

Transport for London

Minutes of the Meeting

**Conference Rooms 1 and 2, Ground Floor Palestra, 197
Blackfriars Road, London SE1 8NJ
10.00am, Tuesday 25 July 2023**

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Heidi Alexander
Kay Carberry CBE
Professor Greg Clark CBE
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE (via Teams and up to Minute 52/07/23 inclusive)
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE
Dr Lynn Sloman MBE
Peter Strachan (Via Teams)

Government Special Representative

Samantha Collis-Hill (for John Hall)

Government Observer

David Coles

Executive Committee

Andy Lord	Commissioner
Glynn Barton	Interim Chief Operating Officer
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
Alex Williams	Chief Customer and Strategy Officer
Tricia Wright	Chief Officer – Pensions Review

Staff

Andrea Clarke	Director of Legal
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat

46/07/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside, Ben Story and Councillor Kieron Williams. Dr Nelson Ogunshakin OBE was only available for part of the meeting. Dr Nelson Ogunshakin OBE and Peter Strachan attended the meeting via Teams and were able to participate in discussions but did not count towards the quorum. The meeting was quorate. The Government's Special Representative, John Hall, was also unable to attend the meeting.

The Chair welcomed everyone to the meeting, including David Coles, the Department for Transport's Chief Engineer, who had been appointed as an observer following the departure of Becky Wood, and Samantha Collis-Hill, who was deputising for John Hall.

The meeting was 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.

Members were thanked for agreeing to the change of the date of the meeting, due to several key officers not being available on 26 July 2023. The meeting was in TfL's Palestra office as the Chamber at City Hall was unavailable.

The Chair had accepted the Annual Governance Statement as a late appendix to the Annual Report and Statement of Accounts, which was published on 19 July 2023. It had been omitted from the agenda in error but was required to be considered alongside the accounts and was unchanged from the version considered by the Audit and Assurance Committee on 5 June 2023, and publicly consulted on.

The Sentencing hearing in relation to the tram overturning at Sandilands, Croydon on 9 November 2016 which killed seven and injured 62 people was underway and further detail would be provided in the Commissioner's Report. The Chair reiterated that the thoughts of the Board and the executive at TfL remained with everyone affected. Major improvements had been made to the tram service, and the whole tram industry, because of lessons learnt from that tragedy.

Ben Story had announced that he would step down from the Board at the end of September 2023, due to other work commitments. The Chair, Board Members and the Commissioner, on behalf of the executive thanked Ben Story for his service, as he had made a significant contribution to TfL during his seven years as a Member and wished him well for the future.

Howard Carter, TfL's General Counsel and Board Secretary, had announced his retirement from TfL at the end of September 2023. He joined TfL in 2006, having previously been Head of Legal and Procurement at the Greater London Authority (GLA). His responsibilities had grown considerably, and he had guided the GLA and TfL through some of its most challenging periods during his 22 years working in London Regional Government; these included the opening of the Night Tube and Elizabeth line and dealing with legal challenges and TfL's response to terror attacks. The Mayor personally thanked him for his wise counsel as an outstanding public servant. The Mayor, Members and the Commissioner, on behalf of the executive,

thanked Howard for his invaluable experience and approachable nature and wished him well for the future.

On behalf of the Board, the Chair congratulated the following officers, who were recognised in the King's Birthday Honours list: Howard Smith OBE for his service to the Elizabeth line and transport in London; Christian Van Der Nest OBE and Monica Cooney MBE for services to the State Funeral of Her Majesty Queen Elizabeth II and transport in London; and Winsome Hull BEM for service to diversity and inclusion as well as transport in London. Two former employees were also recognised: Sharon Young MBE for her service to the Elizabeth line and transport in London; and Gareth Powell OBE for his service to transport in London.

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 the appropriate member of the Executive Committee after the meeting.

47/07/23 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.

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

48/07/23 Minutes of the Meeting of the Board held on 7 June 2023

The Board approved the minutes of the meeting held on 7 June 2023 and the Chair was authorised to sign them.

49/07/23 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. Since the meeting on 7 June 2023, there had been no use of Chair's Action nor authority delegated to Committees.

Following the publication of the papers for the meeting one Mayoral Direction (MD3142) had been received in relation to the potential withdrawal of Day Travelcards on the TfL network.

