was due to be published in June or July 2023.

Members welcomed the substantial reduction in heavy good vehicle freight, which had been largely replaced by utilising micro-consolidation centres and transporting goods by cars and vans.

Information would be provided to Members on the action to be taken on cooling the Tube ahead of the summer.

**[Action: Lilli Matson / Glynn Barton]**

Members requested that future reports include a dashboard, to easily identify where targets were on the right trajectory and where more work or different interventions were required.

**[Action: Alex Williams]**

The engagement and collaboration with London Councils and the individual London boroughs was discussed. TfL published a London borough data pack and produced borough delivery reports that encouraged learning from successful action and identified areas for improvement. The delivery reports would be circulated to Members when published.

**[Action: Alex Williams]**

The Board also discussed how influencers, such as the media, think-tanks, and campaigning bodies, often portrayed a pessimistic view of London's recovery from the coronavirus pandemic and the impact of public transport. It was suggested that TfL would seek to engage more to promote the data it held that showed the real state of recovery and the benefits of investing in public transport and promoting active travel.

**The Board noted the draft copy of Delivering the Mayor’s Transport Strategy (MTS) 2022/23, prior to publication and noted:**

- 1 progress against the desired outcomes of the MTS;**
- 2 that a strengthened approach to the MTS was required to enable us to address the triple challenges of toxic air pollution, the climate emergency and traffic congestion; and**
- 3 that securing stable long-term funding was key to unlocking the full benefits of the MTS.**

#### **40/06/23 Report of the meeting of the Programmes and Investment Committee held on 17 May 2023**

The Vice-Chair of the Committee, Dr Nelson Ogunshakin OBE, introduced the item.

The Committee discussed the Investment Programme and requested a deep dive into the wider implications for TfL of the delay in the construction of the HS2 infrastructure between Euston and Old Oak Common. It also discussed Project Assurance and noted that real progress had been made to address the matters raised by the Independent Investment Programme Advisory Group reviews.

The Committee approved the proposed changes to the structure of Programmes within the remit of the Committee and revised Programme and Project Authority for each Programme. This simplified and reduced the number of Programmes and better reflected TfL’s new operating model and current work.

The Committee was encouraged by the lessons learnt that had been applied from several recently completed major projects and that TfL was working to ensure they were embedded into future projects for continuous improvement.

**The Board noted the report.**

#### **41/06/23 Report of the meeting of the Elizabeth Line Committee held on 18 May 2023**

The Chair of the Committee, Heidi Alexander, introduced the item. The Committee met shortly before the launch of the final integration phase of the railway and the key issues considered by the Committee had been covered earlier in this meeting.

**The Board noted the report.**

## **42/06/23 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 24 May 2023**

The Chair of the Panel for the meeting, Kay Carberry CBE, introduced the item. Most of the issues considered by the Panel on safety and sustainability had been covered earlier in this meeting.

The Panel welcomed the new initiative to encourage and support more women into the bus and coach industry, where there were numerous barriers and a general workforce shortage. Board Members were invited to the programme launch on 28 June 2023. Louise Cheeseman, TfL's Director of Buses, was responsible for launching the initiative, which had great levels of engagement across the wider industry.

The Panel discussed the emerging Colleague Strategy, which outlined how TfL would make itself a great place to work. It had been developed with the involvement of colleagues at all levels within the organisation and would focus on leadership, skills and development. The Panel would closely monitor its outcomes.

**The Board noted the report.**

## **43/06/23 Report of the meeting of the Audit and Assurance Committee held on 5 June 2023**

The Chair of the Committee, Mark Phillips, introduced the item.

The Committee considered the draft Annual Report and the Statement of Accounts prior to submission to the Board in July 2023, which was an impressive document and particularly featured the Elizabeth line. Members had a briefing session with the external auditors EY, who confirmed it had been a smooth process this year due to the Government funding settlement, with no major issues in the Statement of Accounts.

The Committee considered the Risk and Assurance report and some big advances had been made in how risk was being taken forward by the Executive team. A separate scenario-planning session had been thought provoking and prompted useful discussions, particularly in light of recent news reports.

**The Board noted the report.**

## **44/06/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **45/06/23 Date of Next Meeting**

The next scheduled meeting of the Board would be held on Wednesday 26 July 2023 at 10.00am.

[Post meeting note – the date was subsequently changed to Tuesday 25 July 2023 at 10.00am.]

The meeting closed at 12.55pm.

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

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