The paper updated the Board on changes to the Department for Transport's representatives attending the meetings of the Board and the Finance Committee and the Programmes and Investment Committee.

Changes to the membership of three Committees were also proposed, largely due to the departure of Board Member Ben Story at the end of September 2023.

The Board was also asked to agree proposals for the interim and permanent appointment of the General Counsel, due to the retirement of Howard Carter at the end of September 2023.

The paper also provided an update on progress against actions agreed at previous meetings.

The Board noted the paper and:

- 1 noted the appointment of the Department for Transport's Chief Engineer, David Coles, as an observer to meetings of the Board and that he would also attend meetings of the Programmes and Investment Committee and that John Hall would attend the meetings of the Board and the Finance Committee;**
- 2 noted the resignation of Ben Story and that he would step down from the Board on 29 September 2023;**
- 3 approved the following appointments to Committees, as set out in Appendix 1 of the paper:**
 - (i) Dr Nelson Ogunshakin OBE as Chair, and Peter Strachan as Vice Chair of the Programmes and Investment Committee, from 30 September 2023;**
 - (ii) Mark Phillips as a member of the Programmes and Investment Committee, from 26 July 2023;**
 - (iii) Anurag Gupta as Vice Chair of the Finance Committee, from 30 September 2023;**
 - (iv) Marie Pye as a member of the Land and Property Committee, from 26 July 2023;**
- 4 delegated authority to the Commissioner, in consultation with the Deputy Chair of TfL, Seb Dance, to approve the interim arrangements for the role of General Counsel from 30 September 2023;**
- 5 delegated authority to the Deputy Chair of TfL, in consultation with an Appointment Panel selected and Chaired by the Deputy Chair, to approve the future appointment of a permanent General Counsel; and**
- 6 noted the actions list, set out in Appendix 2 of the paper.**

50/07/23 Commissioner's Report

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 Commissioner was honoured to be appointed as London's Transport Commissioner. He was personally overwhelmed with the number of positive messages from across London but in particular from colleagues within TfL and thanked everyone for their messages.
- 2 On 24 July 2023, the Commissioner attended the first day of the Sandilands sentencing hearing, alongside Lilli Matson, Glynn Barton, Mark Davis, General Manager of Trams, and other colleagues and would return on 26 and 27 July 2023. It was an emotional day with victim impact statements being made and he expressed admiration for the family members who read their statements in person and to hear the tragic impact the event had on them. TfL would never forget the day of the Sandilands tragedy and its thoughts would always remain with the seven people who lost their lives and the 62 people injured and the families and friends of everyone involved. The tragedy had a profound effect on everyone working at TfL, particularly its London Trams colleagues.
- 3 Since the tragedy, TfL had delivered robust and lasting safety improvements and continued to review its operations and work with the wider tram industry to ensure it had the safest possible network. The Commissioner thanked colleagues across Trams and Engineering for their work to enhance the trams network and learn from the event that day, especially at this challenging time. TfL had ensured appropriate support was available for colleagues on the tram network.
- 4 The Prevention of Future Deaths report had been published by the Coroner, following the tragic death of Christian Tuvi at Waterloo Underground station in September 2019. The Commissioner reassured staff and customers that TfL took the issues raised in the report extremely seriously. It had taken action to ensure that lessons learnt from the incident were shared with industry partners and would continue discussions with contractors on the issues raised during the inquest. TfL's thoughts remained with Christian's family and friends.
- 5 In response to the Sandilands sentencing hearing and the inquest into the sad death of Christian Tuvi at Waterloo Underground station, Members asked that the Safety, Sustainability and Human Resources Panel undertake a review of the safety mechanisms, practices and systems in place that ensured the highest possible safety standards for TfL and its contractors, suppliers and partners. A paper would be submitted to a meeting of the Panel showing TfL's safety management system, how and where responsibilities sat with contractors and concessionaires, the level of oversight where TfL was not directly responsible and the further work to be taken forward in this area.
[Action: Lilli Matson]
- 6 A further briefing would be provided to Board Members once the Sandilands sentencing hearing had concluded. The Safety, Sustainability and Human Resources Panel would follow-up on the outcomes of the decision.
[Action: Howard Carter / Lilli Matson]

- 7 Planned strike action by the National Union of Rail, Maritime and Transport Workers (RMT), Associated Society of Locomotive Engineers and Firemen (ASLEF) and Unite members had been called off after constructive talks and TfL's commitment that there would be no change to its pension scheme prior to 30 September 2026, at the very earliest, following an agreement with Government. The Commissioner thanked Tricia Wright for her leadership in the discussions, Samantha Collis-Hill and Department for Transport colleagues for enabling the agreement, Nick Dent, Director of Customer Operations – London Underground, and his team for their part in the discussions and those involved in planning for the industrial action had it gone ahead. It demonstrated what could be achieved and TfL would continue to work closely with the trade unions to seek a final resolution and also deliver its modernisation agenda.
- 8 On 29 June 2023, the Commissioner and Patricia Obinna, Interim Director of Diversity and Inclusion launched TfL's its workforce Action on Inclusion strategy. London was one of the most diverse cities in the world where people and communities reflected all the world's beliefs and ethnicities, and people of all backgrounds, genders and sexualities lived together.
- 9 On 1 July 2023, the Commissioner joined the Pride in London parade, along with 150 colleagues including Fiona Brunskill, Patrick Doig and Alex Williams from the Executive team and the Deputy Mayor who walked the route twice that day. The Commissioner and the Executive team would strive to ensure that colleagues, whatever their background, had equal access to a career in the industry and a workplace designed around their needs, and that their day-to-day work or future career was not hampered or hindered in any way.
- 10 The first Financial Sustainability Group meeting had been held with Richard Holden, Minister for Roads and Local Transport. It was a positive discussion on TfL's good progress against the terms of the Government's funding agreement, delivery of its savings target and the need for long-term capital funding from Government. Discussions would continue at official level, and it was hoped that some form of agreement would be reached towards the end of summer 2023.
- 11 The Commissioner had also met with Louise Haigh, Shadow Secretary of State for Transport, and the leaders of Camden, Kensington and Chelsea, and Southwark councils to discuss shared priorities.
- 12 Safety remained TfL's top priority. TfL continued to work closely with the police to learn from safety incidents to make the network safer and ensure the city remained as safe as possible. The Commissioner expressed his concern on the increase in suicides and self-harm incidents on the network. TfL had an excellent and industry-leading suicide prevention programme, with more than 40 interventions made by colleagues each period this year, the second highest rate at this point of the year since the programme began in 2017. Work continued to raise awareness of the programme to ensure children and adults at risk, including those experiencing a mental health crisis, were supported.
- 13 Lilli Matson confirmed that TfL's Employee Support Programme provided direct and ongoing support and access to counsellors trained in dealing with trauma

for staff who experienced traumatic events on the network. TfL also had a network of staff who offered support to colleagues. TfL was looking at how it could enhance this and bring in external advice to provide further support, which would be submitted to a future meeting of the Safety, Sustainability and Human Resources Panel for consideration. **[Action: Lilli Matson]**

- 14 There had been a continuous rise in staff assaults and TfL continued to tackle work-related violence and aggression with its policing partners in the Metropolitan Police Service, British Transport Police and City of London Police, and sought the highest penalties possible for those who carried out these attacks. Transport Support and Enforcement Officers were now deployed across the London Underground network, to directly address the anti-social behaviour of people who threatened staff, pushed through gates, intimidated other customers and damaged infrastructure. The roll-out of body-worn cameras to frontline colleagues was also ongoing to prevent violence and improve criminal justice outcomes.
- 15 Good progress continued on the hate crime campaign. In June 2023, TfL was recognised as one of the best transport providers across the country by London TravelWatch for its work on personal security, scoring full marks on giving guidance to passengers when witnessing incidents of sexual harassment or hate crime. The Commissioner thanked Siwan Hayward, Director of Security, Policing and Enforcement, for her leadership in this area.
- 16 TfL had launched its new Colleague Strategy, which was a value driven approach setting out its objectives between now and 2030. TfL was committed to creating a culture of inclusion, providing an attractive and fair employee offer, and supporting everyone to achieve their work ambitions, to make the organisation a great place to work.
- 17 One of the objectives was continuing to support the Steps into Work programme that offered work experience and employability skills training to people who were neurodivergent, including people with learning disabilities. On 7 July 2023, the Commissioner and Fiona Brunskill attended their graduation and thanked all the guests for their inspiring and moving speeches. Board Member Ben Story made a powerful speech about his own experiences, which was very well-received. The students were incredibly talented, and the Commissioner was proud of the work to help them overcome barriers to employment. The programme had a huge success rate with many students moving into full-time employment, a number of them in TfL.
- 18 The Commissioner congratulated colleagues recognised by different organisations and customers, in particular the six current and former colleagues who were recognised in the King's Birthday Honours list. He also congratulated Matt Brown, Director of Communications and Corporate Affairs, for winning the in-house leader of the year at the Pro-Awards, which was the first industry award to celebrate the work of Black, Asian, Mixed Race and Ethnic Minority public relations and communications professionals.

- 19 TfL continued to improve its offer to Londoners by improving network connectivity and customer experience. Work continued on the proposed Superloop network, which would connect outer London town centres with limited-stop express bus services. On 14 July 2023, new branding was launched with the first route re-numbered as the SL8. Stakeholder and public engagement would continue while detailed proposals were developed in the coming months and as more routes were added.
- 20 On 15 June 2023, TfL launched its Cycling Action Plan 2, which set out its commitment to further boost cycling numbers across the capital and improve access to cycling for more people. Ten new low traffic cycleways were launched across the capital, to enable 550,000 more Londoners closer access to high-quality cycleways and to further connect outer London town centres, such as Walthamstow, Ilford, Barking and Barnes.
- 21 TfL had launched a trial on selected DLR stations to help blind or partially sighted customers navigate stations. It also introduced a further timetable change on the DLR and started work to replace the 26-year-old escalators at Kentish Town Underground station, to further improve service frequency and reliability, and to undertake some additional station improvement works.
- 22 Members noted the usefulness of the busyness indicator, available on London Overground trains, for accessibility and people who were uncomfortable or could not use a busy carriage. It was a common feature on many modern trains with the latest technology but would be a challenge to retrofit to the London Underground. Stuart Harvey confirmed that it was not featured on the new Piccadilly line trains, but he would discuss with Siemens if it was technically feasible to trial it, and use on the Elizabeth line trains, and would report back to the Board. **[Action: Stuart Harvey]**
- 23 The 2023 Business Plan set out TfL's strategy for rebuilding its finances, improving efficiency and helping secure its future. The 2023/24 Budget built on this, demonstrating how operations would become financially sustainable this year.
- 24 There had been a continuous rise in passenger journeys, with ridership reaching 89 per cent of pre-pandemic levels and regularly above 100 per cent at weekends. More than 190 million passenger journeys were made on the Elizabeth line, with the line recording its busiest day on 6 July 2023 with over 701,000 journeys, which was also on its busiest week. Records continued to be broken and demonstrated the power of investing in public transport.
- 25 TfL remained on track to deliver an operating surplus in 2023/24, for the first time in its history. With protection from the Government funding agreement on risks from economic uncertainty to passenger income, and plans to deliver its savings target over the full year, TfL would need the support of Government to mitigate risks that it did not have control over, including the lack of funding certainty beyond 31 March 2024. Failure to confirm that capital funding well in advance of that would force TfL to re-prioritise its Business Plan and make

difficult choices on reducing service levels, asset renewals and delaying non-committed investment and it was hoped that this could be avoided.

- 26 TfL was focused on the successful delivery of the Ultra Low Emission Zone expansion in August 2023 and continuing work to install infrastructure, including signs and enforcement cameras on TfL as well as borough roads. On 21 July 2023, the Commissioner visited the Capita contact centre in Doncaster to learn more about its operations and preparation to support the expansion going live. All incidents of vandalism to the infrastructure were reported to the police. TfL was also working closely with its policing partners and suppliers to reduce the risk of further incidents.
- 27 TfL had converted more than 50 per cent of lighting in bus shelters across London to LED lighting, which used around 57 per cent less energy but provided 10 per cent brighter lighting. It expected to convert all lighting in bus shelters by the end of March 2024.
- 28 Alex Williams confirmed that TfL was looking into what was happening in the technology and artificial intelligence space in terms of opportunities and risks. A future paper on TfL's approach to utilising artificial intelligence for service delivery was scheduled for the Customer Service and Operational Performance Panel meeting in December 2023, which all Board Members would be invited to attend.
[Action: Alex Williams / Shashi Verma]
- 29 The Commissioner thanked all TfL colleagues for their work over the past months, who were all dedicated individuals who worked to keep London moving and optimised TfL's offer to Londoners to make its services safer, more reliable and greener.
- 30 He also thanked Board Member Ben Story for his great support to the Commissioner and for his huge contribution to the Board and wished him the very best in his next endeavours.
- 31 The Commissioner paid huge personal tribute to Howard Carter, General Counsel, who had announced his retirement from TfL in September 2023. Since joining TfL as General Counsel in 2006, he had guided the organisation through some of the most challenging periods in its history and provided wise advice on a huge and complex range of issues. He had provided personal counsel to multiple Commissioners and was an exceptional public servant. He would be greatly missed by the Commissioner, the Executive team, colleagues across TfL, the General Counsel team in particular and City Hall colleagues. There would be an opportunity to mark Howard's retirement closer to the time and the Commissioner wished him all the very best in his retirement. The sentiments and tributes were echoed by all Board Members.

The Board noted the report.

51/07/23 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2023

Alex Williams and Patrick Doig introduced the paper, which presented the draft Annual Report and TfL Group Statement of Accounts for the year ended 31 March 2023.

On 5 June 2023, the Audit and Assurance Committee considered the draft Annual Report and the draft Statement of Accounts for the year ended 31 March 2023. Comments made by the Committee had been addressed in the documents. The Annual Governance Statement had been omitted from the original agenda papers in error, but was subsequently circulated to Members and published as a late item. It was unchanged from the version that had been considered by the Committee.

Alex Williams introduced the Annual Report, which summarised what TfL had delivered over year. Major achievements included the opening of the Elizabeth line, Barking Riverside extension, efforts to decarbonise its network and the proposed Superloop bus network announcement. The Annual Report showed TfL's delivery against the TfL Scorecard, including climate change financial disclosures. The highlight of the report was on the launch and successful operational delivery of the Elizabeth line.

Members commended TfL for the achievement of financial stability and the progress toward financial sustainability. London's transport ridership had recovered significantly better than many world cities through TfL's work to incentivise customer journeys and ensure that people felt safe to travel.

TfL had developed a green focus as a key driver of its work, with the Chief Operating Officer and Chief Capital Officer embedding this across TfL's operations and Investment Programme. It was recognised that more needed to be done and that this required commitment and assured funding. Many of these initiatives, such as zero emission buses and the roll-out of LED lighting, benefitted everyone by achieving environmental aims and improving cost efficiency.

Patrick Doig summarised the highlights from the Statement of Accounts, which showed increased income, reduced operating costs and debt and cash balances maintained. It was requested that approval of the Statement of Accounts be delegated to the Audit and Assurance Committee in September 2023, to allow for post-balance sheet issues, such as the decision from Government on TfL's inflation claim, to be included and for the substantially complete external audit to conclude. TfL was confident that the deferral would still enable it to meet the deadline to approve the Accounts and to provide information to Bond holders.

Members recognised and thanked staff for the achievements during the year and the significant effort to produce the Annual Report and Accounts, particularly by the Finance and Business Support teams.

The Board noted the paper and:

1 approved the 2022/23 Annual Report;

- 2 authorised the Chief Customer and Strategy Officer to make any further design or editorial changes to the Annual Report as may be required;**
- 3 considered the Statement of Accounts and, recognising that a decision on approval of the Statement of Accounts could not currently be made, delegated approval of the Statement of Accounts to the Audit and Assurance Committee and the provisions of Standing Order 108 were disapplied for these purposes;**
- 4 subject to the approval of the Audit and Assurance Committee, agreed that the statutory Chief Finance Officer would make any adjustments arising from the work prior to the auditors, Ernst & Young LLP, signing their opinion or from any comments made by the board of any subsidiary company. Should any changes be required to the Statement of Accounts, he would seek the approval of the Board or the Audit and Assurance Committee to make those changes;**
- 5 noted that the Chair of the Audit and Assurance Committee would sign and date the Statement of Accounts in due course;**
- 6 confirmed overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited:**
 - (a) Woolwich Arsenal Rail Enterprises Limited;**
 - (b) City Airport Rail Enterprises Limited;**
 - (c) London Underground Limited;**
 - (d) LUL Nominee BCV Limited;**
 - (e) LUL Nominee SSL Limited;**
 - (f) Docklands Light Railway Limited;**
 - (g) Tube Lines Limited;**
 - (h) Rail for London Limited;**
 - (i) Rail for London (Infrastructure) Limited**
 - (j) Tramtrack Croydon Limited;**
 - (k) London Buses Limited;**
 - (l) London Bus Services Limited;**
 - (m) London River Services Limited;**
 - (n) Transport for London Finance Limited; and**
 - (o) Victoria Coach Station Limited;**
- 7 noted that, as a result of the application of IFRS 9 Financial Instruments, TfL's auditors, Ernst & Young LLP, requested that letters of financial support previously provided by Transport for London in respect of the liabilities of its subsidiaries be re-signed annually by TfL's Chief Finance Officer. Board approval for the issue of such letters was granted when the subsidiaries were first established or acquired.**

52/07/23 Safety, Health and Environment Annual Report 2022/23

Lilli Matson introduced the paper, which summarised the key information and trends reported in the Safety, Health and Environment (SHE) Annual Report for the 2022/23 financial year, although some road safety and work-related violence data was clearly marked as falling outside that period and provisional. While the year was after the period where measures to control the coronavirus pandemic were in place, the pandemic continued to influence travel patterns and behaviours.

Following the publication of the draft SHE Annual Report as an appendix to the paper, two corrections had been made: on page 8, the status of the measure to reduce carbon emissions had been corrected to “Achieved”; and on page 42 the Total CO2 emissions graph had been added, replacing an unrelated graph.

Members welcomed the good progress on many SHE outcomes. While most scorecard targets had been met, several areas remained where significant progress was still required, including workforce injuries, which along with addressing workplace violence remained front and centre of TfL’s focus. Future capital funding and working with boroughs and stakeholders were key to addressing these challenges.

Members welcomed the work on safe and healthy streets. While good progress had been made on reducing the number of people killed and seriously injured on roads, outpacing national trends, TfL had not met its longer-term strategic targets on Vision Zero. Members welcomed the impact of 20mph speed limits in reducing the number of people who were killed and seriously injured as demonstrated by the initial evaluation results. Further evaluation was required to address negative narratives and demonstrate a sustained reduction in death and serious injury and the expected wider benefits of smoother traffic flow, reduced pollution and only a marginal impact on journey time.

Work was underway, including engagement with the Government and other stakeholders, to address road-culture issues so that all road users were aware of their own responsibilities and considered the safety of all other users. In June 2023, London Councils had agreed to take on a coordination role to ensure consistency across London on supporting micro-mobility, while ensuring hire bikes and scooters did not cause obstructions to pedestrians, and an update would be provided to the Safety, Sustainability and Human Resources Panel. **[Action: Alex Williams]**

Members welcomed the work on safety campaigns, including those encouraging people to be allies and not passive bystanders. The SHE Quarterly Report to the Safety, Sustainability and Human Resources Panel would update Members on the timescales for concluding research into how safe women felt and their experiences of harassment when cycling. **[Action: Lilli Matson]**

The Board also welcomed the progress on a range of environmental issues, including the publication of the Climate Change Adaption Plan to ensure TfL’s services would be resilient, which also fed into work across the Greater London Authority Group. TfL’s Asset Design team now considered this when prioritising what was renewed and how and this was already the approach on Elizabeth line trains.

Members discussed the complicated work on capturing waste heat from TfL's services, including London Underground ventilation shafts, to provide a constant and reliable source of energy that could be used for nearby buildings. Market and stakeholder engagement were planned, with a formal proposition to be launched to the market later in the year. TfL would also have further discussions with the Government on how this work could be scaled up. A paper would be submitted to a future meeting of the Finance Committee. **[Action: Lilli Matson]**

Members discussed the importance of climate adaptation plans and resilience, and the need for TfL to pioneer this work as part of wider Mayoral initiatives, given the potential impact on its services, including the work of its property company.

It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap. **[Action: Lilli Matson]**

The Board noted the Safety, Health and Environment Annual Report 2022/23, including the two corrections raised at the meeting.

53/07/23 Finance Report – Quarter 1, 2023/24

Patrick Doig introduced the item, which set out TfL's financial results to the end of Quarter 1, Period 3, 2023/24, for the year-to-date ending 24 June 2023. The results showed TfL's continuing trajectory to achieve its financial strategy to rebuild its finances and deliver an underlying operating surplus in 2023/24.

TfL was actively growing passenger demand, while creating new sources of revenue to reduce reliance on fares income. Passenger journeys were 89 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of 2022/23.

Total revenue was within one per cent of Budget. Underlying passenger income was £20m up on Budget. The Budget assumed a higher impact from the new Elizabeth line services on London Underground journeys than had occurred. Detailed analysis of Elizabeth line journeys and its impact was being worked through and initial analysis showed more new trips being taken on the public transport network than anticipated, so the investment had created new connectivity. Passenger income was £236m higher than last year due to a combination of journey recovery and new Elizabeth line services.

Operating costs were £33m, which was two per cent lower than Budget, mainly driven from a central contingency of £20m that was not yet used. TfL was working to drive up bus performance and increase payment to bus operators and support Londoners to comply with the London-wide Ultra Low Emission Zone scheme, so the contingency was needed to manage that uncertainty.

TfL was committed to delivering almost £230m savings this year. Like-for-like operating costs were down in real terms, with costs just five per cent higher than last year despite year-on-year inflation of 11 per cent.

Operating surplus was £79m which was £6m up on Budget and over £200m better than last year. TfL had generated an underlying operating surplus for the fourth period in a row after excluding Department for Transport revenue top-up, providing confidence that it could hit the full year surplus target.

Capital renewals spend was £8m which was six per cent higher than Budget due to the timing of the London Underground renewals programme. TfL aimed to meet the available funding target of £736m, made up of the £725m capital envelope from the August 2022 funding agreement, plus £11m of spend expected to be rolled over from 2022/23. Lack of long-term funding certainty meant TfL could not bring forward projects from next year into this year to maximise funding and actively manage its portfolio.

Capital enhancements were £41m, which was 17 per cent below target, driven by release of provision from Bank congestion, slippage across the Piccadilly line upgrade, third-party projects and DLR rolling stock replacement.

Total cash balances were just under £1.2bn which was broadly in line with Budget and £40m lower than at the end of last year.

TfL needed the support of Government to mitigate risks it did not have direct control over, namely inflation pressures on its cost base and securing capital funding beyond March 2024. Failure to confirm this well in advance of March 2024 would force TfL to reprioritise its Business Plan, undoing the progress made under the current funding agreement and requiring difficult choices relating to reducing service levels, asset renewals and delaying non-committed investment.

At the Financial Sustainability Group meeting, a process to work through had been agreed with the aim of getting a decision by Government by autumn 2023, although Government had not committed to any funding and TfL understood the tight national financial position. In the coming weeks, TfL would continue to make its case to Government of the positive benefits of investing in London and transport for London, which created jobs and supported economic growth in the capital and across the country, as well as unlocking new homes and affordable homes across London.

Members noted that TfL had maintained service levels throughout the pandemic, despite the pressure to reduce them. TfL was clear at the time that there would be minimal savings and untold damage to ridership. Maintaining a turn up and go service was critical for economic growth and the strong recovery of passenger journey levels demonstrated that it had been the right decision.

There were strong levels of leisure travel on the bus network at weekends, with lower levels during the morning commute, and increased travel into local town centres. The Superloop investment would increase connectivity for outer London and had a monitoring framework that would enable the service to be developed and refined. The Customer Service and Operational Performance Panel would look at this in more detail. **[Action: Alex Williams]**

The Board noted the Finance Report.

54/07/23 Slavery and Human Trafficking Statement

Patrick Doig introduced the paper, which sought approval of TfL's Slavery and Human Trafficking Statement for 2022/23, ahead of its publication. TfL recognised the importance of the issue and the Statement outlined how it addressed its responsibilities and what further action was proposed.

As requested by the Board, the 2022/23 Statement included more detail on how TfL managed risks in its role as a landlord. A new compliance team had been established and had received training on how to spot the signs of modern slavery and was responsible for identifying risks and engaging with tenants on their statutory compliance.

TfL was recognised as a leading public sector organisation for identifying and mitigating modern slavery and human trafficking risks. In April 2022, TfL joined the Electronics Watch Low-Emission Vehicle Programme, which aimed to improve supply chain transparency and working conditions in the supply chains of low emission vehicles, most notably TfL's fleet of approximately 9,000 buses.

The Board noted the paper and:

- 1 approved the draft TfL Slavery and Human Trafficking Statement, attached as Appendix 1 to the paper; and**
- 2 authorised the General Counsel to agree the final form of the Statement.**

55/07/23 Report of the meeting of the Remuneration Committee held on 12 June 2023

The Chair of the Committee, Kay Carberry CBE, introduced the item. The focus of the meeting was performance awards.

In November 2021, the Committee agreed the reintroduction of performance award schemes for the 2021/22 and 2022/23 performance years, with the addition of a financial overlay trigger of achieving financial sustainability by April 2023. As the Committee had agreed that the financial overlay trigger had been met, it reviewed the performance ratings in respect of the officers within its remit and noted the potential awards that were payable.

The Committee also agreed that a financial overlay trigger would be included in the performance award schemes for 2023/24.

The Board noted the report.

56/07/23 Report of the meeting of the Finance Committee held on 21 June 2023

The Chair of the Committee, Anne McMeel, introduced the item. She highlighted the annual update on third-party funding secured through spatial planning. During the year, TfL had secured: £168.2m in Mayoral Community Infrastructure Levy; £37.9m in Section 106 agreements; £17m in Section 278 agreements, as well as around £1.1m revenue funding.

The Committee also welcomed the reporting on, and progress of, the Commercial and Procurement Improvement Programme, which was a key part of driving better contracts and improving TfL's efficiency.

The Board noted the report.

57/07/23 Report of the meeting of the Land and Property Committee held on 28 June 2023

The Chair of the Committee, Professor Greg Clark CBE, introduced the item. The Committee continued to develop and TfL's property company continued to perform ahead of target. The company was developing a scorecard, which would include climate resilience, which was consistent with TfL's approach.

The assurance work was very thorough, particularly on the Enterprise Risk on the inability to react to external market forces (TTLP-L0-6) and on the work to address resourcing issues in the new organisational structure.

The Committee also discussed the Electric Vehicle Charging Hubs programme, where a joint venture approach was proposed.

The branding for the property company was discussed, with the new name and branding expected to be launched in September 2023.

The Board noted the report.

58/07/23 Report of the meeting of the Customer Service and Operational Performance Panel held on 12 July 2023

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel had a thorough discussion of the quarterly Customer Service and Operational Performance Report. It noted the importance of providing reliable public transport services to support the expansion of the Ultra Low Emission Zone and the need for a capital funding settlement to address the issues of the availability and reliability of trams.

The Panel challenged officers to improve orbital cycling routes as part of the Cycling Action Plan 2 and to make the TfL Go app more inclusive, including consideration of adding details of assisted passenger travel services.

The Panel had a deep dive discussion on customer safety and security and actions to address persistent fare evaders and their impact on workplace violence.

Following the meeting, Dr Mee Ling Ng OBE and Anne McMeel had visited TfL's Control Centres to see how they kept London always moving safely and efficiently. They also saw and discussed how complex traffic junctions were managed. They thanked Glynn Barton and his team for the site visit.

The Board noted the report.

59/07/23 Report of the meeting of the Programmes and Investment Committee held on 19 July 2023

In the absence of the Chair and Vice Chair, Committee Member Seb Dance introduced the item. He highlighted the discussions on the Investment Programme and thanked the Project Assurance team and the Independent Investment Programme Advisory Group for the assurance they continued to provide to the Committee, and the project teams for their positive response to assurance recommendations.

The Safe and Healthy Streets Programme discussion highlighted the need for a capital funding settlement to maintain and renew assets.

The meeting was Chaired by Ben Story, who was attending his last meeting of the Committee. Members thanked him for the assiduous way he had always chaired the meetings and for his contributions and insight.

The Board noted the report.

60/07/23 Any Other Business the Chair Considers Urgent

The Commissioner informed the Board that TfL's managing Chief Finance Officer, Rachel McLean was recovering well from her operation and expected to return to work in early September 2023. The Board wished her well on her recovery.

There was no other urgent business to discuss.

61/07/23 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 18 October 2023 at 10.00am.

The meeting closed at 12.25pm.

Chair: _____

Date: _____